

When dreams come true

Service design methods as part of
developing a small business

Case: Juhlahumua

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ABSTRACT

The aim of the thesis is to find out which models of service design can be used to develop a small business service process. The thesis is done together with a case company that represents a small service company. The business field that the case company represents, is the wedding and party planning service. In Finland there is around 30-40 companies working in same field.

The purpose of the thesis is to get acquainted with service design and the case company's business field, in order to obtain the necessary understanding of the implementation of this thesis. The references of the thesis, consists of domestic and international sources. The thesis has been carried out as a qualitative study. In addition, the empirical part of the thesis includes service design models, for example, Customer Journey Map.

The result of the thesis is a "Toolbox" for the case company and was implemented as part of a thesis. The "Toolbox" includes four different service design models which were used to gather information about the current state of the case company's service process and possible development targets. The idea of the "Toolbox" can also be utilized in other small businesses, as it considers the general small business challenges, such as timing, efficiency and user friendliness.

The results show that, there are steps in the case company's service process which requires more attention. As the result of the thesis, the case company has noticed the issues in the customer process and intends to make the necessary changes during the current year.

Key words: Service design, wedding and party planning business, service experience and customer understanding

Lahden ammattikorkeakoulu

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TIIVISTELMÄ

Tämän opinnäytetyön tavoitteena on selvittää, millaisilla palvelumuotoilun malleilla voidaan kehittää pienyrityksen palveluprosessia. Tämä opinnäytetyö on toteutettu yhteistyössä case- yrityksen kanssa, joka edustaa pientä palvelualan yritystä. Ala jota case- yritys edustaa on hää-juhlapalveluala, ja Suomessa koko alalla toimijoita on n. 30-40.

Opinnäytetyön tarkoitus on tutustua palvelumuotoiluun ja case-yrityksen toimialaan, jotta saadaan muodostettua tarvittava ymmärrys tämän opinnäytetyön toteuttamiseen. Opinnäytetyön tietoperustan muodostivat kotimaiset ja kansainväliset lähteet. Työ on toteutettu kvalitatiivisena tutkimuksena. Lisäksi työn empiirisessä osiossa on käytetty palvelumuotoilun malleja kuten esimerkiksi, Customer Journey Map.

Työn tuloksena syntyi case-yritykselle laadittu ”Työkalupakki” joka toteutettiin osana opinnäytetyötä. Tämä ”Työkalupakki” sisältää neljä eri palvelumuotoilussa käytettyä mallia ja niiden avulla muodostettiin käsitys case-yrityksen palveluprosessin nykytilasta ja sen mahdollisista kehityskohteista. Tämä ”Työkalupakki” idea on myös hyödynnettävissä muissa pienyrityksissä, koska sen laadinnassa otettiin huomioon yleisesti pienyrityksiä koskevat haasteet, kuten esimerkiksi ajan käyttö sekä mallin tehokas sekä helppo käyttöisyys.

Tulokset osoittavat, että case-yrityksen palveluprosessissa on vaiheita jotka vaativat yritykseltä enemmän huomiota, jotta palveluprosessi täyttäisi sen kaikki vaatimukset. Opinnäytetyön lopputuloksena yritys on ottanut ongelmakohtat asiakasprosessissa huomioon ja aikovat toteuttaa tarvittavat muutokset kuluvan vuoden aikana.

Asiasanat: Palvelumuotoilu, hää- ja juhlapalvelu, palvelukokemus ja asiakasymmärrys

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1 INTRODUCTION

Today, it is important for companies to continuously develop and focus on their customer service. Big companies usually have the time and money to do so and they use services purchased from outside companies for this purpose. But how about small businesses and especially entrepreneurs? Generally speaking, they do not have the time or the money to make such a contribution. Although, especially entrepreneurs should develop their activities because of the potential business growth. The purpose of this thesis is to approach this problem through the methods of service design and to explore this topic more closely.

1.1 Background

This thesis, will unite two worlds which aims are to provide some unforgettable experience for the customer: wedding & party planning and service design. Wedding and party planning permit customers to get the most memorable events in their lives. Usually, when organizing parties, people are used to do everything by themselves. Nowadays, there is an option to hire someone else for that job. That enables you to enjoy your party without extra stress. What comes to service design, it is a very current topic. In Finland, service design has been more and more visible in media lately. For example, at spring 2017 it was reported widely in the news, when service designer Mikko Koivisto won the Ornamo award. Mikko Koivisto is one of the Finland's most notable person, what comes to service design and it's business field.

I chose these two topics, because this thesis allows me to combine and examine these two at the same time. I have not found any earlier academic studies where these two worlds are examined together. I did not have an opportunity to study service design earlier, but through this thesis I can get to know it better by reading theory and carry out my empirical part by using some service design methods. What comes to the case company, I chose this particular company because it represents a small service business that is growing it's business at the moment. So, the idea

of this thesis is to use these service design methods to improve the case company's service process.

1.2 Research objectives

The aim of this thesis is to get acquainted with service design and research its suitability to development of a small businesses service process. To achieve this goal, the first objective is to get a deep theoretical knowledge of service design concepts, techniques, and trends. The second objective is to define the content of wedding and party planning business field and its special features, current status and future prospects. Information about the wedding and party planning business field, has been collected from the Internet sources and from the case company. The third object is to create a "Toolbox" for the case company. This "Toolbox" includes a couple of service design methods that is used while improving the case company's service process. "Toolbox" is created based on theory of service design.

The main research question is:

How to develop a small company's service process with service design methods?

Sub-questions:

What is service design?

Which service design tools are suitable for developing the service process of a small business?

How is the customer service promise being delivered on in the case company?

Does a wedding and party planning business have market potential in Finland?

The scope of this thesis is, improving the case company's service processes and finding out what are the weak spots by using the "Toolbox". To keep this Master's thesis a compact package, it needed some limitations: That is why I focus only to deal with service design and the business field of the case company. Themes related to these two subjects are, for example, customer service, customer relationship management, service quality, value creation. All these related subjects are very interesting, but to keep the thesis a compact package, it needed strict guidelines in the scope of interest.

1.3 Research approach

This thesis has two main parts, theoretical and empirical research part. The first step in theoretical part was to find out what literature are existing on these topics. I did not have much knowledge from these topics beforehand, so it was important to get familiar with literature and form of the base in this thesis. Since there are a lot of information about service design, it was important to collect material from different sources and form a versatile view on this subject from these materials. What comes to wedding and party planning business, I did not find any academic publications or books that is written about the subject. Most of the materials that I used, were found from the Internet. I also got some information about the business field from Jenni Kinnari, who works at Juhlhumua company as a party and wedding planner.

The idea of the empirical part is to research how beforehand selected service design methods works developing the case company's service process. I do not use any typical qualitative approach in this research, but the service design methods that I use in this Master's thesis are suitable for qualitative research. All applied research methods are described more detailed later in this thesis.

2 SERVICE DESIGN

Service design has been mentioned more often in different media channels during the last years. Reason for that could be prevailing conversation about the customers service and how to modify it more suitable for the increasing influence of digitalisation.

History of service design has begun in the early 90's. In the 90's, the service sector had significant growth and technological development accelerated the development of the market. Because service sector was growing, there was born an idea of models that can be used for services and products. Those models are the same that is used in designing artefacts. The roots of service design are strongly European. Service design came to Finland in the end of the 90's and has developed strongly since. (Rantanen 2016, 41; Tuulaniemi 2011, 61-63; This is service design thinking 2011, 207; Moritz 2005, 32.)

A major factor in the growth of service design is the growth of service industries. The recent years has shown the growing need for companies to improve their services especially from the point of view of the customers. Service design has been particularly developed to show these challenges as well as the possibility, that the service industry faces now and in the future. (Moritz 2005, 4.)

What comes to Finland, the growth on service industry has been upward in the last few years. The Statistics Finland's latest publication shows the increasing of 3,7 billion EUR turnover from 2015 to 2016. (OSF 2016.)

In the Statistics Finland web page, it's presented how the services have developed from 2016 to 2017 in Finland. This is illustrated in figure 1. There are considerably grown in many sectors of services at the year 2017. (OSF 2017.)

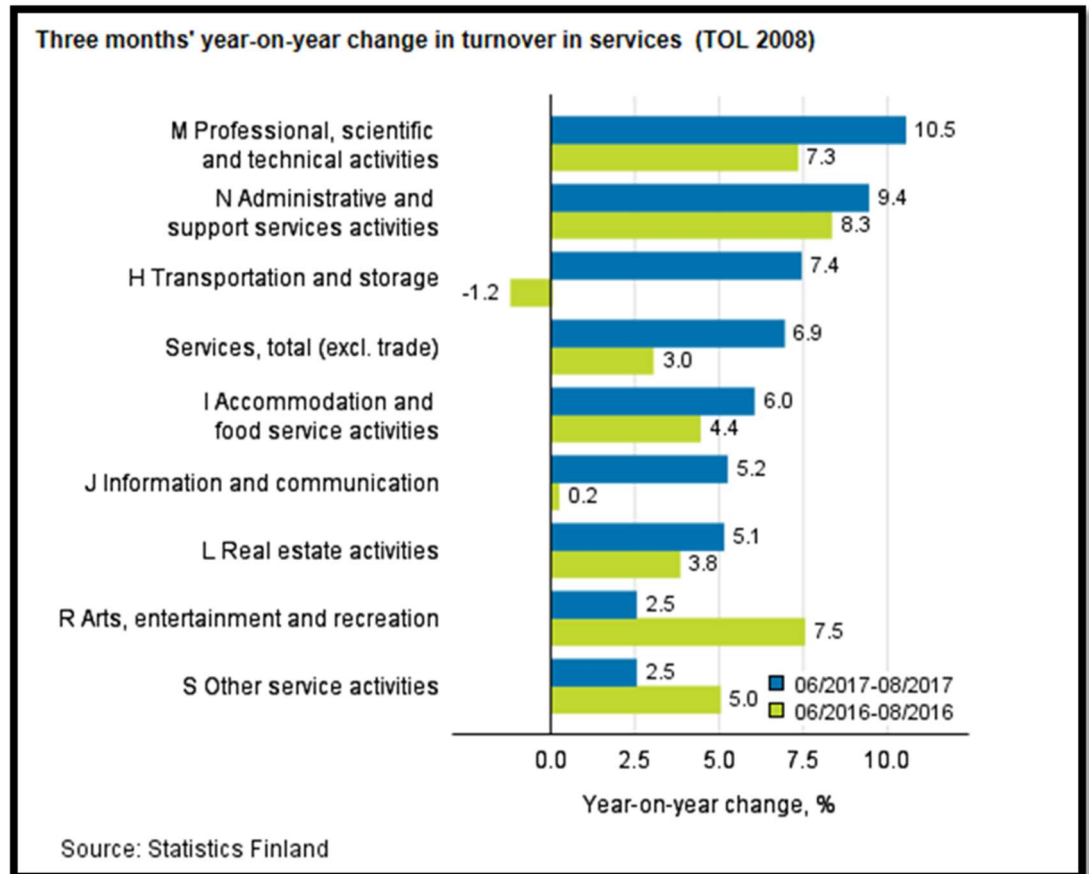


Figure 1. Three months' year-on-year change in turnover in services (OSF 2017)

2.1 Definition of service design

Service design's core idea is to achieve 100% customer satisfaction. Service design can be described like a multidisciplinary approach. It is suitable for companies that are interested in developing services and who have innovative thinking. Service design allows companies to create their customers great products, services, spaces or mix of these. (Tuulaniemi 2011, 59-61; Moritz 2005, 19, 32, 57.)

Idea of service design is also to dive into customers world. It is a form of user-oriented design that creates a contact between the service and it's users. Service design explores in depth of the vivid world of emotions and experiences and helps people to envision and describe more about their own desires. From these desires could come up some new ideas that help

companies in their development projects in the future. Overall, the real and deep interest towards the target group is one of the central things in service design. (Miettinen 2016, 30; Koskinen 2012, 31; Tuulaniemi 2011, 100, 146; Miettinen & Koivisto 2009, 36; Moritz 2005, 19, 27, 113.)

Many of service design experts have brought out in their texts that, you can't define service design as one similar process, that would work in all kinds of service development situations. Services are immaterial, unique and in time happening processes and for that reason each of service development project should be look at individually. Service design is intended to provide the customer with the most customized and easy service experience. From the point of view of the company, the same service experience must be profitable, efficient, and distinct from competitors. (SDT 2017; Miettinen 2016, 43; Kalliomäki 2014, 34; Tuulaniemi 2011, 12,26,71,98, 100-102,126; This is service design thinking 2011, 19; Eskelinen, Arasola, & Oresto 2007, 64; Moritz 2005, 27, 57, 113.)

When a company starts to implement service design methods to their development project, each team member must be willing to commit on making and advancing the project. In addition, each team member needs to have a basic understanding of what is being done and what kind of different areas of expertise each one controls and brings to the project. Team members who are involved in the project must communicate and share their own knowledge to others, thus achieving the desired result in a project. Integration and communication is the glue that holds service design project together. (Moritz 2005, 55.) Summarising all the definitions in one sentence:

*“The core of service design is asking the right questions to find the right answers and therefore the right results.”
(Koskinen, 2012, p.7)*

2.2 Service experience and customer understanding

These two issues, service experience and customer understanding were mentioned also in the previous section, but their importance in service design process can not be emphasized enough. These two things sum up the deepest purpose of service design.

The definition of service experience is that, when customer purchase something and this purchase will solve some problem that customer has, that brings him or her a good feeling when problem has solved. This service experience also highlights the customer's feel about the company and how it overall succeeded. In this point the brand image and that service experience encounters. The customer may already have some expectations about the company relating to this brand image. The service experience can either strengthen or weaken this brand image. (Tuulaniemi 2011, 18, 31, 50.)

Customer's expectation and what he or she encounters when they do business with the company is illustrated in figure 2. This moment can be called also service interface. Service experience formed finally from all these moments when customer encounters company. (Moritz 2005, 41.)

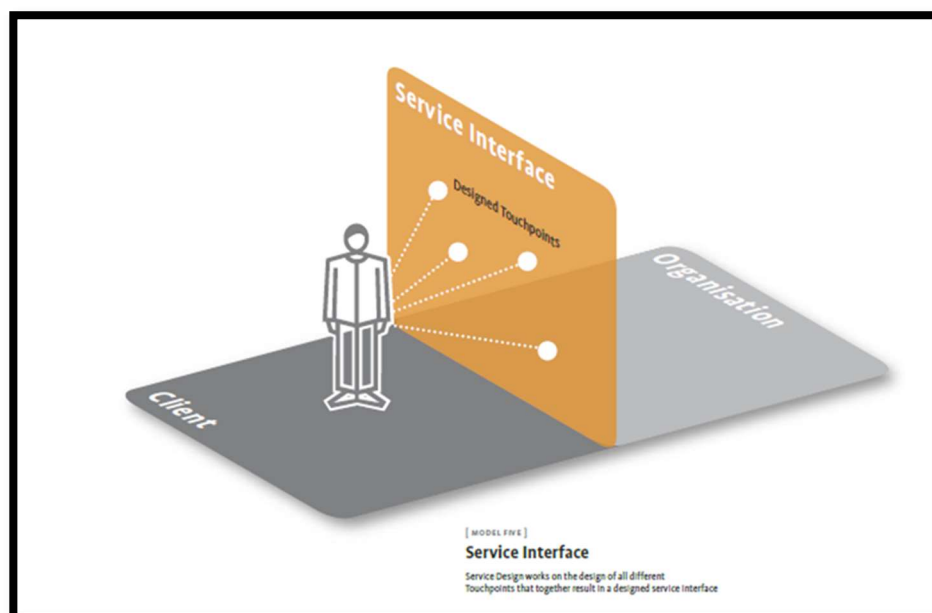


Figure 2. Service Interface (Moritz 2005, 41)

Each company should listen their customers. Unfortunately, many companies, especially small and medium-sized, complain that they do not have the time to really get to know what their customers want.

Understanding the reality and needs of customers is one of the most important business issues. (Tuulaniemi 2011, 73.) It is very important to examine the service platform of the company, especially when focusing on the customer's point of view and detecting possible disadvantages. Often, companies want to provide a profitable service, or product. This does not necessarily bring the best possible result, so it is important to look at the customer's journey from many different perspectives. It is good to locate the moment of service, when customer's opinion may change decisively. This might bring out what are the real problems in company's services and how they can improve it. (Rantanen 2016, 55; This is service design thinking 2011, 106; Tuulaniemi 2011, 26, 142-143.)

Traditionally, when we start thinking about the kind of customers the company have, usually there is a segmentation model about them. This model works well in some cases, but when it comes to getting a deeper understanding of customer behavior, this is not enough. In segmentation customers are usually divided by gender and age. These are based on the assumptions what they want from the service. In service design, that deeper consumer understanding is collected from the customer's a comprehensive understanding of human activity, needs, emotions and motivation. To gain a clear vision of the situation of certain service from the perspective of customers, is crucial from service design point of view. (Rantanen 2016, 86; Miettinen 2016, 13; This is service design thinking 2011, 21, 55, 82; Tuulaniemi 2011, 26, 73, 97.)

2.3 Going deeper in customer mind

In the earlier chapters, it has been mentioned what the service design is and how it encases all the things that help a company to improve their business. At the same time concentrating all the aspects that a great customer service includes. It's also mentioned, how important customers

service experience is and how it effects to customers opinion about the company now and in the future. This chapter will handle more closely these three concepts that are relevant for the service desing process and for the company and its development project. These three concepts are: customer lifecycle map / customer journey map, service moment and touchpoints.

In service design, the main point is to focus on the customer and how he or she feels and experiences the service that he or she have purchased. The point in service design is to go inside of the customers head. Describing these customers feelings and experiences, can also describe the passage of a service even though it still does not exist. When you start dealing with issues related to the services of a target company, usually the first thing is to run through the service process. This could be illustrated via customer lifecycle map or customer journey map. These two models are quite similar but there are some differences, which separates these models from each other. Customer lifecycle map is a simplerier model than customer journey map. Customer journey map also includes the service moments and touchpoints. I will present these models more closely later in this chapter. (Miettinen 2016, 49-50,107; Koskinen 2012, 31; This is service design thinking 2011, 51; Tuulaniemi 2011, 78.)

A service moment describes how a customer uses and experiences a service during the specified duration. You can choose a specific spot on customer journey map and concentrate closely on this area. Touchpoints are those moments where the customer is connected to service provider. This is a very important step in customer journey map. Service moment and touchpoint will also be presented more closely later in this chapter. (Rantanen 2016, 51; Tuulaniemi 2011, .27, 78; This is service design thinking 2011, 106.)

Customer lifecycle map

If you search some information about the customer lifecycle map, you can bump into terms like a customer lifecycle map, a customer experience

map, a customer journey map and some mixes of these names. Each of those models are existing, but there are differences between those. You should take a closer look at before start using it. In this thesis, I will present a customer lifecycle map and a customer journey map. I will use these two models in my empirical part.

First difference between these two models, a customer lifecycle map and a customer journey map are, that a customer lifecycle map does not give as much information as a customer journey map. There is also a different viewpoint in these maps. (Franz 2014)

When you want to illustrate your customers experience about your service by a high-level explanation, where comes only the main point of your service, then you should use the customer lifecycle model. This model starts even before the person is actually your customer and continues until the whole customer relationship ends. The idea of this model is to keep it simple and short. When you want to go deeper and have more knowledge about customers behavior and feelings, then you should do customer journey map. (Interaction design foundation 2017; Franz 2014.) You can also think that customer lifecycle map illustrates more like service process and customer journey map goes more deeply on that path of customer. (Wójcicka 2017)

You can draw this model in many ways, but the most common model is circle or linear format. Depending what kind of customer lifecycle map you are doing, it includes some of these stages: Need, Awareness, Consideration, Selection/Purchase, Experience, Loyalty, Advocacy, Engagement, Raving Fans, and Exit. This will define what stages there should be in that figure. This model does not need to be necessarily illustrated in linear style. (Franz 2014)

In the figure 3 is an example of circular drawn model. It starts from the upper right corner from the Awareness (needs & messages) and ends to the step; Advocacy (brand fans, WOM). Idea of this model is to show the

different stages that customer goes through on his or her path.
(Bizdiagram 2018.)



Figure 3. Customer lifecycle. (Bizdiagram 2017)

The other option to illustrate the customer lifecycle is to draw a straight line that goes from the left to the right. Figure 4 illustrates this style. You can see that there are the same steps than in the circle model. This figure 4 is named as the customer experience lifecycle. Like I mentioned earlier, there are different names for these models, even those are used similarly. Underneath the circles in figure 4 is additionally illustrated the steps of pre-purchase, purchase and post-purchase.

Pre-purchase includes Awareness, Investigation and Consideration. In the figure 4 those steps are illustrated by colors that change from starting point to the end. This pre-purchase includes all the phases when a potential customer explores the brand and the services that company could offer to him or her. Purchase includes those two steps, Purchase and Use. Post-purchase has three steps, Satisfaction, Loyalty and Advocacy.

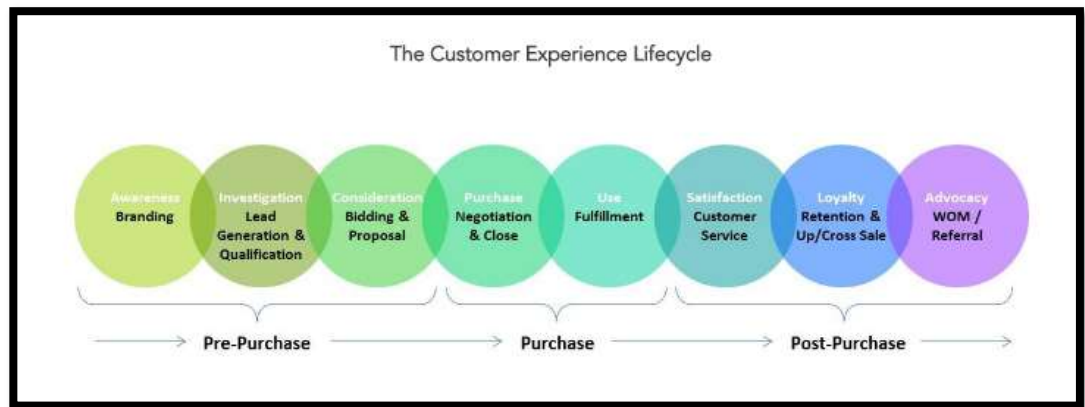


Figure 4. The customer experience lifecycle (Major Oak Consulting 2018)

Customer journey map

In simplest terms, customer journey map is a way to walk the same path as your customers does. Customer has an opportunity to experience the same channels, departments, touchpoints and products that your company provide. Customer journey map enables you the change to understand your customer and his or her interactions with your company and via that model improve the customer experience. Remember that the map is created from his or her viewpoint, not from company's. (Zakin 2017; Franz 2014.)

The customer journey map is a functional method of designing services for one customer as well as entire customer groups. By using customer journey map, identifying which services can be provided to customers and recognize the relationship between the customer and the service provider. It is a model that shows all the actions, perceptions and touchpoints that your customer experience during the company's service journey. (Miettinen 2016, 50-51; Ballinger 2015; Tuulaniemi 2011, 78; This is service design thinking 2011, 106.)

Customer journey map consists of service moments that happens in different spots at customer's journey. During the service, the user sees, experiences, and senses the service through touchpoints. These touchpoints are crucial for customers and the service provider, because customer is in contact with the person who works for service provider, and

form his or her opinion about the service through that experience. It's important to examine this whole process through to find the potential problems and to focus on solving them. (Miettinen 2016, 49-50,107; Franz 2014; Koskinen 2012, 31; This is service design thinking 2011, 51; Tuulaniemi 2011, 78.) If examining has been done carefully, it might increase company's revenue growth, customer engagement and customer satisfaction. (Zakin 2017)

When you start planning customer journey map, it is important to think guidelines like, what is the target group, what kind of steps that journey includes, what is your company's goal to achieve via this customer journey map etc. The final drawing can be linear, circle or any other kind, but remember to keep it simple and make sure that the mainpoints can be found easily. You can think the customer journey map as the backbone of your customer experience. (Ballinger 2015; Franz 2014.)

This figure 5 is a good example of drawing that has many steps and each step are explained. There is a starting point at the top left corner and the end on the down right corner. Idea of figure 5 is to illustrate how product Yieldr can help companies with their communication with customers. The first four steps are colored on black and those are "first impression steps". Green coloured steps are the steps of knowledge. Customers get more aware of the company and its products on those steps. On the orange steps customer buys the products. On the final, blue steps are the endings like paying, remarketing etc. (Zakin 2017.)

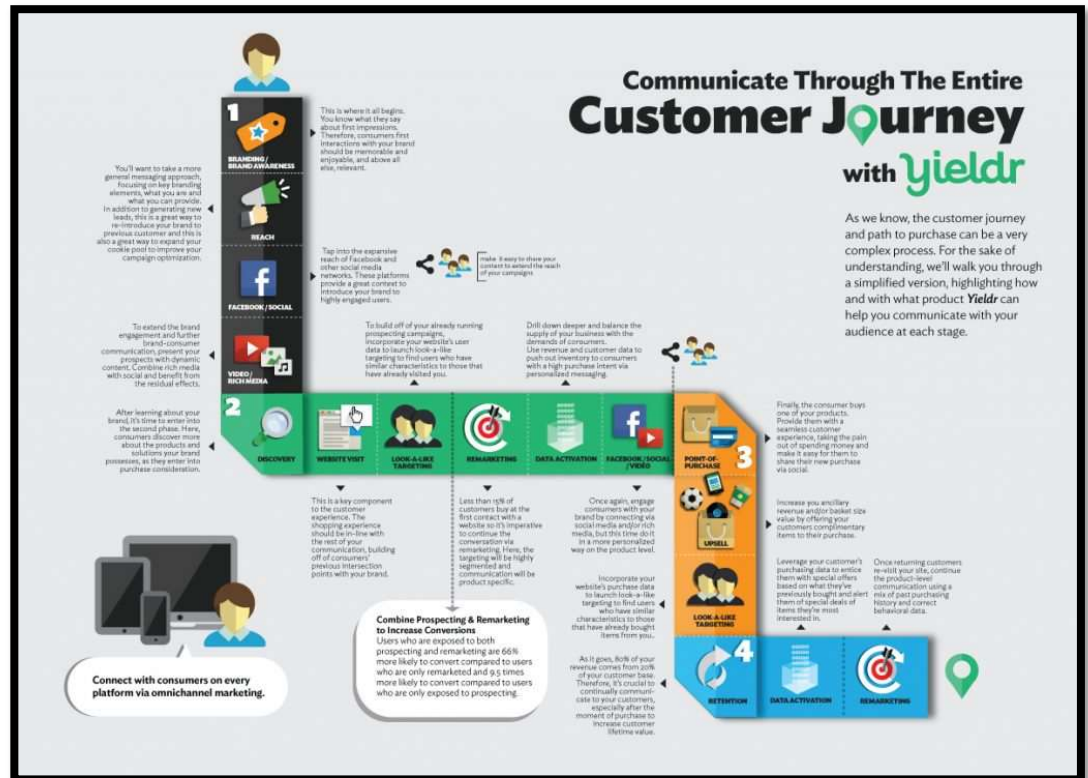


Figure 5. Communicate through the entire customer journey with Yieldr. (Zakin 2017)

When you are going to start to create customer journey map, you can try, for example, Stickdorn and Schneider (2011) canvas template (figure 6). This canvas is a clearly structured. It includes all the needed steps and every step have instruction what is needed on that precise step. The canvas model helps you to audit the existing services. It includes all the phases from the start to the end and it is focused on front stage encounter from the customer's point of view. (Canvanizer 2017.)

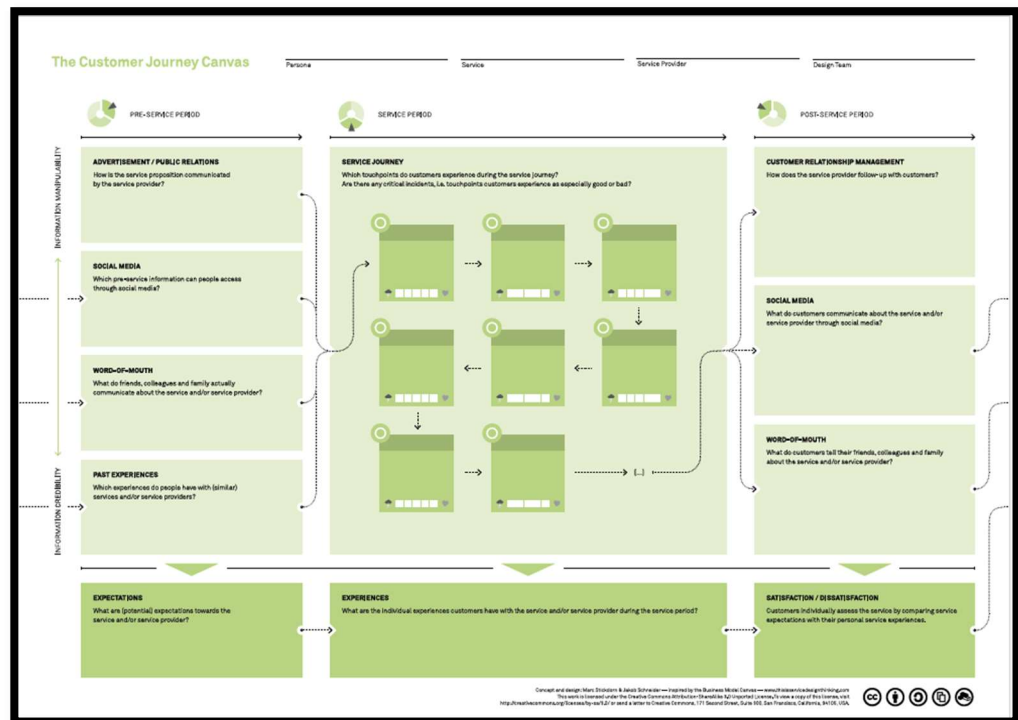


Figure 6. The Customer Journey Canvas (This is service design thinking; Stickdorn and Schneider 2011)

Benefits of this customer journey map is, to have an opportunity to look at your company's processes that affects to customers and the revenue of company's business. There is an opportunity to locate some problem points that might affect your customers opinions about your business. Or there might be some phases that takes too much time or some problematics during the process. The customer journey map could be also a dynamic and a great tool for innovative ideas. It also offers you qualitative and quantitative information. (Ballinger 2015)

Service moment

Service moment is an important part of the customers service path, but the definitive definition of the success of the service and its fluency comes from the touchpoints which are inside that service moment. That is why, it is also important to pay attention to the environment where the service takes place. For example, an open-air concert. When we are examining, for example the place where the drinks are sold. There are questions that you will go through when you arrive there. First, you will get your first

impression of that place. You create opinion of that place. Is the area tidy? Are there enough benches, where to sit down? How far away is that place from the stage? All these things are part of the service moment. In this case, the touchpoint for the service moment is the place where you buy your drinks. You will create your opinion about the touchpoint also. Was the queue too long for that place? Was that drinks cold enough? Was the service friendly and effective? Were the prices reasonable? etc. All these mentioned things are relevant when you think your experience of that entire service. (This is service design thinking 2011, 29.)

Touchpoints

Touchpoints can be people, environments, or facilities where the service takes place, objects, and modes of action. Every company have different service moments and those includes different kinds of touchpoints. All touchpoints can be considered as experience puzzle pieces of a service and can be build out of product and service components. The most effective way of identifying company's customer touchpoints is to go through the same journey that your customer does. Go through the whole process from start to the end and you'll get the same experience of your own brand as your customers. (Burns 2016; Tuulaniemi 2011, 80; Moritz 2005, 44.)

Touchpoints are encounter moments between the service provider and the customer. This encounter could happen by face to face or via email or websites. There are many kinds of touchpoints. Touchpoint is a moment where the customer experiences, senses and sees the service. These touchpoints can be divided into four categories: channels, objects, operating models, and people. Channels are the environments, places, and premises where the service that the customer experiences is produced. Channels can be physical, digital, or intangible. Physical touchpoints could be such as scents, lighting, and sounds. These have a major impact on the customer service experience. (Burns 2016; Miettinen 2016, 51-52; This is service design thinking 2011, 25, 106.)

When you plan a service moment, you will also need to consider which touchpoints are relevant to the customer and which touchpoints bring the customer a lot of value without causing the company a lot of costs. Try to design touchpoints so that they form a clear, logical, and unified service experience. (Miettinen 2016, 53.)

These service moments and touchpoints may even be the smallest details that make this service a better experience. These small details are called service sign. It may be that you do not even notice this service sign, but it may ultimately have a big impact on your service experience. For example, in a hotel room where the cleaner has left a toilet paper with a triangular tip, just to make clear that cleaning work is done. (Miettinen 2016, 52.)

Figure 7 has the same idea than in figures introduced in the earlier chapters. Figure 7 shows also, how customer goes through his or her journey and have those different service moments during the journey. Those service moments include different touchpoints. The journey in the figure 7 starts when the customer collects knowledge from the company. He or she reads, for example, facebook pages or follows tweets in Twitter. This stage is called: Awareness. Customer does not have any intention to purchase anything at this point and he or she just collects data before making the final decision on what to buy. So, the first service moment happens perhaps in customer's own home where he or she is sitting in front of a laptop. Touchpoint in this stage can be the company's Facebook page. This journey goes from a service moment to other, until customer reaches the end of the journey. (Burns 2016)

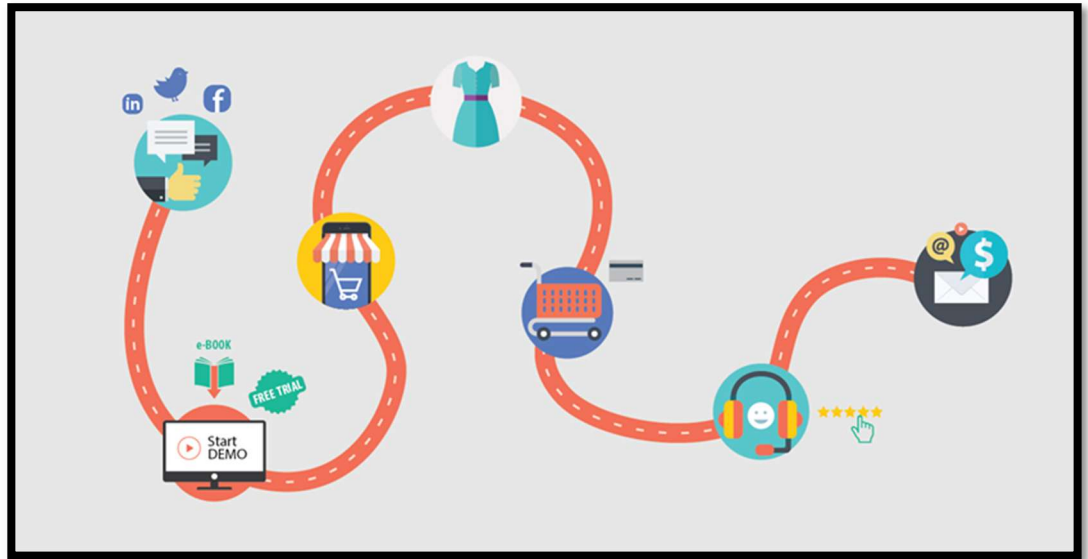


Figure 7. How to Identify and Optimize your Customer Journey Touchpoints (Burns 2016)

2.4 Service design process

The service design process is a combination of logically advancing, recurring functions and creative problem solving. (Tuulaniemi 2011, 126.) In addition, the process of designing the service and its tools require social skills, creativity and visual thinking. (Miettinen 2016, 32.) It is also important when considering the design process to remind yourself why this whole process is executed. (This is service design thinking 2011, 79.)

The process of service design is intended to comprehensively review the entire process. You must also consider the case company's practical realities from the beginning of the process. These have a notable impact on the process content and how the process is proceeded. Traditionally, the service design process consists of the following issues: Definition of the problem that is solved goals of the design process and the customer needs? The goal is also to create an understanding of the target company and what are the company's aims for the future. Research: The aim is to get a common understanding with the company on development targets, operating environment, resources and user needs. Planning phase: alternative solutions for the company are planned. Service Production: The

service concept is exported to the market. Assessment: The success of the development process is evaluated. The service is an adjustment according to the experience that has been gained. (Tuulaniemi 2011, 127-128, This is service design thinking 2011, 84.) Service design projects are often very different and there are no absolute rules in which order the categories should be used. (Moritz 2005, 149.)

It is important to set the objectives for the service design project. The project usually starts with a reason based on like market changes, need for differentiation, improving efficiency or increasing value for clients. For the success of the project it is important to specify these as well as the scope and direction of the project. (Moritz 2005, 154.) Service design uses many different types of processes, depending on what is best for that specific development project. Iteration or continual planning is based on the process of developing, experimenting, and evaluating service design solutions.

A good part of this process, is to get a quick idea of whether the service is functional and feasible. Methods for developing and testing user-centered design solutions are often used in service design. The user-centered process model considers user needs and ensures the availability of a new product or service. Human-centered design processes are interactive systems based on the ISO 13407 standard. This process includes four steps: understanding and context mapping, user profiling, designing, and evaluating design solutions. (Miettinen 2016, 23.)

Figure 8 displays how service design process usually proceed. This service design process has developed by committee that wrote a new service design recommendation for British Standards. It is divided in four main stages. Stage one – develop the business – develop a plan for service (configuring the project, planning resource, process design & controls) based on triggers (shortcomings, gaps, prompts, opportunities) A project proposal leads into stage two – design and develop the service. This stage identifies and develops options (generate options, evaluate and select the best options, develop solution concepts, select final concept)

and leads into detail service design (development of all components, experience specification, etc.) A detailed service design approval leads into stage three – deliver and support the service. This stage helps to implement and launch the service (ensure completeness, introduce to market, launch plan). Stage four – operate and optimize potential – is about operation, delivery, and review (delivery, feedback, maintenance, etc.) (Moritz 2005, 119.)

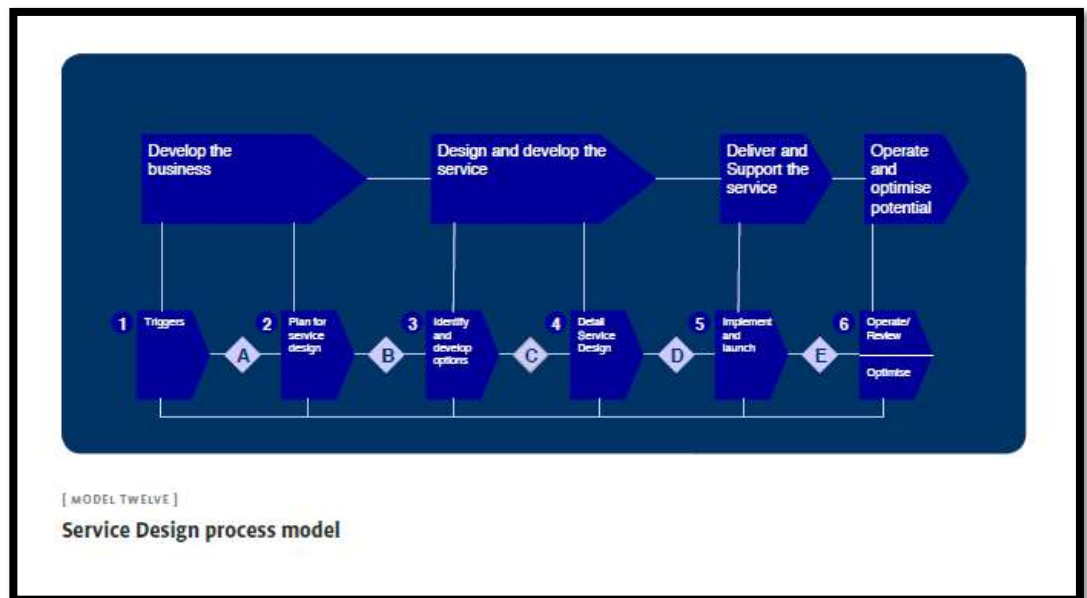


Figure 8. Service Design process model. (Moritz 2005, 118)

2.5 Benefits and challenges of service design

In earlier chapters I have presented several benefits, that company gets from using service design methods in their development projects. The best result is where the company gets an unique competitive edge, when it can not be duplicated or produced anywhere else in the world. By this unique competitive edge, the company can please their existing and future customers. It's a situation that benefits everyone, the customer and the company. Service design is rooted in customers satisfaction. Present day and its digitalization, brings a lot of challenges, that effects to people's needs and problems. Also, the world around us changes and develops all the time. Service design tools have been developed for this ongoing

changing environment and therefore have a better angle of view than traditional design thinking. (Miettinen 2016, 22, 26; Tuulaniemi 2011, 95-96; This is service design thinking 2011, 209; Moritz 2005, 57.)

What challenges this service design project could face?

Service design projects can face many different kinds of challenges. For example, the timing. In present day, many companies' have encountered 24/7 rush and employees that are complaining that they don't have enough time to do their work. How they could have time to concentrate to this development project? Timing is also a challenge, if the project has too short schedule. Usually, when project needs to be efficient and successful, it also needs enough time. How strongly team members are taking part to the project? Team members doesn't have enough time or they don't believe that project is relevant for the company. How relevant the project is currently? When you start to create something new for the company, it's important to keep track of what's going on in the world. Possible new products and services that comes from the trends that are currently visible and weak signals which could tell what might come, will help in the design. World is changing all the time, so you have to make the decisions quickly. (Miettinen 2016, 34; Tuulaniemi 2011, 25; Eskelinen, Arasola, & Oresto 2007, 28.)

3 DEVELOPING THE CASE COMPANY'S SERVICE PROCESS

In this chapter I will present the case company and its business field. After that, I am going to present the meaning of qualitative research and how I proceed with service design methods on this development project.

3.1 The case company

Juhlahumua

The company's story starts in 2014 when there were two separate companies with similar dreams about the future. Anu Salminen and Hannele Halme set up party products selling online store, Juhlahumua. At the same time, inspired by her blog, Jenni Kinnari started inspired the party/event planning company called Juhlahuuma. Shortly after founding of these companies, co-operation started when Anu and Hannele decided to contact Jenni. Co-working begins, and Jenni starts to use Juhlahumua products on her blog. Nearly after a year, these three women meet for the first time in the spring of 2015 when they attended to wedding bloggers event. After the event, they decided to co-operate more closely and they made their first decoration project together in the autumn 2015. In the fall of 2016, they decorated their first wedding event. (Juhlahumua 2017.)

Due Juhlahumua offers decorative products for rental, storage facilities began to get narrow. In February 2017, Anu, Hannele and Jenni decided to move all rental products to Juhlahumua's storage in Lempäälä. At the same time Jenni launched a larger decoration product rental service. The co-operation between these two companies gets even closer. In October 2017, these two companies ended up merging into one company and hence formalizing their long-term close co-operations. (Juhlahumua 2017.)

Currently, the company offers a comprehensive online store where you can find various products for parties. They also offer wedding planning and flower services. In addition, they have a rental service on decorative products for parties and events (Juhlahumua 2017.)

3.2 Definition of the business field

Maya Angelou who was an American writer has said once: "I've learned that people will forget what you said, people will forget what you did, but people will never forget how you made them feel."

This Maya's quote fits so well defining what party planning business is.

Everyone wants that unique and memorable day, which all the guests and wedding couple itself will remember for the rest of their life. This is why couples are ready to spend a lot of money, time and effort when planning their wedding. The reality is that, people are willing to take a loan for the party. So, do you really want to remember the best day of your life, in a bad or in a good way? (Pykälä 2017.)

First, you might think that planning parties and events is just fun, and planner could take a part of party in some moment. But this is not true at all. It is not as glamorous as you might think, it is hard work. You have responsibility to create a wonderful experience for all the guest who take part of the event. Even if work is sometimes stressful, it usually brings fun times for the planner and after the event you feel rewarding when everything is done successfully. (Woodward 2017, Hard 2017a, Hard 2017b, Beers 2017, The Guardian 2017.)

What it demands to be a good party planner? You need to have good organizational skills, creativity, attention to details, multitasking, flexibility and skills to handle even the most challenging customer service situations. (Woodward 2017, Hard 2017a.) Those who work in this business come from a variety of professions and academic backgrounds. For example, most people who work as a planner have a bachelor's degree in hospitality management or business administration of marketing/public relations, or communications. (Hard 2017a, Hard 2017b.) In this field of business personality is highlighted. If you can convince your customers via your personality, they probably also hire you. It is also important what you sell, it must be similar with your personality. You need an ability to make your customers feel that working with you is easy. (The Guardian 2017.)

The job market for this business is growing, because people and companies are willing to pay professionals organizing their events. Nowadays people and staff in companies are so busy, that they don't have enough time to think about their events. For example, in 2017 more than two million weddings were organized only in the USA. This is also seen in other service businesses that there is a broad increase in their popularity during last years. (Hard 2017b; Entrepreneur 2017; The Guardian 2017; IAP 2017.) This line of business is not new, but it has recently attracted popularity and interest among people, thanks to tv-shows like, competitions who have the best weddings, sweet 16 celebrations and so on. Also, social media channels like instagram and pinterest are increasing the knowledge of the business. Party planning business is most popular in huge countries like, the USA, the UK, Canada, South America, and some African countries.

Typical challenge for this kind of business is, that you have to make the customer notice you. Marketing is an essential skill, if you want your business become successful. Word-of-mouth recommendations are especially important, as is keeping up with the latest marketing tools and techniques for reaching out new customers. Challenging is, that working hours are during evenings, weekends, holidays, and sometimes even specific seasons. Some types of events have "on" and "off" seasons like pre-Christmas parties. Some launching events can be organized during weekdays. (The Guardian 2017; Entrepreneur 2017.)

If you want to succeed in this business field, it is recommendable to choose a niche that you want to focus on. There are many kinds of events where you can work with. If you do a mind-map of your passions, interests, experience and knowledge, you might find the right spot on the business field where you should focus on. This mind-mapping can help you figure out what are your strengths in your business. If you are open to organize a broader range of different kinds of events, then you are more likely being busy by working all year round. (Hanna, 2017; The Guardian 2017.)

Different parts of the business field

What comes to job titles, the different terms can lead to confusion and misunderstandings. There are several different titles, that you will face when you search information about this party planning business field. There are, for example, wedding planners, wedding coordinators, event planners, event managers, party planners and so on. This is confusing, but there is a clear but fine line between each of these titles. (Beers 2017; Entrepreneur 2017.)

Next chapter includes a brief introduction of these different titles that you might come across in this business field.

Wedding planner or coordinator: There is also titles like, bridal consultant and wedding consultants who does this same work. Wedding planners must have excellent interpersonal skills, understanding of budgets, and a strong knowledge of hospitality, because they help to build the agenda for the day. They must handle the decorations of the venue, the wedding ceremony, entertainment at the venue and much more to create a unique experience for all the guests. Behind all that decorations and entertainments lies a lot of paperwork, phone calls etc. (Hard 2017c; Beers 2017.)

The professional wedding planner is hired so you do not have to bother your relatives or friends when you are planning weddings. Nowadays we all have a lot of stress from work etc. so why get more stress from having a party? Professional wedding planner have a lot of experience and knowledge of the perfect wedding day demands. They also have connections which may save your time and money. They spent their time for you. They do the job for you. (Pykälä 2017.)

There are no ideas that cannot be suggested to the wedding planner. They will try to make your every wish come true. A wedding planner takes care of all the arrangements from beginning to the end. Every detail matters, and those very carefully thought details creates the whole party experience. (Pykälä 2017.)

Event planner or coordinator: There is also titles like, event managers. These are focusing more to corporate events like trade shows and conventions or non-profit corporate events like charity events and fundraising. (Hanna, 2017; Hard 2017a, Hard 2017b.)

Responsibility of the event planner is to keeping track of all the happenings during the event. That includes managing the staff, catering liaison and other venue-related tasks that are important to the success of the event. (Hard 2017b.) Difference between event planner and event coordinator is that the coordinator does not get involved with the design of the event itself. Event coordinator ensures that everything goes like it was planned. Coordinator helps event planner to execute the plan for the venue. The event coordinator looks at suppliers, organize delivery dates, and handle logistical tasks (Beers 2017; Entrepreneur 2017.) Event managers are more like supervisors of the event. They organize all the details of the event, manage suppliers, create and manage budgets, forming timelines for the event, etc. Event managers take part of the event from the beginning to the end. (Hard 2017b.)

Party planning: is a mixture of these earlier mentioned titles and those contents. Party planning is mainly focused on decorating the wedding venues. Party planner will arrange other venues as well if needed. Party planners work for both, in a private section as well for companies etc.

3.3 Wedding and party planning business in Finland

The Association of Wedding Planners is recently founded in Finland. Jenni Kinnari from Juhlalumua company is part of this association. The aim of association is to create a visibility for wedding planning as its own business field in Finland. Purpose is also to highlight the strong professional skills. (Pykälä 2017.)

In Finland, we normally hire professionals for corporation events or weddings. Other occasions we are used to organize by ourselves. But this is changing when people absorb more habits from other countries, like

the USA. Also, we are more enthusiastic to buy services to easier our own life. (Holmberg-Lehto 2015a.)

Figure 9 illustartes the development of marriages between years 2006 and 2016. If we look for a total amount of marriages, the number has decreased in last years. Marriages are also usually held in the summer time. This is one of the reason why this field of business is not so huge in Finland. That is also why wedding and party planning companies must offer other services too, like flower decorations as the case company does. (OSF 2016.)

Month	Year										
	2006	2007	2008	2009	2010	2011	2012	2013	2014	2015	2016
Total	28,236	29,497	31,014	29,836	29,952	28,408	28,878	25,119	24,462	24,708	24,464
January	1,192	1,163	1,095	1,348	1,395	1,392	1,097	1,001	1,074	1,103	1,050
February	1,609	1,616	2,091	1,867	1,694	1,653	1,784	1,241	1,525	1,432	1,482
March	1,441	1,631	1,570	1,400	1,364	1,271	1,507	1,650	1,074	1,123	1,069
April	1,464	1,426	1,446	1,600	1,472	1,457	1,350	1,119	1,511	1,244	1,325
May	2,008	1,937	2,240	2,201	2,220	1,915	1,995	1,907	1,947	2,418	1,899
June	3,459	3,700	3,565	3,448	3,156	3,033	3,525	3,123	3,132	2,762	2,825
July	5,436	6,282	4,876	4,703	5,890	5,196	4,627	4,272	3,875	4,108	4,538
August	4,225	4,373	6,890	5,217	4,377	4,172	4,370	4,405	4,330	4,380	3,981
September	2,829	2,752	2,358	3,224	2,394	2,394	2,495	2,040	2,011	2,109	2,345
October	1,422	1,470	1,751	1,679	3,076	1,490	1,431	1,292	1,465	1,410	1,379
November	1,165	1,217	1,228	1,254	1,184	2,741	1,237	1,175	1,022	1,082	963
December	1,986	1,930	1,904	1,895	1,730	1,694	3,460	1,894	1,496	1,537	1,608

Figure 9 Marriages contracted by month 2006–2016 (OSF 2016)

I also asked from Jenni Kinnari to tell, how she sees the future of the business field. Jenni tells that even there are not so much work to offer, the business field attracts new entrepreneurs all the time. Jenni believes, that this business field will grown in the future. In Finland we don't have the same knowledge of business or education for this kind of work, but it could be possible in the future. Only a few entrepreneurs do this as their

main job and most of entrepreneurs do another job at the same time. Those who works on this business field and do as their main job, do also, for example, flowers or decorations visualition etc. (Kinnari 2017.)

What comes to wedding planner, the main season is in the summer time. In other seasons are focused on, for example, organizing events for companies. Wedding planners are mostly working by themselves or in pairs. What comes to events planning, there are some huge companies that do this kind work in Finland. Wedding planners can be found in Finland approximately 30-40, but the number of event management companies are much higher and it's a relly challenging field in Finland. (Kinnari 2017.)

In 2015 Yhteishyvä magazine interviewed finnish couples who are getting married. Anu Beadle who works in Lily Dream Wedding company in Finland, told that people would like to have a unique wedding, Finnish couples just do not dare to do different than others. Also, just a wedding itself can be stressful enough and ofcourse they are quite expensive to arrange. Common thing in Finnish weddings is that Finnish invite more friends than relatives and wedding couple always wants their guests to enjoy. Food has also come in more important role nowadays. (Nelskylä & Moilanen 2015.)

Anu Beadle have experience also from britishs weddings. She said that big difference is that in Finland we are still doing most of the work by ourselves. In other countries, couples are ready to pay as much as possible for someone else to do the work. This state of mind is slowly changing also in Finland and we are waiting that wedding couples are soon more willing to pay the wedding planners to do the work. (Nelskylä & Moilanen 2015.)

3.4 Qualitative reearch approach

The basic idea in qualitative research is to effort trying to answer the question; what is this phenomenon? Why are we researching it? The aim

is to get the knowledge from phenomenon using the qualitative methods. (Kananen 2015, 34, 58; Pitkäranta 2014, 27.)

Typical for qualitative research is versatility and multi levelness. That's because, sometimes you must arrange research moments to get answers. (Alasuutari 2011, 83-84; Eskola & Suoranta 2008, 61.)

When you want to achieve a good result of using qualitative research, you must consider couple things. First, make sure that you have material collected from many sources and multiple research methods have been used. It is also typical that the material you have collected, will determine what theoretical framework you will have and what kind of methods you can use. It could be also in the other way, so that theoretical framework defines what kind of material you must collect and what kind analyzing method you should use. (Pitkäranta 2014, 35, 27; Alasuutari 2011, 83-84; Koskinen, Alasuutari & Peltonen 2005, 44.) This shows that, qualitative research is challenging it offers a multiple style to view the problem and that you typically examine every angle of the problem. That is why it is so important to carefully plan the theoretical framework and the angle you examine the issue. (Alasuutari 2011, 83-84.)

Qualitative research is always a case research, which means that this research happens only one time and you can not repeat it. Qualitative research is also reflecting the researcher's personality. Usually researchers personal interest and experience reflects to research issue and how researcher approach it. (Pitkäranta 2014, 117; Silverman 1997, 63; Syrjälä, Ahonen, Syrjäläinen, & Saari 1995, 14.)

Case research

This is the most frequent research approach in qualitative research in economics studies. Typically, case research focuses only one thing, like some part of company. For example, specific department of the company or one functional part of the company like, one process that will be researched closely. (Pitkäranta 2014, 30, 35; Koskinen, Alasuutari & Peltonen 2005, 48, 154; Syrjälä, Ahonen, Syrjäläinen, & Saari 1995, 13.)

The idea is to focus on findings the solution for the specific problem. And the idea is also to answer, how to solve that problem together with the companys workers that suffers the problem. (Kananen 2015, 39; Pitkäranta 2014, 35; Eskola & Suoranta 2008, 127; Syrjälä, Ahonen, Syrjäläinen, & Saari 1995, 35.)

Service design methods part of qualitative research

I did not find any research methods books, that would have brought up service design and how it can be used in qualitative research. Tuulaniemi (2011) mentioned in his book, that service design is very suitable method in this kind of research, because its main focus is to understand what happens in the customers minds. (Tuulaniemi 2011, 144.) When you have got familiar with both of these theories, service design and qualitative research, you will find that these two areas are related to each other. The reason why there are no books wrote about these two theories together, might be that service design is quite new research approach when you compare to qualitative research. From the Internet you can find some articles combaining these two research methods and several theses where these two theories are introduced together.

Service design and service science are rapidly growing fields, because customers have come more knowledgeable, technologically empowered and price-conscious than ever before. For these challenges companies have to figure out quickly how they can improve their services. Technology has provided businesses more opportunities to create an experience that stands out in the competition. Consumers also communicate about their experiences with service firms in social media and share them in their networks. As a result of technological advancements, consumers are capable and willing to compare and evaluate their experiences subsequently find the best service experience providers. (Interaction design foundation 2017; Lindberg-Repo & Dube 2014, 71; Barbieri, ym. 2013, 207, 211; Syrjälä, Ahonen, Syrjäläinen, & Saari 1995, 14; Shostack 1984, 136.)

In the field of service design, modeling is often used to visually represent the structures, flow, and operations of a service. Like qualitative research methods are also described. The similarity between service design methods and qualitative methods is also that researcher must plan and consider every encounter between consumer and provider. And knowledge of that the customer is inseparable part of service experience. (Interaction design foundation 2017; Lindberg-Repo & Dube 2014, 71; Barbieri, ym. 2013, 207, 211; Syrjälä ym. 1995, 14; Shostack 1984, 136.)

Trischler (2012) have wrote about this, mixing of service design methods to qualitative research.

“It is suggested that service design tools can manage the complexity and intangibility of service experiences by applying qualitative research methods and visualization techniques.” (Trischler 2012, 60-61.)

Service design provides a method, a process and tools, to get closer to the customer’s final judgement call of whether the service experience meets the demand or (preferably) exceeds them. Therefore, understanding the end user perspective and incorporating it into effective service design has become a key factor for leading service companies. (Lindberg-Repo & Dube 2014, 72.)

3.4.1 “Toolbox” for the case company

The idea to do this development package came during this thesis process. I had already some ideas which tools from service design I would like to use in this thesis. Final decision what service design methods I will use, was made after our second meeting with Juhlahumua company. Before the second meeting, I was a bit confused what the case company really wanted from this thesis project. At the second meeting we did a final decision where to focus in this thesis. After the meeting I created this "Toolbox" that I am going to present in the next chapters.

First, I will explain the backround of this “Toolbox” and how it was created. Then I will go step by step every part of this “Toolbox”.

I created this “Toolbox” specifically for Juhlahumua company. “Toolbox” is based on theory and all the material that I have collected for this Master’s thesis.

3.4.2 Collecting background data

This Master’s thesis process started, with getting the knowledge from theory and earlier published Master’s theses, that are related to these subjects I am handling. Based on these, I created a plan how to proceed in this thesis. I started to collect data and theory of these subjects for this thesis on Spring 2017. At the same time, I arranged a first meeting with the Juhlahumua company. In that meeting, we discussed about the aim of the thesis. We also discussed how long this project will be and what it will demand from the case company.

Tuulaniemi (2011) wrote in his book how important it is to map the case company’s background before the service design process. He also mentioned case company’s visions, plans, values, competition situation at the market field, service portfolio etc. (Tuulaniemi 2011, 136.) At this situation, I was familiar with Juhlahumua company even before I started the project. I had already some knowledge of company’s visions and plans but I still did some studies, for example, about the business field so I could do this thesis based on real information.

We had the first meeting at 10.05.2017 with Jenni Kinnari, Hannele Halme and Anu Salminen. Memo from that meeting can be found in Appendix 1. At the first meeting, we discussed about their demands and that the aim of this thesis will be some new services for the company by using service design methods.

Because project started in the busiest months (summer time) of Juhlahumua’s year, we agreed that I concentrate only in the theory of service design and we will have a second meeting after summer.

After summer time, I contacted Jenni and found out, that during the summer they realized that there is a need to develop their service

process. We had the second meeting at 25.10.2017 with Jenni and Hannele. It turns out that both of them were really busy and we had only short time to use at the meeting. We discussed again about the aim of the thesis and how to proceed with the empirical part of thesis.

After the second meeting, I decided to create this "Toolbox". I was aware also that we have a short time schedule to implement this "Toolbox", so I decide to exploit tools like Whatsupp, Google docks and email while forming this empirical part of my thesis. I ended up in this decision based on collected theory material and tight timing.

At the evening of the same day we had the the second meeting, I sent Juhlahumua company the Google docks templates that determines the base of the "Toolbox". I present these templates in the next chapter.

3.4.3 Defining the development challenge

After the second meeting, I understood that I will need more information what Juhlahumua company really wants from the thesis and what they really think about their current service process.

When I got familiar with the theory of service design, I discovered the following templates (figure 10 and figure 11). These templates are offered by JAMK University of Applied Sciences with cooperation with Palmu Inc. These templates are a part of the toolkit that they have developed and those are free for a commercial use in development projects. Only registration on the SDT's web page was needed.

I made a powerpoint template, where I copied these two templates and asked Juhlahumua compnay to fill these templates before continuing with my work with my "Toolbox". These templates were shared with Juhlahumua company Google docks.

1. Define THE DEVELOPMENT CHALLENGE

What is the target of the development?

What are the objectives of the development? Why do you want to improve your service?

How will success be measured?

Who are your service's customers and how can they be reached?

What do you not yet know about your service's customers?

New service:
 Existing service:

What do you want to achieve? What is the problem to be solved? E.g., increasing online reservations, increasing the value of one-off purchases, encouraging your customers to stay longer, gaining new customers, getting customers to recommend your service etc.

€ **Business metrics for measuring success.**
E.g., 10% increase in online reservations, 5% increase in sales.

♥ **Customer experience metrics for measuring success.**
E.g., increased recommendations, increased regular customers.

Think about what customers you are particularly targeting. If you're looking to gain customers who do not yet use your service, think about how they can be reached. E.g., other locations, events, online forums etc.

Think about research questions that could help you improve your service. What would you like to learn? How do your customers use your service? What would you like to understand about your customers' purchase behavior?

Move on to step **2** to examine your customers.

Service Design Toolkit | Process and templates

JAMK, www.sdt.fi

Figure 10. Define the Development Challenge. (SDT 2017)

2. Learn THE CUSTOMER'S POINT OF VIEW

What does your service look like from the customer's point of view? Where are the bottlenecks in the service?

How is customer value created?

Choose the most important development objectives and form questions about them.

Try to list the things, needs or goals that your customers seek to accomplish through your service. Go through the customer's service pathway and think about which points produce good experiences and where customer's major challenges and bottlenecks are located.

♥ This is what the customer appreciates:

☹ These are the customer's challenges:

What aspects of the service is the customer willing to pay for? Why do customers make repeat purchases? What factors lead to customers recommending your service? E.g., reliability, promptness, individuality, proximity, simplicity, efficiency, expertise etc.

TOP 3 customer experience problems to be solved / development objectives. E.g., the customer feels the service is too expensive, family activities haven't been taken into account in the service.

- 1.
- 2.
- 3.

Questions regarding the development objectives. E.g., how could the value of the service be increased? How could doing and experiencing things together be emphasized?

- 1.
- 2.
- 3.

Move on to step **3** to examine your service.

Service Design Toolkit | Process and templates

JAMK, www.sdt.fi

Figure 11. Learn The customer's point of view. (SDT 2017)

Based on the answers, I created a base of the “Toolbox”. Answers also created a good knowledge base to be used in the next phases. The next phase is to form a customer lifecycle map and a customer journey map.

3.4.4 Customer lifecycle map and customer journey map

I created these two maps for the Juhlhumua company, to find out how their service process is carried and via these models we had an opportunity to scrutinize those points that needed more examining.

I have presented the theory of these models earlier in the chapter 2.3 Going deeper in the customers mind.

4 RESULTS

The aim of this thesis was to get a versatile knowledge about the subjects that I was researching. At first, I have collected a comprehensive theory base about service design. All the knowledge that I did get, I did use in my empirical part when I created the “Toolbox” for the case company. While creating the “Toolbox”, I took into consideration the case company’s current situation and the kind of business they are in. We used the “Toolbox” during the thesis project. The purpose of this “Toolbox” was to offer an opportunity for the case company to take a closer look in to their service process and find out what they need to develop in the process.

4.1 What I learned about service design?

I have learned a lot about service design via this Master’s thesis project. I had somekind conception about this field before and based on that conception I decided to examine this more closely in this thesis. I am enthusiastic of service design and I know that it is used in development projects where the focus is in the company’s customer experience. I have also learned that there are several innovative methods that can used in those development projects.

It is fascinating how deep you can go in the customer mind by using these service desing methods. But, if you want to achieve proper results, you must spend a lot time and perhaps money, to get all the benefit from these methods. By *took a lot of time*, I mean that, nowadays some of the companies might be so busy that they do not have even couple hours time to sit down and think about customers experience. And what comes to money, I mean that, if some new products are made, it might need some money tests and inquiry before launching.

I realized also, that service design offers many different tools to make development projects in the company. There are many choises to different kind projects but purpose of all these methods are to reach the customer’s point of view and offer the customers what they want.

It was really rewarding to do this project and to use some of these service design methods in this thesis. I still think that, it is better to get somekind knowledge beforehand about service design and its methods, before starting to use them in some development project. Even that these models are easy to use and understand it is important to know why and when to use these models and what kind of situation they made for.

4.2 Developing the service process of a small business

For developing service process for the small business, that the case company represents, I created the "Toolbox". "Tool box" includes following parts: Two templates (figure 10. Defines the development challenge) and (figure 11. Learn the customer's point of view), customer lifecycle map and customer journey map.

I have presented these two templates in chapter 3.4.3 Defining the development challenge. Original answers for the template *Define the development challenge* can be found in Appendix 2. Original answers are in Finnish, so I summarized answers in English.

Questions that were given in that template *Define the development challenge* were: What is the target of the development? What are the objectives of the development? Why do you want to improve your service?

The target is to focus on their service process. The case company wants to improve their service experience for the customer and to develop their service process.

How will success be measured?

Customer experience by asking after the service via email. In that email they asked customers opinion about their service and how they succeeded.

It is a good thing, that they have followed this. Unfortunately, they don't follow their financial development, but I hope this will change soon. The truth is that there is not so much income at the moment, but the income has been increasing all the time. In the future, I hope that they will

continue this active customer satisfaction research and take into consideration that financial part as well.

Who are your service's customers and how can they be reached?

Mainly wedding couples who are willing to invest their money in this kind of service. They want themselves to enjoy at the wedding day without the decoration and the management of the whole party being their own responsibility. We are reaching them via social media and through our partners.

What do you not yet know about your service's customers?

Targeted marketing; how do we really find wedding couples belonging to our target group. We would like to understand / identify how and where customers can find wedding planning services. What are the best channels to get their attention and make their interest to wake enough, they would contact Juhlahumua company.

This part linked strongly to earlier question. Targeting marketing is challenging to any company. Juhlahumua is visible in the social media, take part some wedding events and try to advertise via partners. Still they feel, that there are lacking a channel where to reach out those potential customers.

Next template is *Learn the customer's point of view*. Original answers for the template can be found in Appendix 3.

Questions in template *Learn the customer's point of view* were: How does your service look like from the customer's point of view? Where are the bottlenecks in the service?

From the customer's point of view, ur service looks like stylish and professional. Bottlenecks of the service are related to the service process.

How is customer value created?

Making the day just like the customer have imagined it or even better.

Choose the most important development objectives and form question about them.

How to insure the customers the importance of our service?

Third part of this “Toolbox” is the customer lifecycle map. This map is formed from the knowledge of theory. I used this knowledge while creating a map for the case company.

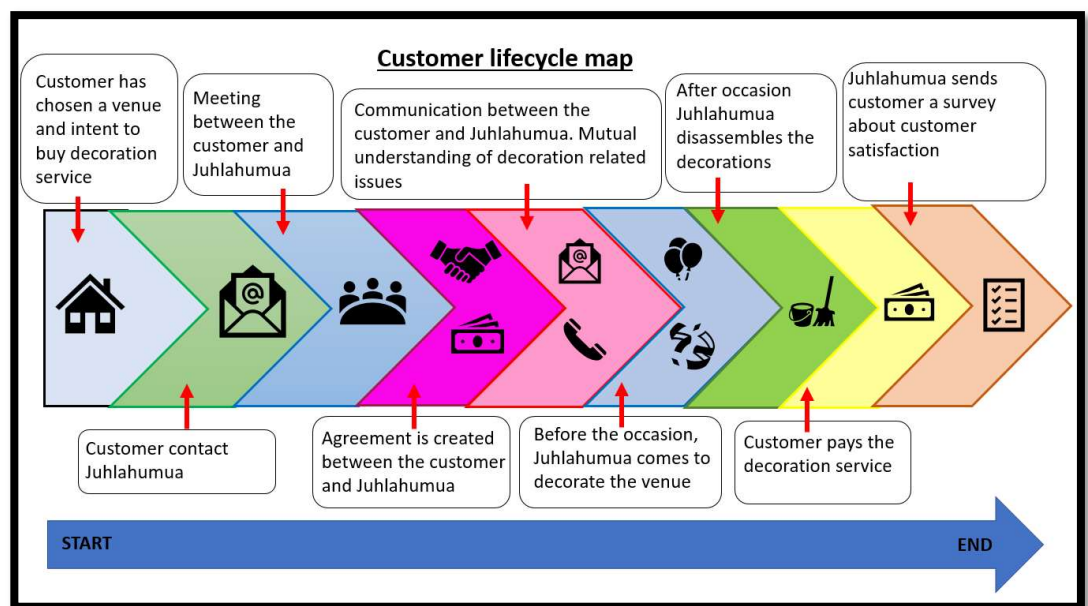


Figure 12. Customer lifecycle map for Juhlahumua company

I chose to draw this model in the linear shape, and it goes from the left to the right. In figure 12, the service process starts at that time when customer decide to arrange a party and would like to buy some decoration services from the case company. I decided to separate the different stages of this map with different colours. That makes model clearer.

The three first steps are the beginning of the customer relationship. There is the phase where customer decide that they need a decoration service, and they contact the case company. Third stage is the moment when the customer and Juhlahumua workers actually meet.

In the middle of this map is also three stages. Those three steps express the relationship between the customer and the case company. There is a

phase when customer buy a service from Juhlahumua. Then they are connected during customer relationship and the third step is the party itself.

The last three arrows present the ending of the customers relationship, where Juhlahumua workers gather their decorations and send a final bill. The last step is, that they send a customer's satisfaction questionnaire via email.

Last part of "Toolbox" is customer journey map, that I created for the case company. This customer journey map is based on theory, that I have collected about service design and the knowledge that I have from the earlier parts of the "Toolbox". Like I have written earlier in this thesis, customer journey map includes more detailed information about the case company's service process.

The customer journey map is made using PowerPoint, because it was easy to share via Googledocks with the case company. Figure 13 shows the first slide of customer journey map. The rest five slide are made the same way. This whole customer journey map is in Appendix 4.

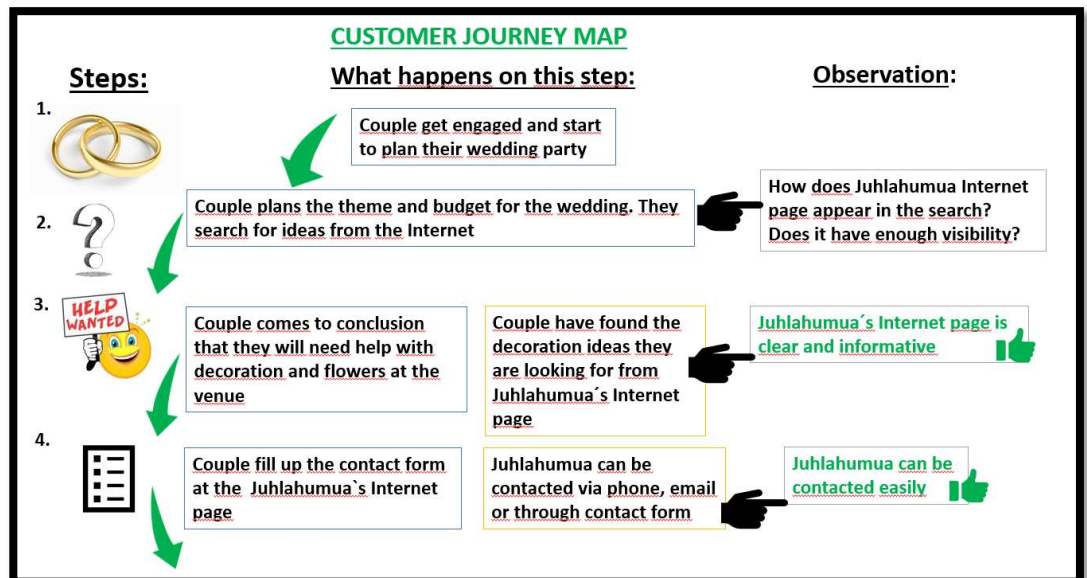


Figure 13. Customer journey map for the case company

Customer journey map goes forward from the top to the bottom.-Every step is numbered and shows a picture that illustrates that phase. In blue boxes it is written what customers do at that moment. Yellow boxes explain the service moment or touchpoint, depending what happens on that phase. On the right side of the figure 13, I have written the observations that is related in that particular step.

These four steps shown in figure 13 illustrate pre-service period. There are moments when customers search for ideal service provider. After they find something that they like they will contact the company.

I made some observations, while planning the picture. Those were: Does Juhlahumua company have enough visibility in the Internet? Juhlahumua has thought this issue, how they can be shown better for the potential customers? This came up in the figure 10. Defines the development challenge template's question *What do you not yet know about your service's customers?* Answer for this could also be, that they should improve their visibility in the Internet. For example, uplifting their visibility on Google search. What's good in their Internet page, is that it's clear and informative. You can also get contact to Juhlahumua easily via their Internet page.

This customer journey map moves forward from the start to the end. I will present the main observations from the customer journey map. First observation was, that the case company had already quite good base for the service process. They have distinctly thought their service process before. It was easy for me to modify it even more informative and to make some observations that they have not already thought.

These are the issues that I have observed from the customer journey map: *Answering to contact form that the customers have filled.*

That answer should convince the customers to actually meet Juhlahumua. It is very important to meet the customers before they make the final decision with buying the services from Juhlahumua.

It has been difficult to solve the problem, how Juhlahumua could present the customer the idea they have about the venue after it's decorated. We discussed with the case company what those options could be and how they could improve that illustrating problem. Juhlahumua has already started to think these different options.

The customers and Juhlahumua usually contacts each other frequently while planning the party or wedding. After the occasion, the relationship usually ends. During the thesis project, Juhlahumua has started to collect ideas how to keep customer relationship continuing even after the occasion.

4.3 Customer service promise and its fulfillment

“Juhlahumua provides full service party and wedding services. We do everything from the planning your dream event, to fulfilling your wildest dreams. Our mission is to ensure that each and every event meets the wishes fully and the visions of our clients.” (Juhlahumuahäät 2017.)

This is the promise that Juhlahumua gives at their web-page. During this thesis project, I have come to conclusion, that they do their best to fulfill that promise. Their service process allows them to fulfill even the wildest dream of their customers. Juhlahumua service process has the basic base, that you can see at in figure 12. They can modify the service process to each of their customer.

4.4 What is future of wedding and party planning business in Finland?

When we are considering all the theory that I have, it's hard to say, what is the future for this business field. This kind service has been in Finland for many year, but it's hard to say, how will the demand grow in the future.

People in the Finland will come more aware of this kind of services in the future, thanks to the social media.

5 CONCLUSIONS

5.1 Discussion of the results

The purpose of this thesis was to examine two themes together; service design and wedding and party planning business. The aim was to examine the service design methods suitable to development a small businesses service process. In the thesis the settled targets were achieved, and the service design methods can be used in developing small businesses service process.

The thesis was carried out in a qualitative research style, where approach was started by collecting the theory and the empirical part based on the collected theory. There was a plenty of source material about service design available for and these gave me a comprehensive picture of this topic.

The result of the thesis is the "Toolbox", that was created for the case company. That same "Toolbox" can be used in other companies as well. This model can be implemented as is in someones development project. "Toolbox" is a great example how to build this kind personalised package to small business, who want to make some development projects easily.

Entrepreneurs at the case company are very devoded to their work and they try to do everything that they can to have more customers and grow their business. They are really excited to develop their service process.

5.2 Answers to research questions

Answer for the main research question *How to develop a small company's service process with service design methods?* is to examine the target of the development and estimate the service design methods that can used. It is important, that before starting to do a development project, you need to clarify the aim of the development issue and how much time and money

the company is willing to spend. These things define what kind of service design methods can be used.

In the thesis the service design methods that were used on developing the service process, were determined by these limitations; time, the ease of the method and the wanted outcome. These are the reasons, why I created the "Toolbox".

First sub-question *What is service design?* Based on the theory that I used in this thesis, service design is a multifunctional model that can be used in any company to develop their business. The development target can be anything that is related to company's customers, because the aim of service design methods is to realize what customers think and try to get the real opinion about the service of the company.

Second sub-question *Which service design tools are suitable for developing the service process of a small business?* This thesis demonstrates in practice, that the most suitable model for development of a small business, is the one that is easy to use. For example, in this thesis I used those two templates that JAMK University of Applied Sciences with cooperation with Palmu Inc. offers. These templates are clear and easy to use, and a small company can start their development project by using these templates. The service design tool needs to be easy to use, easy to understand and not to take too much time to execute.

Third sub-question *How is the customer service promise being delivered on in the case company?* Answer on this question is that their service promise is delivered as good as they can. Because we are talking about the service, which is immaterial, the truthful answer can only be given by the customer who has bought the service. I have the impression based on conversations, that I had during this thesis project with the case company, that all of their customers have been satisfied with the service. So, the service promise is fulfilled.

Fourth sub-question *Does a wedding and party planning business have market potential in Finland?* The answer in this depends on from whom you are asking it from. If you ask from the workers of the case company, they believe that there will be market potential. To support this opinion, they have increased the amount of the customers and co-operations during last year. But when you are mirroring this question to the numbers and theory that I have collected, the answer is not as clear. When you look at the figure 9 (Marriages contracted by month 2006–2016), the amount of the marriages has not increased. But based on that, you can't say for sure that there won't be market potential. Market potential comes from when the potential customer finds the service provider and buys their service. Also, the theory I have presented in the past chapters, supports the vision that service market will grow in the future.

5.3 Evaluation of the development project

Ambition of this thesis was get a knowledge of service design, its methods and the possibility to use some methods to develop the small business service process. The case company were chosen, because it represents a small business and the business field they are in (service business).

Before I started this thesis project, I had no experience of service design. I only had conception what it could be based on media. I was keen to get more knowledge of that and this thesis gave me an opportunity to carry out that idea. The case company that was part of this thesis project, was familiar to me already.

I am a quite pleased considering the results that I got from this thesis. The result might be different if I would have used a different approach and service design models. Still, I am convinced, that the service design models, that I chose to use were adequate for this kind development project. What comes to examining the party and wedding planning business field, it would be better to, for example, interview other companies that have influence on that same business field. Those interviews might raise up more information about the business and more

information about the situation of the business field in the Finland at the moment. But, at the beginning of this project, I decided, that I am only going to focus on the case company. My close relationship between the case company can have an affect the results of this thesis as well. This could be one reason, why I assume at the beginning of this thesis project, that I will get enough knowledge from the party and wedding planning business via this thesis. Alasuutari (1995) mentioned that:

Criteria where the reliability of the sources is estimated depends on the sources or rather from the point of view of the information provided by the source. (Alasuutari 1995, 95.)

While collecting data for the thesis I noticed that the reliability of the sources is varying. Sources that I have used in service design theory are trustable, but the sources I used on wedding and party planning theory part, were mostly articles on the subject found on the Internet. Those articles had to be chosen carefully, and I must admit that the reliability of those is still questionable.

The empirical part of this thesis was thr “Toolbox” that I created. It was challenging to do, because I did not have any experience of using service desing methods beforehand. Timing was also a challenge for this empirical part. Like, Alasuutari (1995) point out:

Designing a qualitative research is a pre-requisite to anticipate that at least some thing in the enlightenment plan goes wrong. Research material like this can not be obtained for technical reasons or for other reasons. All in all, the qualitative process is such that the starting points need to be revised several times. (Alasuutari 1995, 277.)

In this case, during the thesis project, a plan for empirical implementation changed a couple times. At first, it was planned to be an organized group session with Juhlahumua workers and some of their customers. The second plan was to have an organized session with Juhlahumua company to develop their and service process. The third plan was, that I will create a simple development package that they see and update from the Internet. Unfortunately, due to lack of time, one of the pre-designed sections never

got in the "Toolbox". The purpose was to do a service blueprint as one part of the empirical partition.

During the thesis project, I had the feeling that the case company's workers trusted me, and they would try to give me all the information that I needed for this thesis. I was pleased that they had already thought their service process, so it was easy to start examining it.

5.4 Proposals for future development projects

During this thesis project many ideas came up that could be proposals for the future development projects. Service design offers many options to do a different kind of development projects and there are many choices how to proceed with the project.

Service sector is a growing field and there is a lot to be developed to keep up with all the demands from the customers and their future wishes from service. The wedding and party planning is a service field that could be researched more.

The service blueprint that I did not have time to execute, is also a good idea for someone to research as a part of thesis project.

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Tapaaminen Marja Kinnusen opinnäytetyön aiheeseen liittyen

Henkilöt: Jenni Kinnari, Anu Salminen, Hannele Halme, Marja Kinnunen

Sijainti: ravintola Chicos, Jumbo, Vantaa

Päivämäärä: Ke 10.05.2017

Kellonaika: Klo 19.00-21.00

Tapaamisen aiheena oli Marja Kinnusen tekemä YAMK tradenomi opintoihin liittyvä opinnäytetyö, jonka kehittämisprojektin ensisijaisena yhteistyöyrityksenä toimii Juhlahuuma. Tapaamisessa käsiteltiin aiheita, jotka toimivat opinnäytetyön kehittämiskohteina. Seuraavat aiheet tulivat esille tapaamisessa:

- Miten Juhlahuuma sekä Juhlahumua voisivat laajentaa tarjontaansa niin, että yritys saisi passiivista tulonlähdetä? Tätä olisi tarkoitus kartoittaa palvelumuotoilun mallien avulla opinnäytetyössä.
- Tapaamisessa otettiin esille myös tulevaisuuden näkymät ja kuinka nykyajan digitalisoituminen voisi hyödyttää yrityksiä heidän toiminta laajentumisessa? Tämä aihe on myös tarkasteltavana opinnäytetyössä.
- Yrityksien tahtotilana olisi laajentaa toimintaansa koko Suomen mittakaavaan. Tätä aiheetta ei käsitellä opinnäytetyössä, mutta on kuitenkin ajatuksena työn taustalla.

Opinnäytetyön toteutus vaatii yhteistyöyritykseltä valmiutta vastata Marja Kinnusen esittämiin kysymyksiin opinnäytetyöhön liittyen sekä järjestää yhdessä tilaisuus, jossa saadaan kerättyä opinnäytetyöhön tarvittavaa analysoitavaa materiaalia. Tämä tilaisuus ja sen muoto sekä järjestämisen ajankohta sovitaan myöhemmin, opinnäytetyön edistyessä.

Tapaamisessa keskusteltiin myös opinnäytetyön tiettyjen osioiden salaamisesta. Marja keskustelee vielä koululla opinnäytetyön ohjaajansa kanssa, kuinka tämä tietyn osan salaaminen opinnäytetyössä toteutetaan. Nämä salattavat osiot määritellään myöhemmin, kun opinnäytetyö on edennyt lähemmäs julkaisu ajankohtaa.

Täydennettävät kohdat – Kehityshaaste pohjaan 1/2

Mikä on kehitystyön kohde? Uusi palvelu vai olemassa oleva palvelu

Olemassa oleva palvelu

Mitkä ovat kehitystyön tavoitteet? Miksi haluat parantaa palveluasi?

Jotta pystymme parantamaan palvelukokemustamme asiakkaalle ja kehittämään palveluprosessiamme. Myös kehittämään tämän kehitystyön pohjalta omaa toimintaamme ja löytämään ratkaisuja palveluprosessin selkeyttämiseksi.

-> Mitä halutaan saavuttaa? Mikä on ratkaistava ongelma?

Valmis palveluprosessi ja sen hallinta. Asiakkaan kokemus prosessistamme.

Millä onnistumista mitataan?

-> Liiketoiminnan mittarit, joilla onnistumista arvioidaan / Asiakaskokemuksen mittarit, joilla onnistumisia arvioidaan

Asiakas arvioinnilla?
Asiakaskokemuksen jälkeen lähetettävällä kyselyllä ja asiakkaan arvioinnilla prosessista.

Täydennettävät kohdat – Kehityshaaste pohjaan 2/2

Keitä ovat palvelusi asiakkaat ja mistä heitä tavoittaa?

-> Mieti ketä asiakkaita erityisesti tavoittelet palvelusi käyttäjiksi. Jos erityisenä kiinnostuksen kohteena ovat asiakkaat, jotka eivät vielä käytä palveluasi, mieti mistä heidät tavoittaa.

Hääparit. Somen sekä yhteistyökumppaneidemme kautta.

Hääpareja jotka ovat valmiita panostamaan häähinsä rahallisesti. Haluavat apua kokonaisuuden hallintaan. Ovat kiireisiä. Haluavat itse nauttia hääpäivästä ilman että somistuksen ja kokonaisuuden hallinta on heidän omalla vastuullaan.

Olemme pohtineet mistä oikean kohderyhmämme hääpareja löytyy, ja olemme jo aloittaneet toimet hääpaikkojen kontaktoimiseen, jolloin meidän asiakaskunnan hääparit löytäisivät meidän palvelut parhaiten.

Mitä et vielä tiedä palvelusi asiakkaista?

-> Mieti tutkimuskysymyksiä, jotka auttavat sinua kehittämään palvelua. Mitä haluaisit oppia siitä, miten asiakkaasi käyttävät palvelua? Mitä haluaisit ymmärtää asiakkaidesi ostokäyttäytymisestä?

Ehkä se suurin ja varminkin kanava heidän kontaktoimiseensa on vielä haussa.

Koen suurimpana ongelmana kohdennetun markkinoimnin, kuinka löydämme oikeasti meidän kohderyhmäämme kuuluvia hääpareja.

Haluaisimme ymmärtää/kartoittaa kuinka ja mitä kautta asiakkaat löytävät hääsuunnittelijan palvelut. Mitkä ovat ne parhaimmat kanavat heidän huomionsa saavuttamiseksi, ja että kiinnostus tämän jälkeen herää tarpeeksi ottaa yhteyttä.

Täydennettävät kohdat – Asiakasnäkökulma pohjaan 1/2

Miltä palvelu näyttää asiakkaasi silmin? Missä ovat asiakkaan pullonkaulat?

Huolellulta ja ammattimaiselta. Helppo lähestyä?
Hidas nettisivusto, tarpeeksi nopeasti tapaamisen järjestäminen, palvelun hinta.

-> Pyri listaamaan niitä asioita, tärkeitä tai tavoitteita, joita asiakkaasi tavoittelee palvelullas Käy läpi asiakkaan palvelupolku ja mieti, missä kohdissa hyvä kokemus syntyy ja toisaalta missä ovat asiakkaan suurimmat haasteet ja pullonkaulat.
Näitä asioita asiakas arvostaa palvelussa ❤️
Nämä ovat asiakkaan haasteita 🌟

Asiakas etsii apua häätävään järjestämiseen sekä somistuksen luomiseen. Yhteyks otetaan päätös sähköpostitse, jonkin verran puhelimen tai muiden somekanavien kautta.
Aikutapaaminen on meillä ollut onnistunut (100% tarjouksista hyväksytyt tapaamisten pohjalta, kun taas sähköpostitse laitetut tarjoukset n. 10% hyväksytyksi). Kun tarjous on hyväksytty laitamme varausmaksun, jolla häätöpari vahvistaa päivän meiltä. Tämän jälkeen suunnitellaan päivää ja ideoidaan kokonaisuutta eteenpäin, päätös sähköpostitse, joskus myös puhelimitse. Tämän jälkeen tavataan vielä juhlapöydällä jonka jälkeen asiakas saa somistussuunnitelman, jonka hyväksyy tai sitä muokataan mieluisaksi. Yhteydenpito jatkuu sähköpostipuhelin. 3kk ennen veloitamme toisen erän. Ja viimeiset asiat ja kokonaisuus työhön luokkoon ennen häätöpariä, pyrimme kkk ennen että kaikki olisi valmiina ja välittuna. Häiden jälkeen lähetämme loppulaskun sekä asiakaskyselyn.

Arvostaa: Hinnat esillä, palvelu joustavaa, ollaan oikeasti läsnä ja tavoitettavissa,, räätälöidään asiakkaan toiveiden mukaan, kuka mahdollista lisätä pakettiin, nopeus, selkeys, paljon referenssikuvia näkyvillä.

Haasteita: Tapaamisen järjestäminen (asiakkaan ja meidän aikataulut sovitaminen) hidat nettisivusto, palvelun hinnan ymmärtäminen, kuinka paljon työtä sisältyy kokonaisuuteen. ns. mistä hinta koostuu.

Täydennettävät kohdat – Asiakasnäkökulma pohjaan 2/2

Mistä asiakasarvo syntyy?

-> Mikä palvelussa on sellaista, josta asiakas on valmis maksamaan? Miksi asiakas ostaa uudestaan? Mitkä asiat palvelussa johtavat siihen, että asiakas suosittelee palvelua?

Valitse tärkeimmät kehityskohteet ja tee niihin liittyvät kysymykset.

-> TOP3 asiakaskokemuksen ratkaistavat ongelmat/kehityskohteet
-> Kehityskohteisiin liittyvät kysymykset

Arvo syntyy palvelun läsnäolosta ja asiakkaan toiveiden toteuttamisesta. Että häätöparin päivä on ollut juuri sellainen kuin he ovat toivoneet.

Asiakas on valmis maksamaan näytävyydestä sekä siitä ettei heidän tarvitse vahvata häätöparia ns. töllä vaan häätöpari ja läheiset voivat nauttia päivästä rauhassa.

Onnistunut palvelukokemus saa suosittelemaan. Tärkein meidän työn jälkumolla on juurikin häätöparin antama palaute meidän työstä ja suosittelee eteenpäin..

1. Työkalu asiakkaan ja meidän välille (ns. läsnäolo)
2. Luottamuksen luonti. Kuinka saisisimme asiakkaat ymmärtämään palvelumme arvon jo ennakkoon. Häiden jälkeen arvo kyllä huomataan kun on säästynyt stressistä ym.
3. Kokonaisuuden ja somistuksen mielikuvan luonti toteon. Olemme tehneet välillä mallikattausa, mutta on äänimmäisen aikaa vevää.

Kuinka luomme asiakkaalle toimivan ja hänelle interaktiivisen työkalun olla mukana suunnittelussa. (tähän olemme ajatelleet trailoa) joka mahdollistaisi asiakkaan kanssa välittömän yhteydenpidon / että asiakas on perillä mitä on hoidettu jne.

CUSTOMER JOURNEY MAP

