

**DEVELOPING A WORKSHOP CONCEPT WITH SERVICE DESIGN  
METHODOLOGY**



Master's Thesis

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#### TIIVISTELMÄ

Opinnäytetyö kuvaa työpajakonseptin suunnittelun palvelumuotoilun keinoin Mothers in Business Ry:lle (MiB). Opinnäytetyö selvittää kuinka palvelumuotoilun metodologia tukee konseptisuunnittelua. Teoreettisessa viitekehyksessä tarkastellaan palvelumuotoilua, palvelumuotoilun metodologiaa, konseptisuunnittelua palvelumuotoilun näkökulmasta sekä käydään läpi työpajatyöskentelyä ja fasilitointia. Teoreettinen viitekehys vahvistaa eri menetelmien valinnan ja antaa kehyksen kehitystyölle. Kehitystyöhön valittiin palvelumuotoilun prosessimalli tuplatimantti, joka ohjaa kehitystyötä asiakaslähtöisesti. Tuplatimantti jakaa palvelukonseptin kehittämisen neljään vaiheeseen; tutki, määritä, kehitä ja toteuta. Ensimmäisessä vaiheessa työpajakonseptin eri sidosryhmien todelliset tarpeet ja mahdolliset haasteet pyritään ymmärtämään sekä laadullisilla että määrällisillä menetelmillä. Toisessa vaiheessa määritetään konseptisuunnitelma tehdyn tutkimuksen perusteella ja kolmannessa vaiheessa pilotoidaan. Pilotin perusteella konseptia kehitetään, kun kokonaisvaltainen ymmärrys sidosryhmistä on saatu ja löydetty myös piilevät asiakastarpeet ja haasteen ratkaisemiseen vaikuttavat seikat. Toteutusvaiheessa on valmis konseptisuunnitelma lanseerattavaksi. Jokaisessa tuplatimantin vaiheessa hyödynnetään palvelumuotoilun metodologiaa ja lopuksi arvioidaan, kuinka käytetty metodologia sopii konseptisuunnitteluun. Opinnäytetyö on toiminnallinen ja sen kehitystyöosio käsittelee työpajakonseptin kehittämistyön, tarkan kuvauksen sekä reflektoinnin. Konseptisuunnitelman ohella kehitystyöhön kuuluu konseptin toiminnan kannalta tärkeät materiaalit.

**Avainsanat** Konseptisuunnittelu, palvelumuotoilu, palvelukonsepti, työpaja, fasilitointi, asiakaslähtöisyys

**Sivut** 106 sivua, joista liitteitä 14 sivua

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#### ABSTRACT

The thesis describes concept development process with service design methodology resulting a workshop concept for non-profit association Mothers in Business Ry (MiB). Thesis examines how to develop a workshop concept with service design methodology. The theoretical framework examines service design, service design methodology, concept development from a service design perspective, and workshops and facilitation. The theoretical framework confirms the choice of methods and provides a framework for development work. Double Diamond process model was chosen for the development work, which guides the development work with customer-centric approach. The Double Diamond divides the workshop concept development into four stages; discover, define, develop and deliver. In the first stage, both qualitative and quantitative methods are used to understand the real needs and potential challenges of different stakeholders in the workshop concept. In the second stage, the concept plan is determined based on the research conducted and in the third stage is the workshop concept is piloted. Based on the pilot a comprehensive understanding of the stakeholders has been obtained, the hidden customer needs and the factors affecting the challenge have been identified. In deliver stage, the concept plan is ready for launching. Each stage of the double diamond utilizes the service design methodology and in conclusion is evaluated how the utilized methodology applies on the concept development. The thesis is practice-based, and its development section offers detailed description and reflection of the workshop concept development work. In addition to the concept plan, the development work includes materials essential to the workshop concept.

**Keywords** Concept design, concept development, service concept, service design, design thinking, workshops, facilitating, customer- centric

**Pages** 106 pages including appendices 14 pages

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## 1 INTRODUCTION

The thesis describes a concept development process using service design methodology. As a result, a workshop concept for non-profit association Mothers in Business Ry (MiB) is created. Objective of the concept development work is to develop a customer-centric workshop concept to meet the need and requirements of all stakeholders involved.

Research question in the thesis is: How to develop a workshop concept with service design methodology? This thesis aims to develop a workshop concept by utilizing service design methodology and helps to identify the methods and tools beneficial in concept development. The development work aims for human-centric approach and service design methodology is suitable to achieve this. Thesis is practice-based and concentrates on describing the process of concept development realized with service design methodology. Practice-based theses concentrate on developing practical activities and “develop, implement and evaluate new products, services, operating methods and work practices” (HAMK, 2019) as in this case, developing a concept. After introduction, in part 2 is covered the background of the development work followed by both a theoretical and practical parts. In part 3, theoretical background, is introduced theoretical framework regarding service design, service design methodology, service concept development, workshops and facilitating. Where the theoretical framework of the study offers structure for concept development, the practical part 4 introduces the realization of the development task. The development work conducted, and outcomes are explained in detail with visual outputs including reflections on development process. Final part 5 offers the conclusion where the used methodology is re-examined, and their suitability for supporting concept development work are evaluated and completed workshop concept reflected.

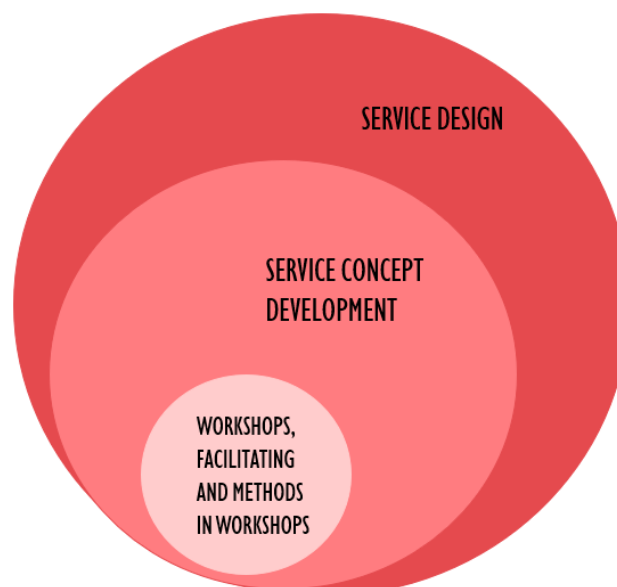


Figure 1. Theoretical background for designing a workshop concept for Mothers in Business (Salonen, 2019)

The figures and tables in the thesis are made by the author, some with adapted information on sources of literature. For clarification, colors express whether the figures are related to theoretical background or development work. In figures related to development work, brand colors of MiB are used. For figures in theoretical background is used a color palette chosen for the thesis. In appendices, material for development work, colors, fonts, photos and other visual elements are used according to the MiB brand image.



Figure 2. Color coding of the figures and tables in the thesis

## 2 BACKGROUND OF DEVELOPMENT WORK

Service design has become increasingly popular in the last decades with its human-centric approach. Service design enables organizations to develop their services from customer perspective. (Stickdorn, Lawrence, Hormess, & Schneider, 2018, p.20) Consumer culture today is transferring from product-oriented to service-oriented and business is changing interrelatedly. Service design has become an ever-growing field of expertise, bringing design into service development. (Tuulaniemi 2011, p. 17). Whereas consumer culture is under transformation, transformation appears in attitudes towards working life. Trending now is the balance between working life and free time and moreover balancing between work and family. An annual study on Finland's most attractive employer image by T- Media states in 2018, family-friendliness in organization culture is appreciated high amongst most important factors in main job selection criteria. (T- Media, 2018). A study conducted in 2017, by Väestöliitto, shows when looking at the results by gender, the problems caused by so called rush years, stating for the years when children are small, are most emphasized for women in all age groups between the ages of 28 and 57. (Väestöliitto, 2017) To support equality and balance between family and work, in 2015 was established non-profit association Mothers in Business Ry (MiB). MiB responds to the need for career-oriented mothers in parental leaves and with small children to network and develop their

professional skills. Within five years of operating, MiB has grown widely and developed its service offering. As a unique operator in its field, MiB is emphasizing on influential work as well as developing self-competence of its members. To better respond the needs of MiB members, to support influential work for more balanced work life and to add value to its partnerships, MiB aspires to add a workshop concept to its offerings.

## 2.1 Mothers in Business Ry

MiB is a network for highly educated and career-oriented mothers who are interested in combining work and family. MiB was founded in 2015 and in five years, activity has enlarged nationwide, and MiB operates in 10 regional divisions: Helsinki, Tampere, Turku, Oulu, Jyväskylä, Vaasa, Rovaniemi, Kuopio, Lahti region and Kymenlaakso. In 2019 the number of members is around 4000. There are 300 volunteers, enabling all events and activities in addition to four employees, who are focusing on administrative and development issues. Helsinki is the largest regional division of MiB, with almost 2000 members. (Mothers in Business, 2019)

MiB offers opportunities and tools for skills development, networking and career advancement and promotes the roles of mothers in labor market and in the society. MiB states combining work and family should be effortless and therefore starting a family should not affect negatively on career advancement nor to diminish one's position in labor markets. The aim is to promote the position of mothers in working life, family-positive way of thinking and affect discriminative and unequal societal structures. The association aims to be open, solution-driven, positive, energizing and communal by offering peer support from member to another. MiB offers its members several services. The core of MiB's operations are events such as company visits, lectures for competence development, training sessions and mentoring. Different company visits are most organized type of event, but offering is wide. Training sessions include for example conversational Swedish club, led by a language teacher. In all events children are welcomed. Events offered by MiB are organized by volunteers, called *actives*. All events are free of charge, with only annual membership fee. (Mothers in Business, 2019)

MiB runs by volunteer work, but the association structure is well-organized, and functions are role-based. MiB has both national as well as region-specified local teams for different sectors such as HR, finance, marketing and advocacy work. The association has set strategy for 2018-2020 including mission, vision, core functions, and visual look and all operations follow these guidelines to ensure unite brand image. (Mothers in Business, 2019) The association is strongly growing interest within both new members but additionally within companies for diverse co-operation. (MiB internal data, 2019) MiB has recently been visibly presented in media

regarding the influential efforts performed in survey for early childhood education, of which survey was conducted in 2019. (Kangasluoma, 2019)

MiB is a unique network with its emphasis on influential work of combining career and family. Similar networks are not found in Finland, but there are related networks such as Aalto Women in Business and Women in Tech. Aalto Women in Business is an independent alumni association with 3500 members striving objectives like MiB: combining like-minded women with networking opportunities and events. Companies can cooperate with Aalto Women in Business by sponsoring, hosting an event or communicating about their recruitment opportunities. Whereas MiB is open to anyone perceiving oneself as career-oriented, Aalto Women in Business, as an independent alumni-based association, target their focus group to 25-35-year-old academic women. Another network, Women in Tech, operates with slightly different approach as organized events are open for all and they are organized by partner companies. Women in Tech is an organization network for promoting the value of diversity in technology and organizes inspiring events for people from different backgrounds with an interest towards technology. Events are free of charge. (Aalto Women in Business, 2019, Women in Tech, 2019) The kind of cooperation as would appear in MiB workshop concept is not found from any of benchmarking networks, nor networks or associations from alternative fields. Thus, it seems no comparable workshop concept is not yet identified.

Partner companies of MiB are defined cooperation companies, supporting the association in different ways. The partner company can offer MiB support in many ways: trainings, products or services, knowhow or premises, provide their experts as lecturers or mentors, support MiB financially or offer membership for their own personnel. In 2019 main partner companies are Fambition and Hoivanet and other partnership companies are DNA, Liana Technologies, Membook, Lyyti, Leikkien, IBM, Futurice, Viking Line, Frantic and MPS. (Mothers in Business, 2019)

### **3 THEORETICAL BACKGROUND**

#### **3.1 Service design**

The ideology behind service design is based on design thinking. Design thinking emphasizes empathy towards others, the ability to notice intangible issues and use them for innovating. (Miettinen, 2011, p. 27) Design thinking involves the understanding of customer requirements, limitations and motivation. This knowledge is turned into tangible; artefacts, plans, strategies set or frameworks. With design, the overall experience of services, products or processes become usable, desirable,

efficient, profitable and technically feasible. (Moritz, 2005 p. 35) Koivisto, Säynäjäkangas & Forsberg (2019, p. 35-36) emphasize design states for customer-centric innovation process, which mediates between what is desirable for the consumer, technically deliverable and financially profitable. Design thinking can be applied into any kind of problem-solving such as products, services, experiences, processes or development of business operations. (Koivisto, Säynäjäkangas & Forsberg, 2019 p. 35-36)

Service design is field of expertise, specialized in developing services, customer and employee experiences and customer-centric development of business functions. The core of service design is that organizations see their services from the customer perspective. Service design often refers to customers in great extent, but it can simultaneously be called human perspective, as services can be considered traditionally as service between a company and the customer, or mutually employer can consider their employees as customers and use service design to improve their processes. Services can be also tangible or intangible, digital or physical. (Miettinen, 2011, pp. 22-23) Stickdorn et al. (2018, pp. 24-27) continue, service design leads the focus into actual customer needs, transforms intangible into tangible and clarifies the plans into action. (Stickdorn et al., 2018 p.24-27) The user of the service, as a customer, personnel or partner, is the center of all development work. Service design can ensure innovations, positive experiences and continuous development, and introduce new services. (Koivisto et al., 2019 p. 34) Service design differs from other design processes mainly through the specific set of tools and methods used. The most important is to focus on user needs, work iteratively and have diverging and converging stages. These stages require different skills and a specific mindset. (Stickdorn, et al., 2018, pp.84-87)

Companies today operate in continuously changing business environment. To be successful, organizations need to adapt entirely new perspective where features such as flexibility, proactivity, agility, creativity, intuitive thinking and culture of experimentation are highlighted. The emphasis on understanding the customer experience is increasingly growing and service design enables higher ability to survive and outshine amongst rivals. (Koivisto et al., 2019 p. 217) Moritz (2005, pp. 52-53) continues, with service design thinking, direction of company's strategy can be defined with utilizing customer data, internal and external data on trends and foresights on business environment. (Moritz, 2005, pp. 52-53) For companies it is essential to keep up to date on changing market situation, develop service-related skills and support the ability to innovate to engage existing customers and acquire new. (Miettinen, 2011, p. 29) Consequently, demand for service design is constantly growing. Share of services in global economy has increased significantly and growth in service economy has affected the organizations' perception in creating value to their customers. Companies are moving from goods-dominant logic towards service-dominant logic. (Koivisto et al. 2019, p.17-18) Emphasizing on services and consequently on service development has

enabled design to sidle into more strategic role in product and service development, organizational and business development. (Miettinen, 2011, pp. 9-11) Service design approach enables to improve or innovate new services and make them more useful, usable, desirable for customers and more efficient and effective for organizations. (Moritz, 2005. p. 7)

Stickdorn et al. (2018, pp.26-27), have defined six principles of service design. First being *human-centric*, stating the emphasis should be on the experience of all people affected by service. Secondly service design is *collaborative*, presenting for co-operation between different stakeholders, how all stakeholders should be included in the service design process and the more versatile the group is, the better. (Stickdorn et al., 2018, pp.26-27) Tuulaniemi (2011, pp.117-118) explains, involving the stakeholders promotes the service development process, the information flow and value creation, and strengthens the commitment of stakeholders already during development stage. The objective in collaborative process is to enable the widest possible consideration of different aspects of service development. (Tuulaniemi, 2011, pp.117-118) Third principle explains how service design process should be *iterative*: process is never fixed. Moreover, service design has an experimental nature and it is exploratory, adaptive and experimental, iterating toward implementation. (Stickdorn et al. p.26-27, 2018) Miettinen, (2011, p.23) continues, in service design, the linear model is replaced by an iterative process of continuous development, experimentation and evaluation. Iteration enables continuous refinement and rapid testing of the service solution, to quickly find out if the service is functional and feasible. (Miettinen, 2011, p. 23) Fourthly, service design should also be *sequential*; the service should be visualized and formed as chain, a sequence, of actions connected to each other. Whereas all the principles are merely important and would not function without one another, the fifth one has severe importance as it states that service designing should be *real*. This means needs should be researched, ideas prototyped, implementing performed, and process realized. Last principle explains how service design process ought to be *holistic*, indicating how services should sustainably address the needs of all stakeholders throughout the entire service and business. (Stickdorn et al., 2018 p.24-27) Service design is involved in the on-going lifecycle of services and offers continuous development. (Moritz, 2005, p. 39)

Six Principles of Service Design
1. Human- centered
2. Collaborative
3. Iterative
4. Sequential
5. Real
6. Holistic

Figure 3. Six principles of service design (Stickdorn et al., 2018 p.24-27)

Depending on the perspective, service design emphasis is comprehended differently. Stickdorn et al. (2018 pp. 20-21), define five different views for service design: as a mindset, process, toolset, cross-disciplinary language and management approach. None of the views work individually and yet are all part of a big picture. Service design is described as pragmatic, co-creative and practical. It is seen as a state where users are in center of attention, where functions are seen as services, assumptions are confirmed by research, prototypes are tested, and project is not finalized until there are insights for next iteration. (Stickdorn et al. (2018), pp. 20-21)

Moritz, 2005, presents that service design helps to bring out opportunities, generate ideas, solve problems and create implementable solutions. It creates specifications, guidelines and strategies. Service design finds ways to explain and share insights, complex structures and processes. Methods and tools are used to design service experience into consistent, attractive, useful, viable, aligned with brand and profitable. From company point of view, service design offers the possibility to create additional value, form a competitive advantage against rivals, improve resource allocation, and to connect with customers in a more attractive way. (Moritz, 2005, p. 39-40) Tuulaniemi (2011, p.25) continues, the strength of service design is the ability to combine the needs of users and the business objectives of the service provider. (Tuulaniemi, 2011, p. 25) Therefore simultaneously, the customer-friendly, attractive and valuable components of the service for the customer are profitable and distinctive for the service provider. (Ojasalo, Moilanen, & Ritalahti, 2014, pp.71–72). Moritz, (2005 p. 56) states the benefits of service design as following: true understanding of market needs, higher value with the resources available, changes organizational culture, new perspectives on future development, higher effectiveness, better efficiency, connects organizations and customers, higher quality on service experiences as basics of success, differentiation against competition, brand affinity. (Moritz, 2005, p. 56)



applied. (Service Design Tools, 2019) Pohjanen (2011) states, in service design, the core in combining the methodology of different fields of science ensures co-design. (Pohjanen, 2011)

### 3.3 Service design process

Several frameworks and models have been presented in the service design literature to structure the service design process. In different models the number of steps in the process and the chosen concepts vary but basically each model is based on the similar way of thinking. The iterative four steps are a basic approach in design process. Literature shows other practices between three and seven steps, but the mindset in all is the same. Stickdorn et al. (2018, p.126) present four stages in service design process: research, ideation, prototyping and implementation. (Stickdorn et al. 2011, p.126) Moritz (2005, p.123) divides the service design process into six stages - understanding, thinking, generating, filtering, explaining and realizing. (Moritz, 2005, p. 123) Tuulaniemi (2011, p.130) divides the service design process into five stages: definition, research, planning, service production and evaluation. (Tuulaniemi (2011, p. 130) Stickdorn et al., (2018, pp. 82-85) emphasize how there is no one specific rule that service design process should follow as it depends much on the case and outcomes observed along the way. Thus, service design process can be planned up to certain extent, but it is preferable to keep an open mind during the design process to gain the best possible outcome. The process is meant to be flexible. Best processes are the ones that adapt to the problem being solved. Each case is different, and the design process needs to be shaped according to the organization, the challenge and its complexity, stakeholders, tacit knowledge and problems as well as frames set for budget, time and resources. (Stickdorn et al., 2018, pp. 82-85) Tuulaniemi (2011, p.128-129) underlines, when starting the process, it is relevant to understand the problem being solved. When identifying the right problem, it will lead to right solutions. The process of designing services is never a linear process nor a circle. The design process needs to be adaptive, explorative and iterative. Term iterative is repeatedly emphasized as it underlines the nature of service design. The process is based on series of explorative repetition that deepens the knowledge and understanding, which seem more like loops but are still constantly moving forward. (Tuulaniemi, 2011, pp. 128-129)

### 3.4 Double Diamond – model in service concept development

Double Diamond model is service design process model, originally developed by British Design Council in 2005. It is described as “a clear, comprehensive and visual description of a design process.” (Design Council, 2015) As service design processes described earlier, framework of Double Diamond aims to comprehend and identify customer needs and based on those needs develop solutions and improve quality of the service.

(Koivisto et al., 2019, p. 43) The model consists of two diamond-shaped forms which represent an iterative loop of divergent and convergent diamonds and is divided in four stages called discover, define, develop and deliver. In Double Diamond- process the divergent and convergent thinking fluctuate. (Koivisto et al., 2019, p. 43) Diverging means a stage where opportunities are sought or created and converging a stage where decisions are made (Stickdorn et al., 2018 p.24-27). Stages of discover and develop are more creative whereas define and deliver stages aim to make decisions and limit options. (Koivisto et al., 2019, p. 43) The process of discover, define, develop and deliver in Double Diamond- model helps to understand customer, organization and market, develop ideas, transfer them into practical solutions and assist in implementing them. (Moritz, 2005, p. 39)

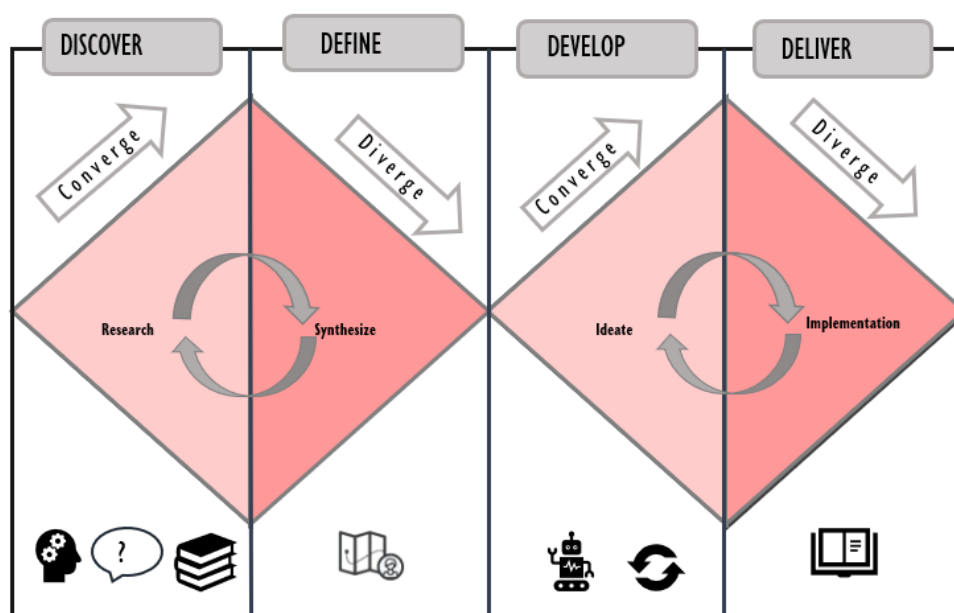


Figure 5. Double Diamond model. (Design Council, 2015)

### 3.4.1 Discover

The process begins with stage *discover*, in which data is gathered and new perspectives are discovered. It is effective to start the process by gathering information and deepening the knowledge with the planned service, organization, the field of business and the users, specifying the objectives and deciding what is developed. (Design Council, 2015) Stickdorn et al. (2018, p.98) state, the research begins with a research topic or a question with the purpose of providing insights, most often with a brief from an internal or external customer. Various outputs can be expected, depending on the situation, from informal inspiration to formal research reports. (Stickdorn et al., 2018, p. 96-99) Centric interest of design research is on customer needs and motives. (Koivisto et al., 2019, p. 43) In addition, research is used to identify customer experiences of existing services, get

inspiration from other areas or to test and get feedback from ideas, concepts or prototypes. (Miettinen, 2011, pp. 32-33) Service design research is applied to discover the most important challenges or opportunities in a product, service, customer or employee experience. In service design, it is fundamentally important to understand people, their motivation and behavior in relation to the service or product and get an authentic understanding of their practices and routines. This allows design research team to empathize with the people involved, learn about a possibly new subject and think outside the box, which justifies a large role of research in service design. (Stickdorn et al., 2018, pp.96-99)

Surveys on customer satisfaction, focus groups and other methods of marketing research offer basic information on customers, brand images and consumer habits and choices. Data from these kinds of surveys are utilized in positioning and targeting the service. Customer surveys gather opinions, ideas and expectations regarding service development. Secondary data research exploits the existing data the company possesses to support the customer understanding. (Tuulaniemi 2011, pp. 144-145) Interviews acquire data on customers' experiences and thoughts when developing and using the service. Interviews are traditional methods of ethnography and give insights on everyday life of the customers. Interviews help to understand people better and understand experiences. Different point of views is gained when time and environment of the interview vary. (Stickdorn et. al 2018, p.120) Regardless of the research method, the main objective in customer research is to identify what is meaningful to the target group and understand their motives. Customer research is conducted to support the design process. Received data is to be analysed and interpreted carefully, it is a key factor when the data is utilized and processed further. (Tuulaniemi 2011, pp. 153-154)

As in other research approaches, research methods can be divided into quantitative and qualitative. In different stages, research can be used in different forms but constantly keeping in mind that the decisions are to be made based on real data instead of assumptions. (Laurel, 2003, pp. 71-77) Tuulaniemi, (2011, pp. 142-143) continues, by rule, qualitative research responds best to gain understanding on customer needs and requirements. Quantitative research is often more suitable for assessment of the delivered service. In service design qualitative and quantitative research methods complete each other. Researching the expectations, needs and objectives of the target group, is one of the most critical functions in service design. To gain customer insights, data on customers is collected and analyzed. The service is designed to respond to customer needs and requirements and therefore it is essential to discover the motives and actual needs of the target group. Customer research in service design is practical and expedient data collecting and data will be utilized in solving the challenge. (Tuulaniemi 2011, pp. 142-143)

### 3.4.2 Define

Based on the gathered data and insights, in the *define* stage, the challenge and the contents of development work are determined. The gathered information is categorized and analyzed. (Design Council, 2015) As a result of previous discover stage, in define stage there should be a deep understanding on customer needs and behavior or requirement definitions. The formed understanding is crystallized into easily utilized form such as personas and service blueprints. (Koivisto et al., 2019, pp. 45-46)

### 3.4.3 Develop

In *develop* stage different solutions for the defined challenges are created, prototyped, tested and iterated. In this stage it is vital to keep in mind the target group and objectives to restrict the concept as a focused format. (Design Council, 2015) In develop stage the ideas are converted into tangible and viable and tested with prototypes or pilots. Prompt experiments are cost efficient ways to expose the profitable ideas for further development. A successful prototype or pilot creates data from customers tacit needs through their behavior and reactions. Therefore, pilots are an efficient method to grow customer insights. (Innanen, 2018)

Piloting is used to explore, evaluate and communicate how the future service or product might work and help to spot possible challenges as early on as possible and minimize bias. (Tuulaniemi 2011, p. 196) Objective of piloting is to experiment the service in smaller scale in practice to gain experience on its success factors before final launch. Piloting is done to support decision- making. (Ideapakka, 2017) Piloting improves the result and leads to successful implementation. Pilot can be led through with various methods, from quick methods to close- to- reality prototypes. The process is again iterative, but structured. (Stickdorn et al., 2018, p.210-213)

Advantages in piloting are significant: testing the service in practice with actual customers and environment indicates well the success of the service in larger scale. In addition, it encourages into iteration as often the development areas are noticed only in practical experiments. However, arranging the pilot is almost as demanding and time-taking as the actual launch of the service. (Ideapakka, 2017) In the entire process it is vital to internalize how piloting is not only about creating the pilot. Focus is on using, testing and learning. If pilots would fail, it is only time for a new iteration with new feedback. (Stickdorn et al., 2018, p. 218-227)

#### 3.4.4 Deliver

In the last stage *deliver*, the project is finalized, delivered and launched. The developed service is presented and delivered to the customer. Based on the pilot, decisions are made, such as how to proceed, will the service be implemented as a whole service or only partly. (Design Council 2015.) Service development indicators set in the define stage are checked and ensured that continuous assessment and development of service will be performed. (Innanen, 2018)

One of the most essential issues in service design is that developed services or products are implemented at end of service design process. Implementation makes the process whole and as a result, motivates the involved people to see their work pays off. Turning the pilot into reality needs often various supportive actions like change management, different new processes, development of software or other, depending on the case. (Stickdorn et al., 2018, p. 270)

### 3.5 Service concept

Definition of concept varies on perspective. Miettinen, (2011, p. 119) describes, a concept can be determined as potential solutions regarding premises, services, products, business operations which offer the customer physical and emotional benefit. (Miettinen 2011, p. 119). Moritz, (2005, p.90) presents a concept as a group of ideas formed into an entity which is clearly documented. It is holistic, wide-ranged and open to new insights. In concept design, organization, users and all stakeholders are considered. (Moritz, 2005, p.90) Sammallahti (2009, p.11), describes concept as a tangible outcome of company's business idea, which is defined by detail. A concept is based on crystallized business idea, company's spirit and strategy, specified brand vision. (Sammallahti 2009, p. 11) Clatworthy, (2012, p.10) continues, concept is the big picture of the service. The centric idea of the service is described in the concept instead of solely single ideas. The service concept presents the main factors of the service and allows continuous development. (Clatworthy S., 2012, p. 10) It is important for end-users to test the concept, as service business is a process, not a project. Services need to be continuously developed, as products or services are never ready. (Tuulaniemi, 2011 p. 232)

Tuulaniemi (2011, p.90) states when conceptualizing a new service into markets, term *service concept* is used. Service concept differs from product conceptualizing especially because of its intangible nature. (Tuulaniemi 2011, p. 90) There are different kinds of new services and their development can be categorized into different levels of service innovation, which are subdivided into radical innovations and incremental innovations. Radical innovations are entirely new services and incremental innovations are an upgrade of an existing service. Incremental innovations include expanding the service offering, improving service, and changing

style of service. (Johnson, Menor, Roth & Chase 2000, p. 4) Miettinen (2011, p.107) specifies how service concept describes *what* is offered to the customer and *how* the services are planned to be produced. Concept design unites several points of view: customer-centric development, qualitative and quantitative research, drafts, visualizations and models. Concept does not define service holistically but presents the centric features and helps to describe the needs of the users, transfer them into tangible and support organizations' decision-making. (Miettinen 2011, p. 107) Edvardsson (1997, pp.35-36) defines service concept as a prototype of a service that includes the benefits the service package is intended to provide and convey to the customer. The service concept functions as a description of what the customer is offered to meet his needs and how his needs will come satisfied with the service. (Edvardsson 1997, p.35-36.) Goldstein, Johnston, Duffy & Rao (2002, p.124) present that service concept is seen as a valuable link between service design and service development. By determining the how and what of service design, the service concept assists to match the customer needs and requirements and organization's strategic plan (Goldstein, Johnston, Duffy & Rao, 2002, p. 124) Goldstein et al. (2002, p.123) continue how creating a concept initiates with an idea forming further into a plan or a draft. Service concept defines a detailed definition on what is done for the customer including the requirements they demand to be satisfied and how to reach these set targets. To succeed, it is essential to understand the customer needs and align this knowledge with the organization's strategy. Customer experience is in a particular interest in service concept development. (Goldstein et al., 2002, p. 123)

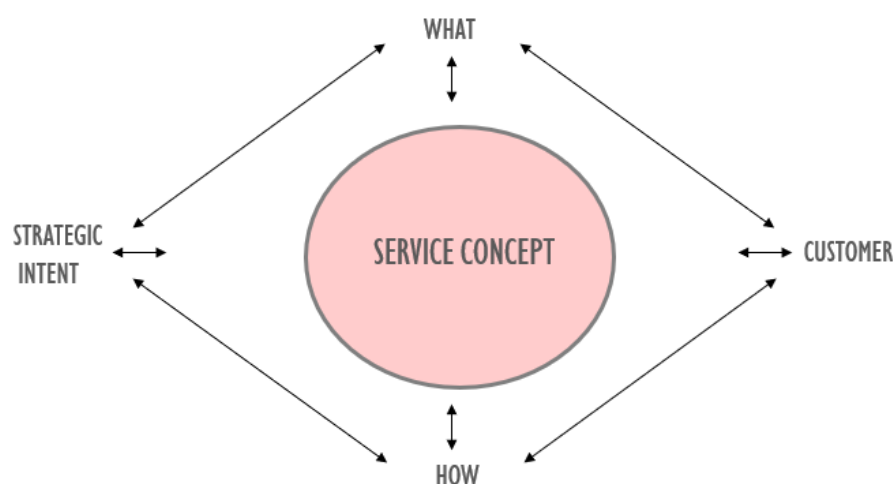


Figure 6. Service concept. Goldstein et al., 2002 p. 124

Goldstein et al. (2002, p.123-124) define service concept further, including four areas: service operations, customer experience, service outcome and value of the service. Service operations refer to how service is delivered,

service experience on what is direct experience on service for the customer, service outcome includes the benefits and results of the service for the customer and value of the service correlates the advantages received by customers to cost of the service. (Goldstein et al. 2002, p.123-124) Johnston and Clark (2005, pp. 37-40) state the importance and diversity of the service concept is often either misunderstood or underused. The service concept is more emotional than the business model, deeper than the brand, more complex than a good idea and stronger than vision. The service concept is what the service provider offers and what the service user gets. The service concept should include five elements: idea, how to implement the service, the customer experience, the end result of the service, method of delivery and value of the service to the customer. (Johnston & Clark 2005, pp. 37-40.)

### 3.5.1 Service concept development

It is necessary to involve stakeholders during the entire process of service conceptualizing, as only then can be developed a concept corresponding to the substantial need and customized for the target group and engagement is higher when stakeholders are involved in the design process. (Miettinen, 2011. p. 23) The emphasis in concept development is in tangible and instantly applied ideas, but it can include ideas for further development, if they need more resources than currently available. Future and further possibilities are always considered when the concept is designed with service design methods. Concept is open for development based on feedback from the customer and end-users. Involving service users and other stakeholders in development work results in a better customer experience and successful concept. Service design methodology in conceptualizing process is beneficial as service design methods include several valuable tools to crystallize and concretize the service idea into a concept. Utilizing service design processes and tools, the concept development process will be systematic and involve all stakeholders. (Maijala 2018)

Sammallahti (2009, p. 79) emphasizes, breaking down the concept idea into smaller sections helps in developing the service concept. When design is involved in the service concept development process, the objective is to generate all elements of the service to support the brand-image and success of the service. When company's strategy, brand and target group guide the development work, a successful entity is formed. When tangible and intangible factors are linked, it creates customer's service experience. (Sammallahti 2009, p.79) Selected elements of marketing mix help in defining the structure for service concept development. Marketing mix was introduced by Jemore McCarthy in 1960. (Acutt, 2019) By origin, marketing mix concluded of 4P's known as product, price, promotion, and place. These four components help defining a clear and effective strategy to bring a product to market. (Luenendonk, M., 2014) As the customer

requirements grew and became more complex, the traditional marketing mix extended with another 3Ps: people, physical evidence and process. (Grădinaru, Marinescu & Toma, 2020, p. 1) For service concept development, Sammallahti (2009, pp. 11, 78-79) further develops eight segments being product, processes, physics, people, sales, price, availability and reputation. These eight elements based on 7P marketing mix are advantageous in defining concept development process with customer-centric point of view. (Sammallahti 2009, pp. 11, 78-79). Similarly, Rolandas & Zinkeviciute (2010) identify resources included in service development: human resources (skills and knowledge, staff needs and views on new services), customers (understanding their requirements and expectations, physical or technical (buildings, technology, location and communication systems), organization and control (structures and hierarchies). When developing an innovative new service concept, there can be specific affects for staff, customers and physical environment. (Rolandas, D. & Zinkeviciute V., 2010, pp 32-33)

Luenendonk (2014) states, a product in marketing mix can stand for a physical item, a service or a virtual offering. It is produced at a cost and is available to specific predictions of this lifecycle, the provider can evaluate and increase its competitive edge. The service can be re-examined and re-launched to remain relevant in a changing market or at the end of its lifecycle. (Luenendonk, 2014) Sammallahti (2009, pp.87-88) reminds the service should be evaluated and make sure it aligns with brand. In addition, it is essential to define the categories of the service. (Sammallahti 2009, pp.87-88) Clatworthy S. (2012, p.2), continues it is essential to gain alignment between brand strategy and customer experience. When transforming the brand strategy into a service solution it creates brand-related experiences to customers (Clatworthy S., 2012 p.2). Service development cycles must be considered: there should be a plan when to update the concept. Good customer insights give a good basis for this. (Sammallahti 2009, pp.87-88)

The service process is the core of the service. When the service process from beginning to end is clear, it enables to identify costs, needed tools and resources. A well- identified process creates a comprehensive service package. Service cannot align with brand if the service chain is not designed by detail. Process must be opened, and each touchpoint considered from customer experience point of view. (Sammallahti 2009, p.89) Clatworthy (2012, p.8) continues, services are based on behaviors and interactions which are delivered across multiple touchpoints (Clatworthy S., 2012, p. 8). Service blueprint is a suitable method to clarify the service process. Service blueprint specifies both frontstage and backstage processes, from customer and employee perspectives. It describes the service as a step by step- experience from perspective of one actor. This actor can be for example a customer, employee, target group. (Stickdorn et al. 2018, pp. 54-57)

Sammallahti (2009, pp. 94-99) presents, physics stands for visual elements of the service. Visual elements create an image about the service provider and its offerings. These elements are beneficial to consider carefully as all stakeholders are in touch with them. (Sammallahti, 2009, pp. 94-99) Gupta, Suman & Soma (2016, p.1064), explain as services are intangible, it is common that service providers emphasize in introducing tangible elements into their offering to strengthen the customer experience (Gupta, Suman, Soma, 2016, p. 1064). Visual elements can be for example name, logo or premises. Each offering must have a recognizable name and look as they offer the first idea of the service to the customer. Strategy and brand set the guidelines for these. All aspects of visual look should be aligned, such as logo, colors, fonts, printed materials and possible additional products, to create a solid image on the service concept. Premises where the service takes place is an important element. The premises enable to fulfill a holistic service experience. Premises should follow the brand image and serve the functions of the service concept. Important matters which effect the customer experience are for example accessibility, audio systems, lighting, cleanliness and interior design. (Sammallahti, 2009, pp. 94-99)

Gupta et al. (2016, p 1064) emphasize, people are a determining factor in a service delivery process, as the service is a linkage between the customer and the person providing it. Consequently, customer service has a crucial role in service experience. Thus, continuous training for staff has become a compelling factor for many organizations. (Gupta et al. 2016, p 1064) Sammallahti (2009, pp. 102- 107) also sees people in the core element in service concept development and its success, as service is always an interaction. To ensure functionality of the service concept, it is necessary to define detailed job descriptions and human resource criteria for personnel and departments involved in realizing the service. For customer, the personnel are the ambassadors of the company and can easily affect the company image in positive or negative. It is important to ensure their attitude and actions follow the brand strategy. Four sectors are important in human resource of service business: recruit the right people, engage them, offer them development opportunities and ensure required support actions. (Sammallahti 2009, pp. 102- 107)

Acutt, (2019) states finding the right customer segment, developing the service to respond to their needs and sustaining environment for continuous development are key factors when setting the price. Pricing strategy of a service should reflect to the positioning of the service in the market and it can be based on costs and profit targets, competitive field or customers' values. (Acutt, 2019) In addition to right price, companies are emphasizing on rewarding their loyal customers with different benefits. Along with pricing, partnerships are built to engage with benefits. Defining the main target groups and understanding their values is essential, as instead of the price, most important to customers is the contents of the service. (Sammallahti 2009, pp. 122-123)

One of the most significant decisions when developing a service concept, is to determine its availability. Availability of the service affects the sales volumes and the brand image. (Sammallahti 2009, pp. 126-129) Reputation is customers' image on company or a brand, basing on associations and experiences. When a strategy is set for building a reputation, four sectors are considered: employer responsibility, partnerships, other stakeholders and corporate social responsibility. (Sammallahti 2009, pp. 130-133) The service experience and service performance are important in building service brands (Matear, Gray & Garrett, 2004). After this, sales or marketing strategy defines the direction and objectives. Good reputation and communicating on the service concept introduce concept to customers. (Sammallahti 2009, pp. 115-119)

When developing a service concept, Tuulaniemi, (2011 pp. 132 - 133) describes how the process begins with defining a planning brief for the development work. The brief consists of defining the following points: objectives of the concept, target groups and stakeholders, existing data on target groups, business objectives of the service, service offering portfolio of the company, vision, mission and strategy of the company, benchmarking on similar services, extent of the concept development project, schedule and planned stages, budget, a general view of the project with background information and possible concept limitations. This plan defines the direction of the development work, but not yet the results. (Tuulaniemi 2011, pp. 132 - 133)

BRIEF FOR SERVICE CONCEPT DEVELOPMENT PROJECT	
Objectives of the concept	
Target groups and stakeholders	
Existing data on target groups	
Business objectives of service concept	
Service offering portfolio of the company	
Vision, mission and strategy of the company	
Benchmarking on similar services	
Extent of the concept development project	
Schedule and planned phases	
Budget	
Background information	
Concept limitations	

Figure 7. Brief template for service concept development project. Adapted from Tuulaniemi 2011, pp. 132 – 133.

Consequently, testing the concept should be done in early stage of the process to describe and test the concept with customers. The objective is to develop understanding on the service and receive confirmation on functional elements and eliminate unfunctional ones. (Tuulaniemi, 2011, p.196-197)

### 3.6 Measuring

Measuring is conducted to ensure continuous development of the service concept. To analyze customer experience, service quality measurement must be conducted. There is no general agreement on one particular model used as the measurement of service quality, moreover, there are many effective models in the area. Service quality is considered multidimensional to measure and industry- specific models are most useful models. (Ghotbabadi, Feiz & Baharun, 2015. p. 276) Choosing the measurement techniques, observing and utilizing measured data is an important part of service development. Received data offers guidelines to service management and operational functions of the concept. Measuring needs to respond to strategic objectives set. It is essential to analyze which metrics indicate the achievement of the objectives. When planning a service concept, indicators are set to evaluate and analyze the success of the service. Feedback can be gathered through qualitative methods such as interviews and quantitative data through sales figures, conversion rates or number of customers. Possible variables on customer experience should be considered, such as location, competing offerings and timing. (Ideapakka, 2017) To understand the customer experience and their perception of the service quality, companies need to have a comprehensive model to measure the customers' perception. Relying on only spontaneous feedback gives a narrow aspect on real perspectives. The measurement model needs to change intangible service experiences into tangible and measurable form. (Ghotbabadi, et al., 2015. p. 268) Whichever measurement model is chosen, it is essentially important to utilize the measured data in continuous development (Ideapakka, 2017). The risk in studying only stakeholder satisfaction is the stakeholders might not able to present their experiences truthfully, and they might understate or exaggerate their experiences. This causes problems in identifying areas for improvement. Observation and monitoring are good tools when they focus to lead for development, not only for data collection purposes. (Rajeev & Rajagopal p. 16, 2013)

#### 3.6.1 Value opportunity analysis

Value Opportunity Analysis (VOA) is an evaluative method. It creates a measurable way to predict the success or failure of a service by concentrating on the customer's point of view. (Buroker, 2016) The

method aims to identify how factors regarding customers lifestyle and values, are appreciated in the service. It is performed by evaluating the service with seven value opportunity sections. VOA is an advantageous method to evaluate whether the service meets the expectations of different users. Also, when there is a need to identify which value related factors service could respond to and how, the VOA is a relevant method. In addition, it can be used as a method in competitor- or marketing analysis. One of the advantages is that it helps to communicate the intangible values of the users. (Ideapakka, 2017) The seven value opportunity sections are emotion, aesthetics, identity, impact, ergonomics, core technology and quality. Each of the seven value opportunities describe following factors. Emotion: adventure, independence, confidence, and power. Aesthetics: visual, auditory, tactile, olfactory, and taste. Identity: point in time, sense of place, and personality. Impact: social and environmental. Ergonomics: comfort, safety, and ease of use. Core technology: reliable and enabling. Quality: craftsmanship and durability. (Buroker, 2016)

VALUE OPPORTUNITY ANALYSIS		LOW		MID		HIGH	
		1	2	3	4	5	
Emotion	Adventure						
	Independence						
	Confidence						
	Power						
Aesthetics	Visual						
	Auditory						
	Tactile						
	Olfactory						
	Taste						
Identity	Point in time						
	Sense of place						
	Personality						
Impact	Social						
	Environmental						
Ergonomics	Comfort						
	Safety						
	Ease of use						
Core technology	Reliable						
	Enabling						
Quality	Craftsmanship						
	Durability						

Figure 8. Value Opportunity Analysis (Adapted from Design Decisions Wiki, 2019)

### 3.7 Workshops & facilitation

Workshops and ideation are only a part of actual service design process. Solely workshops offer raw data and to exploit the received information and ideas, the responsibility to utilize it, lays with the receiver. For a proper utilization of data, it is most beneficial to follow an iterative service design process. (Stickdorn et al., 2018, p. 157) Workshops can be defined differently. Wikipedia defines workshop as a short intensive course, seminar or meeting with a focus on interaction and information exchange. (Wikipedia, 2019) Lehtonen, (2019) defines workshop as an interactive, facilitated and confidential group situation. (Lehtonen, 2019) Co-design is a key word in workshops, at its best several participants are engaged in a cross-disciplinary team. (Stickdorn et al., 2018, p. 391) In practice, workshop- model can serve any need, if the customer is willing to commit and has courage to let external audience introduce their thoughts, criticism and ideas. (Lehtonen, 2019) Moritz (2009, p. 18) states, workshops help to identify insights, develop ideas, discover solutions and offer possibility to continuously development. (Moritz, 2009, p. 18)

Service design is co-creative, and people involved are at the core. The role of service designer is to act as a facilitator: facilitate the process, offer information, select activities and validate results to finalize the case to a successful result. (Stickdorn et al., 2018, p.392-393) Facilitating is part of service design process but facilitating can be performed in any other situation where there is a group of people. (Kantojärvi, 2012, p. 23)

Workshops cannot be successful if they are not facilitated properly. Facilitator helps to get the most out of participants, keep the focus of the challenge during the workshop, make participants feel useful, engaged and willing to participate again. (Stickdorn et al., 2018, p. 391) One of the core skills is to choose the right methods and tools. After the process has begun, facilitator needs to adapt the people, culture and goals to the project at hand. A good facilitator can quickly adjust problem-solving and innovation skills accordingly with flexible state of mind. (Stickdorn et al., 2018 p. 83-85) Kantojärvi (2012, p.11), defines facilitating as neutral controlling of group process (Kantojärvi, 2012, p. 11). Stickdorn et al., present (2018, 392-393) that the task of facilitator is complex. Situation requires to handle three levels at once: process, group and individual. To be able to manage this, three key concepts are presented: *consent*, *status* and *neutrality*. To gain *consent* is particularly important as without trusting the facilitator, the participants will not be open and vital information will be missed. Status of a facilitator can be tricky, on the other hand the facilitator is the head of the process, but on the other hand the facilitator is serving the people involved. The best way to operate is to take advantage of this fluctuating status and see it as continuously changing according to situation. Third concept neutrality is complex, as each person has their own view of neutrality. If the facilitator seems biased according to the group, consent

will be lost. Most important is to remain fair and follow the content of the group's work to ensure progress. (Stickdorn et al., 2018, pp.392-393)

Nummi (2008, p. 23) continues, the role of the facilitator is operating as constructor, facilitator is the one who designs the workshop's script and acts as a facilitator to ensure the objective is reached, activates and challenges the participants, observes and moderates when necessary and documents the findings. However, facilitator does not interfere in the actual creation of ideas and findings but acts in a neutral role. (Nummi, 2008, p. 23) Kantojärvi, (2012, p.40) emphasizes a good facilitator is impartial, neutral, active listener and uses open questions, helps in decision-making, documents, concludes and crystallizes. It is important to be flexible; processes rarely are realized exactly as planned. Facilitator maintains the energizing atmosphere and keeps everybody focused in the topic, gives structured instructions, communicates the objectives of the workshop and justifies each stage of the process. (Kantojärvi, 2012, p. 40) Maijala (2018) states, if the facilitator leads the workshop forward and helps the group through difficult stages. Facilitation helps to create an environment of confidence suitable for innovation. The facilitator delicately guides the workshop in the desired direction, leaving room for free brainstorming and helping to engage quieter participants. (Maijala, 2018)

In a successful workshop, the facilitator should choose the right people into the workshop and carefully define roles and responsibilities. The role of the company is to define the vision and give facilitator needed information on the participants and the organization, offer necessary background information on the challenge and set the timeframes. The role of the participants is to take part in the tasks and give their output and commit to common objectives. Stickdorn et al. (2018, p. 212-225), emphasize the best results are gained, when there are different groups of stakeholders and the results are introduced to actual users or customers as soon as possible. (Stickdorn et al., 2018, pp. 212-225)

Kolesnik, (2019) divides workshop facilitation in four stages from facilitator's perspective. These stages are planning, the beginning of the workshop, guiding the workshop and closure. In first stage, planning the workshop, the facilitator acquires information on upcoming situation, group, objective and target of the session and prepares the process and chooses the methods. (Kolesnik, 2019, p. 4) Planning must be done carefully, as internalizing the objective and knowing the right question are essential to successful workshop. (Stickdorn et al., 2018, p. 212-217) During the workshop, one of the most important stages is the beginning of the workshop starts when the participants are activated, and a common understanding of the challenge is constructed. In third stage during workshop, facilitator oversees ideation stage, planning the results and agreement of the findings. In the end, closing of the workshop is

performed with evaluation of received data and documentation. (Kolesnik, 2019, p. 4)

Duration of the workshops can vary from few hours into few days, depending the challenge and time available. Using deadlines throughout the workshop helps the participants to go forward. Tight deadlines guide the participants to focus on the subject and avoid overthinking. However, facilitator needs to be able to read the behavior and skills of the group. If time is too limited, will making the tasks feel meaningless. (Stickdorn et al., 2018, p.407) When designing a workshop, it is essential to develop a plan for after the workshop, such as what participants will be told in the next steps of development: who will process the results of the workshop, how data will be processed and how the results will be implemented. (Maijala, 2018)

### 3.7.1 Facilitation methods

Service design methods are numerous. The importance is to comprehend the objective of each method and to use them creatively. In addition to choosing the right people, it is essential to choose the right methods to succeed. In a workshop where focus is on ideation and decision- making, options are many. One workshop can be divided into different sections such as start, building understanding, generating ideas, agreement and planning solutions. (Kantojärvi, 2011, pp. 267- 269) During the workshop the facilitators need to monitor that chosen methods deliver profitable results and to be flexible to make alterations if needed. (Stickdorn et al., 2018, p. 212-225) In figure 9. there are gathered some advantageous methods to use. In the following paragraphs advantageous methods for start, building understanding, generating ideas, agreement and planning solutions are presented.

START	BUILDING UNDERSTANDING	GENERATING IDEAS	AGREEMENT	PLANNING SOLUTIONS
Morning walk	Six Thinking Hats	Me-We-Us	Post-it & Cluster	Force Field Analysis
Cocktail Party	5 x Why	Positive/negative Brainstorming/Brainwriting	Idea Exhibition	Supportive and Preventive Actions
Carousel	Brainstorming Questions	Yes, and/but... Enriching Ideas	Quick Voting Methods	POINT Roadmap Action Matrix

Figure 9. Facilitation methods for workshops (Salonen, 2019)

### 3.7.1.1. Start

In the beginning, it is essential to involve all the participants, and make sure all participants understand the objective of the workshop. Often is profitable to start the workshop with a warm-up, in which the participants get to know each other, get focused and energized. (Nummi, 2008, pp. 20-21) Suitable methods can be following:

#### Morning walk

Morning walk aims to encourage people to move and focus into the moment. Participants are asked to stand up and look for a person (preferably someone unknown) with whom they will exchange a few words about a defined topic. For example, "How did your morning go?" People relax and chatting with new people becomes easier. Duration about 5-10 minutes. (Grape People, 2019)

#### Cocktail party

Cocktail party creates a good atmosphere and activate the participants. The purpose is to get to know each other and to clarify the objective of the workshop. Each participant makes a ticket of admission into A4, stating their own name, a source of energy (something positive) and expectations of the workshop (why am I here, what I want us to achieve today?). Then participants get up and talk to three different people. Finally, a brief summary with the whole group. If time is limited, admission tickets can also be taped to the wall. Duration 15-20min. (Kantojärvi, 2011, p. 57)

#### Variation from cocktail party: Warm-up and generating ideas

Everyone writes their own name and ideas about the topic of the day. After, participants move around and talk to others. The best ideas are written down on your own paper. Finally, group discusses together and puts ideas on the wall. Duration 15-20min. (Kantojärvi, 2011, p. 57)

#### Carousel

In carousel method there are two rotating circles and participants have multiple discussions with a changing pair. This method can be used at any point of the workshop from start to finish to warm-up, generate ideas, building understanding, planning solutions or concluding. Duration about 10-20min. (Kantojärvi, 2011, p. 226)

### 3.7.1.2. Building understanding

### Six thinking hats

This method allows deeper examination into one issue with taking different approaches to the problem. Six hats of different colors are required, or alternatively, they can also be paper notes, markers or scarves. The rule of thumb for time used is 2 minutes x 6 persons x 6 hats = just over an hour. Hat method can be used in many ways: 1. The whole group wears a hat of the same color at the same time (parallel thinking) whereby the whole group deals with the same point of view (= color) until the perspective is changed. 2. Different colored hats are distributed to the group. Hats (= roles) rotate in the group every five minutes. The colors and roles are following:

The white hat holder focuses on the facts and is objective.

The red hat holder emphasizes his feelings and is intuitive.

The holder of the black hat contemplates the risks and is logically negative.

The yellow hat holder is thinking about benefits and is positive and optimistic.

Green hat holder comes up with new ideas and is creative.

The blue hat holder observes and reflects on the discussion process and is often the leader of the group and the documents the discussion.

Duration one hour. (The De Bono Group, 2020)

### 5 x Why

Method 5 x Why aims to find the root- cause for easier analyzing of the challenge. Why- questions guide to the source of the problem. This is a useful method to begin with because comprehending the root causes of the problem also makes it easier to come up with solutions. The root causes are used as the basis for the workshop. Duration 5-20 minutes. (Stickdorn et al., 2011. p.243)

### Brainstorming questions

Brainstorming questions focuses on asking questions about the challenge aiming to find core questions. With help of core questions, the challenge can be solved. Duration 10-20 minutes. (Kantojärvi, 2011, p.102)

#### 3.7.1.3. Generating ideas

Before proceeding with the challenge of the workshop it is profitable to examine the extent of the challenge. If the theme of ideation is too large or abstract, it is advantageous to divide it into smaller parts, sub-questions or challenges. (Stickdorn, et al., 2018, p.177)

## Me-We-Us

This method encourages participants to collaborate. The exercise starts with individual brainstorming, then discussing in pairs or small groups and then sharing the evolved ideas with the whole group. All steps are documented. The method seeks to activate everyone and bring participatory and equal ideation and discussion. Duration 30 minutes. (Kantojärvi, 2011, p.273)

## Brainstorming and brainwriting

These two good methods help to generate lots of ideas in a short time. Brainstorming is a good starting method with, it helps to create positive energy and brings a lot of ideas. Brainwriting is a quieter and more thoughtful way of brainstorming, where everyone first individually writes ideas and are later presented to all. This can be performed with negative/positive angle, where ideas are either positive or negative perspective. Duration 10-30 minutes. (Stickdorn et al. 2018, p. 180)

## Variation of brainstorming & brainwriting: 6-3-5 method

The 6-3-5 method is a powerful brainstorming tool. The purpose is to create 108 new ideas in half an hour. Like in brainstorming, the value of the 6-3-5 method is not quality but quantity. Compared to the traditional brainstorming 6-3-5 method is more organized. The formula for the method is simple: Six people write down three ideas in five minutes (hence the name 6-3-5). After six rounds and a half an hour, the group has created 108 new ideas. Duration 30 minutes. (Samuel, 2016)

## Yes, and... Yes, but...

A round of ideation based on simple enriching interaction. Ideas are not rejected, and the objective is to develop new ideas in a positive state of mind. Can be used to break challenging thinking patterns or before brainstorming to create a positive atmosphere where all ideas are allowed. "Yes, and..." refers to diverging thinking and "Yes, but..." into converging thinking. For many people one of them is more natural, but when defining which thinking mode is on, results can be extremely productive. Duration 5 minutes. (Stickdorn, et al., 2018, pp.84-87)

## Enriching ideas

After a brainstorming session, further brainstorming can be done, especially if it has produced limited amount of results. This method produces more ideas while refining them. The already produced ideas are placed on a wall, table or floor for everyone to see and the participants are divided into groups of approximately 4 people. The group chooses one of

their favorites from among the ideas. The chosen idea should be as inspiring as possible so that the group can easily come up with new ideas based on it. Groups evaluate the idea with the following questions: What problem does the idea solve? Who is the user? How does it work? What is needed for implementation? How can the idea be improved? The answers are documented and distributed to different groups who again come up with even better ideas based on the criteria given. Duration 20-30 minutes. (Ideapakka, 2017)

#### 3.7.1.4. Agreement

##### Post-it & Cluster

Clustering the produced post-it notes in silence. The first produced ideas are discussed together with the group, understanding is formed, and the best ones are selected. Clustering in silence is followed. Once the clustering is completed, participants define them into categories. Duration 10-15minutes. (Kantojärvi, 2011, p.84)

##### Idea exhibition

After brainstorming session, groups choose 1 to 3 ideas or solutions, and post-its are gathered on the wall. The group makes the internal choice by discussing or voting. Finally, the groups present their ideas to everyone and all participants can share their ideas and discuss together. Duration 10- 15 minutes. (Grape People, 2019)

##### Quick voting methods

Quick voting methods are many. For example, the most interesting and potential ideas on a flip chart can be voted with a marking or with stickers or color coding. In scoring you can give numbers 1-3, after given points are calculated for each idea. Colors are used in traffic light voting: green yes, yellow maybe, red no. Physical voting is when everyone chooses the idea, they consider best and go to stand next to it. Participants may feel difficult of letting go of the ideas. Facilitator can encourage the participants by giving a defined number of ideas to vote in advance. (Stickdorn et al., 2018, p. 186)

#### 3.7.1.5. Planning solutions

##### Force Field Analysis

The model can assess either current status or forces that promote and resist change. It can be used for clarification, refinement of the solution as

well as situational mapping. The analysis draws a box on the flip chart with a goal or a proposal for change. Then, to the left of the box are listed the forces that advance the goal, that is, drive toward the goal and sustain change, and to the right, the forces that resist the goal, that is, obstruct the path to the goal and slow down the change. The forces are scored according to their weight (1-5), and finally the points in both columns are added together and the results compared. The results can be used as a basis for deciding whether to follow up on the goal or to plan further development of the positive forces that have emerged and minimize the negative ones. Duration 30-60 minutes. (Mindtools, 2019)

#### Supportive and preventive actions

This method supports creation of tangible actions and operation modes. A large paper or whiteboard is divided into two columns. Into left column are collected matters that will help to implement the solution, and into right column are collected the matters which prevent or should be deleted to enable the solution. Duration 15-30 minutes. (Kantojärvi, 2011, p.217)

#### POINT

The POINT method consists of the words *Plusses*, *opportunities*, *inquiry* and *new thinking*. The evaluation considers: What are the strengths of the idea, what opportunities can it promote, what worries me, and how can we overcome the obstacles and challenges? The method aims to turn negative thoughts into solutions: "This does not work" is turned into "How could this work?" "This has already been tried" is turned into "How can we utilize the past experiences?" "People will not take part" is turned into "How do we inspire people?" Duration 15-45 minutes. (Kantojärvi, 2011, p.136)

#### Roadmap

Decided actions are placed on the timeline. Helps to visualize the action plan and schedule. Duration 15-30 minutes. (Kantojärvi, 2011, p.218)

#### Action matrix

Write down the actions, resources required, schedule and the responsibilities in a diagram. Duration 30-60minutes. (Kantojärvi, 2011, p.222)

### 3.8 Service design methodology in concept development work

Service design is influenced and based on other fields of expertise. Methods and tools used in this development work are similarly either design methodology or methods and tools based on other fields of

expertise. Each of the methods and tools chosen, support the development work and apply in design approach. (Moritz, 2009, p.55)

### 3.8.1 Personas

Persona is a tool that helps in empathizing and defining the user group. Personas are an efficient way to get closer to the stakeholder groups. They represent profiles of a specific group of people, for example customers or employees. (Kurronen, 2013 p. 31) Persona is an archetype based on research rather than a stereotype. As large segments of people are difficult to design service for, it is convenient to think of service needs specifically with the help of personas. These characters are not traditional segments in marketing but aim to represent a group of people with shared needs or common behavior patterns. (Stickdorn et al., 2018, pp. 40-41) The objective is to pack user research into an easy to understand format, maintain focus on the needs of users during the develop stage, test and evaluate ideas and service concepts against these needs. (Design Council, 2015) The personas are created a name, portrait image, demographics, quote or a motto to describe the person, description of personality, attitudes, interest, background stories, statistics and mood images of environment, behavior patterns, goals or motivations. (Nielsen, Hansen, Stage & Billestrup, pp. 4-6, 2015) Composed personas are utilized to crystallize the service needs and further in modeling the service. (Kurronen, 2013 p. 31)


<u>PERSONA</u>	
<b>Elisa Vehviläinen</b> NAME	
<b>28</b> AGE	
<b>Female</b> SEX	<b>"Jogging in the nature makes any day better"</b> TYPICAL MOTTO
<b>Marketing assistant</b> OCCUPATION	<b>Elisa is a sporty, outgoing and ambitious young woman. She has a good job in a bank, but she is looking for a new job with more responsibility. She lives in Helsinki with her dog. She likes to spend time doing sports and together with her large group of friends.</b> GENERAL INFO
<b>Single, no children</b> MARITAL STATUS	
<b>Finnish</b> NATIONALITY	

Figure 10. Example of a persona

### 3.8.2 Journey map

A customer journey map is a visual tool which presents the service experience of a person. It displays the service as a linear process, exposing each service touchpoint from the user's perspective. At the center is the user experience in different stages. (Kurronen, 2013, p. 33) Journey maps help to discover possible gaps and problems in customer experience and offer potential solutions. Journey maps can deal with current or future and depending on the zoom level, can cover time lap from few minutes to many years. (Stickdorn et al., 2018, pp. 44-45) The objective is to identify the key elements of a service, understand the links between all the different elements over time, identify problem areas in a service or areas where new things can be added and create empathy with different types of users. (Design Council, 2020) Kurronen (2013, p.33) defines the service process is divided into *touchpoints* from a user's perspective into tangible service elements. These are for example premises, virtual interfaces or encounters between people. Touchpoints describe how an organization and its representatives interact with a user. (Kurronen, 2013, p.33)

### 3.8.3 Service Blueprint

Service blueprints are considered as extension of journey maps. Where journey map concentrates on exposing the end-to-end of your customer's front stage experience, service blueprinting exposes the surface-to-core of the process. Service blueprint exposes the backstage of deliver and operate and ties it to the customer's experience. (Miller, 2016) Tuulaniemi (2011, pp. 212-215) presents, compared to a journey map, service blueprint has deeper layers presenting the relations between frontstage and backstage operations. This explains what happens backstage when customer acts and vice versa, what happens frontstage when something is done in inner processes. (Tuulaniemi, 2011, p. 212-215) Service blueprint aims to design and solve problems in a complete service experience, provide guidance when identifying areas to prototype, communicate the service to the users and people delivering it. (Design Council, 2015)

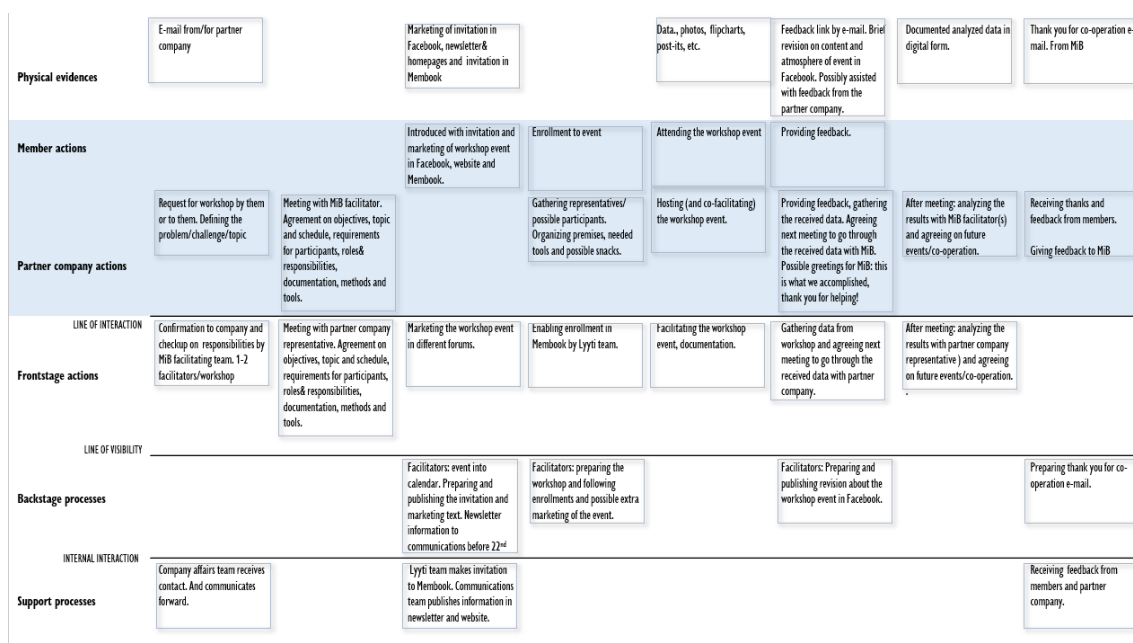


Figure 11. Example of service blueprint (Salonen, 2019)

### 3.8.4 System maps

System maps are a representation of main elements of the system in which the service or product is involved in. In system map there are visualized various elements such as people, stakeholders, processes, structures, services, products, channels, places, KPI's, causes, effects, insights and more. (Stickdorn et al., 2018, pp. 58-61) The system map clarifies how the different service components and roles are connected one to the other, highlighting the values they exchange. When the main constituents are visualized, interaction between them can be analyzed and then further designed. (Service Design Tools, 2020) This type of visualizing normally requires a specific perspective at a specific moment. Systems maps can be either presenting the current or future state. There are three types of systems maps which are each extension from previous, stakeholder maps, value networks maps and ecosystem maps. (Stickdorn et al. 2018, pp. 58-59) Stakeholder map is the simplest one, clarifying the stakeholders relating in the experience, explaining who is involved and how are they connected. After mapping the stakeholders, it will be easier to respond to their expectations and further, engaging with key stakeholders will also help in getting invaluable insights. (Copper, 2019)

### 3.8.5 Service prototypes

Prototyping can be applied to products, services and concepts. Service prototypes are used to explore, evaluate and communicate design ideas

and concepts. (Blomkvist, Holmlid, 2010, p. 10,) Service prototyping enables actual feedback from real customers that ensure better, more relevant outcomes. Iterative work allows to test ideas and improve them throughout the entire development process. This saves resources and can minimize risk. It aims to design and test specific touchpoints or interactions, investigate if parts of the service meet users' needs and how they can be developed, communicate the benefits and experiences the service will deliver to stakeholders, including decision-makers, frontline staff, partners and customers and gather feedback from potential users. (Design Council, 2015)

### 3.8.6 Semi-structured interviews

Cohen, (2006) describes semi-structured interview as a formal interview, where interviewer and respondents engage. The interviewer follows a certain structure but can follow topical trajectories in the conversation that may stray from the planned structure when it feels appropriate. (Cohen, 2006) Adams, (2015, p. 494) states, semi-structured interviews are especially considerable in situations where there is a need to ask probing, open-ended questions and want to know the independent thoughts of each individual in a group, need to conduct a formative program evaluation and want one-on-one interviews with key stakeholders, or if uncharted territory is examined with unknown but potential issues. (Adams, 2015, p. 494) Cohen, (2006) presents semi-structured interviews allow informants the freedom to express their views in their own terms. Outcomes of semi-structure interviews can provide reliable, comparable qualitative data. (Cohen, 2006)

### 3.8.7 Roadmap

A service roadmap is a timeline that defines a progressive process of development and delivery of a service solution. (Service Design Tools, 2020) A roadmap is a visual tool for strategic planning, innovation and managing technologies (Amer & Daim, 2010). It aims to identify the minimum set of features needed to be ready for the first release, and then the following enhancements to achieve greater impact. Roadmap takes into consideration the effort needed to develop and build specific service components, as well as the time required for potential testing, pilot and first implementation stages. (Service Design Tools, 2020) Roadmap shows the practical steps of future courses of action (Amer et al., 2010)

## 4 DEVELOPMENT WORK: WORKSHOP CONCEPT FOR MIB

The first impulse for development work came from MiB members and partner companies. (MiB internal data, MiB member survey 2018) Early

unofficial conversations with few partner companies took place during 2018, but actual development work process started in August 2019. First, preparatory research was conducted; literature on service design, concept development, service concept, workshops and facilitating were familiarized to form a theoretical background for the thesis, but equally importantly to define the methods and tools utilized in the development work. The development process of the workshop concept is actualized with using the four stages of Double Diamond- model discover, define, develop and deliver with service conceptualizing elements. After Double Diamond was determined as a structure for development work, the process plan was conducted accordingly. As Koivisto et al. (2019, p.43) state, Double Diamond- model helps to understand and identify customer needs and based on the needs, create solutions and improve the quality of the service. (Koivisto et al., 2019, p. 43) Double Diamond is a justified basis for this practice-based development assignment; the stages of the model are suitable for this type of concept development as it has a clear, comprehensive and visual nature. (Design Council, 2015) Double Diamond model in workshop concept development work was determined at an early stage, and in each stage of discover, define, develop and deliver utilized suitable methodology. In figure 12 is described the actions taken in each stage of Double Diamond. In the next paragraphs are introduced in detail the discover, define, develop and deliver stages of the workshop concept development work for MiB. In each stage the process flow is explained and clarification on methods, tools and actions given. Photos, templates, figures, appendices support the Double Diamond in visualizing the development process.

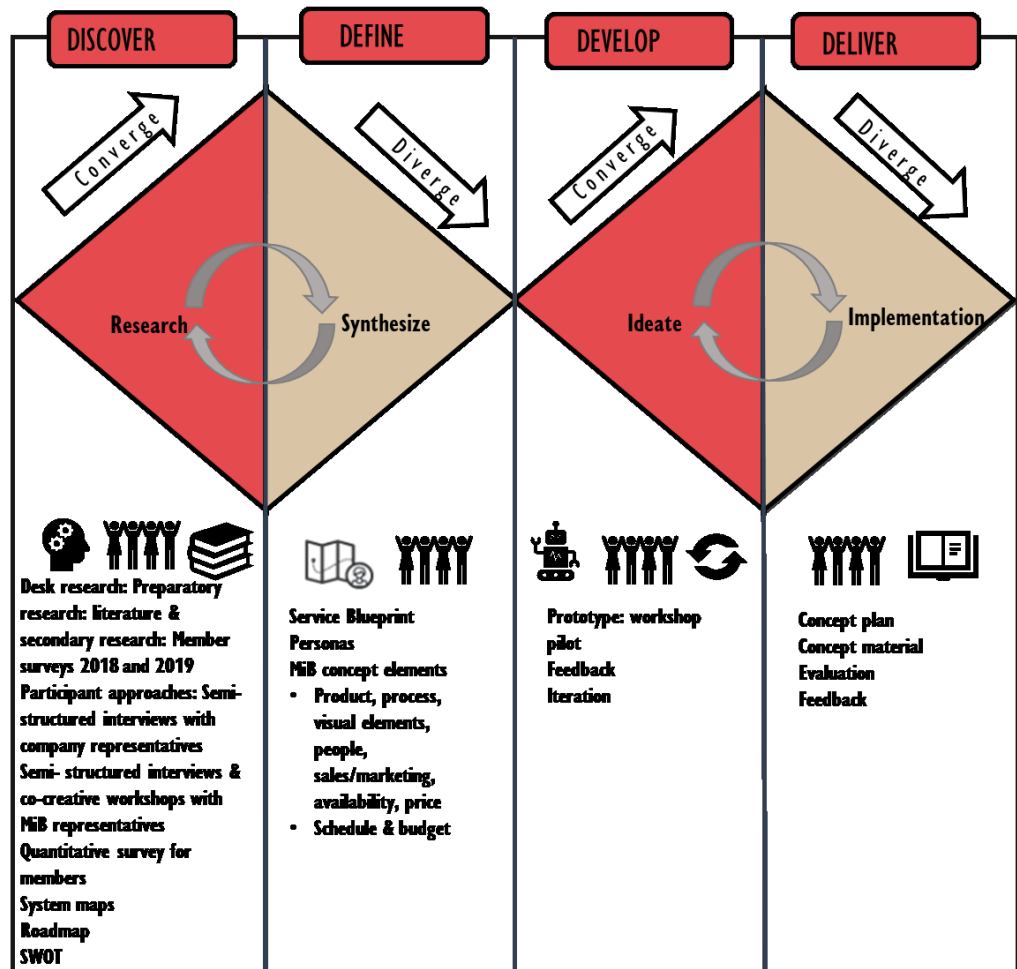


Figure 12. Double Diamond in MiB workshop concept development (Salonen, 2019)

Confirmation from MiB on development work was received at the beginning of August 2019. No specific schedule for the development work was determined by MiB. The schedule was formed around on the partner companies' schedules as participation of partner companies was essential in the development work. Research was conducted Autumn 2019 concluding to workshop pilot on mid- February 2020. Thus, the final workshop concept plan for MiB was completed the mid-March 2020.

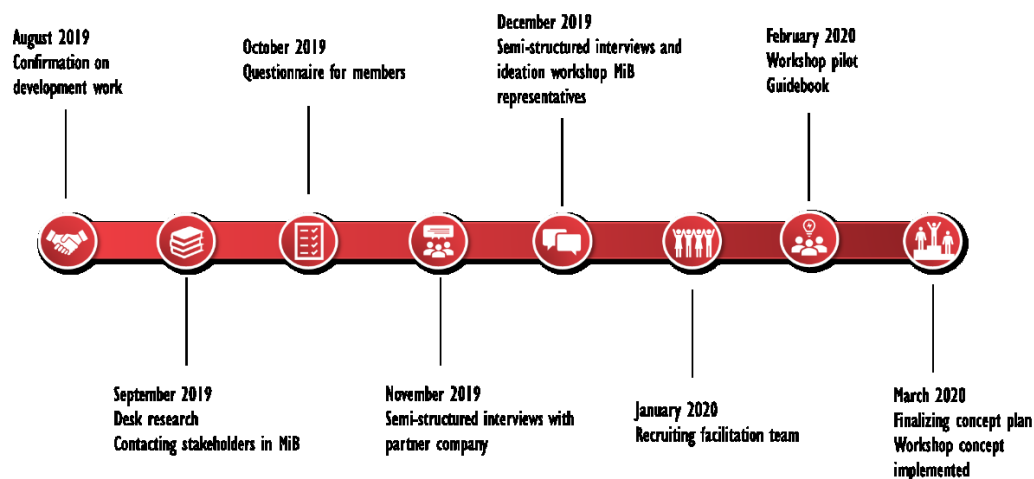


Figure 13. Roadmap of the development work (Salonen, 2019)

#### 4.1 Discover

According to Double Diamond model, the concept development work began with discover stage, where research was conducted, data gathered, and new perspectives discovered. It is effective to start concept development by gathering information and deepening the knowledge with the planned service, organization, the field of business and the stakeholders. This helps with definition of the objectives and decision on what is developed with the concept. (Design Council, 2015; Maijala, 2018) The development work for MiB began with preparatory research and secondary research. Preparatory research supported in determining the tools, methods and concept development features. Secondary research assisted in understanding the members as it included data from MiB member surveys. MiB conducts national member survey annually, and data from 2018 and 2019 was investigated to get an understanding on member needs and preferences. In the survey there was a request for workshop concept. (MiB internal data, 2019)

The initiative of new kind of cooperation between MiB and partner companies rose from member survey in 2018 and in general discussions between MiB company affairs team and representatives of MiB partner companies. Both MiB members and partner companies wanted more intense cooperation. In the member survey over 800 members had described what kind MiB events they would like to participate. Most requested themes were facilitated events, regarding self-development, networking or solving a problem or a challenge for a company. Described characteristics for events were “inspiring”, “participative” and “motivational”. (Member Survey MiB, internal data 2018) Workshop concept aims to respond this demand by providing a channel to participate in the workshops to network and develop self-competence.

After familiarizing with secondary data, deepening knowledge on MiB was undertaken. Understanding on MiB's operations, functions, offerings, brand and strategy were developed. In concept development, it is essential to align concept with strategic intent (Goldstein et al., 2002 p. 124). In its strategy, MiB has determined its vision, core operations, mission, values and foundation of operation. The workshop concept is conducted in cooperation with partner companies and MiB members and it is essential the concept looks and feels like MiB. Each workshop is a channel for reaffirming MiB's strategy to partner companies. Following strategy as a guideline for service concept development ensures MiB's brand is in the core of the workshop concept. As Sammallahti (2009, pp.87-88) presents, this helps in defining the categories of the workshop concept and are its possible additional offerings. (Sammallahti 2009, pp.87-88)

In MiB strategy for 2018-2020 vision is to be "Influential network for career-oriented mothers: the dream is to have a society where both career and family can be in balance." Core operations are networking, influencing and the events. Mission is to support career-oriented mothers in balancing work and family, offer possibilities to develop self-competence, network and career advancement and to promote social standing of mothers and family-friendly attitudes in working life and society. Values of MiB are to be career and family-oriented, positive and energizing, communal and networking as well as solution-oriented. Active and inspiring volunteer work is the foundation of MiB, because it is the force that runs MiB's core operations. Strategy for years 2018-2020 is shown in Figure 14.

### Strategy 2018-2020 Mothers in Business

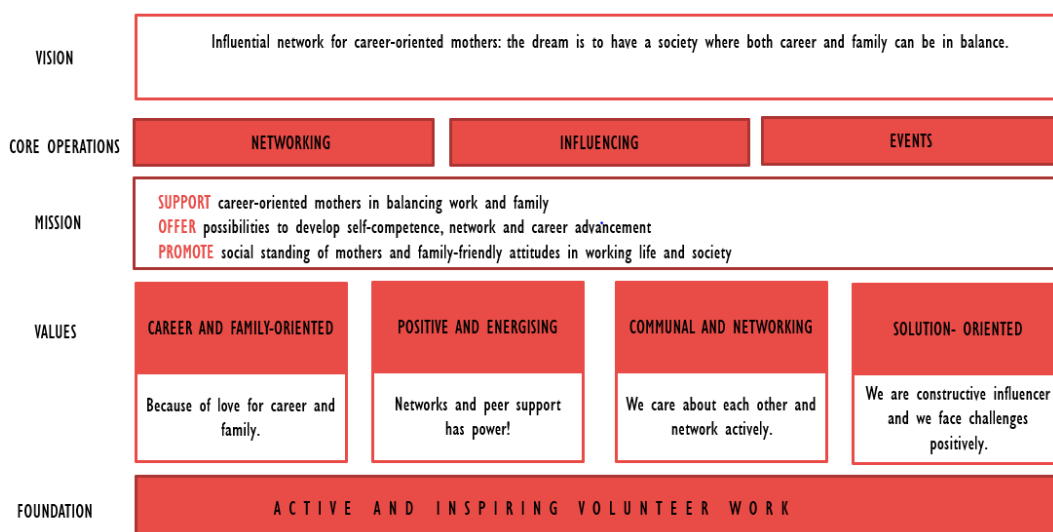


Figure 14. Strategy 2018-2020 Mothers in Business (Mothers in Business, Internal database, 2019)

The workshop concept is aligned with MiB's strategy. It follows the mission of MiB; workshops offer possibilities to develop self-competence, networking and career advancement through various themes in workshops and through networking opportunities in the events. Workshops promote family-friendly attitudes in working life and society by offering partner companies ideas and introducing new perspectives during the workshop event and in planning stage. (MiB internal data, 2019) Core operations are realized through workshops, networking, influencing and events. The role of facilitators is to highlight and communicate the values, by holding career and family-oriented workshops, keeping the atmosphere positive and energizing and keeping the workshops solution-oriented.

Stakeholder map was used to clarify the stakeholders relating in the workshop concept, explaining who is involved and how are they connected. This helps in responding to stakeholder expectations and further, engaging with the stakeholders will also help in getting invaluable insights. In the core there are the customers, MiB members and partner companies, who the workshops are offered to. MiB offers the service to partner companies and members and ensures the participants and co-organizes the workshops. Internal stakeholders are the MiB active organization teams related to the workshop concept and their effort is needed for a successful workshop; company affairs team as the contact to partner companies, Lyyti- team to handle the enrollments, HR team to recruit the facilitators and facilitation team to develop and perform the workshop concept. Partner companies are placed both inner and outer ring, as customers and as external stakeholders as they are simultaneously enjoying the service as a customer as well as organizing party.

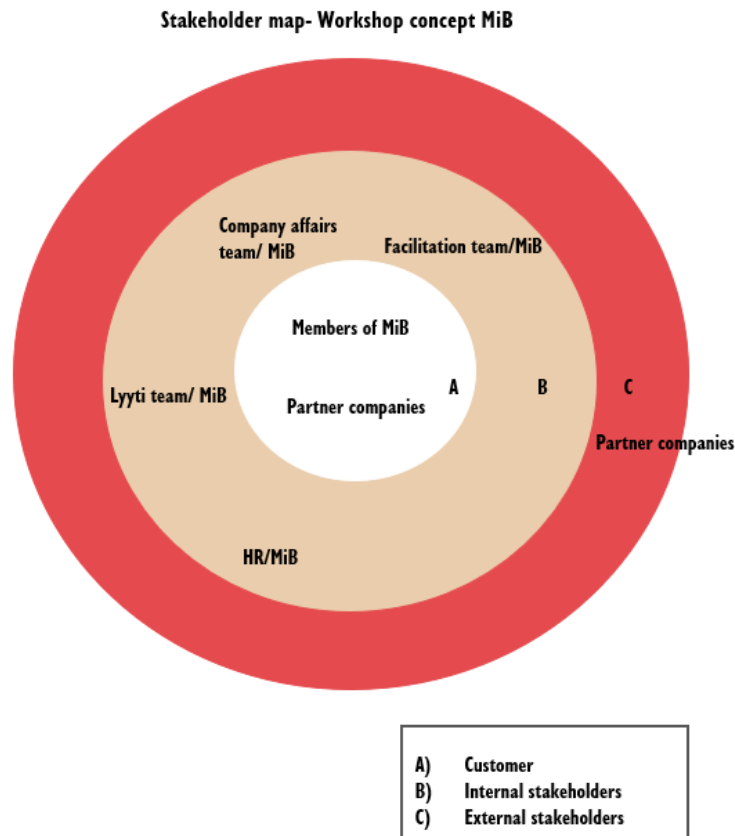


Figure 15. Stakeholder map workshop concept (Salonen, 2019)

To understand how the different components and roles are connected one to the other, value network map is a good tool for clarification as it highlights the values exchanged. When they are visualized, interaction between them can be analyzed and then further designed. (Service Design Tools, 2020) In the workshop concept MiB organizes workshops in cooperation with partner companies. Any of the stakeholders attain no financial benefit, thus careful conceptualizing is highly important to gain a joint satisfaction for all stakeholders involved. MiB operates mainly with volunteer power and offers no premium to its speakers or partners. Members are required no separate payments to attend the events of MiB. The received value of the workshop concept for all stakeholders is intangible. The workshop concept will add value to all stakeholders involved; association MiB, MiB members participating the workshops as well as the partner companies. MiB becomes more attractive and valuable for potential cooperation with new partner companies. Additionally, new workshop service offered, aims to increase MiB's visibility in the field of business. The reciprocity adds value for existing partnerships and MiB can influence partner companies' family-positiveness. Mutually, partner companies gain access to diverse group of professionals of MiB, receive ideas, solutions and suggestions how to develop their operations,

processes, products or services. Partner companies can enhance their employer brand, get a channel for recruiting potential new employees; members of MiB. For MiB members, these workshop events enable an opportunity to be involved in an interesting project and enhance knowledge on workshops and service design methods, became deeper acquainted with the company, also as a potential employer. Further, participants can network with company representatives and each other.

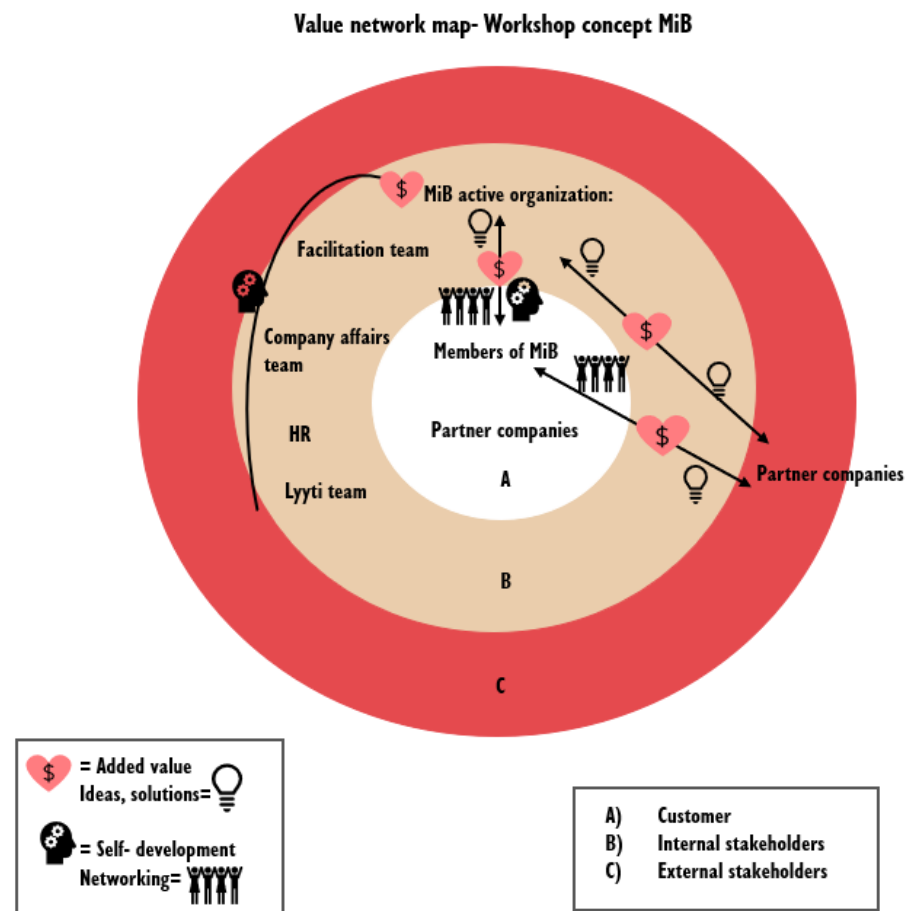


Figure 16. Value network map workshop concept (Salonen, 2019)

In service design thinking, it is essential to involve all stakeholders in all stages (Stickdorn et al. 2018, p.26-27). In the *discover* stage of Double Diamond model is extremely important to build an understanding of the requirements of all stakeholders. (Design Council, 2015) Discovering the insights of MiB members was decided to acquire by a survey via questionnaire. Insights of partner companies by semi-structured interview and different teams of MiB active organization by semi-structured interviews and co-creative workshop. In participant approach, a survey for members was performed. Member survey objective was to gather

opinions, ideas and expectations regarding workshop concept and deepen member understanding. The survey was conducted in October 2019 in three different events organized by MiB in Helsinki. Questionnaires were on paper and handed out to participants in the events (Appendix 1). Questionnaire was chosen to receive a wide take amongst members and assumption was that members are best reached in events and response rate would be high. This turned out accurate and response rate was 67,5% resulting 77 replies. Distributing questionnaires in MiB events enabled to gather opinions on members participating events and thus from target group to workshops. Received data was used to acquire comprehensive understanding on members requirements, motives and interests related to workshops. A valuable brief for partner companies was formed utilizing this data. The summary showed the members' interests to themes, which was further utilized in planning the first pilot and can be used as a tool in further development.

Firstly, questionnaire clarified whether the respondent is on parental leave or currently in working life. This fact was investigated to find out if the interests differ between these two situations. Thus, if distinctive deviations, relevant themes for participants can be chosen for workshops held either daytime or after work. Other information on respondent's characteristics was not asked, as it is not considered relevant data. Total amount of received responses was 77 consisting of 38 responses being on parental leave and 39 working.

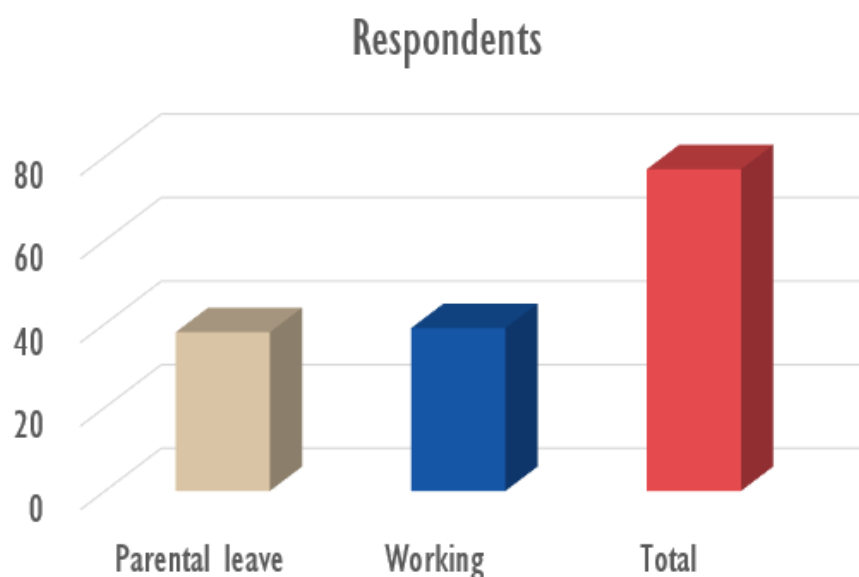


Figure 17. Respondents of member survey on workshop concept (Salonen, 2019)

The questionnaire clarified the members' interests regarding the workshops, by asking the motivational basis of the respondent to

participate. Questionnaire offers multiple-choice questions in addition to option for an open reply. Respondents were asked to mark the reasons which motivates them to participate in workshops. As many options as needed could be chosen. All respondents named more than one reason. Personal skills development rose as most important reason to participate in the workshops. Developing personal skills and acquiring more knowhow were the two most preferred options. Almost equally popular replies concerned networking and deeper familiarizing with the company. Networking with other MiB members was appreciated slightly higher than networking with company representatives, but both options were popular. Familiarizing with company was ranked third most important and it is recognized that participants desire to become acquainted with company, either beside or with focusing on workshop theme.

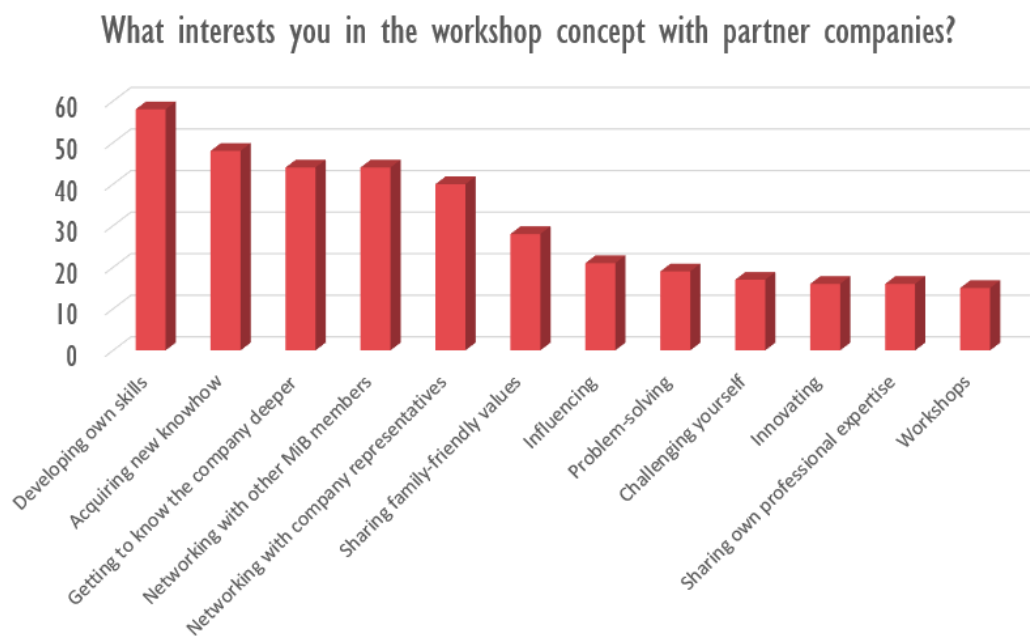


Figure 18. Question 1. What interests you in workshop concept with partner companies? All respondents. (Salonen, 2019)

When grouping these replies under similar themes, could be defined three most essential reasons for members to participate workshops. They are personal skill development, familiarizing with the company and networking as seen in figure 19. This is important to acknowledge when planning the contents of the workshops. Especially it is to be noticed that time and opportunity for networking between participants must be set.

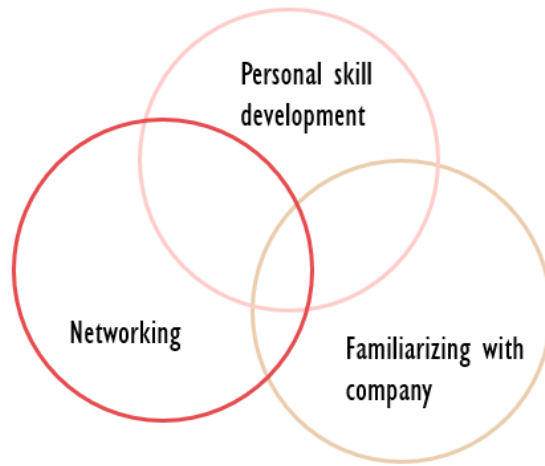


Figure 19. MiB members most essential reasons to participate to workshops. (Salonen, 2019)

First question was the only one where deviations were found in responses between respondents on parental leave and working life. In other questions differences were not significant between different situations in life. Working respondents emphasized more on acquiring new knowhow compared to respondents on parental leave whereas respondents on parental leave emphasized more options challenging oneself and sharing own professional expertise. All in all, even if replies to question 1. verified, it is to acknowledge all respondents feel they can personally advantage from the workshops. Opportunity to developed self-competence motivates to participate. Workshop themes must be chosen from this perspective and contents of workshops planned to fulfill these points important to MiB members.

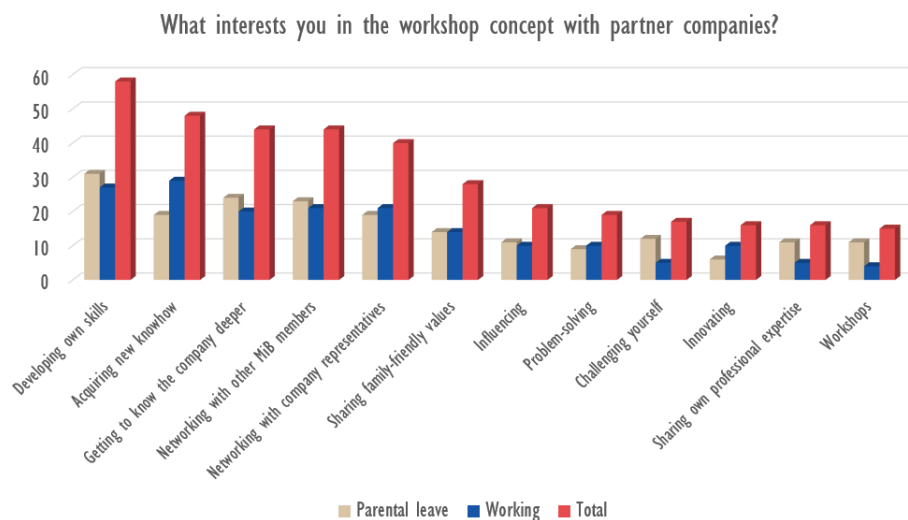


Figure 20. Question1. What interests you in workshop concept with partner companies? Respondents on parental leave vs. working. (Salonen, 2019)

In question 2. was investigated if there are themes distinctively interesting or uninteresting to members. Open response was an option as well. No severe differences were revealed, developing services was seen most interesting. In open responses *well-being at work*, *organizational development and ecological responsibility* received multiple mentions. This information is especially important in discussions with partner companies when planning the workshops together. This information can assist in choosing the theme relevant to both parties involved.

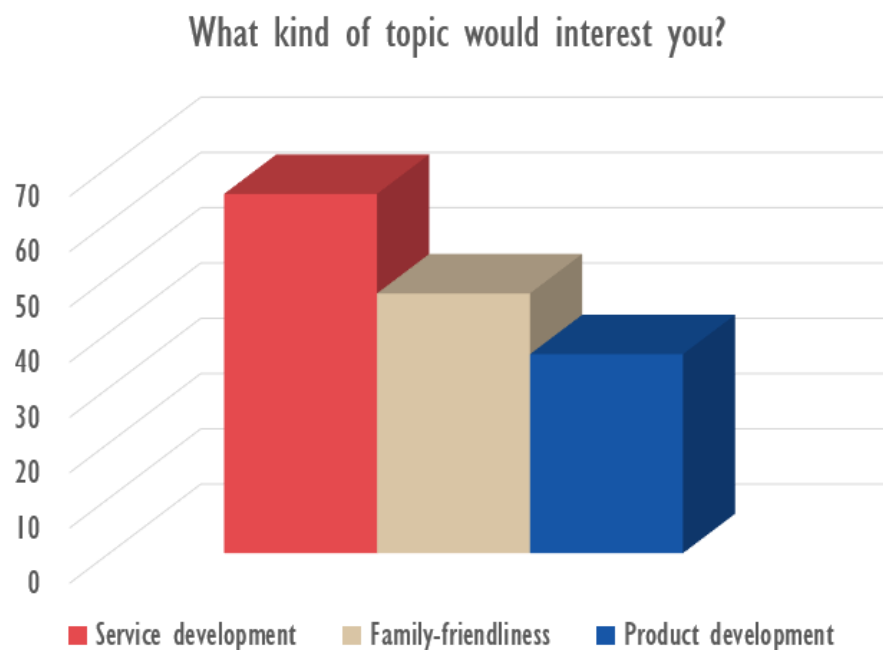


Figure 21. Question 2. What kind of topic would interest you? (Salonen, 2019)

Question 3. was an open question and respondents were asked to describe their dream MiB workshop. This question received 31 replies. Respondents suggested topics for workshops but also took a stand on schedule and objectives. Multiple respondents brought up topics relating to combining work and family. Respondents emphasized the importance of a clear structured workshop with carefully-set objective. In addition, important was the results from workshops to lead into tangible ideas and implemented development actions. Respondents also emphasized the importance of adequate time for the workshop and enough room for discussions.

Question 4. revealed respondents' insights of MiB partner companies by asking which of the partner companies would most interesting to do a workshop with. Respondents were asked to mark 1 to 4 most appealing partner companies and to write possible arguments for selection. Quite many respondents had written that any of the companies would be interesting if the topic for the workshop is interesting enough. Top three most appealing partner companies were Futurice, IBM and DNA. All these three companies rank high in Most Attractive Employer- rankings which is seen in interests of MiB respondents. In Universum's Most Attractive Employers Futurice, IBM and DNA positioned in top 20 most attractive IT-companies in Finland. (Universum, 2020)

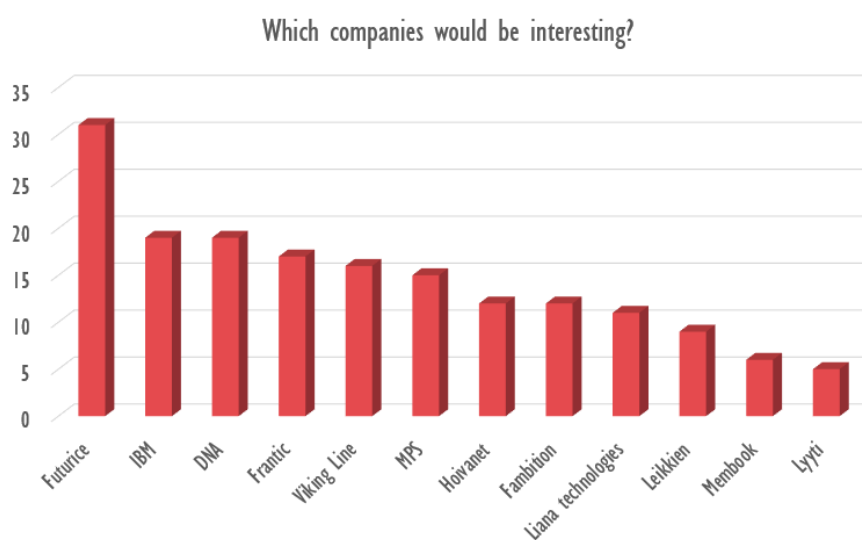


Figure 22. Question 4. Which companies would be interesting? (Salonen, 2019)

A summary based on the questionnaire was conducted and the data was utilized to start conversations with partner companies. After receiving contact information for partner company contact person, e-mail discussions were started regarding pilot workshop. Companies were chosen from the top 5 list based on member interests. The first workshop is a pilot workshop to test the new MiB workshop concept. Pilot workshop is used to explore and evaluate how the workshop concept could work and help to spot possible challenges as early on as possible and minimize bias. Two partner companies were most interested to proceed within the schedule, and therefore planning continued in detail with these two companies. With the other one, arranging the workshop postponed, because they could not find a suitable topic to serve their organization. Unnamed partner company, later referred as partner company only, was found as an interesting company by members, and therefore it was logical to contact them for discussion about the first pilot. Partner company has also shown interest towards MiB and done valuable co-operation already earlier. (MiB internal data, 2019) Partner company is a multinational

information technology company and at its company culture nurtures diversity and equal opportunities. Partner company found workshop concept interesting and discussions on possible pilot begun. After short discussions via e-mail, a meeting was arranged for semi-structured interviews in mid-November 2019.

During the meeting, partner company insights were covered with two company representatives from partner company with semi-structured interviews. These interviews allow interviewees to express their perceptions in their own terms. Outcomes of semi-structure interviews are likely to provide reliable and comparable data. (Cohen, 2006) The objective of the meeting was to introduce the workshop concept idea comprehensively, discuss on partner company representative's insights, motives, requests and possible limitations and agree on the theme from workshop pilot. Meeting followed semi-structured interview form and discussion was open, but informative and insightful. Questions for semi-structured interview are seen in appendix 2. Topics of the interview had three objectives: to find out the motives why to conduct the workshop concept with MiB, identify objectives and themes of workshop and to discuss expectations on more detailed level of future workshop.

The main motive of partner company was to concentrate on family-friendly aspect brought by MiB. Partner company is mainly operating with external customers and this operating structure excludes the on-going development projects relating to customers. Meeting with partner company clarified well the insights of the partner company towards the workshop concept. For partner company, the most value-adding theme is related to inner development projects and internal development project was chosen in area of family-friendliness. It was decided to concentrate in more refined area of family-friendliness theme. Refined topic suits better the limited time and is expected to produce more tangible solutions. Partner company had already started inner discussions regarding the topic on men's parental leaves and moreover, how to increase the share of parental leaves taken by men. This was chosen as the topic of the pilot workshop. Details of pilot workshop were saved for planning meeting. The partner company representatives expected to get true experience experts on family-friendliness from MiB members and aimed to receive tangible solutions and external insights to their development project. Limitations occurred only regarding schedule. In all the partner companies who were involved in the first discussions, the progress of the workshop was quite slow and needed approvals from several people, which made the timeline difficult to estimate. This is to be acknowledged in the planning stage of workshops. Other limitations occurred were confidential issues, such as working with external stakeholders.

The partner company also chose to include their own personnel in the workshop, which offers engagement and deepening knowledge to own employees and project can easily continue after the workshop. For MiB

members it offers the possibility to network with company representatives and have deeper insights for the topic in the workshop. Partner company has their own design department and from partner company there will be a representative involved in planning, facilitating and concluding the received data of the workshop with MiB facilitator.

To gain deeper insights on the workshop concept from MiB point of view a meeting with MiB Helsinki regional lead was taken. The meeting took place at the beginning of December 2019. Attendees of the meeting were the MiB Helsinki regional lead and MiB Helsinki event management lead. The objective was to discover new aspects and validate the existing plans with the help of received data from members and partner companies. Meeting included semi-structured interview and co-creative ideation (appendix 3). After introduction of development work, attendees were asked to list challenges and opportunities they see with their wide experience of MiB from perspective of their lead roles. Listing was done by brainwriting to support individual ideation, avoid straying from the focus and for easier documentation. After brainwriting the attendees discussed on the subject. In addition to challenges and opportunities, concept name was brainwritten and brainstormed. In general, both MiB regional leads found workshop concept very interesting and potential in several ways. Opportunities were seen as many: workshop concept adds value to partner companies, may attract new members into active organization, increases attractiveness of MiB altogether (partner companies, members and actives), new data to develop event management, increase the activeness level of actives when there is new and interesting content for MiB, possible increase in partner companies, possible increase in, will increase the amount of events and bring diversity to event offering. Especially new insights on member and active attractiveness. Concerns raised were about adequate resources and how members' interest towards workshops and realization meet. Few concerns were discussed about facilitation team and resources: how to find the right people and engage them, how to manage the workload if workshop concept turns out to be more attractive than expected and how to ensure the workshop concept gains continuous activity level and will not become too restraining to facilitators.

Marketing of the workshop rose in discussions. When marketing the new workshop concept different channels should be used to reach all the stakeholders, MiB members and actives, partner companies and possible future partner companies. It is to ensure this is widely known for members, partner companies and new possible partner companies. Such channels are social media: Facebook, LinkedIn, Twitter and a media release. For partner companies a letter template is prepared to send out for information (Appendix 4).

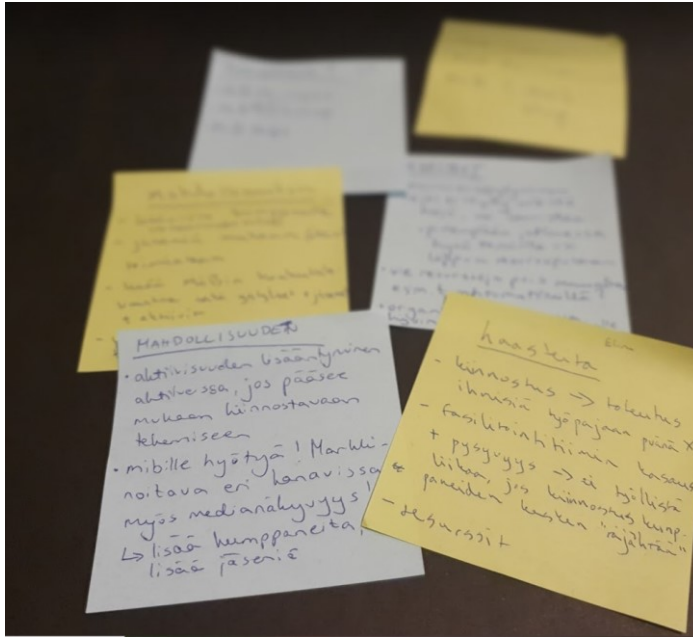


Figure 23. Results from ideation workshop with MiB regional lead and event lead

After a comprehensive view on stakeholder insights was formed, a SWOT analysis on MiB workshop concept was prepared, based on all data received from MiB members, partner companies, MiB regional lead and MiB event lead. SWOT analysis is action-based, and in addition to defining observations, it aims to lead to solutions and actions to overcome the threats and weaknesses and to guide how utilize the strengths and opportunities. MiB Workshop concept benefits from MiB's well-known and positive image. For companies, MiB is an interesting partner with its large pool of members with diverse expertise and know-how. With workshop co-operation the company gets a good chance to enhance their employer brand and get an entirely new channel for possible recruits. For partner companies, workshops offer a chance to receive external know-how, ideas and solutions free of charge. Workshop concept adds extra value on existing workshops and is likely to increase interest towards MiB from potential new partner companies. Visiting companies with a different perspective allows MiB to present MiB's mission and values in deeper level. This can be utilized in workshop concept marketing for new and existing partner companies. However, it is to consider that MiB operates mainly on volunteer work and members come to events in their free time. Therefore, MiB cannot fully guarantee enough participants to the workshops. In addition, MiB facilitators are volunteers and MiB volunteer turnover is relatively high as oftentimes volunteer period is related to parental leaves (MiB internal data, 2019). Turnover of facilitators might conclude into ununified quality in workshops. To gain enough enrollments into workshops there should be active marketing among members, sharing positive experiences and highlighting the benefits members can gain by participating to workshops. To ensure unified quality in the workshops,

comprehensive workshop concept plan and good instructions for facilitators will help in onboarding new facilitators and further ensure professional quality in workshops.

<p>How to utilize: In marketing of the workshop concept to existing and new partner companies</p> <p><b>S</b></p> <p>Mothers in Business is well-known and increasingly raising interest within companies Large member pool Diverse professionals in different fields of expertise Professional and active network</p>	<p>How to overcome: Clear instructions for facilitators, recruit the right people and focus on solid onboarding</p> <p><b>W</b></p> <p>Activity is based on volunteer actives Unified quality difficult to monitor</p>
<p>Potential employees for partner companies Possibility to raise employer brand Easy way of getting extra knowhow, ideas, solutions free of charge Adding value to existing partnerships Increasing interest towards MiB from potential partner companies</p> <p><b>O</b></p> <p>Possible to raise awareness on MiB values</p> <p>How to utilize: In marketing of the workshop concept to members and partner companies</p>	<p>Partner companies are not willing to use the concept Members are not interested to participate</p> <p><b>T</b></p> <p>How to overcome: Partner companies: Clear and competent communication, professional facilitators with active and positive attitude Members: Active marketing, communicating the benefits for participating</p>

Figure 24. SWOT Workshop concept MiB (Salonen, 2019)

## 4.2 Define

Based on the gathered and analyzed data and insights in discover stage, in the define stage in Double Diamond model, the contents of MiB workshop concept development are determined. (Design Council, 2015) As a result of research, there is formed a deep understanding on stakeholders' needs and behavior and requirement definitions for concept development case. The formed understanding is crystallized into personas, service blueprint, and detailed definition of concept plan. Goldstein et al., (2002, p. 123) emphasize how succeeding in concept development requires understanding on customer needs and aligning this knowledge with organization's strategy. (Goldstein et al., 2002, p. 123) With acquired knowledge defining the workshop concept can be performed. As Clatworthy, (2012, p. 10) reminds, concept is the big picture of the service. The centric idea of the workshop concept is defined instead of solely single ideas. (Clatworthy, 2012, p. 10)

Brief for service concept development begins the concept development project. (Tuulaniemi 2011, pp. 132 - 133) Template adapted from Tuulaniemi operated as a base for MiB's workshop concept brief as in figure 30. In the MiB Workshop concept brief is defined the objective of

the concept, target group, existing data on target groups, business objectives of the workshop concept, MiB's existing service portfolio, MiB vision and mission, benchmarking on similar concepts, extent of the concept development project, schedule, budget, background information and concept limitations.

BRIEF FOR SERVICE CONCEPT DEVELOPMENT PROJECT CASE MiB	
Objectives of the concept	To increase reciprocity with partner companies and increase value of MiB as a partner for existing and new partnerships by offering MiB's large multi-professional members to innovate with different challenges set by partner companies and offer ideas and solutions.
Target groups and stakeholders	MiB members and partner companies
Existing data on target groups	Members surveys 2018 and 2019, conversations with partner companies from 2018.
Business objectives of service concept	To enhance interest towards MiB within future partner companies and add value to existing partnerships
MiB's service offering portfolio	Events, training sessions, mentoring for members
Vision MiB	To be an influential network for career-oriented mothers: the dream is to have a society where both career and family can be in balance.
Mission MiB	Support career-oriented mothers in balancing work and family, offer possibilities to develop self-competence, network and career advancement, promote social standing of mothers and family-friendly attitudes in working life and society
Benchmarking on similar services	Not found
Extent of the concept development project	Concept developed until implementation phase.
Schedule and planned phases	Concept development process began August 2019, concept plan ready January 2020.
Budget	50 €
Background information	Request for workshop concept from members (member survey 2018) and discussions with partner companies (2018)
Concept limitations	MiB operates with volunteer power, partner company confidentiality issues

Figure 25. Brief template for MiB workshop concept development project. (Adapted from Tuulaniemi 2011, pp. 132 - 133)

Using selected elements from extended marketing mix helped to define the details for the workshop concept. MiB brand and strategy operate as the foundation of the concept. Received stakeholder understanding and aligned MiB strategy offer a distinct base for defining workshop concept plan. In the workshops, MiB's values determine the atmosphere; they are to be positive, energizing and solution-oriented. According to MiB strategy themes in the workshops are career and family-oriented and the workshop events are communal and offer opportunities to networking, between MiB members but also with partner company representatives. The responsibility on atmosphere lies with the MiB facilitator.

Service blueprint helped to gain deeper understanding on total process of workshop concept. Service blueprint internalized what is required from different stakeholders. In addition, the timeline for the process is formed. Service blueprint exposed MiB backstage of deliver and operate and tied it to the member and partner company experience. It aimed to design and solve problems in a complete service experience, provide guidance when identifying areas to prototype, communicate the service to MiB as well as to members and partner companies. In the core of service blueprint is member action and partner company action. MiB actions are represented in frontstage and backstage actions, physical evidences and support processes. Service blueprint covered the entire process from first contact to last. It can be seen in figure 26 and in more detailed in appendix 5. In addition to previously mentioned benefits, visualizing the process assisted in forming the job description for facilitators as well as the instructions for MiB facilitator team.

Workshop process is described on service blueprint. The service blueprint follows actions of members, partner company, MiB frontstage, MiB backstage and MiB support processes. In addition, it notifies physical evidences. The process starts from either partner company or MiB company affairs team contact where the information is passed to facilitation team. Next, planning meeting between MiB facilitator and partner company is set where the theme, challenge or solved problem is defined. Agreement on objectives, schedule, roles, responsibilities, requirements and number of participants, documentation, methods and tools. When all is agreed, facilitator organizes the invitation text and publishes marketing material into newsletter, MiB Facebook, Instagram and websites. Enrollments are operated by Lyyti- team though Lyyti and Membook. Partner company organizes their own participants. In the event, the partner company is responsible for the premises and tools and possibly co-facilitation. During the event, MiB facilitators are responsible on the workshop flow, atmosphere, outcomes and documentation. After workshop there is a possible meeting or other kind of contact with partner company representatives and MiB facilitator where the results and actions are discussed together. MiB facilitators gather feedback from participants for continuous development. For closure a final documentation template is filled and stored (appendix 6).

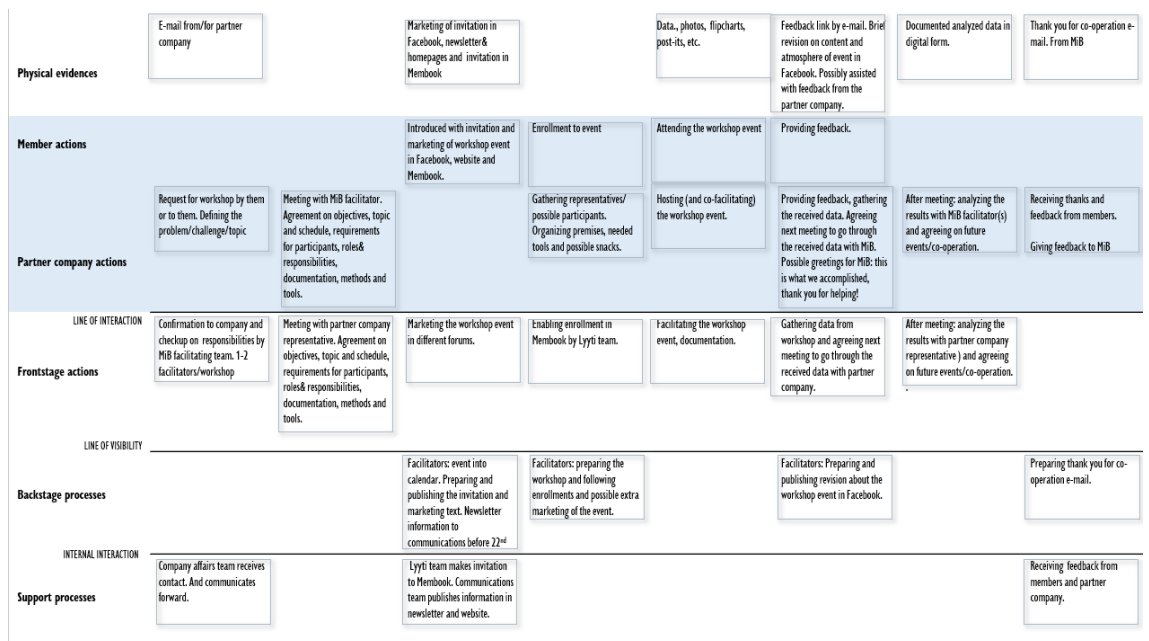


Figure 26. Service blueprint MiB workshop process (Salonen, 2019)

Personas were created to help in empathizing and defining the member group. They were created based on MiB’s internal member data and data from member questionnaire on workshop concept, conducted September 2019. In the survey conducted Autumn 2019 was emphasized the expectations for networking, personal skill development and familiarizing with different companies. Objective of personas was to efficiently get closer to the memb

<b>PERSONA</b>	
<b>Saara Mantila</b> NAME	
<b>34</b> AGE	
<b>Female</b> SEX	
<b>Development manager</b> OCCUPATION	
<b>In a relationship, 9-month-old child</b> MARITAL STATUS	
<b>Finnish</b> NATIONALITY	
	<b>"Never stop learning"</b> TYPICAL MOTTO
	<b>Saara is a social, career-oriented mom of one little girl. She lives in Helsinki with her family. She enjoys urban way of living, eating out with her family and meeting friends for brunch. She is staying home with her girl for one year and is actively networking in MiB during her parental leave as she wants to develop her self-competence and skills and feels that spending time at playgrounds is not for her. In her free time she is training for her third marathon.</b> GENERAL INFO

ers. Personas represent profiles of three member types, emphasizing the motives of members to attend workshops. First profile describes Saara, who is actively networking during her parental leave, and she is interested broadly of all kind of activities that promotes self-development and networking.

Figure 27. Persona Saara MiB member (Salonen, 2020)

Second profile is Anu, who is during her parental leave seeking new career and is target-orientally advantaging MiB activities to enlarge her networks and knowledge in a specific area of interest.



Figure 28. Persona Anu MiB member (Salonen, 2020)

Third persona introduces Johanna, whose main target in MiB is to perform influential work to promote family-friendly attitudes in working life.



Figure 29. Persona Johanna MiB member

These three profiles were used when developing the concept, especially themes for workshops and companies for co-operation were considered

through personas. Themes ought to be value-adding and variable enough to interest members with distinctive motives to attend. Target group for workshops is the members in MiB Helsinki and partner companies. The workshop concept is piloted in Helsinki, because of large member pool and location of partner companies, but is scalable into national level at will. Keeping personas in mind, workshops are arranged both as day and after work events and are targeted to all members. Questionnaire for members showed interests did not differ between members on parental leave and working life. Based on semi-structured interview and e-mail discussions with partner companies, their highest interest is to get access into MiB members as highly educated, career-oriented mothers and expect their views and experience on combining works and family. This will be one of the most important themes in MiB workshops, but additionally other themes are prepared for.

In partner company case, the partner company had a will to promote the subject, strong vision and suitable forum for the project. In appendix 7 is shown a template created to ease planning the workshops. It is an Excel spreadsheet and includes columns for theme, objectives of the workshop, methods, tools, participants, duration, premises, preparations, date and time, budget, comments and documentation. Different themes are identified as five most appealing to MiB members: family-friendliness, service and product development, organizational development, well-being at work and responsibility. With this template it is clear to plan the workshop with the partner company and all details are same with different companies. For MiB facilitators, a cumulatively filled Excel- spreadsheet with same template as prepared for workshop planning will be in MiB internal Google Drive, where are gathered all the executed workshops with previously mentioned details. This will function as a theme archive and provide comprehensive understanding what has been done. Theme archive is convenient when partner company cannot propose a theme independently. After each workshop and final meeting with partner company, MiB facilitators gather the data for MiB's purposes. It will be documented to MiB's internal Google Drive. Out of family-friendly theme, will be gathered MiB's own *Family- friendly theses*, which will be further processed by set project team after the workshop concept has been operating for a longer period. These theses will be utilized in influential work, they are shown at MiB's websites as suggestions for companies and in addition, this information can be communicated at MiB's company visits.

MiB has its own specified visual looks and guidelines. Fonts and colors are determined for the brand look and workshop concept follows this line. Events are divided under different names according to nature of the event. For example, *MiB Goes* is a company visit, *MiB Extra* is a special event, such as a theater visit or a trip. As the offering of MiB is wide, the name for workshop concept is to be descriptive and aligned with other concepts. The name was chosen as *MiB Workshop*. When marketing the event, in the

event name there should be the name of the partner company and the topic of the workshop as following: *MiB Workshop: Partner company X-topic X*.

Budget is relevant part of every development process. MiB operates mainly with no- budget or low- budget events, because of the nature of association. Co-operation with companies and MiB are ordinarily trades between favors of visibility and service. With partner companies the situation differs, yet, no money is passed regarding workshops. Workshops are merely inclusive in the existing or future partnership. However, it is evident, costs occur in organizing a workshop. For materials and other visual elements MiB has a small constant budget which covers the costs of the materials. They are mostly purchased at once with single cost, and running costs occur only from restocking. Depending on the company, other costs occur. Other costs can consist of optional snacks and drinks provided, premises and possible extras such as giveaways. For current concept development, budget of 20 euros for accessories was agreed in e-mail discussion with MiB chairman of board and office employees in November 2019.

The number of workshops cannot be estimated in detail as they are dependent on partner companies. There are twelve partner companies in 2019 and estimation would be around 3-5 workshops first year 2020. Number of workshops cannot be too high, because of resources of MiB and partner companies. It was acknowledged that the entire process takes some time. In all companies contacted, the decision-making goes through many people within the organization and the communicating is rather slow. Communicating mainly through e-mails is time-taking and meetings were difficult to arrange. Depending on the starting point, that is, how ready the workshop idea and objectives are from partner companies' side, from first contact to actual workshop should be reserved two months. In addition, maintaining versatile enough offerings of events for MiB members, is highly important. When workshops are held at low incidence, interest of members is maintained. Availability of workshops is restricted applying only the partner companies. Therefore, it is a solid and tangible offering to add value in existing partnerships, but functions especially well in negotiations on new partnerships. As occurred in conversations with MiB partner companies, reciprocity functions as a good asset in negotiations as it increases the attractiveness of MiB as a partner. Workshops are offered only to partner companies, resulting approximately 2-5 events annually for MiB.

All material printed and digital will be aligned with MiB brand look. Colors are red, blue, gold, sand and black. The colors and fonts are used in all documents and materials internally and externally. Invitation has an important role in marketing the event and getting the right people to the event. The invitation should be inspiring and captivating, and present

clearly the objectives and the course of the workshop. Possible proposals of specific target group are to be communicated clearly.

In the workshops, the premises are most often at partner company and MiB brand is to be visible to participants. Facilitators will have one roll-up to place at the premises and into flip charts there will be placed MiB-stickers to emphasize on the co-operation and co-design. MiB facilitators will have their *MiB active*- signs to show they are MiB representatives. Stickers were ordered from MiB office for the use of facilitators. Roll-up is in shared use with other MiB actives. As premises are organized by the partner company, should the suitability be communicated in planning meeting with partner company representatives and MiB facilitator. Premises require enough room for workshop activity and MiB members with children. The workshop space needs to be safe for children and possibility for childcare should be arranged. Accessibility with pram are to be instructed beforehand in the invitation. If company cannot provide premises, MiB can be responsible on location. This is to be agreed in planning meeting.

As Sammallahti (2009, p. 102), presents people are the core element in service success as service is always an interaction. (Sammallahti 2009, p. 102) Therefore, facilitators in MiB Workshop concept play an essential role. They are responsible for the process flow and organizing the event on practical level. In addition, MiB facilitators plan, execute and conclude the workshops and are responsible for atmosphere and reaching the objectives in the workshops. Recruiting the right people is severely important. As the workshop concept is entirely new service offering, it is advantageous that recruited MiB facilitators are required knowledge and experience of either service design or facilitating to manage the task with best performance. The role is visible for the partner company and its representatives. Facilitators act as ambassadors of MiB by creating a positive and professional image of MiB. After facilitation team has acquired experience on workshops, in future recruitments, people with willingness to develop are welcomed to the team which supports MiB's strategy of supporting self-development. In January 2020 started recruiting process for facilitation team. It was decided, MiB facilitation team will consist of three facilitators and recruitment begun in mid-January 2020. Three facilitators is a convenient size for the new team, as it is possible to maintain the team agile and each of three members can attend actively in all functions and thereby develop the concept and their self-competence as facilitators. As MiB Helsinki is a team-based organization, a facilitation team was founded as a sub team of company affairs team. This eases communication between the two teams. Detailed job description was drafted (appendix 8), and recruitment announcement was posted in MiB Helsinki Facebook pages, Slack and internet pages (figure 30.)



Figure 30. Screenshot for recruitment announcement in Mothers in Business Helsinki Facebook- pages.

Given application period was ten days and number of applicants was five. Together with opening for facilitators were several other open positions in MiB Helsinki. The role for facilitator received most applicants. Two people were chosen from five applicants as the concept developer stayed in the team. The selection emphasized experience in facilitating and/or service design. This was determined to ensure best quality for the workshops from very beginning. When the workshop concept has established its position within partner companies, the team can involve also facilitators with less or no experience, to encourage members in developing their self-competence. Due to changing situations, turnover in MiB active organization positions is rather high. Therefore, it is to secure the quality of workshop remains high, even if there are changes within the facilitation team. To ensure coherent and unite outcome when members of the facilitation team change, detailed instructions for MiB Workshop was made. Guidebook for MiB Workshop facilitators was made with InDesign, to follow the brand image of MiB. In the guidebook, there are detailed instructions how to organize a workshop and few suggested methods to use (appendix 9). The guidebook is found from MiB's internal Google Drive and can be applied into national use. In MiB's active organization MiB facilitation team is placed under MiB company affairs team for interactive collaboration.



Figure 31. Guidebook cover MiB Workshop (Salonen, 2020)

Measuring is essential to ensure continuous development of the workshop concept. Continuous development of the workshop concept will be based on the feedback received from each workshop held. As Sammallahti (2009, pp.87-88) reminds, development cycles must be considered and there should be a continuous development to keep workshop concept up-to-date and participant insights give a good basis for this. (Sammallahti 2009, pp.87-88) In addition, careful observation by facilitators is important, as often feedback does not cover all aspects or can be one-sided. As Rajeev et al. (2013, p. 16) underline, there is a risk in relying only member and partner company satisfaction because stakeholders might not be able to present their experiences truthfully, and they might understate or exaggerate their experiences. (Rajeev et al. 2013, p. 16) Thus, keeping track of enrollments to workshop events is an essential measurement method. In continuous development it is essential to consider also external changes in operating environment, trends, and strategy of MiB. The long-term and systematic implementation of feedback and observation enables the development of workshops on a strategic level and utilizes service design methods as part of the development. Feedback form is sent via link to participants' e-mails during the workshop or given to participants on paper in the end of the event. This is to ensure as high responsive rate as possible. Feedback form follows the structure based on Value Opportunity Analysis. It describes easily and visually chosen characteristics from each workshop and these responses can be utilized for continuous development of the workshop concept. When responses are gathered by facilitator into template, it is visually easy to perceive the success-rate of the workshop.

MIB WORKSHOP:		HEIKKO		OK		HYVÄ	
		1	2	3	4	5	
AIHE	Kiinnostavuus	[Bar chart showing score]					
	Ajankohtaisuus	[Bar chart showing score]					
MENETELMÄT	Cocktail party	[Bar chart showing score]					
	Me- We - Us	[Bar chart showing score]					
	Ideanäyttely	[Bar chart showing score]					
	POINT	[Bar chart showing score]					
AIKA JA PAIKKA	Riittävä aika	[Bar chart showing score]					
	Hyvä ajankohta	[Bar chart showing score]					
	Sijainti	[Bar chart showing score]					
VAIKUTTAMINEN	Yhteiskunnallinen	[Bar chart showing score]					
TYÖVÄLINEET	Tilat	[Bar chart showing score]					
	Työvälineet	[Bar chart showing score]					
YRITYS	Kiinnostavuus	[Bar chart showing score]					
TYÖPAJA	Kokonaisarvosana	[Bar chart showing score]					

Figure 32. Template and example of MiB Value Opportunity Analysis feedback

Each workshop is different as partner companies operate in wide range of business and their needs for workshop are different. From discussions with partner companies it can be anticipated that most partner companies would be interested in MiB mainly through family- friendly theme, or experience experts in family- oriented themes. Therefore, it can be forecasted in the future, there will be similar workshops with different companies. These workshops could be easily compared. Generally, each workshop will have its own theme, place, aspect and thus, it is difficult to compare workshops. To receive as comparable feedback data as possible, feedback form should be the same for all stakeholders with multiple choice and easy to fill.

MiB Workshop concept should be launched with planned marketing strategy to gain visibility and raise interest. There are two target groups, MiB members and partner companies. When marketing the new workshop concept different channels should be used to reach all the stakeholders, MiB members and actives, partner companies and possible future partner companies. It is to ensure this is widely known for members, partner companies and new possible partner companies. Such channels are social

media: Facebook, LinkedIn, Twitter and a media release. For existing partner companies, a letter template is prepared to send out to inform about the possibility.

#### 4.3 Develop:

Stages of discover and define produce solutions to realize the service and in develop stage most viable ideas are developed into the service. It is important for end-users to test the concept, as workshop concept is an ongoing process, not a project. (Tuulaniemi, 2011 p.192, 232) Once the first draft of workshop concept is finalized based on desk research, insights from MiB members, MiB regional leads, partner companies, it is time to test the concept with first pilot. Service prototyping tests if the service is functional, is it interesting from customers point of view, is the service easy to use, does it suit strategically to the service provider, is the service financially and logistically viable for service provider. (Tuulaniemi, 2011. p. 197) The objective of workshop concept pilot is to test the concept in practice to gain experience on its success factors before final launch.

Details of pilot workshop were agreed with partner company representatives in planning meeting. The planning meeting took place in mid- December and there were three representatives from partner company. The representatives did not have any experience on holding workshops, therefore and to stay on schedule, a proposal of the upcoming workshop was prepared by MiB facilitator. As the topic was agreed in previous meeting, the proposal included the schedule minute by minute and the methods (appendix 10). In the meeting the proposal was gone through together, to form a common understanding on the workshop. By using the Excel- spreadsheet prepared for planning, agreement on objectives of the workshop, methods, tools (flip charts, whiteboards, markers, post-its), participants, duration, premises, preparations and extra offerings such as breakfast and lunch, date and time, budget, comments and documentation were conducted. Friday morning was chosen as a time, partly because of rather full event calendar, but to offer an easy time for MiB members to attend. Friday is a common day off when doing part-time week at work and morning allows members the schedule the day conveniently. Working members can possibly attend by taking few hours off, if the event is interesting enough. Total number of participants was agreed to 20 people with additional children. First agreement was ten from MiB and ten from partner company, but later realized into 14 attendees from MiB, eleven children and six attendees from partner company. Partner company arranged one assisting facilitator from their side. The agreed details of the workshop were shared with him and further discussed via e-mail.

Pilot was agreed with partner company for February 14<sup>th</sup>, 2020, at premises of partner company. Agreeing of suitable time delayed the originally planned schedule severely, but it was essential to find a time,

matching the requirements of partner company, event calendar of MiB and the schedule of the facilitator. MiB event calendar holds information on all arranged and planned events in Helsinki region, to avoid overlapping offerings for members. February was exceptionally busy and when the pilot workshop took place, there was another event each day of the week. It can be speculated if the large number of events during the week influenced the enrollments for workshop.

One of the main touchpoints to pay attention were following: Members' interest towards the workshop, measured by number of enrollments and final attendees. Duration and schedule of the workshop, measured by participants, facilitators and partner company experience. Methods used in the workshop, estimated by facilitators and participants. Participants are asked feedback from topic and theme, objective, premises, methods, facilitators, atmosphere and materials. Feedback form will be filled in the pilot for better response rate. Partner company participants taking part in the workshop are also asked to fill the feedback form in the workshop pilot. Partner company representatives are to give feedback in the final meeting according to questions set beforehand by MiB facilitator. In service concept development, the concept should be updated at all time based on customer insights (Sammallahti 2009, pp.87-88).

#### 4.3.1 Workshop concept pilot

Workshop pilot took place on Friday 14<sup>th</sup> February. Invitation was sent to MiB members one week before and event advertised in Mothers in Business Facebook- page day before enrollments. To receive good visibility and to market the new concept, advertising in Facebook was important. Mothers in Business Helsinki Facebook- page has 4118 members and reachability on members is broad.



**Maiju Salonen**

6. helmikuuta kello 12.32



Perjantaina 7.2. klo 10.00 alkaa Membookissa ilmoittautuminen ensimmäiseen MiB Workshoppiin! Konseptissa pääsemme tekemään työpajoja yhdessä meidän kumppaniyritystemme kanssa. Ensimmäisenä pääsemme ideoimaan kanssa aamiaistapahtumassa 14.2, kuinka edistää perhevapaiden tasaisempaa jakautumista. Nyt on siis loistava tilaisuus päästä tekemään vaikutustyötä mielenkiintoisen aiheen parissa, tutustumaan , verkostoitumaan sekä mibiläisten että kanssa ja päästä kokeilemaan erilaisia työpajamenetelmiä. Ilmoittaudu pian, sillä paikkoja on rajoitetusti tapahtuman luonteen vuoksi 🙄



Anu Tevanlinna, Outi Dorsén ja 27 muuta

3 kommenttia



**Maiju Salonen** Aamu alkaa aamiaisella klo 8.15 ja varsinainen tilaisuus klo 8.45. Lisäksi tapahtuman jälkeen [redacted] tarjoaa lounaan halukkaille, jossa keskustelua ja verkostoitumista voi jatkaa.  
 Aika: Pe 14.2 klo 8.15- 11.30 + lounas  
 Paikka: Ilmoitetaan kutsussa  
 Hinta: Maksuton  
 Lapset: Tervetulleita!  
 Tapahtuma on maksuton. Lapset ovat erittäin tervetulleita mukaan!  
 Tilaisuuteen mahtuu 7 äitiä lapsineen, sekä 5 äitiä, jotka saapuvat yksin. Loput työpajailijoista ovat ibmläisiä.  
 Ilmoittautuminen Membookissa pe 7. 2 klo 10.00. Ilmoittautumislinkki tapahtumaan lähetetään sähköpostitse lauantaina 8.2. klo 10.00.

Figure 33. Advertisement of pilot workshop in Mothers in Business Helsinki Facebook- page February 2020

Enrollments began on Friday 7<sup>th</sup> February 2020 and event was full by the next day. MiB enrollment system allows enrolling into queue and oftentimes the situation verifies during the week before the event. When an attendee cancels their enrollment, the place is offered to next in the queue. To avoid shortage in attendees, events are slightly overbooked, as oftentimes few no-shows occur. In the end, 14 members were taken into the workshop and two left into the queue. However, there were two no-shows, leaving realized number of attendees into twelve. Nine people from partner company attended, one being the facilitator. Partner company had chosen participants from different departments such as HR and fathers with small children. Altogether participants in workshops were 20. The duration of the entire pilot workshop event was 3 hours and 15 minutes, which included 2,5 hours of actual workshop. The event started with breakfast at 8.15, leaving time for members and attendees from partner company to network. First 30 minutes were optional and reserved for networking and breakfast. Actual program started at 8.45 and next 15 minutes included brief opening words about MiB with practical instructions and partner company facilitator gave a presentation on partner company and their family-oriented values. In schedule, duration for each method was planned in detail beforehand, with some additional time to discuss. However, the maximum time for workshop was kept in 2,5 hours, because focused working with children is not effective for longer. The planned program stayed in schedule and left suitable time for discussions.

The topic for pilot workshop was *How to increase the share of parental leaves taken by men?* The objective was to receive tangible solutions for partner company. In addition to tangible solutions, MiB's objective was to gather data and viewpoints for their influential work. The workshop was planned to include different methods for ideation, alone, in pairs and in small groups and to leave space for open discussion. The methods guided

from ideation into making decisions and choosing ideas to finally develop them into tangible solutions. The group participated actively and followed instructions well. Partner company arranged breakfast, lunch, the premises and tools.

Program for the pilot workshop was following:

8.45 Opening words and partner company presentation

9.00 Objectives of the workshop and other instructions

In opening words, the target was for the partner company to tell about themselves and to speak about topics they felt relevant. Before starting the workshop, participants were reminded about the topic and objectives and common rules for workshop were introduced. By mentioning about positive attitude on all generated ideas, how given time might feel limited and together agreeing on safe word, positive atmosphere for the workshop was created.



Figure 34.

Participants listening to opening words

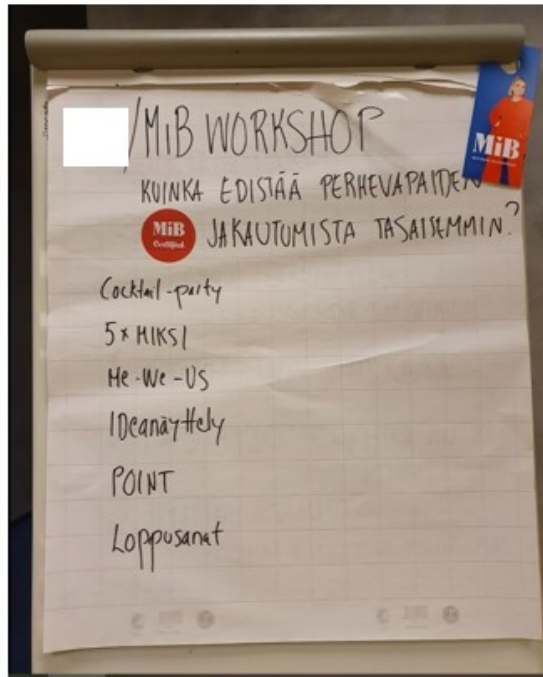


Figure 35. Program and methods in pilot workshop

#### Warm- Ups

9.05 Cocktail- party

9.25 5 x Why (Why parental leaves are not equally shared?)

In warm- ups the objective was to get people moving, discussing and focusing on the day's topic. Cocktail Party- method gets people to mingle and speak with strangers. Participants were asked to mark on A4 something positive that gives them energy in the mornings and what are their expectations for the workshop. Then participants found a pair and discussed for few minutes and changed the pair once. After this, there was a joint conversation lead by facilitator and three most important expectations were picked on the flip chart. Expectations became easy objectives and at the end of workshop the group returned to discuss if they were reached.

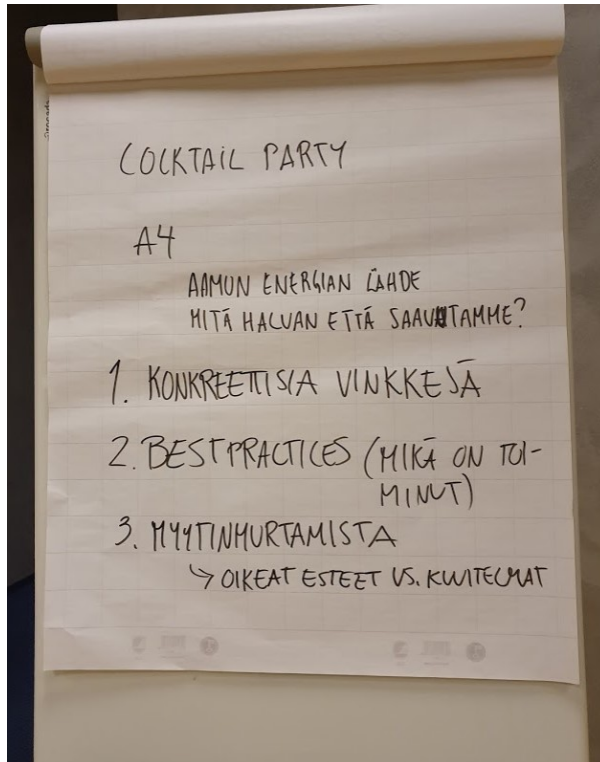


Figure 36. Instructions for warm-up and conclusions for discussions on flip chart

In 5 x Why, the participants deepened the understanding in small groups on the current situation and focused on finding the root-causes. Results from each group were discussed together. The exercise turned out well and the results were advantageous in ideation sessions.

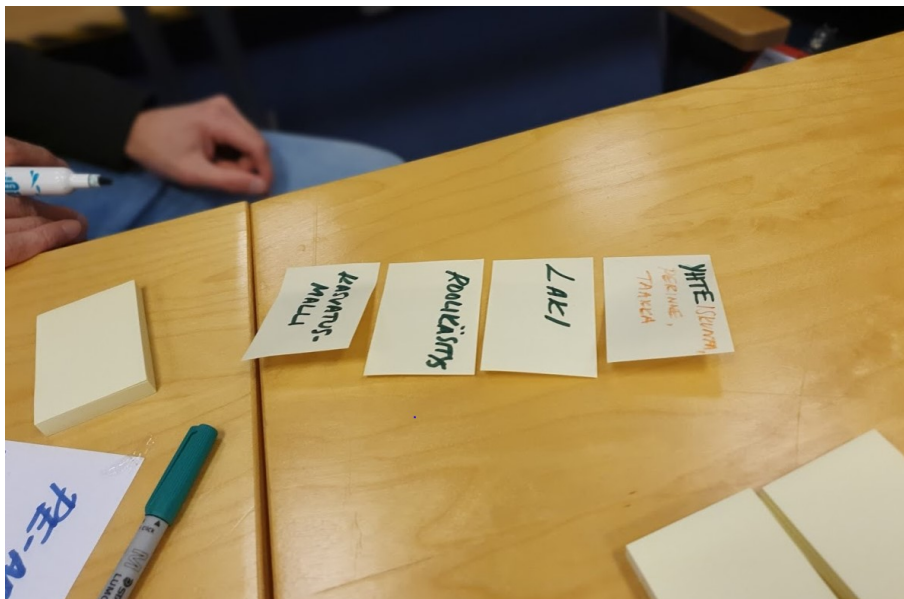


Figure 37. Finding the root-cause in 5 x Why

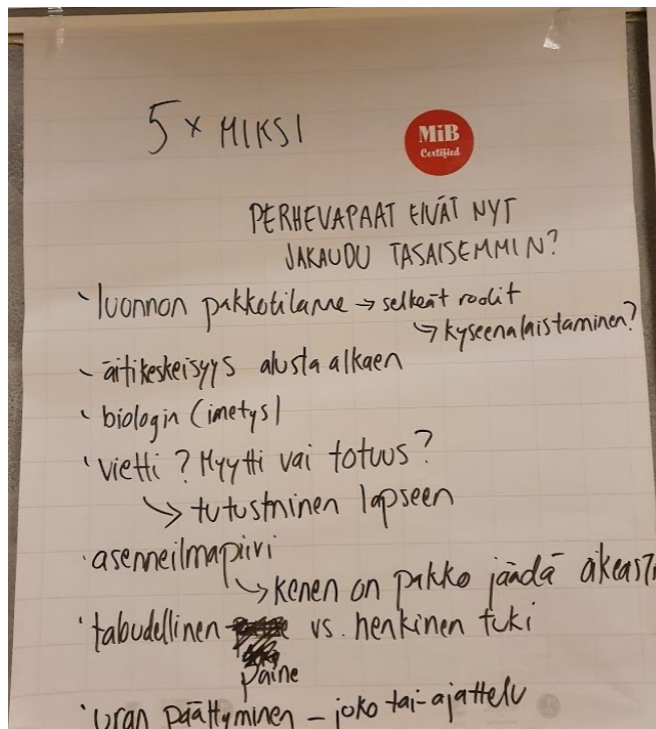


Figure 38.  
chart

Root- causes from groups collected into flip

### Ideation

9.45 Me- We- Us (How to increase the share of parental leaves taken by men?)

In ideation stage, small groups were separated and at first participants innovated alone, then discussed in pairs and to receive diverse ideas, formed new small groups. Participants were asked to write the ideas into post-its about *How to increase the share of parental leaves taken by men.*



Figure 39.

Ideation in small groups

## Choosing Ideas

### 10.15 Idea exhibition

When ideas were created with Me- We- Us method, the same small groups were asked to choose 1-3 best ideas and bring them to a whiteboard. Each group explained their ideas and after group discussion, a joint understanding on the ideas was formed.

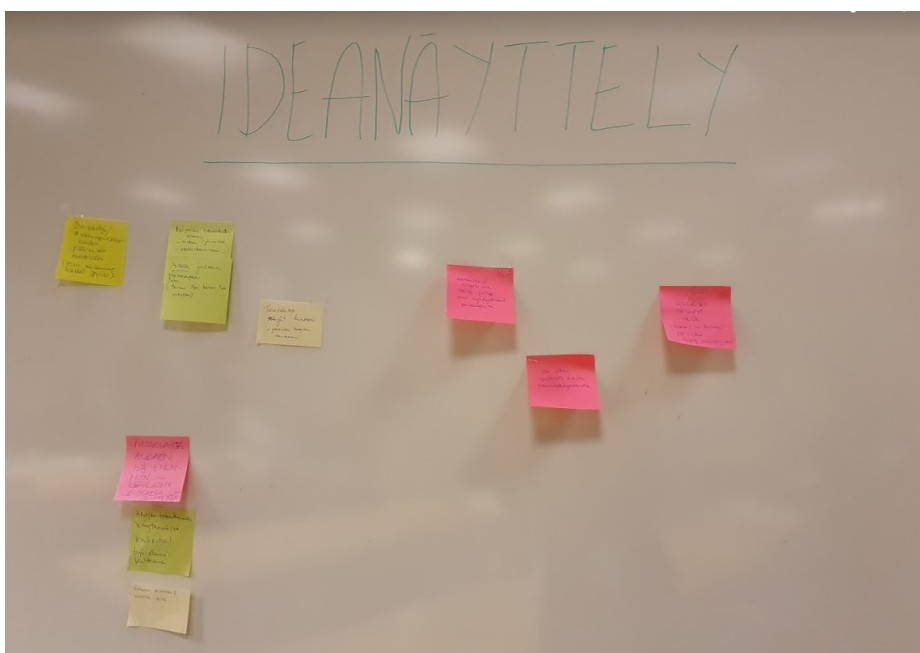


Figure 40. Idea exhibition

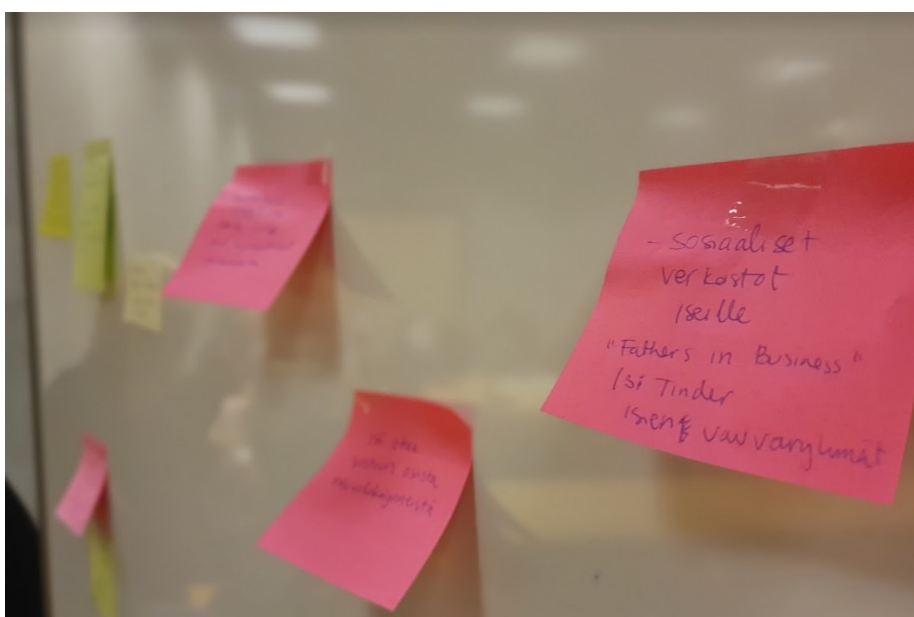


Figure 41. Chosen ideas on whiteboard

## Developing Ideas into Solutions 10.35 POINT

To receive tangible ideas, POINT method was planned to use. After an early morning and intense workshop, the POINT method was decided to simplify a bit during the workshop. Participants were asked to choose one or few ideas from the idea exhibition and to consider solutions to any possible obstacles. In addition, to turn solutions into actions. This concluded the workshop into tangible solutions and action plans.

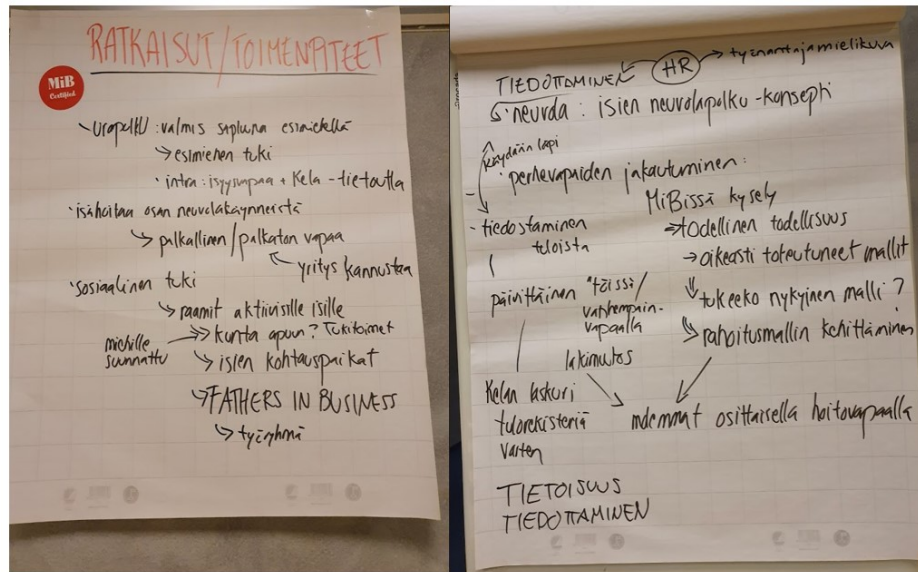


Figure 42. Solutions and actions innovated by participants



Figure 43. Tools for ideation

In the end, the expectations for the workshop were checked together with participants and all agreed their expectations were met. Partner company facilitator commented on the found solutions and already chose a project to develop. For MiB one action idea was formed for further development.

All participants were sent a feedback form via e-mail and in the end of the workshop they were asked to fill them. Five minutes was reserved for filling the feedback form to ensure as high response rate as possible. Out of 20 participants, 14 responses were received. After a long workshop, people were not enthusiastic in concentrating on the feedback form and especially the ones with children had troubles concentrating on the form. Form was simple and quick to reply with five multiple choices and one open response (appendix 11). Instant verbal feedback was positive, participants were pleased with the workshop, results and facilitating. Responses to feedback form were positive. The feedback form was made by Google forms.

#### 1. Did you find the workshop event successful?

14 responses

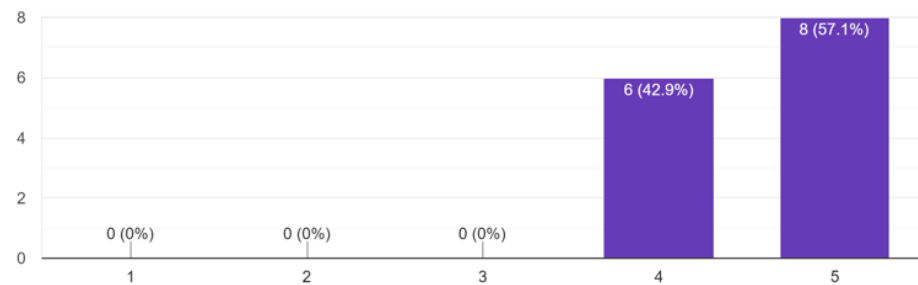


Figure 44. Response summary for Question 1. Did you find the workshop event successful?

#### 2. Did you find the topic current?

14 responses

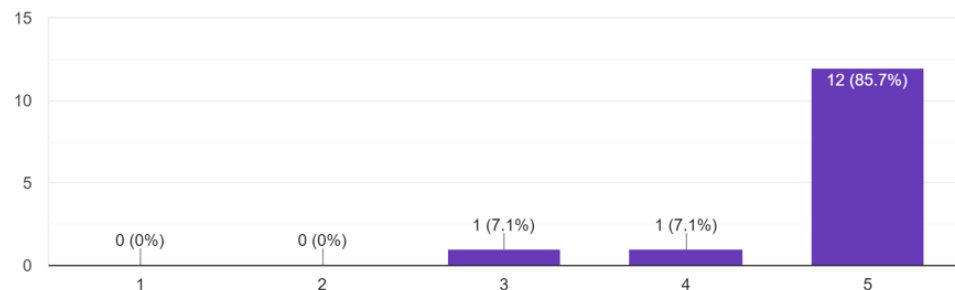


Figure 45. Response summary for Question 2. Did you find the topic current?

### 3. Was partner company an interesting company?

14 responses

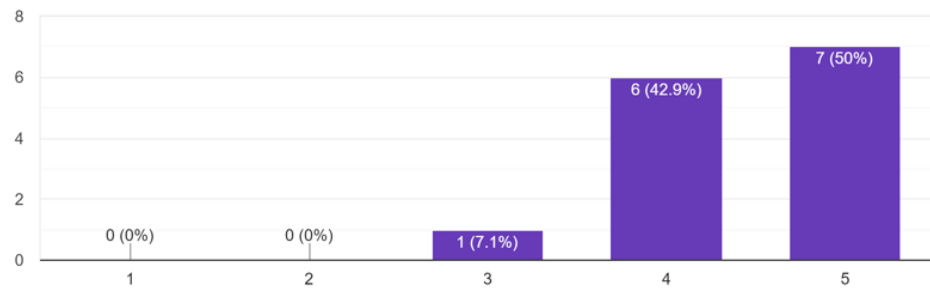


Figure 46. Response summary for Question 3. Was partner company an interesting company?

### 4. Was the time adequate?

14 responses

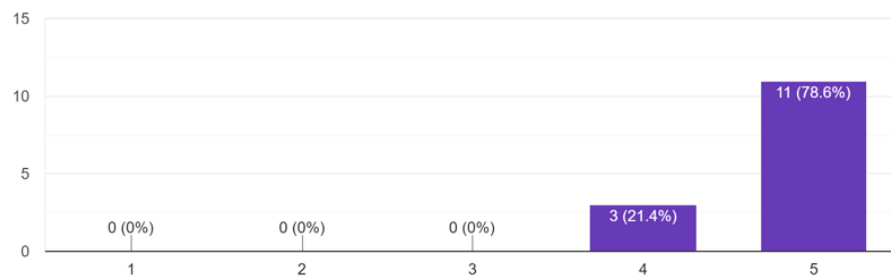


Figure 47. Response summary for question 4. Was the time adequate?

### 5. Were the premises suitable for workshop?

14 responses

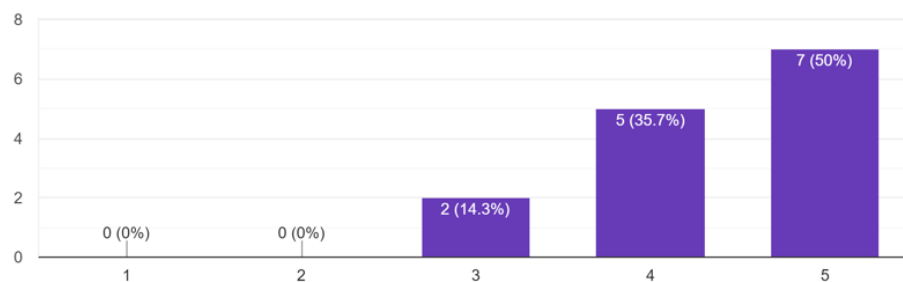


Figure 48. Response summary for question 5. Were the premises suitable for workshop?

Last question was open response and 13 replies were received. Feedback was mainly positive. Some examples:

“A really nice topic and workshop and great that there was also a men's perspective on the topic. A lot of ideas and new perspectives arose.”

“The workshop was fun and functional! Very well facilitated, time was appropriately reserved for each method and good suggestions were also reached. Thank you!”

“A good way to produce ideas and hopefully ideas go forward and don’t remain only ideas.”

Visualization was important part of workshop concept. Aim was to have MiB brand visible in the premises with different MiB brand material. MiB facilitator was wearing a MiB- lanyard for easy recognition. At the door, there was placed a MiB door sign to ease navigation and increase visibility MiB. On flip chart were used MiB- stickers with text *MiB Certified*.



Figure 49. Examples of MiB brand visibility at the workshop premises



Figure 50. Signal to announce breaks

#### 4.4 Reflections on pilot workshop and development ideas

Reflections from the pilot workshop were observed from entire workshop process point of view. Pilot workshop was divided into four sections: planning process, preparation, during and end of the workshop.

Planning process was quite time-taking. A proper time should be reserved for organizing from first contact into final meeting. Good documentation and templates enable fluent process flow. MiB facilitator has a strong and vital influence and responsibility in forwarding the process and keeping the schedule. When planning process is handled excellently, real bonds with partner companies are formed, deeper level networking occurs and possibilities on other kind of co-operations might open.

Preparation at the event is to be planned well. Enough time should be reserved to ensure MiB facilitator's proper concentration on the workshop and professional way of working. Booking time with partner company about 30 minutes before is enough to arrange the premises into workshop condition and prepare the flip charts, tools and other accessories. In addition, discussing on objectives and responsibilities with partner company's facilitator if not agreed earlier. With proper preparations, the workshop flows well with assistance of facilitators.

MiB facilitator had prepared the schedule and methods beforehand and been in touch with assisting facilitator about the flow of the workshop. The furniture at the premises needed re-arranging to make the space suitable for workshop. This required extra time from other preparations and should be considered in next workshops. In the future, either instructions for the company representatives in advance or well- budgeted time before the workshop to arrange the premises into suitable condition. Schedule and instructions were written beforehand into the flip charts. This reduced writing during the workshop and facilitator's focus could be in leading ideation and conversation. In a large group the conversation becomes easily quite loud and a signal is needed to stop conversation and transfer to next stage. In pilot workshop was used a tambourine to announce about breaks. The flow in the workshop was good and the time was adequate. Participants were active and discussed a lot and did not need much guidance. During the workshop audio signal to notify on time and changing methods should be effective, but kind. Instructing participants properly assists in accepting the feeling of interruption.

At the end, there should be reserved time for finishing discussion about the content and success of the workshop. This should be done in advance to secure suitable time to discuss the results and agree on possible final meeting. To ease the finishing process there a documentation template is needed on reached objectives, findings and actions to be taken. Utilizing documentation template sets structure for the discussion (appendix 12). The received data defines the need for the final meeting. If tangible solutions and data is received, it is possible that the partner company no longer finds the MiB facilitators point of view necessary and can proceed on their own. Mutual agreement on final meeting should be formed with partner company representative at the end of the workshop. Processing the findings and action ideas further require a detailed process. The findings can be tangible development ideas or solutions for MiB. A fluent process should be created to ensure the ideas proceed into action. The number of workshops correlate with development ideas and to be able to handle the received ideas into action is to be considered. The ideas for further development should not be wasted or the motivation to participate and innovate decreases. MiB needs to consider if there are enough resources to develop the ideas further. The process and responsible people should be taken into further development in MiB steering group and form linkage between facilitation team and MiB board. Ideas taken into development should be tagged with MiB Workshop, for members to connect to the concept.

Feedback form in the end of workshop: In the future for more professional impression, feedback form for workshops should be sent from MiB e-mail address and with MiB look. After each MiB event a general feedback form is sent, and these two feedback forms should be combined.

#### 4.5 Deliver: Concept plan MiB

Workshop concept pilot affirmed the development points and validated the concept. As a result of research in discover stage, utilizing personas, service blueprint, in define stage concluding the piloting in develop stage, requirement definitions for concept plan are formed. The made decisions were justified and concept plan for MiB prepared in deliver stage. Concept plan template was formed utilizing concept brief and based on the elements of define stage with insights from pilot workshop. Concept plan is the tangible outcome of workshop concept development process for MiB. It is delivered to MiB board and executive director. Template is in easily visualized form and can be used in any concept development projects. The template is based on service concept development elements and brief for service concept development project.

Concept plan MiB Workshop	
Vision	
Mission	
Name	
MiB's service offering portfolio	
Benchmarking on similar services	
Objectives of workshop concept	
Business objectives of service concept	
Target groups and stakeholders	
Pricing strategy	
Availability	
Existing data on target groups	
Conducted research	
Extent of the concept development project	
Schedule and planned phases	
Budget	
Concept limitations	
Workshop process	
Colors, fonts	
People	
Premises	
Marketing strategy	
Measuring and continuous development	
Materials	
Additional services	
Next steps	
MiB Workshop launch	

Figure 51. Concept plan template workshop concept (Salonen, 2020)

For MiB workshop the concept plan to deliver to MiB was imposed with InDesign according to MiB brand visual look specifications. It is seen in appendix 12. Figure 51. shows the visual look aligned with MiB brand.

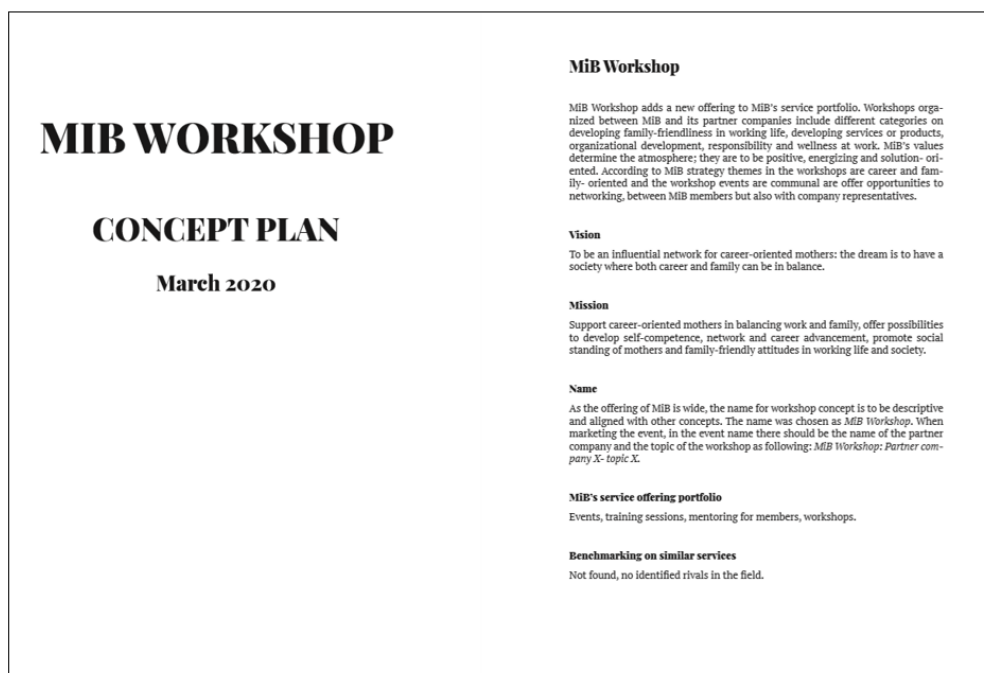


Figure 52. MiB Concept plan visual looks (Salonen, 2020)

Concept plan includes following information:

#### MiB Workshop

MiB Workshop adds a new offering to MiB's service portfolio. Workshops organized between MiB and its partner companies include different categories on developing family-friendliness in working life, developing services or products, organizational development, responsibility and wellness at work. MiB's values determine the atmosphere; they are to be positive, energizing and solution-oriented. According to MiB strategy themes in the workshops are career and family-oriented and the workshop events are communal and offer opportunities to networking, between MiB members but also with company representatives.

#### Vision

To be an influential network for career-oriented mothers: the dream is to have a society where both career and family can be in balance.

#### Mission

Support career-oriented mothers in balancing work and family, offer possibilities to develop self-competence, network and career advancement, promote social standing of mothers and family-friendly attitudes in working life and society.

#### Name

As the offering of MiB is wide, the name for workshop concept is to be descriptive and aligned with other concepts. The name was chosen as MiB Workshop. When marketing the event, in the event name there should be the name of the partner company and the topic of the workshop as following: MiB Workshop: Partner company X- topic X.

#### MiB's service offering portfolio

Events, training sessions, mentoring for members, workshops.

#### Benchmarking on similar services

Not found, no identified rivals in the field.

#### Objectives of workshop concept

To increase reciprocity with partner companies and increase value of MiB as a partner for existing and new partnerships by offering MiB's large multi-professional members to innovate with different challenges set by partner companies and offer ideas and solutions.

#### Business objectives of service concept

To enhance interest towards MiB within future partner companies and add value to existing partnerships. Add value to members with widened service offering.

#### Target groups and stakeholders

Target group is MiB members and partner companies. Stakeholders are non-profit association MiB and its active organization, MiB members, partner companies and their representatives.

#### Pricing strategy

Workshops are free of charge and offered to partner company as a reciprocal action. This adds value to existing partnerships and for members by increasing the service offering of MiB, and offers MiB better visibility, improves reputation and assists in influential work.

#### Availability

Offered to partner companies only. All members welcomed. Workshops are offered only to partner companies, resulting approximately 2-5 events annually for MiB.

#### Existing data on target groups

Members surveys 2018 and 2019, conversations with partner companies from 2018.

#### Conducted research

Questionnaire for MiB members, 77 respondents. Semi- structured interviews with partner company representatives, semi-structured interviews and co-creative workshop with Helsinki regional lead and management event lead.

#### Extent of the concept development project

Concept is developed from idea and research until implementation phase. Process included four stages: discover, define, develop and deliver.

#### Schedule and planned phases

Concept development process began August 2019, concept plan ready March 2020.

#### Budget

50 €, included ordered stickers for facilitators to use in workshops. Workshops bring MiB minimal costs as facilitators are volunteers.

#### Concept limitations

Resources: MiB operates with volunteer power. Partner company confidentially issues and slow processes.

#### Workshop process

Workshop process is described on service blueprint. The service blueprint follows actions of members, partner company, MiB frontstage, MiB backstage and MiB support processes. In addition, it notifies physical evidences. The process starts from either partner company or MiB company affairs team contact where the information is passed to facilitation team. Next, planning meeting between MiB facilitator and partner company is set where the theme, challenge or solved problem is defined. Agreement on objectives, schedule, roles, responsibilities, requirements and number of participants, documentation, methods and tools. When all is agreed, facilitator organizes the invitation text and publishes marketing material into newsletter, MiB Facebook, Instagram and websites. Enrolments are operated by Lyyti- team though Lyyti and Membook. Partner company organizes their own participants. In the event, the partner company is responsible for the premises and tools and possibly co-facilitation. During the event, MiB facilitators are responsible for the workshop flow, atmosphere, outcomes and documentation. After workshop there is a possible meeting or other kind of contact with partner company representatives and MiB facilitator where the results and actions are discussed together. MiB facilitators gather feedback from participants for continuous development. For closure a final documentation template is filled and stored.

### Colors, fonts

Fonts and colors are determined for the brand look and workshop concept follows this line. Colors are red, blue, gold, sand and black. The colors and fonts are used in all documents and materials internally and externally.

### People

Facilitation team is responsible for the process flow and organizing the event on practical level. In addition, MiB facilitators plan, execute and conclude the workshops and are responsible for atmosphere and reaching the objectives in the workshops. Recruiting the right people is severely important. As the workshop concept is entirely new service offering, it is advantageous that recruited MiB facilitators are required knowledge and experience of either service design or facilitating to manage the task with best performance. The role is visible for the partner company and its representatives. Facilitators act as ambassadors of MiB by creating a positive and professional image of MiB. After facilitation team has acquired experience on workshops, in future recruitments, people with willingness to develop are welcomed to the team which supports MiB's strategy of supporting self-development.

### Premises

The premises are most often at partner company and MiB brand is to be visible to participants. Facilitators will have one roll-up to place at the premises and into flip charts there will be placed MiB- stickers to emphasize on the co-operation and co-design. MiB facilitators will have their MiB active- signs to show they are MiB representatives. Stickers were ordered from MiB office for the use of facilitators. Roll- up is in shared use with other MiB actives. As premises are organized by the partner company, should the suitability be communicated in planning meeting with partner company representatives and MiB facilitator. Premises require enough room for workshop activity and MiB members with children. The workshop space needs to be safe for children and possibility for childcare should be arranged. Accessibility with pram are to be instructed beforehand in the invitation. If company cannot provide premises, MiB can be responsible on location. This is to be agreed in planning meeting.

### Marketing strategy

MiB Workshop concept is widely launched to gain visibility and raise interest. There are two target groups, MiB members and partner companies. When marketing the new workshop concept different channels should be used to reach all the stakeholders, MiB members and actives, partner companies and possible future partner companies. It is to ensure this is widely known for members, partner companies and new possible partner companies. Such channels are social media: Facebook, LinkedIn, Twitter and a media release. For existing partner companies, a letter template is prepared to send out to inform about the possibility.

### Measuring and continuous development

Keeping track of enrolments to workshop events is an essential measurement method. In continuous development it is essential to consider also external changes in operating environment, trends, and strategy of MiB. The long-term and systematic implementation of feedback and observation enables the development of workshops on a strategic level and utilizes service design methods as part of the development. Feedback form is sent via link to participants' e-mails during the workshop or given to participants on paper in the end of the event. This is to ensure as high responsive rate as possible. Feedback form follows the structure based on Value Opportunity Analysis. It describes easily and visually chosen characteristics from each workshop and these responses can be utilized for continuous development of the workshop concept. When responses are gathered by facilitator into template, it is visually easy to perceive the success- rate of the workshop.

#### Materials

Templates: letter for companies, workshop planning- Excel, final documentation

Guidebook for facilitators

Job description facilitators

Suggestion draft for ideation workshop

Service blueprint: MiB workshop process

#### Additional services

Facilitation team will hold MiB internal workshops.

#### Next steps

To develop an especially designed feedback form, timed to be sent or given in the workshop instead of few days later. Responsible: MiB office, Lytti-team and MiB facilitation team.

To create a MiB process for innovations and ideas produced in workshops. Responsibles: MiB active organization.

#### MiB Workshop launch

Wide marketing in MiB channels: Facebook, Instagram, websites, a blog post about the process and the outcomes. Letting the members know about the new service offering. Letter to partner companies to inform about the new possibility. MiB facilitators start discussions on next workshop with potential partner company. Responsible: MiB communications team, MiB facilitation team.

## 5 CONCLUSION

Based on theoretical literature, service design methodology was analyzed, and crystallized into suitable service design methods, tools and processes for concept development process. Double Diamond model introduced a clear framework to workshop concept development. The process model directed the entire research process with clear stages of discover, define, develop and deliver. It is described as “a clear, comprehensive and visual description of a design process.” (Design Council, 2015) Framework of Double Diamond aimed to comprehend and identify stakeholder needs and based on those needs develop of the workshop concept. (Koivisto et al., 2019, p. 43).

The research process identified the essential and practical methods of service design which applied well in workshop concept development. The process was two-dimensional with research work and development work. Simultaneous research and development work were essential to the thesis and they supported one another very well. Development work gave proof of verifying the methodology during the process and allowed possibility for iterative way of working. Chosen methods supported both research and development well and no need for changes occurred during the process. Human-centric approach applied well in concept development. As Moritz, (2009, p.56) states, utilizing service design in concept development gained true understanding of market needs, higher value with the resources available, new perspectives on future development, higher effectiveness, better efficiency, connects organizations and customers, higher quality on service experiences as basics of success, differentiation against competition and brand affinity. (Moritz, 2009, p. 56)

In figure 52. is introduced the assessment on service design methods in MiB workshop concept development and reflections are made in following paragraphs. In discover stage was utilized questionnaire for members. Tuulaniemi (2011, pp. 144-145), states surveys on customer satisfaction and focus groups offer basic information on customers, brand images and consumer habits and choices. Data questionnaire was utilized in positioning and targeting the workshop concept. The questionnaire gathered opinions, ideas and expectations regarding workshop concept. Secondary data research on the existing data from national member surveys 2018 and 2019 were exploited and utilized to support the customer understanding. (Tuulaniemi 2011, pp. 144-145) Semi-structured interviews were conducted to discover insights from members, MiB actives and partner companies. This method provided deeper insights and new perspectives from all stakeholders and constructed a solid base for define stage.

	Method/tool	Objective	Reflection
Research methods			
Discover	Questionnaire	To discover insights from members regarding workshop concept.	A good method to have a large amount of respondents in a short period of time.
Discover	Semi-structured interviews	To discover insights from partner companies and MiB representatives regarding workshop concept.	Finding interviewees turned out more difficult than predicted. Method good in getting deep insights and new perspectives.
Tools			
Discover	System maps	To get understanding on all stakeholders and their roles in concept development.	A good method for clarification and visualization.
Define	Personas	To make service needs understandable.	Useful reference throughout development process.
Define	Service blueprint	To understand the process of one workshop event from beginning to end.	Useful to clarify all details and stakeholders of the process.
Develop	Prototype workshop	To explore, evaluate and communicate the workshop prototype.	Essential for testing, observing and getting feedback.

Figure 53. Assessment on service design methods in workshop concept development (Salonen, 2019)

Based on gathered data from MiB's internal member data, member questionnaire on workshop concept, semi-structured interviews and insights formed, personas were created. Personas are not traditional segments in marketing but aim to represent a group of people with shared needs or common behavior patterns. (Stickdorn et al., 2018, pp. 40-41) The conducted user research was packed into an easily understandable format and focus maintained on the needs of members during the development process, which helped in empathizing the target group. These member needs were emphasized, and MiB Workshop concept aims to correspond the networking, personal skill development and familiarizing with different companies.

Stakeholder and value network maps clarified the stakeholders relating in the workshop concept, explaining who is involved and how are they connected. This helped in responding to stakeholder expectations and further, engaging with the stakeholders will also help in getting invaluable insights.

Service blueprint was essential to perceive a full understanding on each detail in service process. Service blueprint specified both frontstage and backstage processes, from member, partner company and MiB support processes' perspectives. It described the service as a step by step- process

from perspective of member and partner company and clarified in more detail all the stakeholders from MiB perspective. This service description is useful tool for MiB facilitation team in their continuous operations.

Pilot workshop helped to explore, evaluate and communicate how the future MiB Workshop will work and helped to identify possible challenges as early on as possible and minimize bias. (Tuulaniemi 2011, p. 196) Objective of pilot workshop was to experiment the service as single event in practice and to gain experience on its success factors before final launch. Pilot helped to identify development issues in planning process and in actual workshop flow which can be improved for launch. Piloting improved the result and lead to create circumstances for successful implementation. In conclusion, all the methods and tools utilized, enabled MiB workshop concept plan into consistent, attractive, useful, viable and aligned with brand.

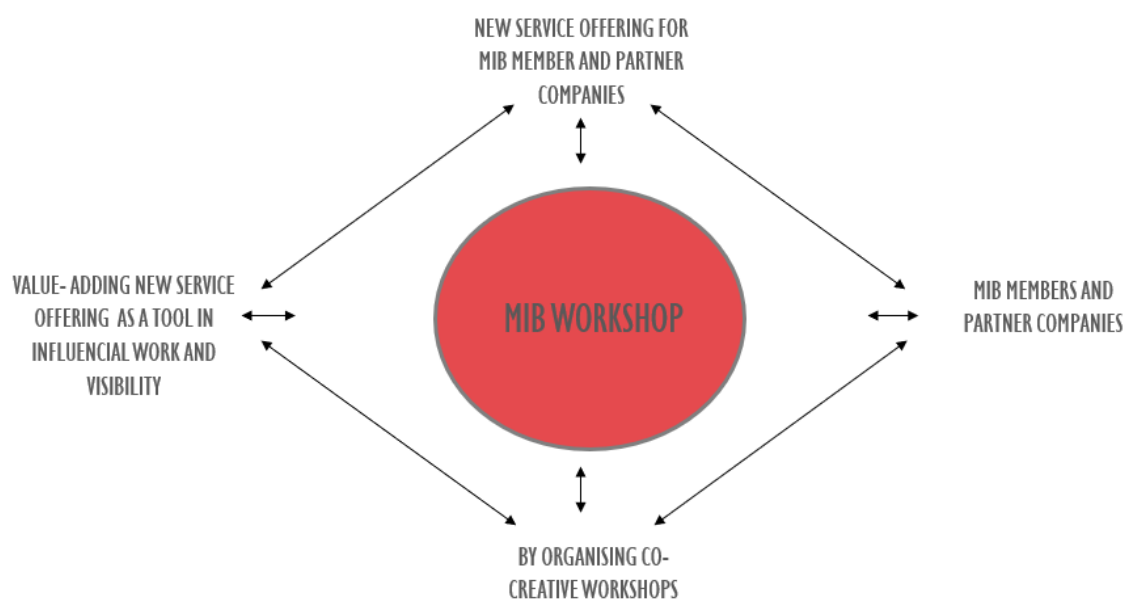


Figure 54. Realized workshop concept (Salonen, 2019)

Realized workshop concept for MiB is a value-adding new service offering. MiB is conducting constantly more influential work emphasizing its family-friendly values and makes efforts to promote an equal working life to all. MiB Workshop provides a good channel for influential work. New ideas and solutions emerge from the workshops, useful for both partner companies and MiB. MiB members get a variety in service offering, a chance to learn new skills, network and a new active role, where self-development on facilitating and service design can be practiced. MiB Workshop concept will add- value on existing partnerships and by raising the attractiveness and visibility of MiB brand, bring new opportunities with new partner companies. Measuring ensures continuous development.

Thus, concept is always up to date, human-centric and collaborative. Utilizing service design methodology in workshop concept development created a valuable concept with the user-friendly, attractive and valuable components for MiB members and partner companies. MiB Workshop concept became a distinctive service offering for MiB's service portfolio. Employing service design methodology in workshop concept development created true understanding of market needs, gave new perspectives on future development, offered higher effectiveness and better efficiency with structured Double Diamond framework and tools. As a result, there is expected a higher quality on service experiences and improved MiB brand image.

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## MiB Workshop- yhteistyö kumppaniyritysten kanssa

Suunnittelemme MiBille työpajakonseptia, jossa me mibiläiset pääsemme toteuttamaan yritysvierailuja, joissa työpajatyöskennellään fasilitoidusti erilaisten aiheiden parissa. Aiheena voivat olla esimerkiksi perheystävällisyys tai ideointi liittyen yrityksen palveluihin tai heidän asettamaansa haasteeseen. Jotta työpajat vastaisivat mahdollisimman hyvin jäsentemme toiveita, kysymme juuri teiltä, mitä toivotte:

**Minä olen** Perhevapaalla  Työelämässä

**1. Mikä sinua kiinnostaa työpajakonseptissa kumppaniyritysten kanssa? Merkitse kaikki vaihtoehdot, jotka koet tarpeelliseksi. Valitse 1-4 vaihtoehtoa.**

Yritykseen syvemmin tutustuminen  Perheystävällisten arvojen jakaminen   
 Työpajatyöskentely  Verkostoituminen yrityksen edustajien kanssa   
 Verkostoituminen mibiläisten kanssa  Innovointi  Ongelmanratkaisu   
 Oman osaamisen kehittäminen  Oman asiantuntijuuden jakaminen   
 Itsensä haastaminen  Uuden oppiminen  Vaikuttaminen

Jokin muu, mikä

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**2. Millainen aihe kiinnostaisi? Valitse 1-3 vaihtoehtoa.**

Perheystävällisyys  Palvelujen kehittäminen  Tuotekehitys

Jokin muu, mikä

**3. Unelmien työpaja olisi:**

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4. **Mikä yritys kiinnostaisi ja miksi? Ympyröi yritys tai yritykset. Alle voit kirjoittaa perustelut.**

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Jokin muu yritys, mikä

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5. **Tuliko vielä ajatuksia, ideoita? Sana vapaa**

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Kiitos arvokkaista vastauksistasi, nähdään pian työpajoissa!

## Workshop- yhteistyö: Mothers in Business

Jotta työpajakonsepti vastaisi mahdollisimman hyvin kumppaniyritystemme toiveita, kysymme juuri teiltä, mitä toivotte työpajakonseptilta:

1. Mikä teitä kiinnostaa työpajatyöskentelyssä MiBin kanssa?
2. (Mitä arvoa tämä teille tuo?)
3. Keitä työpajaan osallistuisi? Omaa henkilöstöä?
4. Toiveita meidän osallistujistamme?
5. Millainen aihe kiinnostaisi? (Perheystävällisyys, palvelu- tai tuotekehitys, liiketoimintahaasteen ratkaisu)
6. Mitä odostat tilaisuudelta?
7. Mitä odotatte vastuunjaolta?
8. Minkälainen osa prosessia teillä työpaja olisi?
9. Mikä Mibissä eniten kiinnostaa?
10. Onko rajoituksia?
11. Kiinnostaako teitä ensimmäisen työpajan pilotointi?
  - Aikataulu esim. marraskuu
  - Palautteenanto MiBille
  - Aihe teidän päätettävissänne

# Workshop- yhteistyö: Mothers in Business

Paikallisvastaava ja tapahtumavastaava 5.12.2019

12. Mitä mahdollisuuksia ja haasteita näette Helsingin paikallisjaoston ja tapahtumavastaavan näkökulmasta? (Brainwriting and discussions)
13. Miten työpaja sopii nykyiseen tarjoamaamme?
14. Kuinka näette haasteen saada osallistujia työpajoihin?
  - a. Kuinka markkinoida työpajaa?
15. Konseptin nimi (Brainwriting)
  - a. ehdotuksia
  - b. arvio ehdotuksista
16. Aihealueet todennäköisesti perheystävällisyyden ympärillä, kuinka tehdä jokaisesta tapahtumasta kiinnostava jäsenille?

## MiB Workshop- konsepti

MiB aloittaa Workshop- konseptin toteuttamisen yhteistyökumppaneidensa kanssa. Haluamme tarjota upeaa ja laajaa jäsenistöämme teidän avuksenne ja syventää yhteistyötämme. Työpaja on mahdollisuus teille saada ideoita, ratkaisuja ja uusia näkökulmia teille tärkeästä aiheesta ja meidän jäsenillemme mahdollisuus tutustua teihin paremmin yrityksenä. Työpajoissa työskennellään fasilitoidusti erilaisten aiheiden parissa. Työpajatyypin voi jaotella kolmeen kategoriaan:

- **Perheystävällisyyden kehittäminen**, jossa mibiläiset toimivat parhaina kokemusasiantuntijoina arjen haasteissa sekä työpaikkojen parhaista käytännöistä elämän tasapainon löytämiseksi.
- **Tuote- tai palvelukehittäminen**, jossa mibiläiset toimivat perheille ja lapsille suunnattujen tuotteiden tai palvelujen käyttäjäasiantuntijoina.
- **Liiketoimintahaasteen ratkaiseminen**, jossa mibiläiset toimivat asiakkaina, ammattilaisina, monialaisina tai spesifeinä osaajina.

### Miten kaikki tapahtuu?

Te asetatte workshopille tavoitteen ja muotoilette kysymyksen, tehtävän tai haasteen. MiBin fasilitaattori auttaa teitä tarvittaessa sopivan aiheen löytymisessä. MiBin fasilitaattori suunnittelee yhdessä kanssanne workshopin toteutuksen, jonka kesto on noin 1,5- 2,5h.

Järjestämisprosessiin kuuluu (tämä tarkennetaan yhteisten neuvotteluiden jälkeen):

1. Valmisteleva kokous yhdessä, jossa käydään selkeästi läpi tavoitteet, roolit ja vastuut, sovitaan dokumentointi, tilat, työvälineet, ajankohta ja osallistujat.
2. Ilmoittautumiset ja kutsut MiBin kautta
3. Tulosten purkamispalaveri yhdessä, johon osallistuu työpajassa mukana ollut MiBin fasilitaattori

## 4. Appendix 4/2

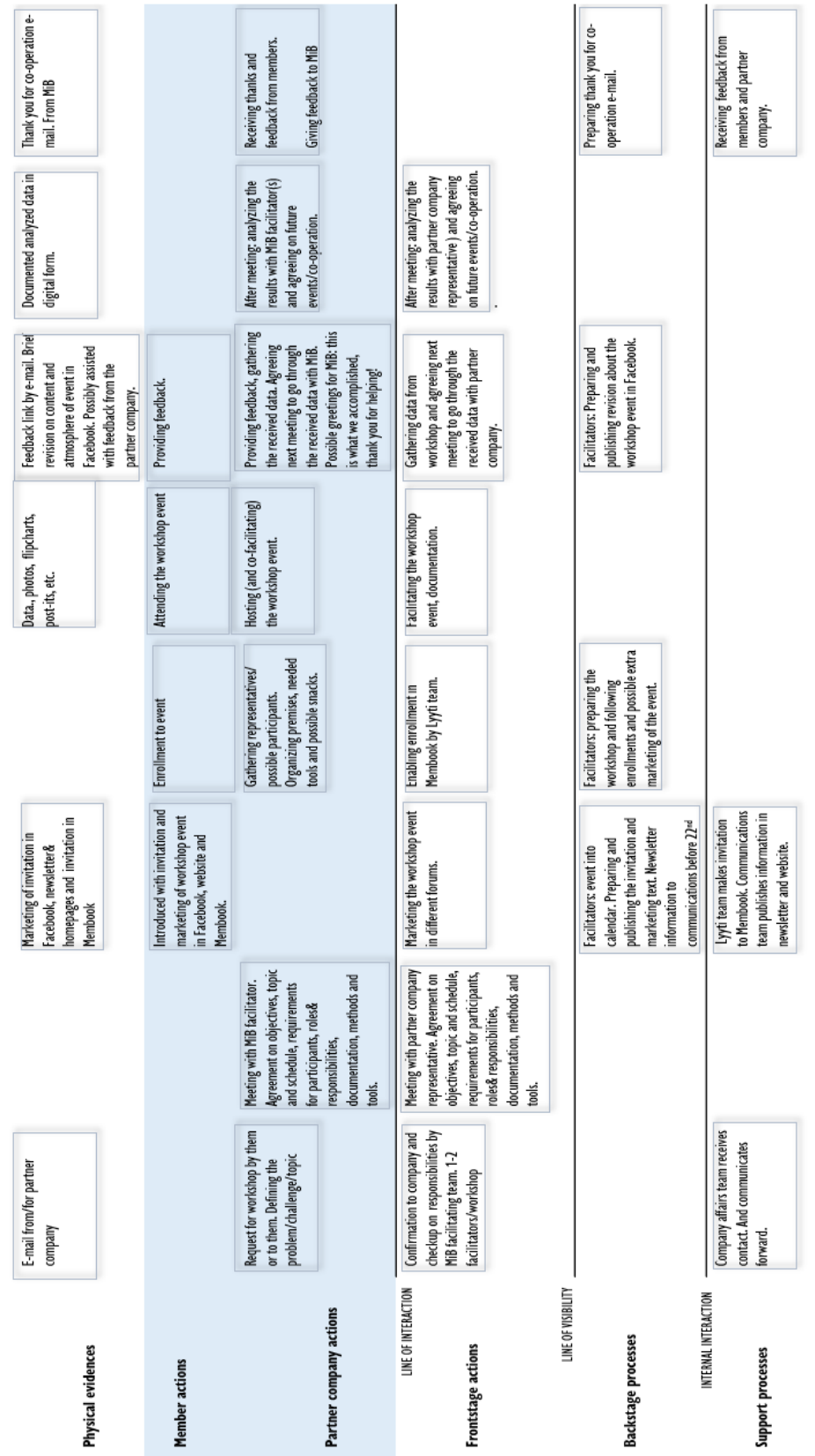
## 5. TEMPLATE LETTER FOR PARTNER COMPANIES

6.

7. Tuloksena mm. uusia näkökulmia, ratkaisuja ja ideoita sekä inspiroivaa verkostoitumista ja työnantajamielikuvan parantamista!

Työpajaterveisin, MiBin fasilitointitiimi Maiju, Saara & Enna  
fasilitointi.helsinki(at)mothersinbusiness.fi

Appendix 5  
SERVICE BLUEPRINT



## **MiB WORKSHOP FINAL DOCUMENTATION TEMPLATE**

Topic  
Location  
Time  
Budget

Objective  
How was objective reached?

Methods  
How did methods work to reach the objectives?

Tools  
Were the tools adequate, was something missing?

Participants  
Was the number of participants good?

Duration  
Was the length of the event good?

Preparations  
How did the process go?

Roles / responsibilities  
How did roles work during the workshop?

Reached objectives, findings and actions to be taken with photos of the workshop  
What results were gained?

1. Idea 1
2. Idea 2
3. Challenge 1

–

Plans to execute:  
Schedule, responsible persons, resources, actions and objectives

1. Idea 1
2. Challenge 1



Appendix 8  
JOB DESCRIPTION MIB FACILITATOR

<p>Tehtävänimike (mainitse myös tiimi, johon ko. tehtävä kuuluu) Fasilitaattori</p>
<p>Onko kyseessä tiiminvetäjän rooli / muu erityisesti nimetty rooli tiimin sisällä? - -</p>
<p>Mitä osaamista / kokemusta tehtävä kartuttaa? Fasilitointi, palvelumuotoilu, ryhmätilanteiden vetäminen, esiintyminen, organisointi, verkostoituminen</p>
<p>Mitkä ovat ko. tehtävän vastuut? / Määrittele tärkeimmät tehtävät? MiB Workshop- työpajojen järjestäminen: suunnittelu, vetäminen ja jälkidokumentointi sekä niiden markkinointi.</p>
<p>Määrittele tehtävän tärkeimmät tavoitteet? Onnistuneet ja innostavat työpajat, joista jää tavoitteen mukainen tieto, ideat tai ratkaisut kumppaniyrityksen tai muun toimeksiantajan käyttöön.</p>
<p>Mitä osaamista / kokemusta tehtävän menestyksekkäs suorittaminen edellyttää? Fasilitointi, palvelumuotoilu</p>
<p>Paljonko aikaa tehtävässä toimiminen edellyttää (esim. per viikko / per kuukausi)? Työ on kausittaista. Työpajoja järjestetään 2-5 vuodessa, työpajan järjestämiseen alusta loppuun menee noin 1-2kk.</p>
<p>Voiko tehtävän hoitamista aikatauluttaa itse vai edellyttääkö tehtävä läsnäoloa tiettyihin aikoihin? Jos edellyttää, ovatko päivä-/ilta-aikoja? Yhden tiimistä olisi oltava käytettävissä päiväaikaan. Taustatyötä voi tehdä milloin vain, mutta tehtävä vaatii 1-2 tapaamista yrityksen edustajien kanssa sekä työpaja- ajan.</p>
<p>Onko roolissa tasaisesti hommia vai esim. sykleittäin? Jos, niin millaisissa sykleissä? Työpajojen mukaan, aktiivisuus riippuu fasilitointitiimistä itsestään.</p>
<p>Mikä tehtävässä on erityisen innostavaa / palkitsevaa? Vaikutusmahdollisuudet, työkokemuksen kerryttäminen, todellinen verkostoituminen yritysten kanssa.</p>
<p>Lomake täytetty / päivitetty (pvm): 10.1.2020</p>

## MIB WORKSHOP: IBM- KUINKA EDISTÄÄ TASAISEMPAA PERHEVAPAIEN JAKAUTUMISTA?

Kesto 2,5h

Paikka IBM

Ajankohta

Osallistujat: MiB lapsettomat + lapsen kanssa +IBM työntekijät

Tarvikkeet: Fläppitaulut, post-it-laput, tussit, A4- papereita, kyniä (+ jos löytyy valkotaulu + magneetit)

### TILAISUUDEN KULKU

Klo 9.00 Alkusanat, tavoitteet ja ohjeet

Klo 9.05 ALKULÄMMITTELY

#### Cocktail party

Cocktaileilla saa aikaan hyvän tunnelman ja aktivoitua osallistujat. Tarkoituksena on tutustua toisiin ja kirkastaa työpajan tavoitetta. Jokainen tekee itselleen pääsylipun A4:lle, johon merkitään oma nimi, energian lähde (jotain positiivista) ja odotukset työpajalle (mitä haluan, että saavutamme?). Sitten noustaan ja keskustellaan kahden eri ihmisen kanssa. Lopuksi tehdään lyhyt yhteenveto fläpille koko ryhmän kanssa. Jos aika on rajallinen, voidaan myös pääsyliput teipata seinälle. Kesto 15-20min.

Klo. 9.25

#### 5 x Miksi

Pureudutaan syvemmällä ongelmaan kysymällä 5 kertaa miksi. Miksi-kysymykset ohjaavat ongelman alkulähteille. Tämä on hyödyllinen menetelmä alkuun, sillä kun ongelman juurisyyt ymmärretään, on helpompi myös ideoida ratkaisuja. Voidaan toteuttaa pari- tai ryhmätyöskentelynä alkukysymyksellä *Miksi perhevapaat eivät nyt jakaudu tasaisemmin?* Lopuksi käydään läpi mitä juurisyytiä on löydetty. Nämä juurisyyt ohjaavat työpajan suuntaa (jos löydökset ovat hyödyllisiä). Kesto noin 5-20 min.

Klo 9.45 IDEOINTI

#### Me- We- Us

Tämä metodi lämmittelee ideoinnin ohella osallistujia yhteistyöhön. Harjoite aloitetaan yksin pohtimalla, sitten jutellaan pienissä ryhmissä ja sitten koko porukalla. Kaikki vaiheet dokumentoidaan. Menetelmässä pyritään aktivoimaan kaikki sekä aikaansaamaan tasapuolista keskustelua. Kesto noin 30min. (10min+10min+10min)

Klo 10.15 IDEOIDEN VALITSEMINEN

Appendix 10/2  
PILOT WORKSHOP CONTENT AND SCHEDULE

## Ideanäyttely

Ideanäyttelyssä yhdessä ideoineet ryhmät valitsevat parasta 1-3 ideaa/ratkaisua, jotka kiinnitetään post-it- lapuilla seinälle. Ryhmä tekee sisäisen valinnan keskustelemalla tai äänestämällä riippuen ryhmän koosta ja ideoiden/ratkaisujen lukumäärästä. Lopuksi ryhmät esittelevät ideansa kaikille ja kaikki osallistujat voivat jakaa ajatuksiaan ja keskustella yhdessä. Kesto 10-15min.

Jos ryhmillä nousee paljon samankaltaisia ideoita, tehdään samalla ideoiden ryhmittelyä ja kehitetään niille yhdessä sopivat otsikot.

Äänestetään muutamaa parasta ideaa ja otetaan ne jatkokehittelyyn Pointmenetelmällä:

Klo 10.35

## Point

Point- menetelmä muodostuu sanoista *Plusses, opportunities, inquiry* ja *new thinking*. Arvioinnissa pohditaan: Mitkä ovat idean vahvuudet, mitä mahdollisuuksia idean edistäminen voisi tuoda, mikä minua huolestuttaa ja miten voisimme ratkaista esteet ja haasteet? Menetelmässä on tarkoitus kääntää negatiiviset ajatukset ratkaisuisiksi, esimerkiksi: Tämä ei toimi -> Miten tämä voisi toimia? Tätä on jo kokeiltu-> Kuinka voisimme hyödyntää aiempia kokemuksia? Kukaan ei suostu -> Kuinka innostaisimme ihmisiä? Kesto 40min.

Klo 11.15

Päätös ja yhteenveto ja palautelinkki. Kesto 10 min.

Tilaisuus ohi 11.30

Appendix 11  
 FEEDBACK FORM PILOT WORKSHOP

**Palautekysely MiB Workshop: IBM Kuinka edistää perhevapaiden tasaisempaa jakautumista?**  
 14.2.20

Kiitos osallistumisestasi! Jotta voimme kehittää toimintaamme, pyydämme, että vastaat lyhyeen palautekyselyyn.

1. Oliko workshop- tapahtuma sinusta onnistunut? \*

	1	2	3	4	5	
Halikko	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Erinomainen

2. Oliko aihe sinusta ajankohtainen? \*

	1	2	3	4	5	
Halikko	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Erinomainen

3. Oliko IBM sinusta kiinnostava yritys? \*

	1	2	3	4	5	
Halikko	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Erinomainen

4. Oliko aika riittävä? \*

	1	2	3	4	5	
Halikko	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Erinomainen

5. Oliko tila sopiva työpajatyöskentelyyn? \*

	1	2	3	4	5	
Halikko	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Erinomainen

6. Muita kommentteja tai palautetta? \*

Long answer text  
 .....

Appendix 9  
GUIDEBOOK FOR MIB FACILITATORS  
Appendix 12  
CONCEPT PLAN MIB WORKSHOP