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Co-created concept of the workplace of the future for case company X with multiple stakeholders

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**Co-created concept of the workplace of the future for case
company X with multiple stakeholders**

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Co-created concept of the workplace of the future for case company X with multiple stakeholders

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The purpose of the master thesis is to utilize service design theory and tools to co-create concepts of the workplace of the future with multiple stakeholders for company X. The proposed concepts are co-created with the customer, the decision maker and the service provider Y of case company X.

The objective of the thesis is to propose a few concepts of the workplace of the future for company X's decision makers using service design methods and service design workshop. The outcome will be presented to the decision maker in company X and service provider Y. Both X and Y committed to take the outcome of the workshop seriously and agreed to evolve according to customer's needs and keeping financial limitations in mind. The main research questions this thesis work answers are: what are the key benefits and challenges of applying co-creation with multiple stakeholders in organizations.

The thesis development tasks include understanding the trend of the workplace of the future, analysis of existing end user satisfaction survey, in-depth interviews, service design workshop, applying suitable service design tools and methods, facilitating co-creation with participants, prioritization of the concepts, and documentation of the whole process and the thesis. The methods that are used in this thesis are desktop research, survey, personas, prototyping, co-creation, interviews with customers and decision makers and service providers, and facilitation of the service design workshop.

This thesis provides both scientific and practical value for customers, case company X and service provider Y. In a broader perspective, the outcome of this thesis is also very valuable for people who are interested in service design, workplace development and/or management, and concept development. The analysis of the results, conclusions and recommendations are all based on this thesis research project, especially the service design workshop.

Keywords: customer-oriented development, co-creation, workplace of the future, multiple stakeholders, new concept development, service design, service design methods, service design tools.

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1 Introduction

Today, almost every company is undergoing a digital transformation. There are many factors triggering the transformation journey. Technological factors such as cloud and mobile computing, artificial intelligence, and increasing automation have created the potential to transform nearly every aspect of a business.

How does this transformation affect employees and their workplace? How co-creation with employees, suppliers and employers could bring advantages in the concept development of the workplace of the future? This research project aims to find facts and answers to these questions.

1.1 Why I choose this thesis topic

The topic in this thesis is suitable for master thesis development topic because firstly, the topic represented is a real concept development case in real business world. Secondly, the context of the case represented in the thesis is relevant for co-creation and service design principles. Like Mesing (2014) said, whether internal- or external-facing, service design is about the organizational discipline required to deliver excellent experiences. Thirdly, the complexity of the problem in the thesis is high and requires thorough analysis and research.

1.2 The purpose of the thesis

The purpose of the thesis is to propose co-created concepts of workplace of the future based on the application of service design methods to increase customer satisfaction survey result for the case company.

1.3 The objective of the thesis

The objective of the thesis is to co-create concepts for the workplace of the future using service design methods and tools with multiple stakeholders such as customer, decision maker and supplier of a case company. The final concepts will be presented to case company stakeholders. Implementation of the selected concepts is likely to take place later although process and result of concept implementation is not presented in this thesis.

1.4 Key research questions

The key research questions to be answered by this thesis are defined as following:

- RQ1: “What are the key benefits of applying co-creation with multiple stakeholders in organization?”
- RQ2: “What are the key challenges of applying co-creation with multiple stakeholders in organization?”

Through these research questions this thesis project aims to investigate whether there are advantages for case company to co-create with its employees (customer) alongside external stakeholders such as service provider and decision maker. As an outcome of this study and based on the findings, concrete development proposals for workplace of the future will be presented for the case company’s workplace management. Changes and adjustment of existing concept development plan in case company X will be expected as the result and possible implementation of the suggested proposals from workshop might be taken place in later stage. Conclusion part of this thesis report will summarize the findings and results in more detail.

The research outcome will benefit the customer (internal employees who use the service in company X), the decision maker (company X workplace management) and service provider Y. The key benefit for customer is their voices are heard directly and they will likely to receive better services provided by service provider Y according to their feedbacks. The key benefit for decision maker in case company X is they will hear employees’ voices and understand what might be important and what might not be. Their concept development will be based on the employee’s feedbacks therefore the satisfaction result will likely to increase. This thesis project also provides a service design experience for the organization. The key benefit for service provider Y is company X will be happier when service provider Y has implemented solutions based on company X’s customer feedback therefore company X and service provider Y’s partnership will be strengthened.

1.5 Case company

Case company, here refers to Company X states that their goal is to provide a relevant financial solution to help people to reach their goals and realize their dreams. Company X serves over 10 million personal customers and more than half a million corporate customers globally. Company X employees 30,000 employees globally. Decision maker sits in organization that is part of group workplace management team in company X.

Company X’s campus in Finland is in Helsinki. 2200 employees work in the campus. Case company’s campus consists of 7 buildings that were built in different years in between of 1898 and 2003.

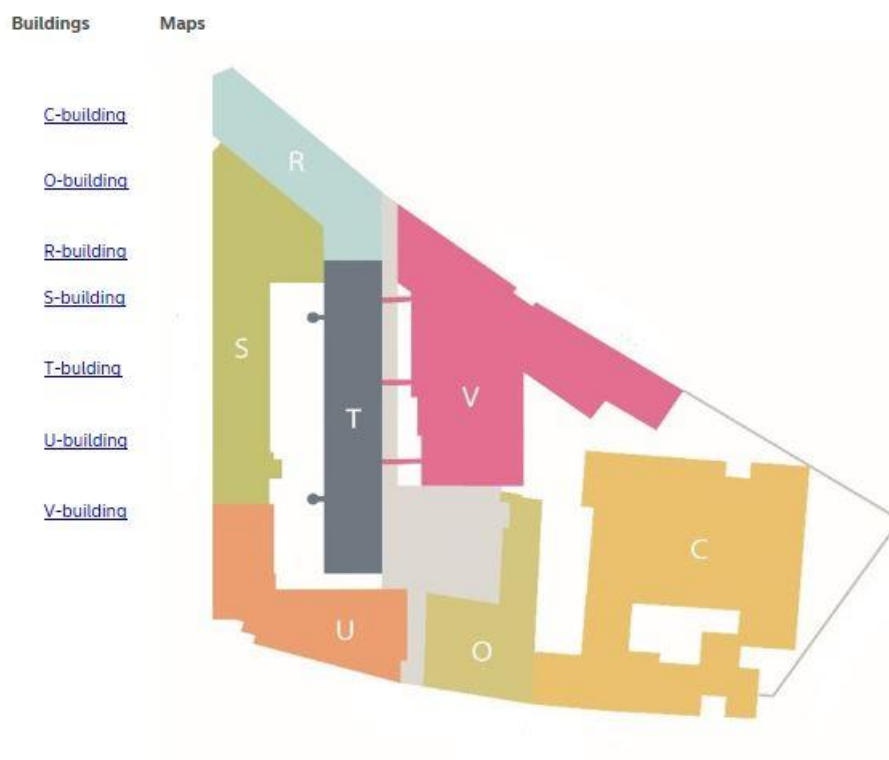


Figure 1: Case company’s campus map

Service provider Y provides multi-service portfolio for case company X including facility management; catering services; cleaning services; support services; property services and security services.

Service provider Y is “integrated service provider” for the case company X. An Integrated Service Provider (ISP) is a for-hire firm that performs a variety of logistics service activities such as warehousing, transportation, and other functional activities that constitute a total service package. In addition, other categories of spend may fall under the ISP’s scope such as maintenance, repair, and operations (MRO) services. Firms provide such services typically have a good understanding of their customer’s needs and are responsible for executing services in accordance with contract documents. Being an integrated service provider for company X might have impacts on how the service is delivered and organized because of the contract terms for service provider Y might be different than normal service providers. This aspect has been taken into consideration when this research is conducted.

Service provider Y has nearly 500,000 employees and activities in approximately 75 countries across Europe, Asia, North America, Latin America and Pacific. More than half of company Y’s employees are based in emerging markets (An emerging market (also known as a Newly

Emerging economy) is a country that has some characteristics of a developed market, but does not meet standards to be a developed market). The vision of service provider Y is to become the world's greatest service organization.

Based on desktop research (source: <https://servicefutures.com/are-your-facilities-integrated>), there are clear benefits of companies to choose integrated service providers. To name a few, the notable benefits include:

- Immediate cost savings through synergies delivered by integrating services.
- The “one stop shop” concept reducing the clients cost of tendering and vendor relationship maintenance.
- The solution is characterized by quality and flexibility.
- IPS focuses on continuous evaluation and improvement of the service solution.

The customers of the services refer to all employees located in headquarter of company X in Helsinki. Historically, decision maker in company X and service provider Y have been actively collecting the feedback from customers; however, the improvements done according to the feedback from customer have not been resulted in increase of customer satisfaction survey score.

In the current situation, decision maker gets the result after the survey presented by service provider and they will suggest some improvements based on the survey result. No workshops with customers or more discussions with customers have been conducted. There might be customer representatives involved (mostly line managers).

Decision maker of company X might be under the impression that service provider Y did not have the right competence to deliver improvements. Service provider Y has tried to make changes however the changes done have not been reflected into the customer satisfaction survey result improvement in company X. In fact, the result of the most recent customer satisfaction survey has worsened in some categories compare with previous result in company X.

Originally, the service provider Y would like me to consider one other area however, due to the fact there has been already big projects and cost allocated to that area and we made a common agreement with decision maker in company X and service provider Y to consider the workplace of the future as a topic for this project. The workplace of the future has been on the agenda for both service provider Y and decision maker in company X however it has not been yet explored with resource and focus.

Service design was considered a fresh perspective from decision maker's perspective in company X. They are looking forward for the project outcome and are very supportive in getting this research forward. There is an existing service design network within company X. Service design is not that much used yet in company X however there are people interested and people organize networking events voluntarily to evangelize the message to broader organizations. Some organization hired business designers which could be considered same as service designers. Service design method is not only service targeted, in fact it is very often a business re-modelling and business design oriented.

SAFe (Scaled Agile Framework) / Agile way of working is being rolled out in the case company. The case company is undergoing a transformation into Agile way of working. This is taken into consideration of this thesis project. Case company's management has decided to adopt agile way of working to enable more cross functional collaboration and to enable learning processes to allow mistakes and pilots before releasing new product and/or services to customers.

An important element to consider in this project is the renewed value of case company. The new corporate values are: Collaboration, Ownership, Courage and Passion. This is very important as a great workplace for people directly affects employee's mind-set and behaviour. The outcome of the research will be important consideration for decision maker in case company X to provide to their management for getting support on the concept development of the workplace of the future.

1.6 Key concepts

Customer

In this thesis the term "customer" refers to employees of the case company. Integrating customers in product and service development processes for understanding their needs and learn from those needs has become an essential part of organization's development and innovation processes (Heinonen et al. 2010).

Stakeholders

Freeman (1984, 46) defined stakeholder as “any group or individual who can affect or is affected by the achievement of the organization's objectives”. Stakeholders usually means company's service providers, customers, employees and shareholders, and in wider sense government and communities. In this thesis report, stakeholders include “employees as customers”, “service provider Y” and “decision maker in company X”. The term “customer” is referring to employees of case company X. The term “service provider” is referring to the integrated service provider Y of case company X. The decision maker is referring to the management representative who sponsored this thesis project.

Value and value co-creation

This thesis research project understood co-creation as the inter-collaboration in the creation process of value via shared inventiveness, design, knowledge, and other sub processes. (Prahalad & Ramaswamy 2004; Ostrom et al. 2010; Ojasalo 2010).

Service-dominant logic (S-D logic)

Gummesson (2008) claims that services are the fundamental unit of exchange for the benefit of others. Vargo and Lusch (2008) argues the S-D logic understands value as a collaborative process between providers and customers, rather than what producers create and subsequently deliver to customers.

Service experience

Payne et al. (2008) stated that creating customer service experience is less about products and more about relationships and therefore, the entire offer itself. Service experience is focusing on “value-in-use” instead of the single product features. The word of experience here expressed the entirety of the offering, it is not a one or few encounters it is also including the experiences between the encounters. The simplest experience is to perform a call to customer service number in one firm. The experience customer gets starting from the moment of dialling and including the waiting time on the line before the customer reaches to service representative of the firm.

Co-creative enterprise

Ramaswamy and Guillard (2010a) said that co-creative enterprises, along with other features, call on employees to participate in redesigning their work experience and to develop interactions that did not exist before. This leads to increased employee engagement; employees are more committed to the company and enjoy the psychological or economic value the co-creative process provides.

Collaboration in the workplace

Collaboration could be considered as when two or more people (often groups) work together through idea sharing, thinking and discussion to accomplish a common goal. It can be considered as a simply teamwork taken to a higher level.

1.7 Structure of the thesis

Chapter 1 includes overall introduction of the thesis. Chapter 2 includes theoretical knowledge of this thesis. Chapter 3 provides service design process and methods and tools used in this thesis. The summary and conclusion of the thesis is presented in chapter 4, for presenting how the service design process, methods and tools are applied in this thesis project and the next step of potential further research.

2 Theoretical knowledge

2.1 Value co-creation

This thesis follows the prevalent theory of service marketing, the service-dominant logic presented by Vargo and Lusch (2004, 2006) which stated that value is always created and determined by the user through use (“value in use”) and the customer is always a co-creator of value although scholars have been debating whether S-D logic is moving forward or backwards, (Vargo & Lusch 2011) concluded “we do not believe that S-D logic takes us backward from G-D logic but rather forward, toward more robustness and relevance. Clearly O’Shaughnessy and O’Shaughnessy (2009) believe otherwise but it is neither for them nor us to decide. Only the discipline can decide, and it will be up to the historians of marketing science far in the future to tell the complete story.”

Sangiorgi (2012) added value was originally conceived as embedded in tangible goods, while it is now perceived as co-created among various social and economic actors during the process of use. Vargo et al. (2008, 26) also demonstrated that value is always co-created, jointly and reciprocally, in interactions among providers and beneficiaries through the integration of resources and application of competences. Ind and Coates (2013, 86) describe this as a shift in

thinking from the logic where organizations define value to a more participative one where people and organizations together create and develop value by meaning.

Table 1 compared the G-D logic and S-D logic on value creation. Value driver in S-D logic is value-in-use or value-in-context. In this thesis project, value driver is “value-in-use”. Creator of the value in S-D logic could be firm, network partners and customers. In this thesis project, creators of value are firm, service provider and customers.

	G-D logic	S-D logic
Value driver	Value-in-exchange	Value-in-use or value-in-context
Creator of value	Firm, often with input from firms in a supply chain	Firm, network partners, and customers
Process of value creation	Firms embed value in “goods” or “services”, value is ‘added’ by enhancing or increasing attributes	Firms propose value through market offerings, customers continue value-creation process through use
Purpose of value	Increase wealth for the firm	Increase adaptability, survivability, and system wellbeing through service (applied knowledge and skills) of others
Measurement of value	The amount of nominal value, price received in exchange	The adaptability and survivability of the beneficiary system
Resources used	Primarily operand resources	Primarily operant resources, sometimes transferred by embedding them in operand resources-goods
Role of firm	Produce and distribute value	Propose and co-create value, provide service
Role of goods	Units of output, operand resources that are embedded with value	Vehicle for operant resources, enables access to benefits of firm competences
Role of customers	To ‘use up’ or ‘destroy’ value created by the firm	Co-create value through the integration of firm-provided resources with other private and public resources

Table 1: G-D logic vs S-D logic on value creation (Vargo et al. 2008, 26, 145)

Revans (1998) stated that companies that rely on traditional ways of product development of company-centric practices are confronted by decreased customer satisfaction and decline in growth. Customer oriented development is recognized by most organizations as one of the main success factor in today’s competitive environment, which allows companies to develop products and services to fulfil real customer needs and requirements and thus reduce the waste and increase customer satisfaction.

Additionally, Bhalla (2011) pointed out that companies today are dealing with a new type of customer - one that is better educated, more collaborative, and infinitely more resourceful than at any time in the past. Grönroos and Voima (2012) added that the customer, can create value independently or decide to co-create value through direct interaction with the provider.

Woodall (2003) demonstrated that value is an elusive concept which is perceived in an individualistic way by the customer. According to Grönroos (2008), value is defined as a feeling of becoming better off, in some respect than before using the service provided the definition of the value for customers. In other words, it means that after customers have been assisted by a self-service process or a full-service process, they are or feel better off than before.

Vargo, Magilo and Akaka (2008) also mentioned the alternative views on value. Contention over the definition of value is ancient, dating back at least to Aristotle, who first distinguished between two meanings: “use-value” and “exchange value”. Exchange-value was considered as the quantity of a substance that could be commensurable value of all things however it is proven to be more complex and difficult to explain.

This is further stated by Vargo and Lusch (2016) that value is co-created by multiple actors, always including the beneficiary. Vargo and Lusch (2004) describes value for customer is uniquely defined by customers, the customer creates the value and moreover experiences the value individually. Terblanche (2014, 2) also stated that co-creation of value means that value is not created by the firm and transferred to the customer during the transaction, but rather is jointly created by the customer and the supplier during consumption.

Petri and Jacob (2016, 68) named “Information and knowledge exchange” as one variable defines customer’s contribution in value co-creation. “The customer’s degree of activity in the information and knowledge exchange process varies. A passive customer provides access to the requested data only. In contrast, when customers take a more active position, they can foster co-creation by not only providing access to information but also connecting the provider’s employees with the right people within the customer’s organization as well as contributing to the process through their expertise and knowledge even if not requested by the provider. Thus, providers emphasized the need for knowledge exchange and customer expertise.” As well, “Customers consider taking the lead through the solution process and not delegating as important for value (co)-creation.”

According to Ojasalo (2010, 176), significant competitive advantage can be obtained by adopting deeper understanding of the characteristics of co-creation. Companies found it difficult to discover the latent needs of customers. Therefore, new methods were required to improve understanding of customer's latent needs, value and value creation process (Ojasalo 2010, 174). Talking, observation and listening can reveal customer's real needs that are not shown in traditional quantitative methods (Clatworthy 2010, 140).

Involvement of customers in a firm's innovation and development process required the firm to apply new practices to include customer early in the development processes. Despite this, not many frameworks or models were defined that would help a company in co-creation with customers. Kim-bell also said by focusing on humans rather than companies, service design thinking was finding ways to help companies co-create value with their stakeholders (Kim-bell 2010, 46).

Ramaswamy and Guillard (2010) described co-creation offered a powerful approach to foster innovations. Payne et al. (2008) saw value co-creation in the context of S-D logic and they have developed a conceptual framework demonstrating how customers engage in value co-creation, explaining how it can be managed. The framework embedded three interconnected processes, customer, encounter and supplier processes, as key processes in managing value co-creation (see table 2 below).

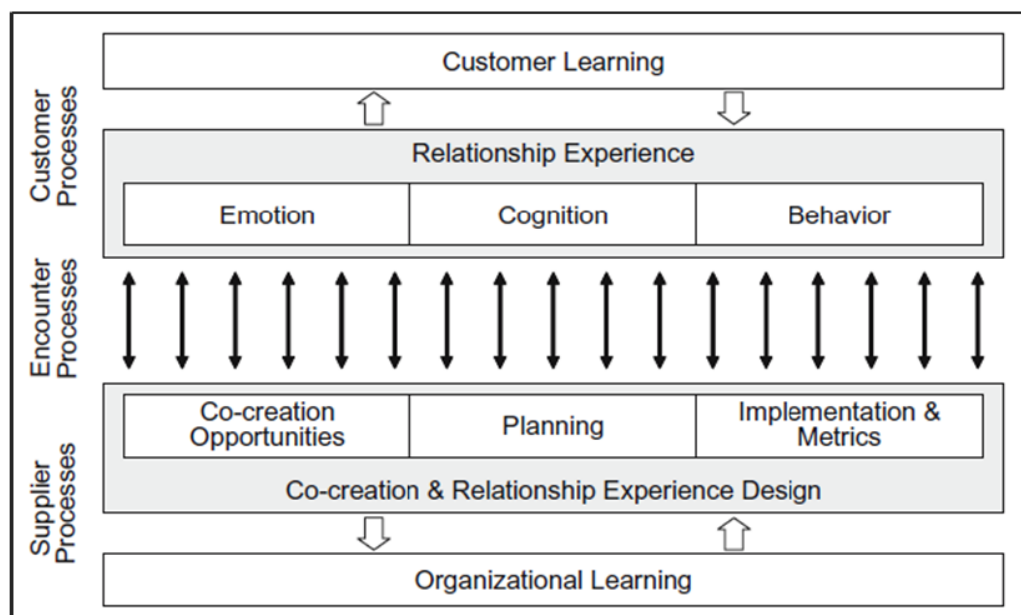


Table 2: A conceptual framework for value co-creation. (Payne et al. 2008, 86)

The black two-way arrows in the centre demonstrated the two-way repetitive activities which link the customer and supplier processes, and which create possibilities for value co-creation activities. The thicker one-way arrows between the customer and customer learning and the supplier and supplier learning demonstrated the mutual learning on both sides as a key-component of fostering future co-creation activities.

Skarzauskaite (2013,123) concluded “Value co-creation includes: (1) Active involvement; (2) Integration of resources that create mutually beneficial value; (3) Willingness to interact and (4) A spectrum of potential form of collaboration. In the process of co-creation both customer and organization were equally important. Through interaction, the organization got opportunity to influence the customer value creating process. During this direct interaction (in the environment of social technologies), each value creating processes (customer process and organizational process) were merging into one integrated dialogical process.”

To conclude, the value co-creation requires active participation, good relationship between customer (employees in case company X), firm (decision maker’s organization in company X), supplier (service provider Y for case company X). It can’t not be created by any single one of them and require collaboration and co-creation.

2.2 Different roles in co-creation

2.2.1 Role of customers in co-creation in S-D logic

Systematically involving customers for value co-creation in turn helped to develop new capabilities as empirically evidenced in Zhang and Chen (2008). The key was to integrate and involve customers in the value creation process (Pine et al. 1995; Wind & Rangaswamy 2001; Zhang & Chen 2006, 2008; Ramaswamy 2009) as the utmost goal was to continuously satisfy customers demand.

Gallup (2009) found out the most recent cross-sectional research adds more weights on the co-creation strategy that the world’s leading organizations used engagement of their customers as a primary strategy to gain business success: those that engage their customers outperformed those that did not. Furthermore, customization encompassed more co-creating activities and offered customers more controls in the customization process, which in turn helps develop and enhance the operational capabilities (Wind & Rangaswamy 2001; Zhang & Chen 2008).

Today's customers were not content with being mere spectators. They wanted to be heard; they wanted to have a say in how customer value is created and what they would like to consume. Given the opportunity, they were willing and unafraid to use their initiative and resources to back themselves and their own agendas against the agenda of large corporations. (Bhalla 2011). The table below indicated the old and new customer realities.

Table 1.1 A Profile of the New Customer

	Old Reality	New Reality
Identity	Consumers, respondents	Real people, creative partners
Role	Passive; consumers of value	Active collaborators; co-producers of value
Source of insights	Surveys, dispassionate objective observation	Conversations, stories, impassioned immersion
Handshake with company	Transactions-based	Interactions and experience-based
Location	Fixed and invisible; at one end of a long value chain	Adaptive and very visible; anytime, anyplace
Information and influence	Company advertising and messages; expert opinion	Word-of-mouth; peer-to-peer; social media
Concept of value	Company offers; one size fits all	Customer determines; tailored and unique
Primary source of value	What's in the brand; attributes and features	What customers do with the brand; unique solutions and customized experiences

Table 3: Profile of the new customer (Bhalla 2011, 4)

Additionally, main behaviours of new customers were summarized below (Bhalla 2011):

1. They were active in participation and involvement.
2. They balanced expert opinion with personal judgement.
3. They were connecting and networking.
4. They were Individual as both producer and consumer.

2.2.2 Role of "supplier" in value co-creation

Grönroos (2008) said that supplier was value facilitator and value co-creator. Customer was value creator with the support from other necessary resources such as supplier. In this case, supplier and customers were both participating the value generating process. Value created by the customer, through the support of a supplier, enabled the supplier to gain financial value in return (Gupta & Lehmann 2005).

Supplier	Customer
<i>Creation of value-in-use according to a service logic</i>	
Value fulfillment model	
Role Value facilitator by providing customers with a foundation for their value creation in the form of resources (goods, services, information or other resources) and	Value creator (1) during value-generating processes (consumption) where, if needed, other necessary resources available to customers and skills held by them are added and
Value co-creator during direct engagement in interactions with customers during their value-generating processes (consumption)	(2) through value-supporting interactions with suppliers as service providers during the value-generating processes, where value fulfillment takes place

Table 4: Supplier and customer's roles in value fulfillment model (Grönroos 2008,308)

2.2.3 Role of organization in co-creation

Tapscott & Williams (2006) offered three more important factors for successful customer co-creation for the internal organization of the company. To be able to successfully use 'external ideas' from the customer co-creation into the company, an appropriate culture, a good overview and planning, correct capability and skills should exist.

Ramaswamy and Gouillart (2010) indicated individuals were generally far ahead of organizations in their eagerness to participate in value creation. This imposed a great challenge to companies whose managers were accustomed to focus on process efficiency. Organizations generated profit from co-creation, though. Co-creative enterprises called on employees to participate in redesigning their work experience and to develop interactions that did not exist before. As a result, employees were often more committed to the company and enjoyed the psychological and/or economic value that the co-creative process provided. That, in turn, often also increased the productivity of the company. (Ramaswamy & Gouillart 2010a, 3-4)

However, while co-creation lowered hierarchy, it did not mean that all the power was given to employees. For a change process to be successful, senior management must have a high-level view about the goal of the process. They also facilitated and guided the transformation. (Ramaswamy & Gouillart 2010, 166; 2010a, 5)

To conclude, value co-creation with multiple stakeholders was about finding the right balance in terms of participation, power in decision and actions to implement changes between organization (in this case decision maker of the case company X), employees (in this case customers) and supplier (in this case service provider Y for case company X).

2.3 Four principles of enterprise co-creation

According to Ramaswamy and Gouillart (2010), the main challenges of co-creation in organizations have been the management over control of co-creation experience through hierarchy therefore not all stakeholders had impact on creating the new experiences. Even though many enterprises expressed interests in customer experience, very few of them could do something meaningful about it.

Four principles of co-creation (Ramaswamy & Gouillart 2010, 4-6) are introduced:

- Stakeholders won't wholeheartedly participate in customer co-creation unless it produces value for them, too.

For individuals, value of active participation of co-creation can be psychological (for example greater job satisfaction, feelings of appreciations, higher self-esteem) or economical (higher pay, the acquisition of skills, opportunities to advance). For organizations, the value was mainly economical (lower cost, higher productivity, time saving, increase profitability) and in some cases the chance to do social good. For a co-creation to get full buy-in from stakeholders, it was important to understand the value it brought to them beforehand. Also, it was important to analysis the reasons why stakeholder might not be interested and demonstrated them what they needed could help you to engage with the suitable stakeholders. In another word, you might need to figure out a way to show the value to the stakeholders in advance so that they were willing to actively participate to the value-creation process.

- The best way to co-create value was to focus on the experiences of all stakeholders.

Most organizations focused on creating economic value. Successful co-creators, in contrast, explicitly focused on providing rewarding experiences for customers, employees, suppliers, and other stakeholders. When first exposed to co-creation, people often thought allowing stakeholders to create their own experiences sounded like a recipe for organizational anarchy and economic destruction. In fact, the opposite was true. Co-creation was not a free-for-all. The management of the company set the overall strategic direction and defined the boundaries between what can and cannot be co-created. Involving all stakeholders to be able to provide impact on their experience created opportunities for all participations to feel empowered and they will tend to take the ownership and stick to the co-created solution.

This will need to be supported by a culture of co-creation, collaboration and management that sponsored this kind of new way-of-working. It also took courage to encourage the co-creation between multiple stakeholders because many of the topics discussed might be “internal” from organization’s perspective, and they felt it was “risky” to share to others before they were able to find out a solution. Many might not want others to know that they are facing a problem without a solution to it. Co-creation was providing exactly the value of getting the solution done together and therefore to solve the problem quicker with all potential stakeholders involved in advance to save time and get commitment to fix it.

- Stakeholders must be able to interact directly with one another.

The risk that many organization took when co-creating a solution is that they were hierarchical and sequential. Someone took an order and past it to somebody else to fulfil. What got lost is the ability of multiple individuals to have a dialogue directly. Usually the problem to solve was complex and it will be great benefit to invite all interested parties up front and make sure the direct dialogues will be taken directly between stakeholders. One challenge many organization faced is the fear of losing power if the discussion was happening directly between stakeholders before they internally came out with a solution. The sequential way of handling the communication was a result of fearing and not trusting each other.

- Companies should provide platforms to allow stakeholders to interact and share their experiences with each other

Nowadays internet and other information technologies have made it much easier to establish a platform for people to raise ideas, get feedbacks, and interact with others having similar thoughts and learn from each other’s experiences. It was crucially important for organization to have such platform in place for co-creation. Because the result from one or few workshops can be limited and the act of implementation and development after co-creation with multiple stakeholders were happening continuously after the workshops. To keep tracking of the progress and keep people updated and continuously engaged, it was critically important to address it in a proper way with a good supportive tool (for example, many organization use Microsoft Yammer, SharePoint, Spigit etc.). Ultimately, co-creation was about putting the human experience at the centre of the enterprise’s design. The time has come for a democratic approach, in which individuals are invited to influence the future of enterprises in partnership with management.

Figure 2 below identified the key role of co-creation in becoming a co-creative enterprise.

Figure 1-1: Becoming a Co-Creative Enterprise

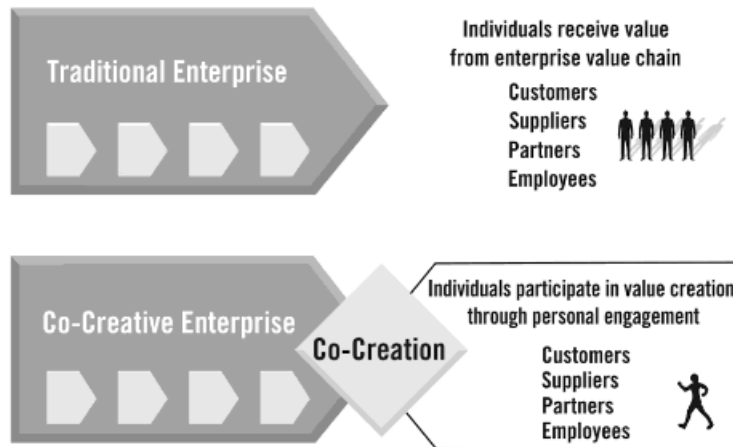


Figure 2: Becoming a co-creative enterprise (Ramaswamy & Guillard 2010, 6)

Co-creative enterprise gives employees the opportunity to be part of the solution development. Employees are no longer hearing the news after the development and decisions are done; instead they provide their inputs and engagement throughout the process. They are not receiver of the information; they are part of the creation of the information. Employees in co-creative enterprise are more empowered, satisfied and aligned with companies' strategy. The similar concept applies to co-creative enterprise with customers as well.

2.4 Building co-creation capability

Nothing sabotaged customer collaboration and co-creation initiatives faster than lack of follow-through. (Bhalla 2011). Four interrelated components must work together to help an organization or company to build a core co-creation capability as illustrated in Figure 3.

1. First, organization or company must listen to their customers.
2. Secondly, organizations or company must engage customers to provoke conversations, to elicit responses and reactions, and to generate fresh insight by disturbing the current equilibrium. Engagement created new patterns of interactions and relationships between company and its customers.
3. Thirdly respond externally: Co-creation rarely happened in one large spontaneous step. That was because it should be driven by consumer needs and preferences, rather than rigid engineering specifications or manual guide. Organization or companies could em-

power customers and involve them earlier in the innovation process as a respond to the voices they heard from customers and the engagement sessions they had with customers. For example, this could be a pilot project involving selected customer representatives or developing a new service with the involvement of customers.

4. Finally, successful implementation of collaboration and co-creation required an accompanying investment in organizational culture, structure, and processes. A good example of that was “IdeaStorm” site by Dell, an online community designed to co-create a better product and service experience. The company didn’t just celebrate insights, suggestions and ideas on this site; it organized itself around these inputs and implemented concrete initiatives. By early 2000, the community had submitted over 13,000 ideas, inspiring Dell to implement over 400 unique initiatives.

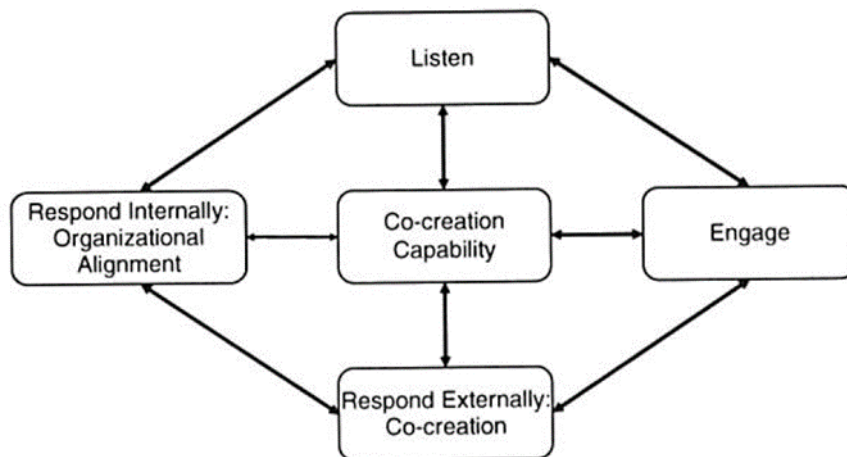


Figure 3 : Framework for building a co-creation capability (Bhalla 2011, 20)

Adapted the key principles of enterprise co-creation into this framework, I have added the applicable roles of this case in the below adjusted Figure 4. As illustrated below, the key points to apply in this frame work was co-creation with multiple stakeholder inside of case company X and with supplier Y; provide a platform for enabling interaction, engagement, participation in addition to direct interaction.

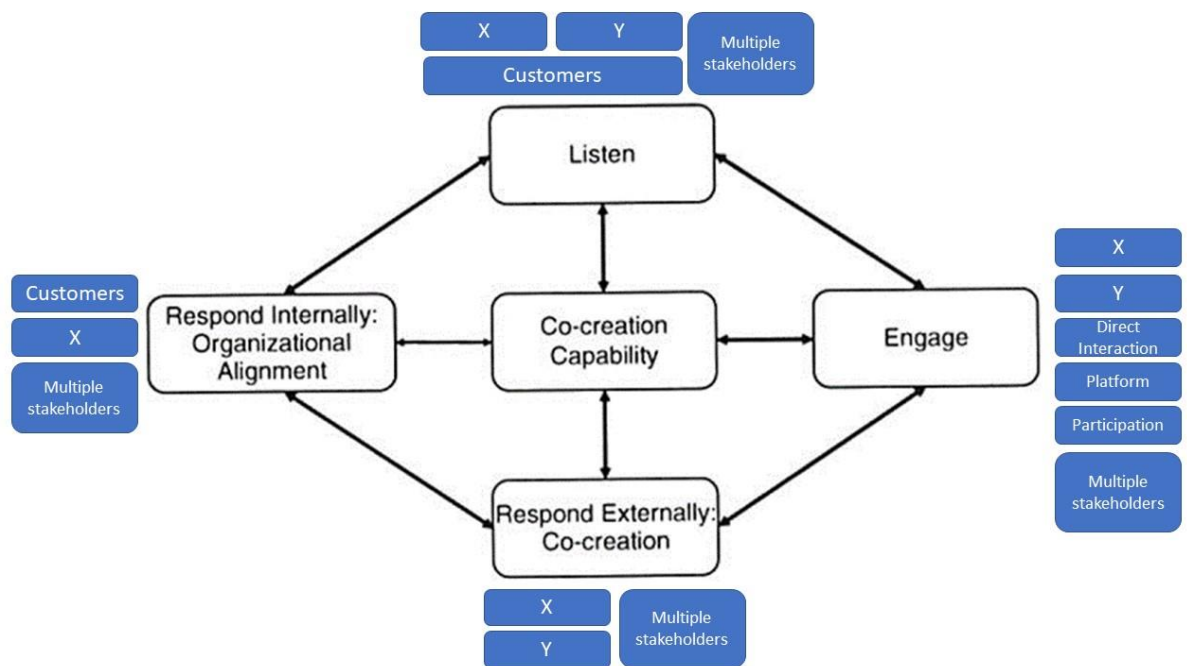


Figure 4: Adjusted framework for case company X and supplier Y

Regarding to the platform, Singaraju et al. (2016) said “the role of social media platforms as systems resource integrators is to provide a technological platform that exposes its modular resources to facilitate higher order resource formations through the active participation of non-intermediary actors (i.e. customers and firms); which otherwise limits the ability of firms and customers to realize their optimal value co-creation potential.”

Additionally, Li and Bernoff (2008) and Prahalad and Ramaswamy (2004) also discussed how organizations and management teams were wakened by customers’ demands for co-creation. For organizations and companies to build co-creation capabilities, mind-set shift was required. There were three prerequisites for a new mind-set (Bhalla, 2011). They are:

- Authenticity
- Flexibility
- Conviction

Authenticity was an orientation or intent, that a company or organization brought to its efforts to collaborate and co-create value with its customers. Flexibility referred to the organization or company’s willingness to listen to opposing opinions, not only positive opinions and were able to reconsider its own beliefs, values and actions. Conviction referred to the organization or company’s ability to follow up in action in meaningful way for customers.

Zhang et al. (2011,124) added “Flexibility is a primary capability in value co-creation system for building up other capabilities, such as service capability and delivery capability. In customization, different customers may have very different individual demands. To satisfy the demands, firms must develop the most appropriate product or service from in numerous combinations of parts and components, which places the requirement of higher flexibility.”

Case company X has realized the importance of building flexibility as core competence and this was reflected into the recent SAFe (Scaled agile framework) transformation that was ongoing in the whole company. Zhang et al. (2011) concluded that they suggested “a sequence of flexibility, delivery, service and customization to build cumulative capabilities in value co-creation strategy.” This was reflected in line with Bhalla’s (2011) listen-engage-response internally-response externally.

2.5 Corporate change management in relation to co-creation with employees

Co-creation with multiple stakeholders often led to changes happening in organizations. What was the best practice to make sure co-creation will lead to a successful change or transformation for organization and its stakeholders involved in the co-creation process?

As Kotter (1995, 59) noted, corporate change initiatives were rarely success stories. Stanleigh (2008, 34) reaffirmed this by noting that up to three quarters of organizational change efforts did not deliver the expected results. Kotter (1995, 60) mentioned that human beings seemed to naturally resist change - or at least the step outside of their comfort zone change often means. However, change was essential for companies because no business can survive over the long term without reinventing itself to match the changing world and market around it (Nunes & Breene, 2011).

Mintzberg (2009, 141) claimed that for two decades, many change initiatives in companies had been conducted after Kotter’s (1995) eight-step process to change or after other practical guides given to leaders. According to Kotter’s popular approach, change initiatives went through certain phases and completed a change process successfully requires a lot of time and managerial efforts. The change initiatives were started by establishing a sense of urgency and by forming a powerful guiding coalition to create an easily understandable vision for the future. This, in turn, needed to be communicated to the employees.



Figure 5: Kotter's 8 step change process (1995)

From service design thinking perspective was that Kotter's "8-step" of change management framework seemed to neglect the most important success factor of change; and that was co-creation of the change with all stakeholders involved in the process. The reason for changes had not been able to make a success was because people supposed to be on-boarded for the change got lost or misunderstood or simply did not care anymore of the change. Kotter's framework seemed to be a top-down approach which might not function well.

Over the years, scholars have added some valid points to this kind of approach. For example Stanleigh (2008, 34-36) stated that it was crucial to engage employees in the change process; in fact, most change initiatives failed because they were not. He added that amongst other most common pitfalls of change management were conducting managing efforts solely on the executive level and told people they must change and did not allow them enough time to vent before the change.

Furthermore, Mintzberg (2009, 141) noted that the approaches presented here, as well as most of change management books and theories, represented a traditional top-down management model. They built on the assumption that change initiatives were something reserved only to senior management; the senior management was the one that creates the vision, others carried it out.

Ramaswamy and Gouillart (2010, 149) stated that many change processes failed because the process itself was not co-created by those affected by change. Mintzberg (2009, 141) implied that one reason for unsuccessful change initiatives could be the prevailing, age-old focused on leadership. Diefenbach (2007, 139) claimed that it was well known that change programs that were initiated from the top down did not work.

2.6 Well-being at work

2.6.1 Definition of Well-being at work

Thomas (2009,11) argued that wellbeing was intangible, difficult to define and even harder to measure. Diener and Suh (1997, 200) had highlighted that subjective well-being consists of three interrelated components: life satisfaction, pleasant affect, and unpleasant affect. Affect referred to pleasant and unpleasant moods and emotions, whereas life satisfaction referred to a cognitive sense of satisfaction with life.

Shin and Johnson (1978, 478) defined wellbeing by stating that it was a global assessment of a person's quality of life according to his own chosen criteria and this judgement was still reflected in today's literature (Rees et al. 2009).

The World Health Organization defined quality of life as:

An individual's perception of their position in life in the context of the culture and value systems in which they lived and in relation to their goals, expectations, standards and concerns. It was a broad ranging concept affected in a complex way by the person's physical health, psychological state, personal beliefs, social relationships and their relationship to salient features of their environment (World Health Organization, 1997).

Dodge et al. (2012) proposed a new definition of wellbeing as the balance point between an individual's resource pool and the challenges faced. This is indicated Figure 6:

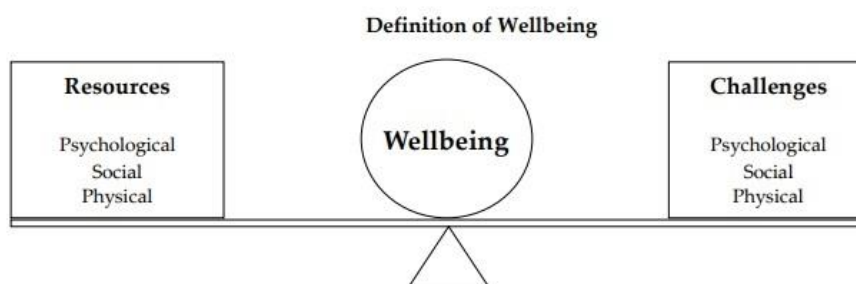


Figure 6: Definition of wellbeing (Dodge et al. 2012)

The resources on the left side and challenges on the right side contained psychological, social and physical aspects. The key concept here was the balance point, meaning that the result of imbalance regardless of whichever aspect the imbalance initiated from, will be resulted as situation that was can be defined as “not wellbeing”.

Saunders et al. (2009, 337) described:

“Each time an individual meets a challenge, the system of challenges and resources come into a state of imbalance, as the individual is forced to adapt his or her resources to meet this challenge. Stable wellbeing is when individuals have the psychological, social and physical resources they need to meet a psychological, social and/or physical challenge. When individuals have more challenges than resources, the see-saw dips, along with their wellbeing, and vice-versa.”

Applying this into workplace, we could understand wellbeing at work as a state of balance of resources (including psychological, social and physical) and challenged employees experience at work. When there were imbalances occurring, meaning more challenges of either physical, social or psychological than resources workplace could provide, there will be challenges of employee’s well-being at work.

Furthermore, what was the relation of employee’s well-being at work and their performance? Bryson et al. (2015) stated that there was relatively little empirical evidence on the relationship between employees' subjective wellbeing and workplace performance. One reason was that few nationally representative datasets contained measures of both worker wellbeing and workplace performance, as were necessary to test any association. OECD defined subjective wellbeing (SWB) as to comprise “good mental states, including all of the various evaluations, positive and negative, that people made of their lives and the affective reactions of people to their experiences.” (OECD 2013, 29).

There was evidence to suggest that higher SWB can raise an individual’s levels of creativity and problem-solving, and that it may also encourage pro-social behavior and greater levels of engagement at work (Lyubomirsky et al. 2005). Enhanced well-being thus had the potential to enable individual to work harder or “smarter” and, indeed, a causal link between increased wellbeing and improved productivity had recently been established in laboratory experiments (Oswald et al. 2014).

The only experimental intervention that we were aware of in this area was reported by Proudfoot et al. (2009). They randomly allocated 81 employees from a sample of 136 workers in a British insurance firm to a training program which aimed to improve employees' levels of self-esteem and job satisfaction, and to reduce their levels of psychological distress. At a follow-up three months after the intervention, SWB had improved among the intervention group to the control group. Employee turnover was also lower in the intervention group and, two years later their productivity had also improved (measured in terms of their sales figures versus the average for their division).

2.6.2 The increasing importance of employee experience

Tetzlaff and McLeod (2016) said creating an amazing employee experience will lead your organization to peak performance. Tetzlaff and McLeod (2016) furthered their thinking on highlighting solutions that will help organization to create amazing employee experiences. For example, one of the solutions was called "purposeful employee rounding", this meant "dedicated time that leaders take to talk (usually one-on-one but could be in a small group) with employees. It is a relationship building conversation versus simply conveying information or a quick hello."

Tetzlaff and McLeod (2016) also highlighted that "surveying and communicating results alone will not gain you improvements in employee experience." The most important thing was that organizations have a performance improvement plan that was followed up upon by all departments within. They recommended the CEO of the company to communicate the survey result and each department make sure they followed up the actions done based on the survey result.

Johnson (2016) also mentioned the effect of employee engagement and customer experience. She said "Unless employees know, understand, and believe in what our company stands for, they'll never be engaged. And disengaged employees will never deliver delightful customer experiences."

Additionally, KPMG (2017) mentioned that as the workforce is increasingly made up of millennials, we see a distinct shift towards the importance of employee experience over and above engagement. Most damagingly, if the typical day-to-day employee experience is at odds with that which is sought for customers, it becomes very hard to excel at serving the customer. They showed the connection of employee and customer experience in the below diagram called the human equity continuum. It shows that the business outcome is the result of all steps linked in the flow (demonstrated in Figure 7).

The human equity continuum



Figure 7: The human equity continuum (KPMG 2017)

Customer experience is rooted in the employee behaviors that emerge from the culture. In another word, if the employee experience is not good, there will be no good customer experience and at the end no good business outcomes.

2.6.3 Key challenges with wellbeing at work

Emmanuel et al. (2009) stated that challenges of wellbeing at work started over the past three decades, growing public concern over the rise of unemployment in many industrialized countries had overshadowed the debate on the 'quality' of jobs. Increasing the quantity of jobs was the main priority. It appeared that in some cases little thought was given to the potential impact of policies devised to increase job numbers on the ability of such jobs to safeguard employees' health and wellbeing.

To deal with challenges related to workplace health and wellbeing, workplace intervention can be applied. Emmanuel et al. (2009) stated workplace interventions can be preventive, supportive or rehabilitative. Preventive interventions aimed to protect healthy workers from developing a disease or experiencing an injury. Supportive interventions aimed to address the early stages of disease and/or disease risk factors, such as hypertension; the intention was to stop or slow the progress of disease in its earliest stages. Finally, rehabilitative interventions focused on helping workers manage complicated, long-term health problems. The goals included preventing further physical deterioration and increased the wellbeing of workers.

Adjusted to what Lennart (2005) summarized that over two decades ago, in 1993, the Belgian EU Presidency, the European Commission and the European Foundation jointly organized a major Conference on "Stress at Work - A Call for Action". The conference highlighted the increasing impact of stress on the quality of working life, employees' health and company performance. Under European union's special attention to work conditions and wellbeing of employees at work, there were special ad-hoc groups formed to address these issues to improve the situations.

However, the challenge was how to make it work, answer to this question had been included in three European union's documents: the European Commission's "Guidance on Work-Related Stress"; the European Standard on Ergonomic Principles Related to Mental Work Load; and the European Commission's Green Paper on "Promoting a European Framework for Corporate Social Responsibility". Furthermore, corporate social responsibility (CSR) initiative had started and constituted a broad approach, comprising employee health, well-being and productivity, as well as economic and ecological sustainable development.

According to Harter, Schmidt and Hayes (2002), employees spent a significant portion of their life at workplace and thus employer should encourage employee well-being at workplace. The introduction of employee well-being at work endorsed healthy and happy workforce for an organization (Cooper & Robertson 2001). Bakke (2005) linked well-being with workplace environment. The author proposed work exciting, stimulating, enjoyable and joyful office environment to ensure employee's well-being. Employers were suggested to create such an office environment that promoted a state of contentment among employees. The environment should facilitate an employee to flourish and achieve their full potential (Tehrani et al. 2007).

To conclude, the challenges with wellbeing at work continues with great efforts from European union to emphasis on the importance of providing a good working environment and make sure workers balance their wellbeing at work. The resolution to the challenges lies in both employee and employer's shoulders.

2.6.4 International WELL building institute

Case company X has high ambition to acquire WELL certification (<https://www.wellcertified.com/>). Well certification is a comprehensive approach to health & well-being. It has seven concepts: air; water; nourishment; light; fitness; comfort and mind. In WELL certification presentation, it was stated that 90% of employees admitted that their attitude about work is adversely affected by the quality of their workplace environment (The Gensler Design + Performance index, The U.S. Workplace Survey (2006)).

3 Service design process, methods and tools

3.1 Service design processes

The double diamond diagram was developed through in-house research at the Design Council in 2005 as a simple graphical way of describing the design process. The double diamond process included four different phases, Discover, Define, Develop and Deliver, it mapped the divergent and convergent stages of the design process, showed the different modes of thinking that designers use.

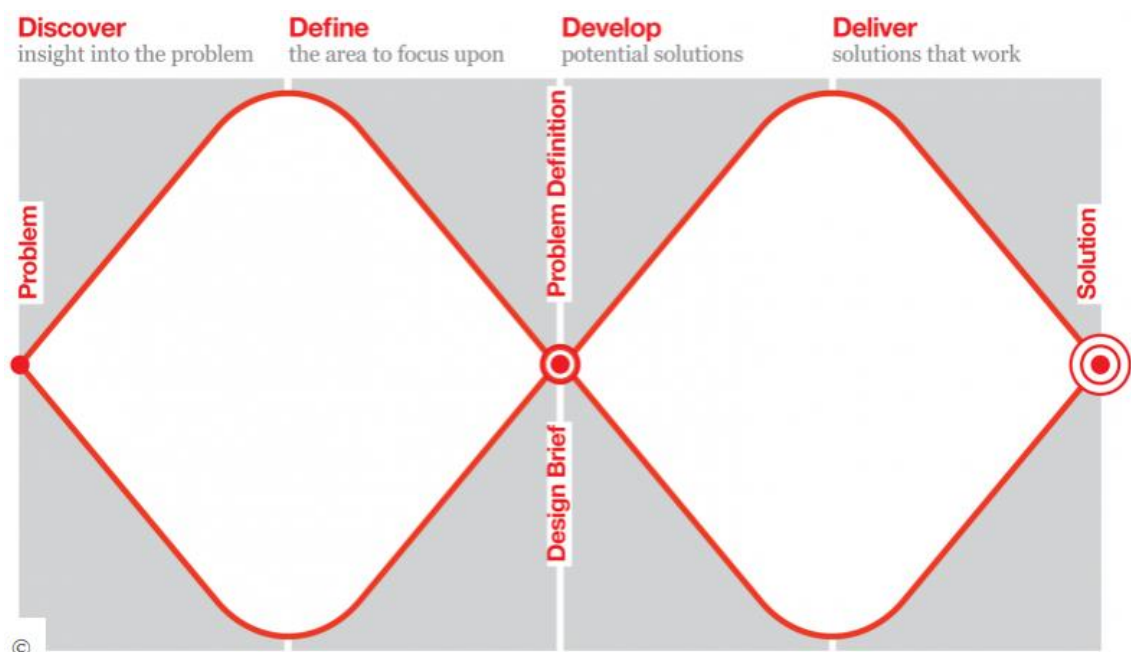


Figure 8: Double diamond design process (source: <http://www.designcouncil.org.uk/news-opinion/design-process-what-double-diamond>)

The Discover phase was a starting phase to get better understanding of the problem you are about to solve. In this phase, you could start to explore as much as information as possible to relate to your problem. The Define phase was based on what you found out in Discover phase, you could narrow down what your project will be focusing on. In Develop phase you could deepen the knowledge of the problem solving and generate ideas of the potential solution that could solve your problem. In Deliver phase, you could test your potential solutions with prototypes and finally deliver a solution that works for your problem.

Using double diamond design process as a framework, I have mapped out the key activities happened during each phase in this thesis work in figure 9 below.

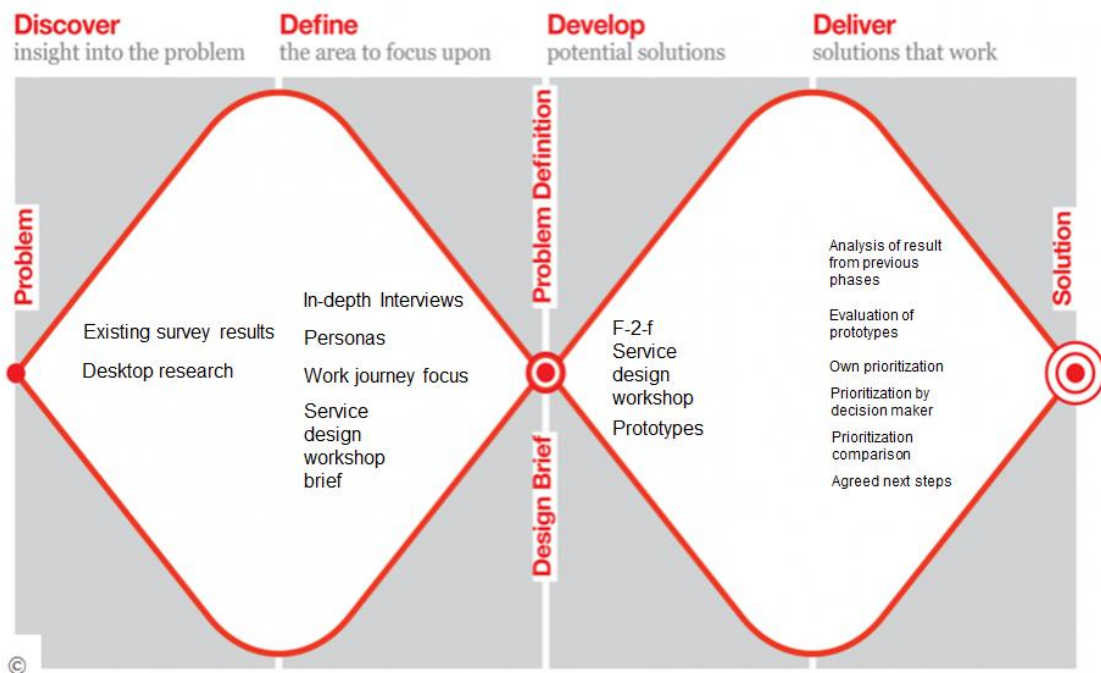


Figure 9: Design process of this thesis project

3.2 Discover

The aim of discover phase was to bring insights into the problem I was trying to solve. The starting point was trend analysis and the existing end user satisfaction survey result.

3.2.1 Ageing workforce for future

Managing human resources in a period of demographic decline and increasing life expectancy was one of the challenges companies face today. Population demographics in Europe have shown clear signs of workforce ageing. European Union has set a target employment rate of 50% in the 55- to 64-year-old population by 2013. In 2003, this rate was 41.7% in the EU15 countries indicating a gap of 8.3% between reality and the goal. The strengths of ageing were a base for a better and meaningful, age-adjusted workplace. Many companies and organizations realized they need to find a way to retain and nurture their older workers and create a workplace that is suitable for employees at all age.

Certainly, age was not the only factor that might have impact to workplace, however ageing workforce could present different needs. Ageing workers might be more satisfied with their positions although it didn't mean that they will not likely to seek new positions or change jobs after working in the same place for a period. Early retirement might be also in favor of some people.

Well-being conscious has been high among aged workers, for example, some people preferred to take breaks between meetings and often they did not like to stand in a meeting room without any chairs. Hence, the concept referred to stand up meeting might not be appealing for those employees.

3.2.2 Future workplace by 2020

Meister and Willyerd (2010) demonstrated that there were three forces that shape the future of Work. They were globalization; demographics and social web. Globalization meant that by 2020, global access to markets and talent will reshape business. Demographics showed that by 2020, five generations will be working side-by-side in the organizations; social web could connect employees, customers, and partners for immediate communication.

According to Financial times and EY's report (2017), there were significant changes in headquarters locations of global 500 companies indicated in the table below:

Country	2000		2017		Change in # of companies 2010 to 2017
	Number of Companies	Corporate income tax rate	Number of companies	Corporate income tax rate	
United States	179	39.4%	132	38.9%	-47
China	10	33.0%	109	25.0%	99
Japan	107	43.3%	51	(T) 30.0%	-56
France	37	(T) 37.8%	29	(T) 34.4%	-8
Germany	37	52.0%	29	(T) 30.2%	-8
United Kingdom	38	30.0%	24	(T) 19.0%	-14
South Korea	12	30.8%	15	24.2%	3
Netherlands	10	(T) 35.0%	14	(T) 25.0%	4
Switzerland	11	(T) 24.9%	14	(T) 21.1%	3
Canada	12	(T) 43.3%	11	(T) 26.7%	-1
Total Top 10	453	39.9%	428	26.6%	-25
Other	47	34.7%	72	25.1%	25
Total Global 500	500	39.2%	500	26.3%	0

Table 5: Headquarters of global 500 (source: <https://taxnews.ey.com/news/2017-1810-the-changing-headquarters-landscape-for-fortune-global-500-companies>)

As shown in table 5 above, many headquarters of global 500 companies have moved out of their home country. This trend was especially strong in United States, Japan, France,

Germany and United Kingdom. In China however the opposite, there were 99 more headquarters of global 500 companies moved their headquarters in to the country.

According to Europe 2020: Europe's growth strategy (2012), Europe's target by year 2020 was to increase the employment rate of the population aged 20 to 64 to at least 75 %. Overall, in 2015 the EU was 4.9 percentage points below its target value of 75 %, in 2016 the EU was 3,9 percentage points below its target value of 75%, to be met by 2020. This shows the trend was going in the right direction. This means the workplace of the future could be a mixture of employees from a big age range.

Based on recent trends, the European Commission expected the EU employment rate to only reach about 72 % in 2020. Ageing of the working population and the associated rise in economic dependency added a sense of urgency to the need to improve the functioning of the labor market. This would also mean that the workplace of the future needed to fulfil the needs of the requirement by labor market.

Meister and Willyerd (2010) highlighted the trends that were ensuring the workplace of the future to be attractive, relevant and create competitive advantage in future. Below trends were selected to be used as part of background for this thesis.

- 1) Lifelong learning is a business requirement. In 2020 and beyond, we will see branded lifelong learning centers to ensure ease in continually updating one's skills for both one's current job and one's next job. Learnings include on-job learning, training courses, cross-functional learning from digital sources or co-workers, self-learning etc. Learnings is a basic requirement that a job or workplace provides to its employees.
- 2) Work-life flexibility will replace work-life balance. In today's 24/7 global economy, 67% of people check their e-mail while in bed in their pajamas. Work/life flexibility reinforces that view that there is no such thing as work time and home time. Hyper connected workers will aspire to have flexibility to manage work and home lives. As we have learnt and seen today, many of the jobs require no physical or little physical presence in workplace. Many of the jobs are sufficient with people using digital tools and network instead of having employees co-located. However, co-location does provide advantages on team working and collaboration, so it is not possible to replace co-location totally.

- 3) Your mobile device will become your office, your classroom and your concierge. Mobile phones and tablets will become the primary connection tool to the internet for most people in the world in 2020.
- 4) Corporate social networks will flourish and grow inside companies. Corporate participation in social networks may be as critical as cash flow, as companies use social networks to extend the reach of conversations. Social network also has strong impact in the public image of the firm and in many cases, become a channel to connect the firm and its customers.
- 5) Building a portfolio of contract jobs will be the path to obtaining permanent full-time employment. Companies will farm out more work to be done on a contingency basis and, in so doing, test potential future employees to ensure that there is not only a fit of skills but also a cultural fit.
- 6) Companies will disclose their corporate social responsibility programs to attract and retain employees. The focus on people, planet and profits, also known as the triple bottom line, will become the main way organizations attract and retain new hires.
- 7) Aging workforce and global talent shortage. The global competition for highly-qualified workers will take shape in 2020. Despite five generations in the workplace, there could be a shortage of certain skills, not just workers. This could also be affected by the technology disruption and digital transformation in most industries.

3.2.3 Existing User Experience Satisfaction (UES) survey

Currently there was “user experience satisfaction survey” conducted three times a year (in January, May & September) in all of case company X’s premises. The survey was sent to one third of employees each time. The total employee in Finland in case company was 2200. The survey is conducted by one external agency and case company’s employee’s comments were anonymous.

The “user experience satisfaction survey” (EUS) was the tool that measures customer’s satisfaction with the working environment. The EUS was based on nine touch points of the “Work Journey” (Figure 10). The EUS gave case company X a chance to express their employee’s opinion regarding the service they received from the first moment they arrived at work till the time they left work.

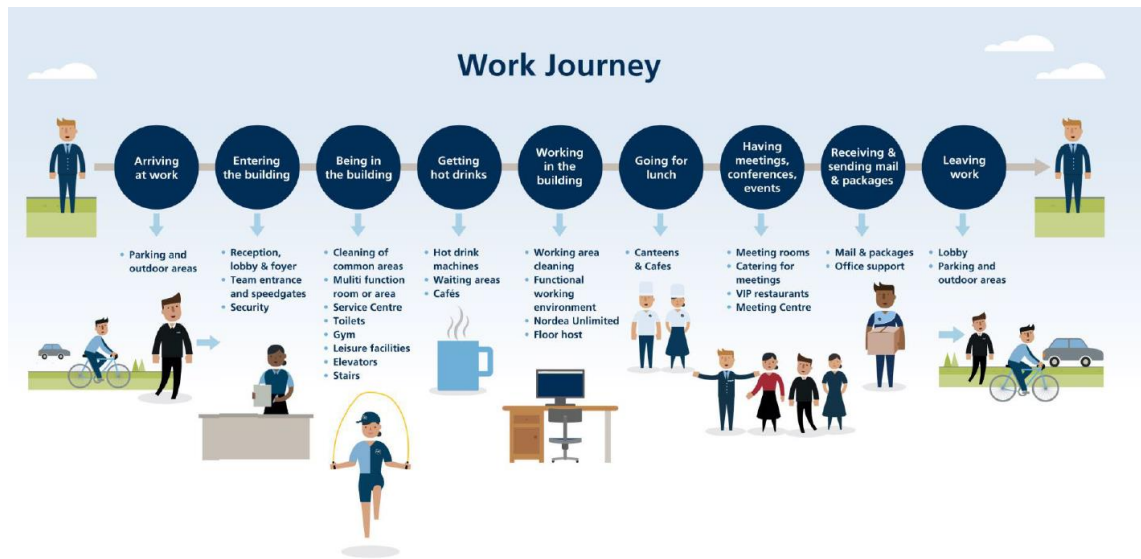


Figure 10: Work journey in EUS survey 2017

The nine touch points were: “1) arriving at work; 2) entering the building; 3) being in the building; 4) getting hot drinks; 5) working in the building; 6) going for lunch; 7) having meetings, conferences, events; 8) receiving and sending mails and packages; 9) leaving work”. The content of UES (“being in the building” and “working in the building”) have been included in Appendix 2.

In this research project, EUS results for Finland in previous two rounds of first and second quarter in 2017 and last round in 2016 have been thoroughly studied. Based on the survey results, the areas received worst scores was within touch point: “working in the building”. In touch point of “working in the building”, the score in the most recent round has been lowest in the questions “The availability of the different working areas and the different types of furniture”, “The functional working environment (lightings, blinds, air-conditioning, heating etc.)” and “The way in which the working areas support collaboration”. This was very interesting as one of the new corporate values for company X was collaboration. Based on the survey result, the current workplace did not support collaboration (one of the new value of the company). Figure 11 highlighted that 8 out of 10 questions in this touch point survey were scored below 4. The scale of the score was 1 to 5 where 1 was very dissatisfied and 5 was very satisfied.

Category	Topics	1Q/2016	2Q/2016	2Q/2017
working in the building	The attractiveness of the office	3.4	3.36	3.44
	The availability of the different working areas and different types of furnitures	3.1	3.14	3.18
	The cleanness of your immediate working area	3.53	3.48	3.54
	The floor host's professional attitude	4.11	4.18	4.28
	The functional working environment (i.e. lighting, air conditioning)	3.09	3.09	3.19
	The opportunity to conduct non-physical meetings (skype meetings)	3.39	3.35	3.41
	The service provided by the floor host	4.04	4.07	4.21
	The service attitude and mindset of the maintenance stuff	3.53	3.54	3.63
	The way in which the working area support collaboration	3.29	3.37	3.27

Table 6: Results of previous three rounds of EUS in “working in the building” (EUS survey report 2017)

To conclude, the key findings in the existing survey results was that the three questions scored lowest were interlinked and were around the same theme “collaboration” which was also one of the key corporate value in case company. Collaboration was studied as one of the key concepts because of this.

3.2.4 Previous study on work-life balance

Stankiewicz, Bortnowska and Lychmus (2014) had done an intensive research concerning work life balance of employees of enterprises located in lubuskie voivodeship. The working conditions provided by employers were analyzed. The results showed some deficits in this area. This led to reflection on the potential remedial actions which can be applied in the organization, such as a policy of “family friendly employment”.

They involved one hundred ninety-six randomly-selected people / workers employed in companies located in Lubuskie Voivodeship. Their survey was done via questionnaire which was “consisted of forty-two questions: closed (single choice) and open (twelve questions concerned the balance between professional and private life of employees). The following types of scales were used: alternative nominal, monopole ordinal, position and Likert. Eight socio-demographic variables characterizing the respondents were included in a questionnaire.”

“Among the respondents, the majority were women (62%). The respondents differed in terms of: age (more than half (60%) were aged 21-30 years, one in four (25%) was aged 31-40 years, the thirteenth (about 8%) - 41 - 50 years and a few (3.5% each, 7% in total) were less than 21 or over 50 years old), position (80% worked at an executive position, the other 20% at the managerial), work experience (nearly a quarter (24 %) had a total seniority ranging from 11 to 20 years, every third - of 1 to 3 years (29%) or from 4 to 10 years (29%), one in ten (10%) - less than a year, and the thirteenth (approximately 8%) - more than 20 years) and the length of the current employment (one third (33%) worked in the current employment for 1 to 3 years, a quarter of respondents - no longer than a year (26%) or from 4 to 10 years (24%), one in seven (14%) - from 11 to 20 years, and only a few (3%) - more than 20 years). The respondents worked in organizations of different sizes (small company - 32%, large - 27%, micro - 23%, middle-sized - 18%) and industry (15% of respondents were employed in administration, 6% - in production companies, 9% - in production and service, 45% - in service, and 25% - in other branches, e.g. in trade). As can be seen from the analysis of this description of the research sample, most respondents were less than 40 years old (85%), and worked for their current employment for not more than 10 years (83%). The clear majority (70%) was employed in service or trade companies.”

Stankiewicz et al. (2014) showed the result of the survey (Figure 12 below). The second highest percentage of employees who didn't feel their work and life were balanced was because of “No possibility of co-participation in decisions concerning one's workplace”. Apparently for employees to have the possibility to co-participate in decisions concerning one's workplace was crucial important. This was what has been taken into consideration in design phase of the project. Co-creation therefore was chosen as the main concept and methodology of this thesis research project.

Lack of necessary conditions of work-life balance (Stankiewicz et al 2014, 5)					
	Score (0-40)				
Top reasons for employees not having work-life balance	Score (0-40)				
Not having sufficient time to rest after tasks requiring a physical / mental effort	34,18				
No possibility of co-participation in decisions concerning one's workplace	33,67				
No possibility of personal / professional development in the course of performing professional tasks	28,57				
working hours creates conflicts with one's private needs	27,55				
Performing professional tasks that do not provide sense of purpose	22,45				
No sense of job stability	20,41				
Not having sufficient time to complete professional tasks	14,8				
Not having knowledge of possibility of vertical or horizontal promotion	14,28				
No possibility of using one's professional skills in the performance of professional tasks	12,75				
Being discriminated by co-workers and/or supervisors	12,24				
Lack of clearly defined roles and professional responsibilities	10,71				

Figure 11: Lack of necessary conditions of work-life balance (Stankiewicz et al. (2014), 5)

Crompton & Lyonette (2006) summarized the national variations in work-life conflict among the ISSP (International Social Survey Program) respondents. The level of reported work-life conflict was highest in Britain and lowest in the two Scandinavian countries which one of them is Finland.

Table 1 Work-life conflict by weekly working hours and country: full-time respondents only

Mean	Britain	Finland	France	Norway	Portugal
Hours	44.59	40.03	40.17	42.62	43.34
(SD)	(10.38)	(6.19)	(8.44)	(9.66)	(12.43)
Work-life	7.73	6.88	7.61	7.01	7.70
(SD)	(2.37)	(2.07)	(2.48)	(2.18)	(2.79)
Corr.	0.190***	0.146***	0.308***	0.195***	0.120***

Code: Hours = hours worked; Work-life = work-life conflict; *** $p < 0.001$.

Figure 12: Work-life conflicts by weekly working hours (Crompton & Lyonette 2006)

This shows people in Finland worked in average 40.03 hours weekly and that was big part of time to spend in everyone's life. In current employment situations, even though not all jobs required people to locate themselves in office physically, workplace was still considered an important factor because people must go to their workplaces sometimes during their employment and company X's campus included also consultants who usually work at their campus.

3.3 Define

3.3.1 In-depth interview

An interview was a purposeful discussion between two or more people (Kahn & Cannell 1957). Interviews helped to gather valid, relative and reliable data for investigations. Interviews can be used to gather information before formulating a research topic to help in its formulation, or they can aid with gathering necessary information when collecting actual data for the research (Saunders et al. 2009, 308).

Interviews can be differentiated according to the level of structure and standardisation adopted. Different types of interviews were useful for various research purposes and research design may incorporate more than one type of interview. There were also different types of interviewing methods.

Two most common types are generally referred to as "in-depth" or "unstructured" interviews and "semi-structured" interviews, of which the "in-depth" interview was used for this thesis. In-depth and semi-structured interviews can be used in quantitative as well as qualitative

research. Using non-standardised (qualitative) interviews to explore topics and explain other findings. Qualitative research interviews can also provide an advantage when it is necessary to understand the reasons behind the decisions, reasons and opinions that your research participants have taken (Saunders et al. 2009, 321-324).

There were many ways of conducting interviews, apart from one-to-one interviews conducted on a face-to-face basis, the interviews can be conducted by telephone or electronically in particular circumstances. In addition, interviews may be conducted using group interviews such as focus groups. There may be advantages associated with group interviews, but these were considerably more difficult to manage than one-to-one interviews.

To ensure the quality of the data gathered through interviews issues such as reliability, bias and validity need to be taken carefully into account. However, when successfully implemented, the use of qualitative research interviews allowed researchers to collect a wide and detailed set of data (Saunders et al. 2009, 352). The in-depth interview was conducted one-to-one and face-to-face. The topics of the interview were “working in the building” and “being in the building”. The samples of interview questions and results are attached in Appendix 1.

Recruitment criteria

The selection of recruitment of participants of in-depth interviews in this research project was based on the below criteria:

1) Age

Due to the ageing workforce was one of the trends of the workplace of the future, the interviewees were selected to reflect different age group. One interviewee belonged to age group 1 (20-35); one interviewee belonged to age group 2 (35-50); one interviewee belonged to age group 3 (50+).

2) Gender

Gender was considered for any additional insights. In this research in-depth interviews, two were female interviewees and one was male interviewee.

3) Primary location of the person in case company's campus

The in-depth interview aimed to find all issues regarding to case company's campus therefore all locations in the campus were considered. The three interviewees were in three different locations of the case company's campus (as mentioned in earlier chapter case company has seven buildings).

4) Frequency of office visits in the campus per week

The case company's employees have different work types. Some of them work with virtual teams that they do not have a physical team member in Finland. Some of them do not need to come to office every day. It is important to understand are the challenges same or different based employees' frequency of office visits. One of the interviewee came to office every day; one came to office three times a week; one came to office less than three times a week.

5) Motivation of the workplace of the future as a topic

The interviewees were very likely to participate the later service design workshop; therefore, it was important to select interviewees that are motivated to discuss this topic and actively participate in the discussions.

Recruitment process

The interviewees were selected from case company X's phone book and through recommendation by other co-works or people I know. I have contacted the potential interviewees by phone and all of them were willing to participate the interviews. I have sent the date and location of the interviews by calendar invitation and received their acceptance to the invitation.

Place and duration of the interviews

Each interview took about one hour, and the interviews were conducted in the meeting lounge (a popular area for meetings) in case company X.

Interview guide was attached in appendix 1 of this thesis.

The common symptoms of all in-depth interview sessions where people had challenges are:

- Noise control

Noises were common and understandable however it seems it had not been controlled. It often felt when people needed peaceful environment, they must book a meeting room. In some areas, meeting rooms seemed to be always booked. One person occupies a meeting room for taking up skype calls seemed to not be a long term sustainable solution.

- Collaboration / team work space vs individual work space
Agile way of working was encouraging people to collaborate more and more often. This required a team work space for people to feel safe to leave their project work and come back at any time when needed during the project.

3.3.2 Personas

Personas were fictional profiles, often developed as a way of representing a particular group based on their shared interests. They represented a “character” with which client and design teams can engage. (Stickdorn & Schneider 2010).

“Each persona is based on a fictional character whose profile gathers up the features of an existing social group. In this way the personas assume the attributes of the groups they represent: from their social and demographic characteristics, to their needs, desires, habits and cultural backgrounds. Personas is an extremely useful tool to guide the development of a product or service that meet the user goals, needs, wants and expectations.”

(source: <http://www.servicedesigntools.org/tools/40>)

Based on the survey results and in-depth customer interviews, 3 personas were defined as outcome of this research.

1) Linda (25 years old)

Linda is 25 years old. She is living with her boyfriend. She is living in centre of Helsinki. Her hobby is sports. She bicycles every day to work. She also runs long distance running and has completed triathlon. She likes to eat salad for lunch and drink good coffee in the morning. She likes to travel during her holidays. She uses skype meetings very often and have lot of face to face meetings in the campus with stakeholders. She and her boyfriend have been to Dubai for few winters and in spring they usually go to Italy or Spain. She has a lovely dog named “Lola”.

2) Jarmo (38 years old)

Jarmo is 38 years old. He is married and has two children. He is living in Nurmijärvi and is driving to work every day. One problem is parking place as currently there is only limited possibilities to park in company X's parking slots under the building and the competition to find an available parking slots is tough. To get an available parking spot, you will need to come to office before 0700 am. This situation created stresses. In his spare time, Jarmo likes motor sports. He goes to ride motocross bike with his son during summer. Jarmo also loves spending time with his family. He doesn't always need to go to office because his team members are located in all different countries. He uses skype meetings every day. He likes to eat pizza, hamburger for lunch. Sometimes he is bit concerned on his health. He likes to travel with his family, usually they travel to outside of Europe if budget allows.

3) Jaana (55 years old)

Jaana is 55 years old. She is married and has two children. Her children are already adults. In her spare time, she enjoys outdoors and Finnish nature. She comes to work by bus or car. She has a lovely dog named coco. She likes to spend time with her husband and their dog. She has face to face meetings most of time at work. Sometimes she uses skype meeting. She uses the well-being programs installed in company X's computer. She is very interested in well-being at work. For lunch she likes home-made food such as fish and potato and as well as salad. She also enjoys travelling every year with her husband or friends.

3.3.3 Work journey focus

We defined the focus areas of the service design workshop based on work journey and the existing survey results and in-depth interviews results. As stated in chapter two of the thesis report, value was when customer's problem has been solved through using this service / product. In this thesis project, value was perceived when customers can achieve their daily career objective with the support of workplace easily when they were "being in the building" and / or "working in the building". Value representation could be very practical, for instance, meeting rooms, tools for writing down things; it could be also abstract, how they are felt when working in the building, how the environment in terms of air conditioning, lighting, season (winter vs summer) was being considered to make people feel they are motivated to work in the workplace.

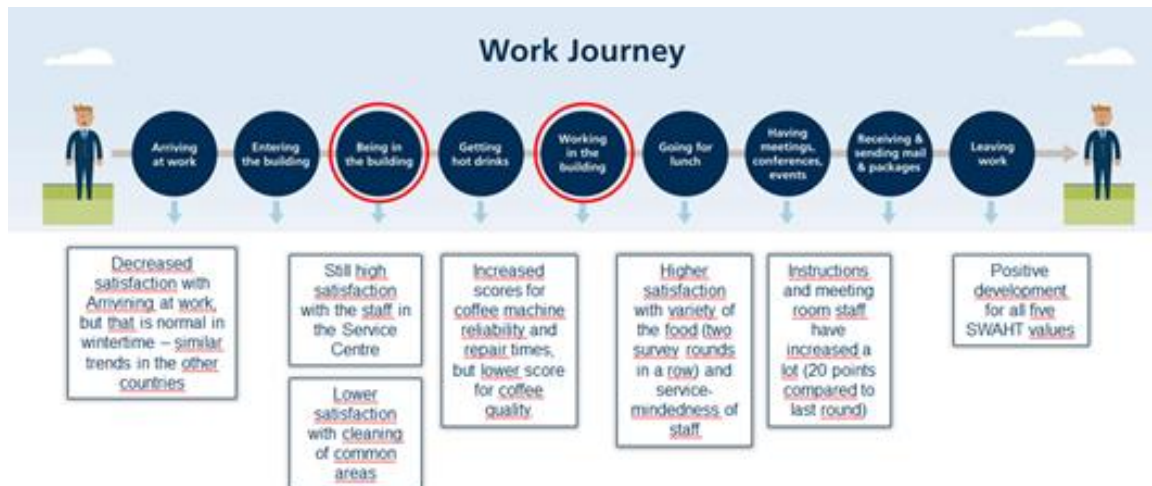


Figure 13: Two focused areas in work journey (EUS survey 2017)

The reasons of choosing these two areas to focus are indicated below:

- 1) Based on the survey results, these two areas had the lowest scores and least satisfaction from customers.
- 2) Based on survey results and interviews, these two areas were what decision maker X could make a difference.

Decision maker had not had time to develop concepts in these areas yet and this service design workshop was really needed to get started in these areas. Also, there was potential to generate even long-term ideas which might be not achievable from today's perspective.

3.3.4 Service design workshop brief

The criteria I used to select participants are based on the below criteria:

1. Which building they were sitting
2. Age group / Personas
3. How often they came to the building to work
4. Why they wanted to participate the workshop

I needed representatives from each building to be able to cover the customer's voices of as many buildings as possible from the whole campus. According to the personas developed in the "Discover" phase, I would like to have people represent all age groups, different genders. To make the concept relevant, I also would like to have people who at least worked in the campus few days a week. At last, it was always great to have people who were motivated and excited about the workshop and wanted to actively contribute to the dialogues and discussions.

I sent an open invitation in company X's internal communication channel about the workshop. I asked people who were interested to participate to reply to me with a brief introduction of themselves and why they were interested to participate the workshop. I received easily more than the amount of people I needed for the workshop. In the beginning my aim was to find 12 participants, in the end I collected 18 participants. I conducted a project plan of the thesis development and organized a briefing session before the workshop to align expectations, answer questions and provide support when needed.

Company X had big campus and there were plenty of possibilities to arrange workshop in their premises. Few options in the campus were offered for this thesis project. They were nice space with possibility to arrange caterings in addition as well. Meanwhile, there were also few options outside of Company X's campus.

Using design tools in co-creative development projects can enhance the process. These tools helped to visualize processes and clarified the match between strategy and development (Vuorela et al. 2012, 123). If service was a way of thinking of value co-creation and innovation, then service design practices could be considered as a transferable approach to innovation. (Sangiorgi 2012).

There was another reason for selecting service design method and tools to be applied in the case company X. Based on the current feedback about existing workplace in company X, a new concept that was co-created by multiple actors had not existed before therefore innovative approach was needed to stimulate the existing process. Service design approach was an innovative approach for case company X and it was proven to be an innovative approach especially considering the added value that was co-created with multiple actors involved in the process.

It was important to align the expectation before the workshop, during the workshop and after the workshop. Expectation management was to make sure the expectation you set for your participants met your workshop outcome. This was very important as most of the workshop fail because of the expectation alignment was not done properly.

For this thesis project, I have discussed several times with the customer, decision maker and supplier before the workshop and I also invited the decision maker's representative to present and speak before the beginning of workshop to provide a motivation message and as well as to align the expectation. At the end of the workshop, decision maker's representative was also providing a conclusion and thank you message for participants and the how to follow up next steps after the workshop.

3.4 Develop

In this phase, the objective was based on the outcome of “define” phase to further develop the concepts. The methods selected and presented are service design workshop and prototyping.

3.4.1 Face-to-face Service design workshop

Service design workshop created a unique opportunity to bring decision maker, service provider and customers together and interacted directly to co-create concepts. This also gave opportunity for decision maker to hear the voices of customer and reflect result on the concept development ideas immediately. There have been on-going discussions and planning sessions of the workshop with decision maker, decision makers’ representatives and service provider representatives. All of them were extremely positive and supportive of the service design workshop.

Here was approach of the workshop:

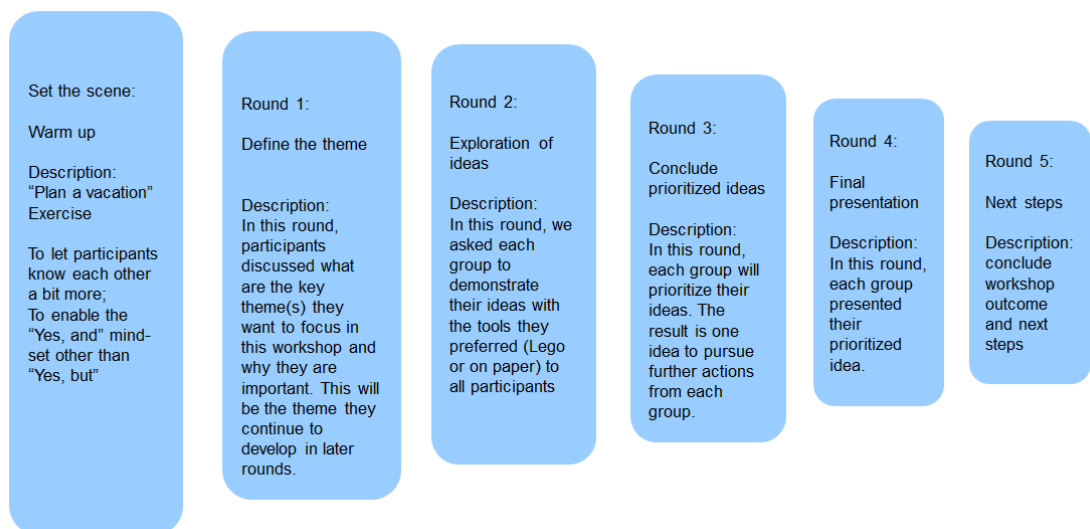


Table 7: Own approach of service design workshop

Two methods were used during the workshop:

- Warm-up exercise

Service design workshop facilitation also required “service design” methods. To facilitate a workshop with strangers (who do not know each other before the workshop), it was important

To plan some warm-up exercises to get people to know each other better and to be able to create a great atmosphere to enable creative and trust environment to conduct work together. The warm-up exercises used in this thesis project is “planning a vacation in pairs”. First round everyone can only response with sentence starts with “But”. In the second round, everyone response with sentences starts with “Yes”. The result is obvious; in the first round there is no holiday plans agreed, in the second round, there are many agreed holiday plans and even including details such as where to dine and what to do in certain location.

The idea of this warm-up exercise was to break the ice and to learn that with small changes in wordings, it generated big difference in result. Service design was looking for the yes attitude when co-creating values together.

- Dot voting

Dot voting was a method to provide immediate concept evaluation from participants of the workshop by using a dot from ink pens to vote the ideas you liked the most. At the end of the workshop, decision maker representative gave final words about the workshop. Participants were asked to provide feedback of the workshop. There was comparison of result of scoring or rating provided in the workshop because every concept was as valuable as same.

- Importance of workplace in customer’s perspective

At the beginning of the workshop, one question was asked to all participants. The question was “How important is workplace for you?”, the rating was from 1 to 5 (1= not important, 5= very important). Participants were asked to show the rating by raising their fingers, 1 finger up means rating as 1 and all fingers up means rating as 5.

The result is presented below:

Starter question: how important is workplace for you ?

- How important is workplace for you ?

- Rate from 1-5

- Results
 - Out of 18 participants:
 - 6 rated 5 (33.3%)
 - 10 rated 4 (55.6%)
 - 2 rated 3 (11.1%)
 - 0 rated 2 or below (0%)

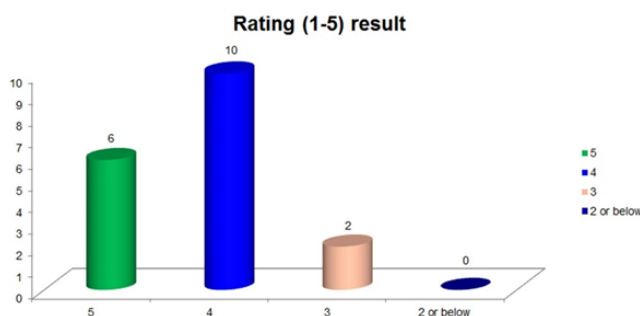


Figure 14: How important is workplace for you (own research)

Most people responded 4 out of 5 when asked about this. Above figure shows data gathered in the service design workshop of this thesis project regards to the importance of workplace. As shown in the theoretical knowledge of chapter 2.6.2, the importance of employee experience was important for improving customer experience and business outcome. This research result showed that workplace is very important in employee experiences therefore as its important for business outcome according to the human equity continuum (KPMG 2017).

3.4.2 Prototyping with Lego

In this thesis research, we focused on the “being in the building” and “working in the building” as two main touch points to develop our concepts. Miettinen et al. (2012) indicated that the most crucial factors in the service prototyping stage were the ability to create a realistic sensation for the participants and immerse them in the service experience.

This created a great opportunity for people to do hands-on creative work together, as well as being able to demonstrate in 3D models which gave a thorough explanation of the ideas of the concepts. Lego was chosen as a prototyping tool based on three principles: easy to use; representation; creativity. Everyone in the workshop had used Lego before, it was easy to use and the concept of how this works was familiar to everyone. The presentation of Lego was 3-D which gave the prototype additional perspective that can't be reached by paper alone. Thirdly, Lego stimulated creativity as you needed to translate your thinking, dialogues with your team members into blocks built by your hands that represented the concepts.

In this workshop, we had 18 participants (including 1 service provider representative), 1 decision maker representative and 1 facilitator. The big group is divided into 5 small groups; each group had 2 rounds of prototyping exercises. In the first round of exercise, the group was asked to co-create a theme for their concepts and highlight important points to develop further. In the second rounds of prototyping, the group was asked to prioritize one concept and bring it back to the same table where everyone had the chance to do the dot voting (except decision maker and facilitator). Lego bricks were used as a prototyping tool in this workshop. It was interesting that 2 out of 5 groups didn't use Lego even though it was offered to them. As a service design facilitator, it was important to allow people to freely choose the preferred method that appears to them mostly. The discussions during prototypes with Legos were photographed and written done as memos.

3.4.3 Details of prototypes from each group

Group 1: 4 persons; Theme: “Skype”

Description of the theme:

This group stated that in company X there were many different types of work. Current workplace did not support that and had not considering different needs. There were some ideas for example: remote workers; Skype needs; silent room; noisy cancellation areas; team space; project space for example. Additionally, there were ideas around “bring your own device to work” (now it was not allowed); and “lighter set-up” workstation areas for people that did not come to office often and mostly were working with skype calls therefore a small space with sufficient power slots and proper voice cancellation walls could enough.

Three customers in this group were from information technology department and one was from another department. The reason why this group had focused very much on the skype meetings might be because of most people were from a department that required constant skype meetings.

Group 1

Theme: “Skype”

- Remote work
- Noise cancellation area
- Different work types: Lync vs team work

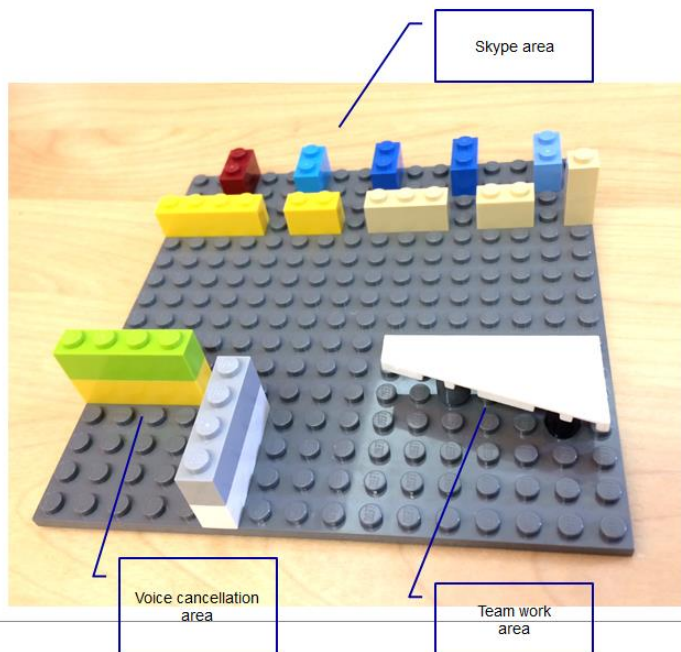
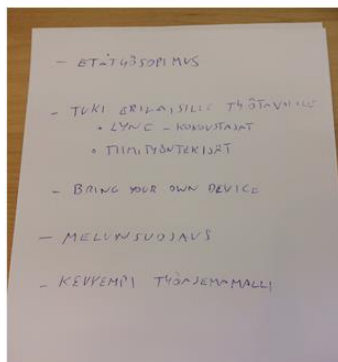


Figure 15: Picture of group 1's prototype

Group 2: 4 persons; Theme: Fit for multi-purpose

This group had first discussed a lot of different challenges. This included challenges with parking place for cars and bikes; challenges in canteen food quality; no walking meeting tracks; power nap as option; green area; pet working space; food with local suppliers.

In this group, the diversity was big. One person was a middle-aged man (like persona Jarmo) and one lady was 20+ years old, and the other two were 20+ years old men. It was very interesting to notice that the participants were from different age groups and had quite different opinions to things. It was great to see that during the discussions they can understand each other's opinion even though they did not agree with all others' opinions. This group was able to come out with ideas and proposals that were compromised and can fit for both personas they represent. At some point during the discussion phase, I sensed tension between the people however after a while, they managed to resolve the tension and focused on continuation of the topics.

Group 2

- Theme: "Fit for multi-purposed"
- Dog zone (so that the owner of the dog could bring their pet sometimes to office)
- Parking area (challenging for those that need to come to office with car)
- Green wall (a wall built with plants, ideas could be salad wall where people could plant their own)
- Yoga area during office hours

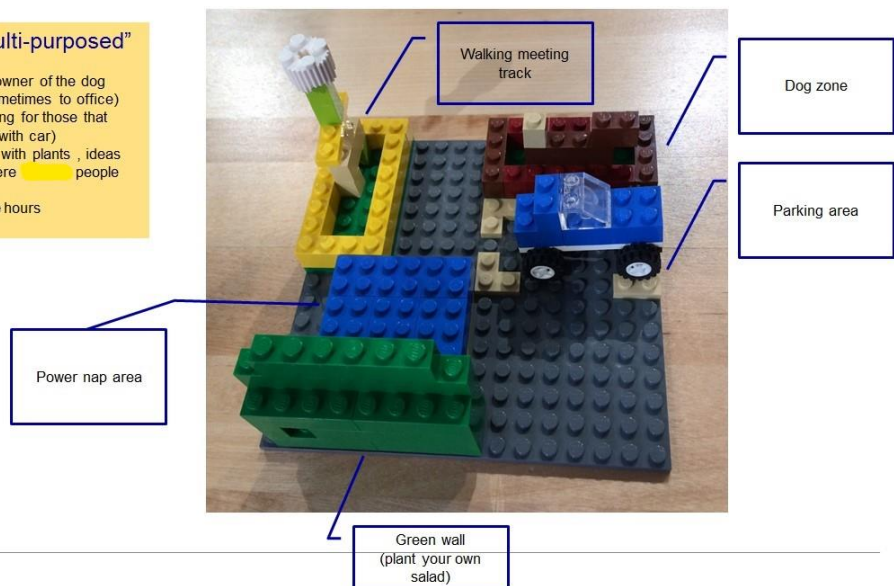


Figure 16: Picture of group 2's prototype

Group 3: 3 persons; Theme: One company (one space that covers all needs)

There were different needs in company X in all organizations. Currently the work place was very fixed due to organizational structure, however in future, this might be more and more irrelevant. Additionally, "navigation in the campus" was discussed as many people especially foreign visitors had lot of challenges in getting around the building without a local person around. One story was shared as on the first working day of a director from UK, the person

was taken through basement parking lot to reach to the other building and it created a bit “surprised” image to the director which he was referring it as unforgettable experience.

In this group, one woman (30+) was very dominating and talkative, one man (40+) was also very talkative and less dominating than the woman, another woman was rather listening and quiet. The dominating woman had started the discussion and would like to focus on building a big picture and long-term solution, this was accepted by the other two persons in this group.

Group 3:
Theme: “One Company”

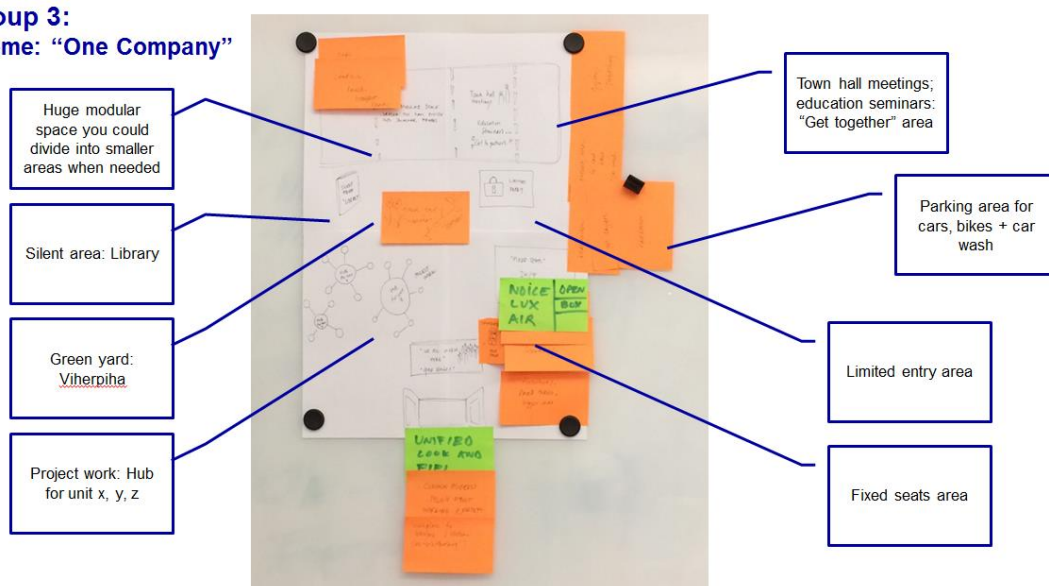


Figure 17: Picture of group 3’s prototype

Group 4: 3 persons; Theme: 24 x 7 and openness

This group proposed to create an open work space that included an area that could be accessed 24x7 (Now, you needed special approval for coming in office outside of working hours). They also suggested to include green walls (green areas) and some physical activities during work day. One element to consider was the improvement of the look for stair cases and corridors). Additionally, there were ideas around “hobbies and pets”; “nap stations”; “digital tools”. In this group, diversity was also visible. This group represents three personas. One person’s career role was occupational health carer which provided special aspect to the discussion.

Group 4

Theme: "Openness"

- Dog zone (so that the owner of the dog could bring their pet sometimes to office)
- Recreation area
- Green wall
- 24/7 accessible area

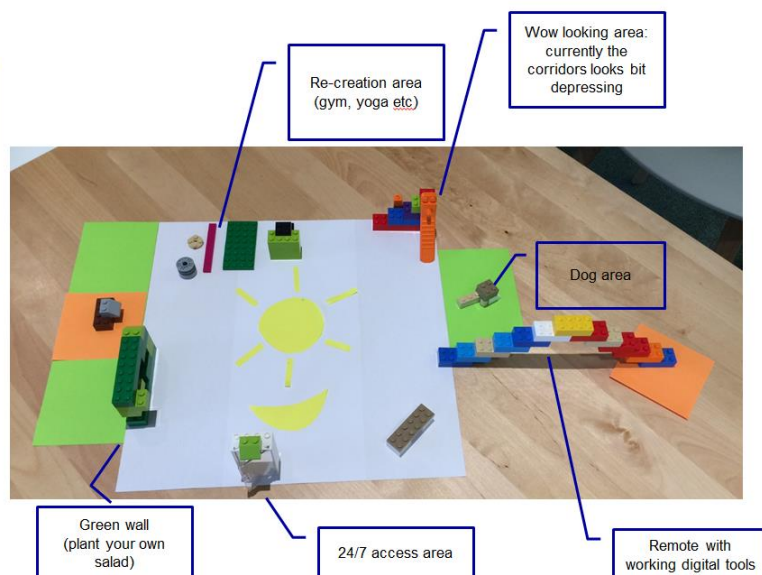


Figure 18: Picture of group 4's prototype

Group 5: 3 persons; Theme: Support brain work

This group discussed the wellbeing as a theme and especially the thinking around greenness. Topics discussed were "Green walls and lighting"; "healthy snacks"; "activities areas such as yoga and gardening"; "remote work with tools"; "good indoor air"; "encourage short breaks"; "different forms of meetings (walking meetings, stand-up meetings etc.)". This group represented persona Linda and they preferred to focus on the well-being of the workplace.

Group 5

Theme: "Well-being at work"

- Good indoor area
- Green walls lighting
- Short breaks culture
- Activity area
- Easily remote access to data

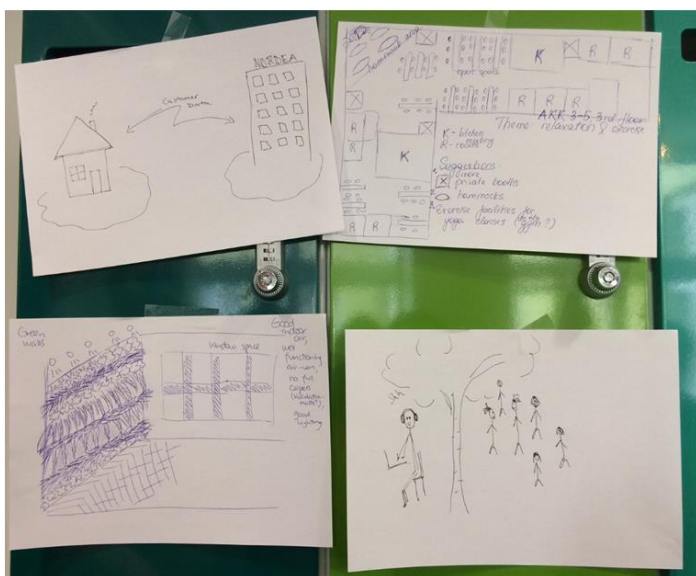


Figure 19: Picture of group 5's prototype

3.5 Deliver

This was the fourth and final stage of service design process. This was the phase the final results of the service design process were delivered. Stickdorn and Schneider (2010, 134) mentioned that when a new service was implemented, it always included a change process. Implementing this change depended on the fact that everyone involved was assured of the service concept. Moritz (2005) referred to this phase of service design as a phase where things were made to happen, and that there should always be space for improvement. In addition, this was the stage in which prototypes were produced and business plans were written and delivered.

Although at this stage a service was delivered to the customer, it was by no means considered the end of the service design process – the service was introduced to an environment that always changes, so it was essential to constantly test, improve, and maintain it (Moritz, 2005, 145). It was crucial to ensure that feedbacks collected from the customers were in considered. In the beginning of this stage, certain things should be known: visions and missions should be stated clearly, a key service list should be finalized, a key stakeholder list should be decided, the target market should be identified, and key attributes should be specified. The combination of this checklist was referred to as creative identification. (Kuosa & Westerland, 2012, 77-78.)

In this thesis project, the goal of delivery phase was to present the final concept and recommendation to decision maker based on the outcome from “discover, define and develop” phases. A team member from decision maker’s management team will take over the result of the workshop and make sure further implementation will be taken in place based on the outcome of the workshop.

Deliver in this case meant the outcome and recommendation from this thesis project to be presented to decision maker and it was decision maker and their team’s responsibility to agree the plans of the implementation. Therefore, the service designer worked in this project might not be involved in the implementation phase of the project and therefore might not be able to verify the result when this thesis project is ended. There were however potential possibilities of continuing the development of the selected topics from this thesis project work at later stage when agreed with decision maker.

Based on the current situation in case company X, decision maker has a team that is responsible for development projects and there was clear guidance from decision maker to appoint

one of the team members to be the driver of the agreed development projects from this thesis research. It was very good that the outcome of the thesis research gets further developed.

The own prioritization has not been presented to decision maker however the comparison of own prioritization and decision maker's prioritization was included in this thesis report. This was based on service design's guidance of finding the customer's interests instead of showing your own therefore I did not want to waste decision maker and their team's time in looking at my own prioritization and the comparison might not be as interesting as to me / researcher than to decision maker.

"Effort vs Benefit" chart was used in prioritization. Effort meant the amount of work that was required to deliver the result. In this thesis research, effort was measured in rough estimation using scale of small-medium-big. Benefit meant the value created when the solution was implemented. In this thesis research, benefit was measured in rough estimation using scale of small-medium-big. The result was a chart where the effort and benefit of the estimation on the concepts were shown and can be compared easily.

3.5.1 Analysis of the result from previous phases

Here were the key learnings and recommendations from previous phases of the thesis project:

Phase	Learnings	Recommendation
Discover	<ul style="list-style-type: none"> • "The building supports working in collaboration" had scored the lowest in the recent round survey and the score had been declining continuously • It seemed no communication had been done from customer's perspectives regards to the changes / adjustment based on the EUS survey result • Not being able to participate or impact how the workplace was structured / implementation of the change was done was one 	<ul style="list-style-type: none"> • Emphasised the understanding of the needs for collaboration in physical and digital workplace. • Improved communication on the changes / actions taken based on the EUS survey result. • Established on-going practice for customers to be involved and heard into concept development work

	of the factors for dissatisfaction for customers (employees of case company X)	
Define	<ul style="list-style-type: none"> • “Noise controlling” was a key area to focus being mentioned in many in-depth interview sessions. • “Collaboration” was also a key area to focus and brought up by many in in-depth interview sessions. • For different personas, the needs were quite different, in this research, the focus was to find the common area to develop so the result can benefit to all personas. • The value of co-creation was a key focus in this research and the co-creation was best expressed in face-to-face workshop which was why face-to-face workshop was selected as a tool in develop phase. 	<ul style="list-style-type: none"> • Took “Noise” and “collaboration” into consideration in develop phase of the thesis project. • Understood the different needs by different personas and try to find the common area that could be beneficial for all or more personas. Used this as criteria for deliver phase. • Facilitated a service design workshop in Develop phase and used the outcome from workshop as input for deliver phase.
Develop	<ul style="list-style-type: none"> • Warm-up exercise was important to get people into the mood of concept development • LEGO was a good tool for co-creation. 2 out of 5 teams didn’t use the LEGOs to build the model due to lack of interests or time constrains. • Had a focus of the work 	<ul style="list-style-type: none"> • Service design workshop preparation must be done properly. • Ensured participation of multiple stakeholders in the service design workshop with customers. • Whether the prototype was done with

	<p>journey was important.</p> <ul style="list-style-type: none"> • It was very beneficial to have decision maker representative and supplier in the same workshop with customers. 	<p>LEGO or not was not important, the most important was the concept was represented properly.</p> <ul style="list-style-type: none"> • Made sure decision maker representative was in the service design workshop.
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Table 8 : Learnings from previous phases

3.5.2 Evaluation of the prototypes from service design workshop

The prototypes were represented in multiple formats during the service design workshop including LEGO model, text written on paper, post-it notes, and verbal discussions. First step I started was to give a theme name to each group’s prototype based on the raw data of prototypes. Names of the original themes were listed down here:

Group one: Skype

Group two: Fit for multi-purposed

Group three: One company

Group four: Openness

Group five: Well-being at work

Group one (“Skype” which is modified to “control the noise” after evaluation phase):

When I looked through the group 1’s data collected during the workshop, I noticed there were lot of suggestions and ideas around skype as it was becoming the most used method in company X’s daily work. One item re-appearing in both in-depth interviews and group 1’s workshop outcome was related to noise. To understand fully what the real problem was, I had a follow-up call with one of the participants to ask few additional questions about the statement from their group regards to noises vs normal situation in using skype calls at workplace. I realized that it was not about customers did not want any noises at workplace as it was understandable for them that people needed to talk at their seats sometimes. The real problem was that it was lack of control of the noises in the current workplace.

Williams et al. (2015) mentioned although more research was necessary to understand the longitudinal effects of creating a synergistic model of collaboration, such a hybrid model

appropriately combined rich face-to-face and efficient virtual communication (as skype in this case) to maximize synergy.

The degree to which each medium was utilized depends on the type of project and the relationship that existed between the involved parties; thus, a hybrid model would manifest as a spectrum in which the level of either face-to-face communication or virtual organizing could oscillate. More specifically, face-to-face communication should be used when the goal was to establish and strengthen trust and credibility. On the other hand, virtual communication should be used when the goal was to overcome geographical separations. Organizations could benefit from a customized and flexible model of communication which combined both face-to-face communication and virtual organizing to best meet their needs and objectives. Skype as a communication was unavoidable in case company X as it was a multi-culture company and had employees globally.

Based on this understanding, I have updated the theme to “Control the noise - applied no matter it is silent space or free seating area” instead of “Skype” as a prioritized idea to implement to decision maker. The key notion here was the noises are understandable, most important thing was to have it controlled so people can adjust their behaviour based on the context of their work on that day. This could be achieved by i.e. having dedicated area for people having constant skype calls while others did not have skype calls could sit in the quiet area to not being disturbed.

Group two (“Fit for multi purposes” which is modified to “Walking meetings” after evaluation phase):

When looked at group two’s data collected during the workshop, there were multiple dimensions into the ideas brought up. This might be since there were 4 persons in the group and 3 of them were represented by Persona Linda and one was represented by Persona Jarmo. Linda and Jarmo had very different needs and different challenges at workplace. Linda(s) wanted to ensure the wellbeing-ness at work: had enough parking slots for bikers; brought your pets to work, planted your own salad in campus green yard etc. Jarmo did not need any of those. Jarmo wanted to have car parking places, had enough meeting spaces for skype meetings and as well as face-to-face meetings; his organization was currently adapting to agile way of working therefore he also needed to have lot of whiteboards and tools for writing things done with his agile team. In this case, I was looking at a solution that could benefit both Linda(s) and Jarmo(s) in my final presentation to the decision maker. I noticed one common challenge both Linda(s) and Jarmo were facing is the different types of meeting at work. One concept example is: walking meeting or “walk the talk”. This meant that while on skype meetings, there could be an area for people to be able to walk around, so that he/she did not feel they

are looking strange while others are sitting; and, the noises generated because of this won't bother others.

Clayton et al. (2015) defined a walking meeting bit differently, they referred walking meeting as simply that a meeting that took place during a walk instead of in an office, boardroom, or coffee shop where meetings were commonly held. Nilofer Merchant wrote in HBR (Harvard Business Review) about her own transition to walking meetings after realizing that, she was sitting way too much while working. Merchant traded her coffee-shop meetings for walking meetings while walking has given her the necessary "unplugging" time she needed to be an effective writer. Recent research found that the act of walking led to increases in creative thinking. This certainly supported the usefulness of walking meetings.

Walking meetings led to more honest exchanges with employees and were more productive than traditional sit-down meetings. Walking meetings were not breaks from work; they were meetings that would have taken place regardless of whether they were held in someone's office or while walking around your office complex. Based on the research result, those who participate in walking meetings were 5,25% more likely to report being creative at their jobs than those who do not. Additionally, the responses suggested that walking meetings supported cognitive engagement, or focus, on the job. Those who participated in walking meetings were 8,5% more likely to report high levels of engagement.

What types of meetings were suitable for walking meetings were also studied in Clayton et al. (2015). Not all meetings were suitable for walking meetings (and not everyone was physically able to participate in walking meetings). The best candidates for walking meetings were ones where colleagues were conferring on decisions or exploring possible solutions. Interestingly, participants holding managerial and professional positions experienced more of a creativity boost from walking meetings than those in technical or administrative type jobs (though all categories realized some benefits).

There were five tips for having good walking meetings based on the research (Clayton et al. 2015).

Tips	Description
Consider including an "extracurricular" destination on your route.	It is a good method to go to nearby places of interest or some place that could be easily remembered. I.e. the statue of something or nearby park etc.
Avoid making the destination a source of unneeded calories.	One of the arguments in favour of walking meetings is the health benefit. However, this

	is easily negated if the walking meeting leads to a 425-calorie white-chocolate mocha that wouldn't otherwise be consumed.
Walking meeting should not be a surprise.	It is fine to suggest a walking meeting if it seems to be an appropriate moment, if you will be fine with a "maybe next time". If you are planning to spend your time with someone in a walking meeting, have the courtesy to notify them in advance too. This allows them to arrive dressed for comfort, perhaps having changed shoes.
Stick to small groups.	Recommendation is a maximum of three people for a walking meeting.
Have fun.	Enjoy the experience of combining work with a bit of exercise and fresh air. Data shown that those who participate in walking meetings are more satisfied at their jobs than their colleagues who don't.

Figure 20: Tips for good walking meeting adapted from Clayton et al. (2015)

Group three ("One company" which is modified to "long term goal" after evaluation phase):

Group three had suggested a concept of re-inventing the floor plans of company X to allow employees to work freely in the whole campus based on their needs and not based on which organization they belonged to. From implementation perspective, this was a concept that was long term as it required the culture change and as well as commitment from management to enable this to happen.

Group four ("Openness" which is modified to "24 x 7 open access areas" after evaluation phase):

Group four had suggested the idea of "Openness". The main idea behind this was to have an open area of the campus that can be accessed by employees all the time. The use case of this was for example jet-lag, people arrived aboard who did not sleep and wanted to have some nice place to work outside of normal working hours (0900 to 1700). Government Property Management Centre of Expertise (2014) mentioned the following guidelines in regards of the workplace access:

Workplace access should be based on the level of security required:

-- Public areas, including reception and some meeting rooms, should maximise sharing between agencies and minimise barriers for external guests.

-- Designated invited areas should allow staff to host guests beyond the public area while minimising disruption to the workplace and maintaining business confidentiality and security for other staff members.

-- The private areas should be designed to support staff security and confidentiality.

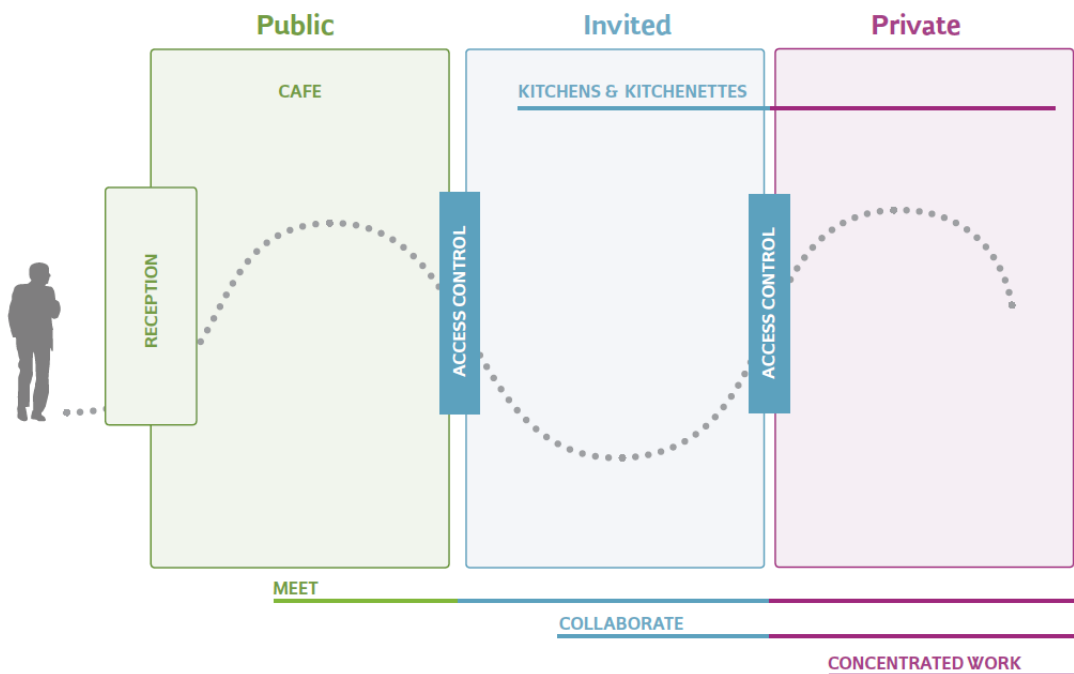


Table 9: workplace access recommendations (Government Property Management Centre of Expertise (2014))

In this guideline public area was mentioned however there was no guideline about 24 x 7 accessibility. From security perspective, the 24 x 7 area might be a risk for case company X and the use cases for 24 x 7 areas seem to be quite small. For these reasons, I have not prioritized this concept.

Group five (“well-being at work”):

The key challenge in this concept was well-being was a big topic. To develop a tangible concept, we needed to make sure that the concept can be small and easily implemented. Otherwise the well-being topic was too big to develop and got too abstract that no one could get real benefit except empty talks.

3.5.3 Own Prioritization

After analysis of the workshop outcome into details, I did own prioritization based on the findings. What I thought was most important was to have some implementable concepts that could be further developed and implemented. Green colour indicated the concepts were suggested to be first considered as they were implementable and beneficial for all personas; blue meant the concepts were good however might be difficult to implement or not beneficial for all personas. Yellow meant concepts were in good level however might not necessarily be implemented or require long time to implement; Red meant ideas might not be suggested due to the complex of the implementation even though over time this offered great benefit for all.

Concepts of walking meetings and walking tracks for skype meetings and controlled voices were highlighted based on the benefit vs effort and these were beneficial for all personas. The well-being concept was important however to get it implemented required bigger effort and it was mostly considered to be beneficial for two personas (Jarmo might not be that interested in this). Open area 24 x7 might be good concept however I can hardly see the big coverage of benefit in having this implemented. One company concept to revisit floor plans was a courageous concept and will benefit case company X in long term however might not be easily implementable and will generate lot of issues before we can see the benefits of it.

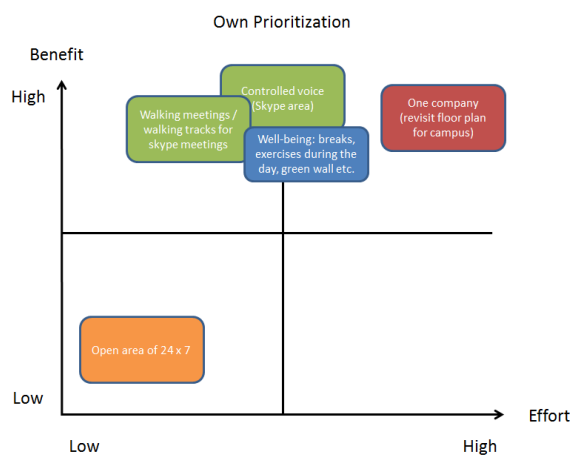


Figure 21: Own prioritization of the concepts

3.5.4 Prioritization by decision maker's management group and comparison



Figure 22: Prioritization by decision maker's management group

After I have done own prioritization, I scheduled a meeting to have decision maker's management team to prioritize the concepts.

I presented each concept in detail and while I was presenting, decision maker's management team had suggested more idea such as "Intranet article about existing practices about how to handle voices"; "Guidelines regards to voice related needs to be updated"; "Equipment

related to voice cancellation. I could not have come up with these ideas on my own.

I have compared the result of own prioritization with decision maker's team prioritization. The locations on the prioritization grid for each concept seemed to be quite similar. However, it seemed decision maker's management team had voted bigger efforts in concepts for "walking meeting / walking areas for skype meeting"; "Open area for 24 x 7" except for "on-site exercises in canteen area". The reason "on-site exercises in canteen area" did not require too big of effort was that one of participants in workshop was working for occupational health centre and there was a collaboration opportunity on this with her therefore the effort from decision maker's group was not that big.

Decision maker's management team added number of great ideas themselves and all the ideas were within low effort and median benefit which was great sign of getting them agreeing on the actions to take the work further. This was a result of having domain knowledge and knowledge of existing projects and identifying the connection of the concepts with on-going activities.

Decision maker had shown great interests in this way of working with engagement from motivated customers. It seemed the enthusiasm shown from the customers had succeeded the expectation from decision maker. Decision maker mentioned that currently when they needed to get customer insights, they often turn to the list of people who might be managers of employees in company X, the interests shown from them were not that big. The reasons might be that managers might not have big interests in the workplace and well-being compare with employees (referred as customers for this thesis project). In another word, the current customers decision maker used to contact, might not be the most suitable in terms of value co-creation.

3.5.5 Agreed next steps

Agreed with decision maker that one person from her management team was going to take the work further. We agreed the following actions and each of the action will be worked on by named persons (names of the persons are taken out in table 12 due to confidentiality). There will be follow-up meetings on the actions listed in table 12 below. In future, they are willing to apply service design workshop concepts for their development work and getting customers to be involved in the concept development process in on-going basis.

Topics	Assigned to
1. It is good approach to invite people who expresses their interests and applies themselves to participate the workshop. This method could be used for further workshops.	All
2. Check with occupational health centre about their possible involvement in exercises during the day (for example in renovated canteen area)	xxx
3. Voice cancellation as a key topic : intranet / guideline document update; buy and pay-> sufficient equipment portfolio with relevant information available when ordering?	xxx
4. De-prioritize 24x7 zone: might not be beneficial for big amount of employees; some challenges based on historic reasons	xxx
5. Long term solution: new flexible floor plan enabling people's own choices based on their roles and responsibilities. Take future branch offices into consideration.	xxx
6. Skype walking track: good idea could connect with the noise cancellation walls (to avoid noised while walking in the track). Might require some investigation on suitable space and connect this with Nathalie's current project.	xxx
7. Combine this workshop outcome with Agile/SAFe workshop outcome and release article in Intra about next steps.	xxx

Table 10: Conclusion with agreed actions for next steps (taken out the real names and replaced with xxx)

By today, topic 1, 2, 7 were already taken actions upon. This shows the commitment to implement concepts based on customer's feedback and this research outcome from decision maker in case company X and supplier Y as mentioned earlier in this thesis project. It can consider a success of this thesis project when, so many actions were already taken in place shortly after the thesis project was delivered.

4 Summary and conclusions

Purpose of the thesis project

The purpose of the thesis project was to propose few prioritized concepts for the workplace of the future to enable further development or implementation that was co-created with customer, decision maker and supplier Y for case company X. The proposed concepts should be implementable and bring value to customers.

In the final presentation to decision maker, five concepts developed from the workshop were presented and altogether eight concepts (three additional concepts as outcome of the discussion with decision maker) were evaluated and prioritized based on “effort vs benefit” methodology.

The concepts from this workshop showed the results from service design workshop and the current development roadmap of decision maker were aiming to same direction and in same focused areas. This might be considered fine from decision maker’s perspective, however from service design perspective, the result was somewhat bit disappointing as no big deviation had been found compared with the current development workshop. Reason for this may be the existing survey (EUS survey) had provided thorough results on the challenging areas and supplier Y has studied the EUS survey results carefully and therefore was able to capture the improvement areas. This however, had not reflected into increase of customer satisfaction result. The reason might be lack of communication of the development work based on customer feedback made customer unaware of the changes and the connection from their survey feedback and the on-going development work.

Answers to research questions

Successful research was measured by whether it answered the questions. In other words, if the research provides answers it can be regarded as successful said by Collins (2010, 10).

The main research questions this thesis work answers were below:

- What are the key benefits of co-creation with multiple stakeholders in corporates?
- What are the key challenges of co-creation with multiple stakeholders in corporates?

For answer to first question, I would like to use the quote from decision maker and representatives in case company X: “This kind of way of working is new to us and it will be used for future. Collaboration with all stakeholders during development phase is key to ensure successful implementation and to increase our customer satisfaction.” I could summarize three key benefits of co-creation with multiple stakeholders based on this research project: 1) co-creation with multiple stakeholders will bring the customer and stakeholder’s insights closer to solution development; 2) co-creation with multiple stakeholders are likely to generate more implementable concepts; 3) co-creation with multiple stakeholders are likely to create value (in this thesis project, value is expressed in the concepts that are co-created with multiple stakeholders). Many companies listened to customers, however not many intended to act upon the customer feedback accordingly. The proven benefits of creating sustainable and self-improving solutions will result in more application of co-creation with customers, decision makers and suppliers through service design. In long run, this will turn into a healthy circle of co-creation and co-develop and co-implementation.

For answers to research question two, I could summarize three key challenges of the co-creation with multiple stakeholders based on this research project. 1) Co-creation with multiple stakeholders is based on trust, open communication and it needs to be followed up. This means one or few workshops are not enough. It is an on-going process that needs people to invest time and effort along the journey. 2) Co-creation with multiple stakeholders can’t be done without active participation from participants. Active participation cannot be forced. You need people with right mind-set and motivation to solve the problem. 3) Co-creation with multiple stakeholders should aim to provide concrete results. Without results or evidence of the working solution as outcome of the co-creation, it might not be sustainable for organizations to continue invest in co-creation with multiple stakeholders.

To add on, the added value will only be provided through co-creation when multiple stakeholders are actively sharing and providing potential resolution to solve the problems and trust is what is needed for this to work. Communication of the co-creation needs to be direct and interactive. Follow-up is important as the co-creation can't be stopped after the service design workshop is finished. Co-created concepts and the continuation of the concepts should be continuously updated to all multiple stakeholders to ensure the impact and engagement from multiple stakeholders. What could be most advantage is the implementation of service co-created concept. If the co-created concepts are not being implemented, the result will be people will start to forget about the co-creation or the value of co-creation will not be generated.

Reflection on process and results compared to theoretical background

Before this project, supplier and stakeholders in company X had not been interacting with customers directly. The positive feedback received from all stakeholders for this service design project had shown result of co-creation with multiple stakeholders had significant benefits to improve current situation.

In this research, the capabilities of building co-creative enterprise was being explored through case study. Case company X certainly listened to its customer by implementing the existing user experience survey, however not enough "engage" or might engaged with wrong profiled customers, it was seen that lack of communication was a result of not being understood by customers. Therefore, communication to customer from decision maker of case company X should be improved. Currently there has been limited understanding of why and how the development work has been decided, what kind of work has been done, when the work will be ready, who are involved. Customers were extremely interested in providing their feedback and inputs around workplace as a topic. Case company X needed to establish a good platform to engage customers and enable on-going co-creation with customers and keep it alive.

Value-in-use was the key value that co-creation brings. Active participation from customers in value co-creation is a must to enable value-in-use. Keränen (2015) defined pre-conditions and co-design manners seem to foster co-creation of value. This, however, didn't include implementation of the concepts or development. Based on this research, I could argue that the co-creative implementation is foster the co-creation of value as well.

As mentioned in chapter two of customer's roles in value co-creation, based on this research, I can clearly state that customers were active in participation and willing to be involved in the development of the workplace of the future. They were objective and willing to compromise their personal judgement to fit for greater purpose. They liked to get connected and network with their colleagues that work in different organizations in case company. Furthermore, customers were also willing to be contacted for further development and they can also provide their network of contacts that could help to solve the problem.

It was likely to see that co-creation will be the next practical presentation of S-D logic and the co-creative implementation (implementation of co-created concept with multiple stakeholders) will be crucial to ensure the sustainability of the value co-creation and service design bring. Decision maker had expressed the interests to continue the implementation with involvement of service designer and multiple stakeholder. The further research of this thesis project will likely to take place in year 2018.

Reflection on chosen methods

Service design concepts, tools and methods were extremely powerful and useful in this thesis context. The feedback of the service design workshop was positive. The workshop acted as a bridge to bring multiple stakeholders closer to understand each other better. The supplier's participation was extremely important as direct interaction with end users had not happened before in this case.

Double diamond design process was a very clear and suitable process applied to this thesis development project. It was very easy to apply methods used in this thesis project into each phase of double diamond design process to make it clear to the author and readers.

Desktop research was very helpful as the case studied in the thesis was put in a bigger context. It was extremely helpful to understand the future trends of the researched topic and the already existing changes, happenings, technology, practice that apply in the researched topic that is relevant for case company X.

Existing user experience survey was a great foundation to understand the challenges customer faces, without the analysis of that, it was not possible to focus on the two areas that made the service design workshop easier to be facilitated.

In-depth interview was a method to get deeper understanding in what customers are facing and what do they mean by certain comments. Without talking with customers in in-depth in-

interviews, it was not possible for me to fully understand their point of view and why some issues they faced have so big impact on their experiences.

Personas was used as a method in this thesis project to create a group of profiles that represent customers. In this thesis project, personas especially made it easier for me to select the needed customers in the service design workshop so that all personas were reflected. It was also very helpful to cover different personas in same group in the service design workshop, this created diversity and generated concrete result (group 2 as example). Although the personas in this thesis project were not done intensively, it served its purpose of a method and helped me to understand the diversity of participants and the problems they face in the focused areas.

Work journey was a tool to present customer experience. Even though in this thesis project, the work journey was already developed by supplier for case company, not developed by this thesis project, it was a good tool to identify the part of experience that was lowest scored in the existing user experience survey and therefore keep the focused area for the service design workshop.

Face-to-face service design workshop was very impactful. Good facilitation was essential. In this case study, most people have not met before, it was important to arrange briefing session before the workshop, make sure the purpose of the workshop was clear, make sure people were clear about practicality of the workshop and what was expected from them. Based on the concepts and theoretical knowledge, Co-creation service design workshop was selected a method to enable customer's active input to share and exchange information with decision maker and service supplier. Through this thesis project, there were clearly added value for using face-to-face service design co-creation workshop.

Prototyping was very powerful even though in this case study, two out of five groups didn't use the provided prototyping tool (Lego) and used their own drawings instead. Prototypes provided a visual result for the concepts and enabled participants to co-create with actions. Two of the groups selected the method of drawing instead because their lack of interests to build Lego or for time saving purposes. This again showed customers have very different preference. As service designer, you should be flexible to adapt to customer's needs.

As the purpose of the thesis project was to propose co-created concepts to decision maker that can be implemented in near future, prioritization was done with the principle of "benefit vs effort". Benefit referred to the benefit of this concept being developed or implemented to customers; effort referred to the efforts needed from decision maker and supplier to make it happen. The principle chosen in this thesis project was easy to be explained to other

stakeholders and easy to be applied, and it can ensure the concept proposed from this thesis was implementable.

The comparison of own prioritization vs decision maker's prioritization gave an interesting reflection on the different perspectives. The conclusion was during the decision maker's prioritization session with management team, there were three new concepts co-created, therefore it was recommended to discuss the concepts with more people and generate more concepts could be additional bonus as result of the discussions. The result also showed that from decision maker's perspective the implementation of the concepts was more difficult than from service designer's perspective. The reason for this could be decision maker had more previous experiences than service designer in terms of implementation of the concepts in this knowledge domain. It could also be that service designer was more excited and motivated about the concepts being implemented therefore might have subjective opinions that reflect of perceiving the implementation of the concepts was easier.

Finally, the agreed next step was important so that the outcome of the project will be carried on in decision maker's organization. Although no scholars have been writing about co-creative implementation or those articles are existing however not yet been discovered by me (yet). Based on this thesis research, co-creation applied into implementation was very necessary to ensure the success of the implementation. The research of how the co-creation could be applied into implementation phase of the service design development project itself was extremely interesting. The decision maker has expressed great interests in getting service designer involved in further implementation of the concepts with multiple stakeholders. Hence further research as continuation of this thesis will likely to happen in 2018.

Usability of the result by workplace

As out of today, there are already two articles published in company X related to this workshop. First article was to inform people about the outcome of the workshop and the actions are being reviewed by the decision maker's organization and they will continue to involve customers in concept development moving forward. Second article was about inviting customers into reviewing the progress of case company X's development projects regarding to workplace.

There were two immediate positive actions taken by decision maker of company X after the workshop. Decision maker's management team had invited customers to participate a future concept sharing session before the implementation was started to get customer's inputs up-

front and validated few key topics to make sure that they have understood customers correctly. In this session, they also invited the interior architect to participate the discussion which was a great sign of co-creation and collaboration. Here attached few pictures taken from the event.



Figure 23: The interior architect explaining the questions asked by customers



Figure 24: Decision maker's responsible for this project explaining the plan overall to customers and get their feedbacks immediately

Another action decision maker has taken was they started a road show of telling more of the workplace, what kind of practices and changes were already done to different buildings, floors etc. This picture below showed one of the floor's morning information sessions. People were invited to leave their feedback and comments on the flipchart (see picture 3 and 4).

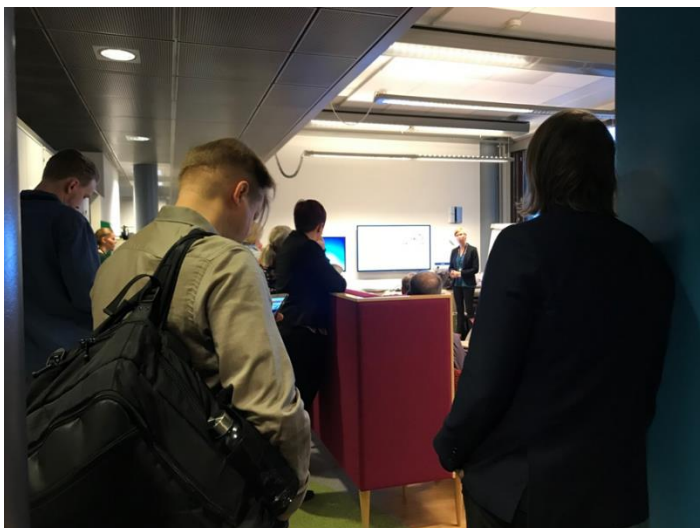


Figure 25: One workplace information sharing session in one floor

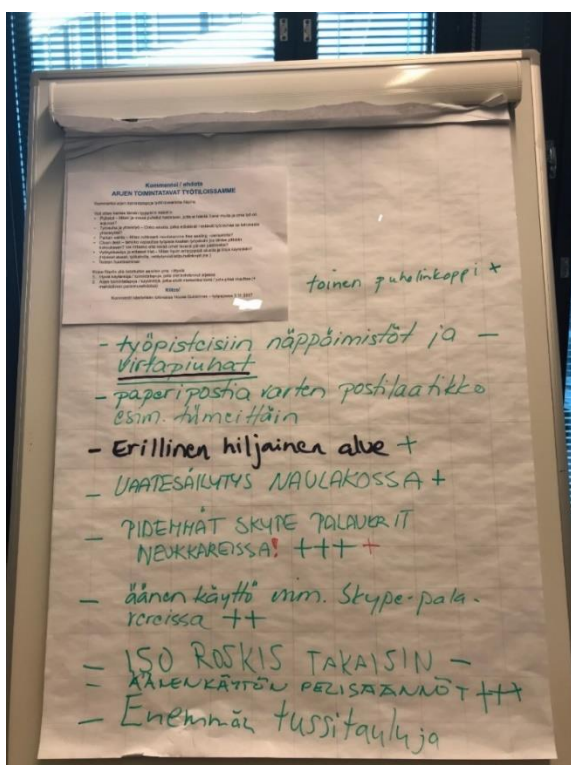


Figure 26: One of the flipchart on one floor: feedback from customers regarding to workplace

Based on what I have seen and learn so far from this thesis research, I believed case company X will get better result in next EUS survey. When customers were more involved in the development of the case company's workplace development, they will feel their participation is welcomed and taken into consideration. They are more willing to share their ideas and help to develop the concepts further as value co-creator. The customer satisfaction will increase, and co-creative capability will be built.

Transferability of the results in different context

The research outcome will benefit for any other company like company X who used integrated service provider to provide multiple service portfolio. The research outcome will benefit for any service company offering similar services (regardless of being integrated service provider or not) to learn how to improve their own services. The research outcome will benefit people who are interested in knowing more of service design, services provided by integrated service provider, services in general. The research outcome may also interest people who are working in the field of workplace management, workplace concept design and development.

Avenues for further research/development work at workplace

There were on-going development projects in case company X regarding to workplace improvement and this thesis outcome and concepts were feeding into the pipeline of the on-going development work for case company X. The advocate of service design and its methodology are continued in case company X and facilitation of this thesis project and the ongoing actions taken in the case company after this project has shown the way of working and behavior will or has started to change towards a customer centricity and therefore will co-create more value for the case company and its stakeholders.

Many scholars had been also interested in looking after what is next step of service-dominant logic. Based on the outcome of this thesis research, co-creation was certainly a proved solution to be applied to concept development and potentially to other processes including implementation of the concept development. Whether this could be represented as the next step of service-dominant logic however will need more research, especially co-creation applied to implementation and what roles service designers plays in that phase compare with the concepting phase and development phase could be further studied as continuation or next phase of this thesis research project. Co-creative implementation (implementation of co-created concept with multiple stakeholders) will be crucial to ensure the sustainability of the

value co-creation and service design bring. Further research on how to make implementation of service design concepts co-creatively and effectively could be done during the implementation of the co-created concepts from this research with the agreement from decision maker, customer and supplier. Decision maker had shown great interest in continuing the collaboration with service designer and multiple stakeholders in next steps, therefore very likely, the co-creative implementation will be the next research as continuation after this thesis research.

Limitations of this research

The limited sample entail that the findings should be carefully generalized beyond the scope of this research. However, reaching a high level of generalizability was never the intention of this thesis. It should rather be viewed as a pilot study for further research with such intentions. Thus, further research should employ a comparative multiple case-study research to bring further validations to the findings of this thesis.

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Appendix 1 In-depth interview guide

<p>Introduction</p> <ul style="list-style-type: none"> • Thank you • Your name • Purpose • Confidentiality • Duration • How interview will be conducted • Opportunity for questions • Signature of consent 	<p>I want to thank you for taking the time to meet with me today. My name is Shuang Zhao-Mikkola and I would like to talk to you about your experiences participating in the in-depth interview of co-creation with multiple stakeholders of the workplace of the future thesis project. Specifically, as one of the components of the thesis project. I would like to understand your experiences in “working in the building” and “being in the building” of the work journey. The interview should about an hour. All responses will be kept confidential. This means that your interview responses will only be shared with me. I will write some memo down of the interview. I will ensure that any information we include in the thesis report does not identify you as the respondent. Remember, you don’t have to talk about anything you don’t want to, and you may end the interview at any time. Are there any questions about what I have just explained? Are you willing to participate in this interview? Could I type the interview to make sure I don’t miss any of the comments from you?</p>
<p>Questions</p> <ul style="list-style-type: none"> • No more than 10 open-ended questions • Ask factual before opinion • Use probes as needed 	<p>Could you describe your typical working day for me? How often do you visit office? What do you like most about your workplace? What do you dislike most and why? What do you expect most from a workplace? Do you have anything that you really need but don’t have in the current workplace? Have you heard of service design and co-creation? What is your motivation to join this interview?</p>
<p>Closing Key Components:</p> <ul style="list-style-type: none"> • Additional comments • Next steps • Thank you 	<p>Any additional comments do you have? Thank you for your cooperation. I am planning a service design workshop in near future, are you interested to participate?</p>

Appendix 2 In-depth interview

Sample 1

1) Gender: Female

2) Age group (31-40)

3) How often do you come to work?

Every day. I live close to office, so it is easy to come to office to work. The internet works faster here than home.

4) What are important in your experience in consideration of “being in the building” and “working in the building”?

I love coffee. The most important moment for me in the morning hours is my morning coffee. Even though I know that the coffee and lunch are not part of your research. (Laughing sound). What is important in my opinion is the work environment. I am working with colleagues in many other countries than Finland; we have Skype calls every day. In current workplace, it is sometimes bit hard to find a small quiet space for my Skype calls, so I usually try to book a meeting room, if I am not able to find a room, I will have to sit at my desk to take the skype calls. Sometimes this annoys people sitting next to me but there is nothing I can do about it. I also like to stand up while working or even do some light sports, like walking around, like move my legs etc. Sometimes it is bit challenging with my current location because we don't have a suitable open space to move around freely. We started the new way of working with Agile and it is also bit challenging as we don't have a team space of our own so sometimes we do our daily meeting via skype which is bit pity as it would be great to meet people face to face at least for sometimes.

5) What is the most important experience for you considering the “working in the building” and “being in the building”?

That I could feel easy to get around and work easily according to the needs.

6) Have you heard of service design and co-creation?

A bit. Co-creation? Isn't that like collaboration?

7) Do you have something you really need but you don't have at workplace?

No. Not really.

8) Additional comments

It is great that you are doing this research because I feel there are lot to do and feel excited to see some changes for future improvement. I also understand the challenges as we have so many people in this campus. I am looking forward to hearing more from you.

Sample 2

1) Gender: Male

2) Age group (40-55)

3) Could you describe your typical day for me?

I arrive at about 0800 to 0830am. I will go for a morning coffee. My meeting usually starts at 0900am. I have lot of skype meetings. I usually stay at my seat for those meetings. It might be noisy sometimes however it is manageable. At around 1100 I go for lunch. After that I have another coffee break. Then afternoon meetings start, or I will write something down or then replying emails etc. usually I head back home around 1600 to 1630pm.

4) What are important in your experience in consideration of “being in the building” and “working in the building”?

For me it is morning coffee, lunch and meetings. I know that we are not supposed to talk much about coffee and lunch however those are very important. About meetings, we often need to find a meeting room for bigger group of people due to the size of our program. It is often a challenge and we must book meeting room well in advance.

5) How often do you visit office?

I live in a city nearby Helsinki; my program suggests that we should work remotely as much as possible to allow enough space in office for people can't work remotely, so I work two days in office per week usually.

6) Have you heard about service design, co-creation?

No. Sounds interesting though.

7) Do you have any special needs that are not able to fulfil in current workplace?

Hmmm. Of course, skype meeting areas could be bit better organized, maybe less noisy? I don't know. Now, it seems to be fine. My challenge is finding parking place in the morning.

8) Free comments

It feels good that you ask these questions, as an end user, I feel my voices are heard. I also appreciate the on-going work that is already happening. I hope food can be better for lunch (laughing sounds).

Sample 3

1) Gender: Female

2) Age group (Above 55)

3) What are important in your experience in consideration of “being in the building” and “working in the building”?

For me it is well-being during working. It is so important to move yourself and do some small exercises during working hours. It makes a big difference even it is just moving parts of your body around during skype calls etc. I feel management has not been very supportive in encouraging employees to take care of their well-being at work. There might be some supportive practice can help this, for example Jooga sessions during working hours, some group exercises after lunch etc. Perhaps summer running around campus etc.

4) How often do you visit the campus?

Two days a week.

5) What do you like most about your workplace?

I like to meet different people and at work I meet different people each day. I like to enjoy some break times. I don't drink coffee anymore, so it is the conversation with people I like the most.

6) What do you dislike most and why?

Hmmmm....maybe air circulation in the space could be better? I don't know. It might be fine however I just feel I need fresh air sometimes during the day, so I go out and come back.

7) Have you heard of service design and co-creation?

No. It sounds very interesting. I would like to hear more.

8) What is your motivation to join this interview?

The topic is at my heart. As employee, I want to have work-life balance. It is very important to me that I am having good physical and mental condition at work. This topic is something I feel I could also contribute a lot because I have done some research myself to discover for example what could make me energized and feel less stressed.

9) Free comments

Hopefully more well-being awareness is raised in case company X. Management plays an important role in making sure people take care of themselves during working hours.

Appendix 2 EUS Survey

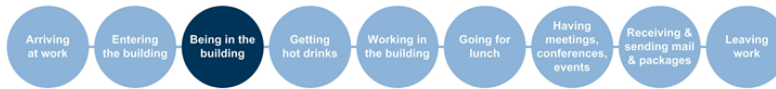
The thesis project focuses on “Being in the building” and “working in the building” therefore the EUS survey attached included these two parts.

S8	The cleanliness of the common areas i.e. corridors, break-out areas, etc.?						
S9	The service-mindedness of the cleaning staff, i.e. their attitude, responsiveness, efficiency?						

Please feel free to elaborate:

F3

SCREEN 4A – BEING IN THE BUILDING



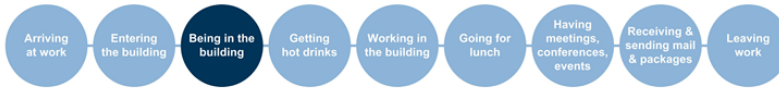
Q16	Have you used the Service Centre's Online Service Centre application to book meeting rooms, order catering or contact Service Centre?	Yes	>>>>>go to screen 4 B
		No	

How satisfied are you with:		Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied	I don't know/not applicable
S59	The user-friendliness of our Online Service Centre system when you register a call?						
S60	The user-friendliness of our Online Service Centre system when you book meeting rooms?						
S61	The user-friendliness of our Online Service Centre system when you book catering?						

+ Please feel free to elaborate:

F18

SCREEN 4 B – BEING IN THE BUILDING



Q17	Have you been in contact with the Service Centre?	<input type="checkbox"/>	Yes
		<input type="checkbox"/>	No

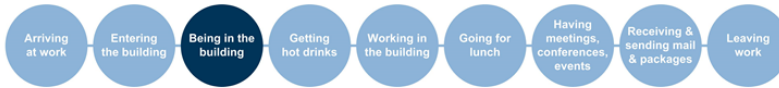
>>>>go to screen 4C

How satisfied are you with:		Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied	I don't know/not applicable
S43	The service mindset of the staff at the Service Centre (i.e. professionalism, attitude, responsiveness, efficiency)?						
S62	The quality of the answers from Service Centre?						
S38	How well you are kept informed about the progress of your call?						

Please feel free to elaborate:

F19

SCREEN 4 C – BEING IN THE BUILDING



Q18	Is there an On-site Service Centre in the building where you work?	<input type="checkbox"/>	Yes
		<input type="checkbox"/>	No / don't know

>>>>go to screen 5

4

Q19	Have you visited the On-site Service Centre?	<input type="checkbox"/>	Yes
		<input type="checkbox"/>	No

>>>>go to screen 5

How satisfied are you with:		Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied	I don't know/not applicable
S41	The professional appearance of the On-site Service Centre area (e.g. design, signs)?						
S40	The possibility of getting personal support from the On-site Service Centre?						
S44	The Service Centre's ability to help you with your work related challenges so you are able to focus on your job?						

Please feel free to elaborate:

F20

SCREEN 5 – GETTING HOT DRINKS



How satisfied are you with:		Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied	I don't know/not applicable
S10	The cleanliness of the hot drink machines?						
S11	The quality and taste of the hot drinks?						
S12	The reliability of the hot drink machines?						
S13	The way in which requests for repair service of the hot drink machines are handled?						
S14	The response time from a reported 'out of order' to the hot drink machine is fully operational again?						

5

Please feel free to elaborate:

F4

SCREEN 6 – WORKING IN THE BUILDING



How satisfied are you with:		Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied	I don't know/not applicable
S15	The cleanliness of your immediate working area?						
S16	The functional working environment (i.e. lights, blinds, air-conditioning, heating, etc.) – are they working properly? (excluding IT equipment)						

Please feel free to elaborate:

F17

Q14	Have you requested help to solve a problem with the functional working environment (i.e. lights, blinds, air-conditioning, heating, etc.)?	Yes
		No

>>>>>go to screen 6A

How satisfied are you with:		Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied	I don't know/not applicable
S18	The service-mindedness and attitude of the maintenance staff?						

Please feel free to elaborate:

F5

SCREEN 6 A – WORKING IN THE BUILDING



Q15	Is there a floor host in the building where you work?		Yes
			No / don't know

>>>>go to screen 6B

How satisfied are you with:		Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied	I don't know/not applicable
S50	The service provided by the floor host?						
S51	The floor host's professional attitude?						

Please feel free to elaborate:

F15

7

SCREEN 6 B – WORKING IN THE BUILDING



Q13	Has the Unlimited program been implemented in your unit/department (the new way of working in an activity-based work environment)?		Yes
			No

>>>>go to screen 6C

How satisfied are you with:		Very dissatisfied	Dissatisfied	Neither satisfied nor dissatisfied	Satisfied	Very satisfied	I don't know/not applicable
S45	The attractiveness of the office?						
S46	The availability of the different working areas and the different types of furniture? (e.g. for standard work, concentration work, or collaboration work)						
S48	The opportunities to conduct non-physical meetings such as Skype meetings or video meetings?						
S49	The way you are supported to working activity based? (e.g. information and support from your manager, colleagues, floor hosts, Workplace Management)						

Please feel free to elaborate:

F16

>>>>go to screen 6D

8