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ACTIVATING EMPLOYEES TO REAL-TIME WORK WELLBEING MEASUREMENT

– Case Study



BACHELOR'S THESIS | ABSTRACT

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- Case Study

The objective for the research was to activate the usage of a work wellbeing service called Sweetsbot in one of their client companies. This client company was therefore the case company in this research. In order to activate users, service design was researched to better understand how services are created and improved. Especially the process of service design was in a central role of literature review. The research itself was formed by first gathering information about the case company through meetings with the occupational safety committee of the case company and the person in charge of controlling the service in the case company. After that a campaign was launched activate users and to measure the current activity. The campaign was followed by a questionnaire to gather feedback, which could be then utilized for future campaigns in addition to improving the service.

The findings from the research showed that the users in the case company were not very interested in using the service daily as it is intended to be used. They preferred being asked more direct questions, instead of giving the feedback on matters that concern themselves at the moment. The questionnaire respondents seemed agree that the best feature of the Sweetsbot service was that it is quick to use. However, the lack of time was mentioned as the main reason for not participating in the campaign.

Overall, the outcome was that the results from the campaign should be clearly communicated with the employees and take actions based on the feedback. Communication and transparency are key when dealing with matters of work wellbeing. The subject clearly needs more research even in this case company to give more information results about activation in the longer term.

KEYWORDS:

Service design, Work wellbeing, User activation

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TYÖNTEKIJÖIDEN AKTIVOIMINEN REAALIAIKAISEEN TYÖHYVINVOINNIN MITTAAMISEEN

- Case Study

Tutkimuksen tavoitteena oli aktivoida työhyvinvointipalvelu Sweetsbotin käyttöä yhdessä heidän asiakasyrityksistään. Tämä asiakasyritys oli siis tutkimuksen kohdeyritys. Jotta käyttäjiä voisi aktivoida, palvelumuotoilua tutkittiin, jotta paremmin ymmärrettäisiin, miten palveluita luodaan ja kehitetään. Varsinkin palvelumuotoiluprosessi oli suuressa osassa kirjallisuuskatsausta. Itse tutkimus muodostui aluksi kahdesta tapaamisesta, ensin kohdeyrityksen työsuojelulautakunnan kanssa ja sitten henkilön kanssa, joka oli vastuussa palvelun hallitsemisesta kohdeyrityksessä. Tämän jälkeen käynnistettiin kampanja, jolla aktivoitaisiin työntekijöitä ja mitattaisiin nykyistä aktiivisuutta. Kampanjaa seurasi kysely, jonka tuloksia voisi hyödyntää myös tulevissa kampanjoissa palvelun kehittämisen lisäksi.

Tutkimuksen tulokset näyttävät, että kohdeyrityksen työntekijät eivät olleet kauhean kiinnostuneita antamaan palautetta päivittäin, niin kuin palvelua olisi tarkoitus käyttää. He suosivat suurempia kysymyksiä, sen sijaan että itse päättäisivät mihin liittyen he antavat palautetta. Kyselyn vastaajat olivat silti sitä mieltä, että palvelun paras puoli oli sen nopea käytettävyyden. Kuitenkin ajanpuute oli pääsyytä siihen miksi kampanjaan ei osallistuttu.

Kaiken kaikkiaan tutkimuksen tuloksena oli se, että tulokset tulisi kommunikoida selkeästi työntekijöille ja palautteen perusteella tulisi aloittaa toimia, jotka ratkaisisivat kehityskohteita. Kommunikaatio ja läpinäkyvyys ovat työhyvinvointiin liittyen tärkeitä tekijöitä. Aihe selkeästi tarvitsee lisätutkimusta pelkästään tässä kyseisessä kohdeyrityksessä, jotta saataisiin lisää tietoa ja tuloksia aktivoinnin suhteen pitkältä aikaväliltä.

ASIASANAT:

Palvelumuotoilu, Työhyvinvointi, Käyttäjien aktivoiminen

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1 INTRODUCTION

Work wellbeing is a growing area of business. Investing in work wellbeing can pay off in many different ways, for example it has been said that investments in work wellbeing can pay themselves back in 10-20 times their worth (Manka, et al., 2010, p. 13). A study conducted in Finland in 2017 showed that in 57% of employees do not feel that work wellbeing at their workplace is not being progressed (STTK, 2017). Work wellbeing is not only about engaging employees to their work, it is about taking a rounded approach such as creating a good balance between work and life outside of work (New Economics Foundation, n.d.).

This research is about designing a work wellbeing service and making the users of the service engaged. The focus point is in getting users to use a service that is meant to be used to measure work wellbeing on a regular basis to form a bigger picture of the level of work wellbeing. The research aims to study this in the form of service designing and how the service could be designed in a way to be more engaging to users.

1.1 Research Motivation

I chose the topic as I have done my basic practical training for Sweetsbot (then called Buusti). I have since then also worked for them for a while. The idea for this particular topic came as a suggestion from the CEO of the company. The topic is not directly about work wellbeing, as it is more about the service they are offering and how to make it more appealing and engaging to use. However, work wellbeing and how their service that measures work wellbeing can be improved are closely related to the subject. By making the service more engaging, there is more data for analyzing the level of wellbeing. The motivation for this thesis is to offer ways to improve Sweetsbot's service and therefore the quality of the service that their clients receive. The goal is to make the platform more engaging by offering solutions on how to do so. These will be related to how the platform for the service functions and also to the way the service as a whole is utilized among clients. As a result of better service quality, the level of work wellbeing could also be

increased. The hypothesis is that, if employees from the client companies are using the app on a regular basis at work, it is likely that the client companies will be better able to monitor the wellbeing of their employees in real time. That means that they are likely to be able to tackle sooner potential issues affecting the wellbeing of their employees at work.

Furthermore, I believe that wellbeing at work is something that is on the rise and will be a large market in the future. The focus on individuals is trending, as building an employee experience is needed (Deloitte, 2019). Work wellbeing is just that, making sure everyone is treated as individuals, instead of one big mass of employees. The goal for the research is to provide useful information on a matter such as how to improve the usage rates of the service that Sweetsbot provides. Work wellbeing will be an important part of this thesis, but the focus is also the service design, as it is more applicable to the case. The subject of work wellbeing is quite vast with different subtypes of work wellbeing, but the thesis will focus on the basics regarding that. Literature review on service design provide crucial insight into the subject and help the researcher to understand how Sweetsbot can benefit and improve the service.

1.2 Research objectives and questions

The objective of this research is to provide suggestions to the Sweetsbot on how to make their service more engaging for users, as in how to make them more active in using the service. There is not a lot of similar services available, that offer extensive real-time work wellbeing measurement. Therefore, the topic of activating users in this type of service is not widely researched. Hence, service designing processes are used to help understanding how a successful service is formed. Also finding out what work wellbeing consists of is useful for the research. By applying this information into the service of the case company, conclusions and suggestions can be made to improve the engagement of the end users. The research hopes to find answers to following questions:

1. What is service design?
2. What is work wellbeing and why it is important?

3. How to motivate employees at the case company to participate more actively in Sweetsbot wellbeing campaigns?

1.3 Sweetsbot

Sweetsbot was established in 2016. They offer a work wellbeing service that measures the level of work wellbeing of employees in real time. The company was created to address the shortcomings of traditional work wellbeing surveys. These are the kind that are held for example every year to measure the level of work wellbeing at the workplace.

Their service provides real-time information on the level of work wellbeing. The employees give light feedback daily for the duration of campaigns that can vary in length depending on the customers wishes. The goal is to be as active as possible to collect points that are given to the users based on their activity. The service has been gamified, and users gain points in teams and individually for giving feedback. Additionally, more points are given if users answer to the questions on consecutive days. The client companies can decide how often they want to have these campaigns. The platform can be used in mobile and in a browser. Furthermore, the activation of users is something that can be improved upon. The gamification of the application is a good start in engaging the users in daily feedback, but the objective of the thesis is to see what more can be done, in order to make the users more actively use the application in the case company. Regarding the research, as the research focuses on one client of theirs, they will be referred as the case company and Sweetsbot as by its name.



Figure 1 Sweetsbot application

In Figure 1 the application view for the users of the service can be seen. This particular view shows how the daily feedback is given. The user chooses the smiley-face according to how their day went, and what it relates to. For example, if the day was very good for them personally, they choose the rightmost smiley-face and they choose “Minä itse”. There is also one more specification after this one depending on what you choose and optional written feedback. In addition, there are also more detailed questions that do not follow this pattern as they can be related to whatever the client company wants to ask from their employees. They can themselves create the questions and there can be as many of them and as often as they want to. The detailed questions are an addition to the service and complement the daily feedback.

1.4 Structure of the Thesis

The thesis begins with an introduction that will present the background for the project. This includes the motivation that the researcher has for the subject. Along with that, also the thesis objectives and questions are discussed. Additionally, background for the thesis presents the case company Sweetsbot and a brief introduction to their service.

The literature review briefly discusses the work wellbeing and its effects. Furthermore, the ways it can be measured are researched upon, as they are closely related to the

subject and the case at hand. The focus of chapter 2 is on service design. The service design part focuses on what service design consists of and what the process for designing a service is. These two focus points make the service design part of the literature review.

The literature review is followed by introduction of the data collection methods and methodology. The trends or possible changes found in literature review are then be put to test in a campaign in Sweetsbot's service in the case company. This is followed by a questionnaire that is administered after the campaign has been concluded. The campaign results are gone briefly through to see if there has been some sort of impact with the changes made. Questionnaire questions are then be explained and analyzed.

Lastly, the conclusion and suggestions for changes based on the research are discussed. Additionally, any need for further research is also be brought up in the last section of the thesis.

2 WORK WELLBEING

The first chapter of primary research is split into two different subjects: work wellbeing and how to measure work wellbeing. Work wellbeing itself is being discussed in this thesis because it is a vital part of the service that Sweetsbot is providing. Additionally, gathering information about the subject provides a useful insight of the subject that will surely aid in the secondary research.

2.1 What is work wellbeing?

Work wellbeing is relating to both physical and mental health of employees. When the research for work wellbeing begun over hundred years ago, the focus for the research was physical problems of individuals. Later, the working environment and the affect that it had for the whole work community were included. This evolved into more mental research and how to possibly prevent illnesses and such. There have been many theories regarding work wellbeing through the years, but the fundamental factor for work wellbeing is how an individual adapts to the possibilities and demands of the working environment. (Manka & Manka, 2016, pp. 64-66)

Wellbeing at work can consist of things such as how happy employees are at the work, how engaged and into the job they feel to be and their positive and negative emotions. It is also about the negative sides, as the level of work wellbeing can be low also. Being involved in the job can be one of the signs of work wellbeing among with how the employees feel about the work. Work has an impact on one's identity, so the meaning of work plays an important role. There is also a social aspect to work wellbeing, which means being happy with colleagues and leaders in the organization. (Fisher, 2014)

Achieving a good level of work wellbeing is not reached in a short amount of time, as it is a long process. Doing so can have a positive impact on financial results, competitiveness and overall image of the organization. On the contrary bad level of work wellbeing can also impact negatively on those factors. In a healthy working environment people are open to each other, give feedback, but are not afraid to talk about problems

if they arise and generally employees are encouraging towards each other. (Työterveyslaitos, n.d.)

Work wellbeing is also about keeping the level of overall fitness in a certain level. The sick leaves from one to three days are the most expensive for organizations. In a working community that is wellbeing the amount of absences is lower as the employees also take better care of themselves. This is partly due for the fact that taking so called precautionary steps helps the employers to react earlier and thus it also saves them money and resources. There is an immediate financial impact as there is money saved from sickness leaves and accidents. (Manka, et al., 2010, pp. 13-15)

Occupational diseases between 2005 and 2014 in Finland went down from 28.2 per 10 000 employees to 17.7 per 10 000 (Ministry of social affairs and health, 2019:4). This makes it almost half in about a decade, which may have had something to do with enhanced working conditions and overall better wellbeing at workplace. Additionally, in the UK organization that had activities and effort put into their work wellbeing programs had 31% lower sickness leaves and 44% better morale than those that did not have those programs (CIPD, 2018).

2.1.1 Three Aspects of Work Wellbeing

Subjective work wellbeing

This part includes three main parts of work wellbeing. The first one is job satisfaction, which is well researched matter and can be measured in few different ways. It can be measured in overall satisfaction at the job or considering things that matters such as compensation and the nature of the work into consideration. The second part is Organizational commitment, means identifying with the values and goals set by the organization. Additionally, feeling part of the organization also an important factor. Lastly, both negative and positive affects at work factor into the subjective work wellbeing. These are for example the emotions and moods that the employees feel when working.

There are many different measurements for these, one of the popular ones are the Positive and Negative Affect Scales (PANAS). (Chen & Cooper, 2014, pp. 15-17)

Eudaimonic work wellbeing

There is some similarity with organizational behavior in eudaimonic wellbeing. It consists of Job involvement, which is how strongly the employees base their personality on their jobs, as in how much their job defines who they are as a person. Work engagement means how devoted employees are and how connected to their work they are. The work must be meaningful, and the employees have to feel that what they are doing is meaningful. Furthermore, feeling that their jobs have a purpose and that it is something they feel they should do and want to do it. (Chen & Cooper, 2014, pp. 17-20)

Social work wellbeing

Social wellbeing at work includes the social relationships that happen during work. Quality connections with others while working can bring the level of work wellbeing up. These can be both shorter- and longer-term relationships, as both have an impact on the employees. There are also indications that the employees feel more engaged to their jobs when they feel that they have employer and supervisors that care about them and overall a good working environment and atmosphere. (Chen & Cooper, 2014, pp. 20-21)

2.2 Work wellbeing measurement

Traditional ways to measure the level of work wellbeing have been the amounts of sick leaves and amounts of work-related accidents. These are quantitative measures, that do

not necessarily tell the level of work wellbeing. Therefore, quantitative or qualitative measures of preventing the fall of the level of work wellbeing. These are for example self-evaluations and extensive work wellbeing studies. (Manka & Manka, 2016, p. 215)

One of the ways to measure work wellbeing is to conduct a work wellbeing survey. They can for example measure the results of the job, overall level of work wellbeing and leadership (Keva, 2019). Although, employees often feel that these surveys are not useful as they will not lead to any kind of actions from the leadership (Manka & Manka, 2016, p. 219). This can lead into frustration if there is a survey one per year for example, but the contributions from the employees do not lead into anything. Consequently, it is crucial to go through the results of the survey with the employees as fast as possible so everyone feels included and heard (Keva, 2019).

Long term measurement must be comprehensive in order to give reliable results. For shorter term measurement of work wellbeing diary of events that have happened or experiences of users. It has been found that there are many variables that affect work wellbeing which can vary on day to day basis. These include general satisfaction to the work and engagement for example. Therefore, measuring work wellbeing on shorter intervals can give a more complete understanding of the level of work wellbeing. (Fisher, 2014)

3 SERVICE DESIGN

This chapter explains what service design is going to be for this thesis and what different parts it consists of. There are multiple definitions and service design as a concept is still very much evolving. Service design is about improving older designs to be more usable and creating new services for customers. At its core it is about providing a useful service for both customers and the actual users of the service. (Stickdorn & Schneider, 2011, pp. 15-17)

Service design can be described as a sum of different elements that affect design, user interface, sales and marketing. For a company offering a service it is crucial that their service answers their customer's needs. That is where service design comes in, as the service provider needs to understand what their customers and users really want out of the service. They need to find out what the customer needs, wants and if there is room for improvement in some areas. Knowing for who the service is designed for helps making adjustments and make it into a better tool for users. To gather the knowledge about the customers, service designers must be in contact with the end users of the service. Furthermore, understanding who the clients and users are now and in the future aids in shaping the service for present and future. (LAMIA, n.d.)

The most important aspect of service design is to understand the client, the organization and the current market. Furthermore, service design involves creating ideas and realizing those ideas into something valuable for the clients. It is about creating experiences to deliver a service through them. And it is a long process that needs constant attention to keep the standard of the service high enough. (Moritz, 2005)

3.1 What makes a good service designer?

Service designers usually have expertise in both planning and business. Both of these are crucial to understand the process fully. They also must have good communication skills in order to get along with people from different backgrounds. This is because service designers often work in teams comprised of specialists from variety of fields.

Consequently, they must be adaptable in working in a many different situations and people in their job. Understanding the big picture of the process and being able to simplify is also a good skill to have. (Tuulaniemi, 2011)

Some skills that designers need to have are being a good listener, good problem-solving skills and working on a schedule among other things. Being creative and having an overall varied set of skills is useful. Additionally, the service designers can come from very different backgrounds, since the field of business is still fairly new. Some of them come from graphic or product design or psychology, but there are no set limitations who can be a service designer. (Alchin, n.d.)

Furthermore, as mentioned, there is no set path on how to become a service designer. Being interested in the world is a good perk for service designers as it helps with being interested in improving services also. Learning about design theory and how to essentially design a service are the crucial parts in learning to become a service designer. (Poyzer, 2019)

3.2 Five Principles of Service Design

According to Marc Stickdorn and Jacob Schneider (2011) service design is based on five principles. These five principles show different sides of service design and what are the factors that contribute to the process of making a service. All of them are connected to the process in different ways and give an insight to the process from a different point of view. This helps to understand that the process must be observed very broadly as it is a large entity.

User-centric

Services are created for the customers. This entails contact between the service creators and the customers, after all the intention is to reach the customer base. Having a certain

demographic does not necessarily get you far in-service design. There is so much to consider when designing a service, such as the culture and habits that the demographic has, or the motivation that they have for using the service. These are the differentiating factors when it comes to successfully reaching the demographic. Hence, going merely by background information of age, gender and general likes and dislikes will not give you an actual representation of the userbase. Therefore, the customers should be the center of attention when designing the service. The designers need to be thinking like the customers, and they must realize that the customers do not necessarily have the knowledge that the creators of the service have. That is why they must keep in mind that the service is not created to be used by the creators themselves, but the customers that are not automatically expert in the use of the service. (Stickdorn & Schneider, 2011, p. 19)

Setting the service users to a major role can benefit the service since the customers are closer to the service itself, which means they are more involved in the process. Having the customers as a part of the service design process moves the service towards what the users actually want from it. As mentioned, the service is meant to be used by the users, so the service should cater as much as possible to their wants and desires. This makes the service more user-friendly. However, although the customers are important part of the process, there needs to be input from the specialist and so on to create a balanced service.

Co-Creative

The idea behind being co-creative is to get more people involved in the process of creating a service. Stakeholders such as managers, engineers and customers can give their opinions regarding the service. These different groups of people are likely to provide value that is unique from group to group. These outputs are very valuable, as all the different groups are bound to give feedback from their perspective, including things that another group would not even think about. This is also an excellent opportunity to get the customers involved in the early stages of the service creation. Having a close relationship with the customers can help to build up loyalty among customers and create long-term customer relationships. (Stickdorn & Schneider, 2011, pp. 20-21)

Sequencing

Sequencing means seeing the service as a process of set motions. Service should go through these different processes and have its own rhythm that feels natural and fluent for the user of the service. Moreover, the pace of these processes needs to be at certain level in order to not have the user be frustrated at the service. Basically, sequencing a service is breaking it into simple interactions and touchpoints. This way the service model and different parts that make up the service are easier to identify. These sequences are made from the interactions between humans, machines and humans to machines. There are three parts to the service process:

- Before service: This is the phase before the customer uses the service, they are only first hearing about it or getting into using the service.
- Using the service: Customer is undergoing the service experience.
- After service: The customer has used the service and is no longer actively using it. This period can include for example leaving a review about the service or telling about it to other potential users.

For the sequencing it is important to have a narrative and a clear-cut plan for the service. As a service designer you must make it clear where the service experience is heading to, having predictability is not necessarily bad. With a strong and uncomplicated narrative, the user is likely to be engaged in the process. (Stickdorn & Schneider, 2011, pp. 22-23)

Evidencing

This part is very essential especially for services that offer intangible services, where the user does not really gain anything material. By offering something tangible that the customer can associate with the service, they are more likely to have a positive memory of the service experience. This also extends the previously discussed after service phase and can build up customer loyalty more effectively. Evidencing can be something like

promotional mail or souvenirs for example, but it should provide value for the customer, otherwise it can also have a negative impact on their experience. Added value can be brought also by showing the effort that goes into making the service. By showing what happens behind the scenes of the service can spur up more customer engagement and appreciation for what is done to provide the service to the end user. (Stickdorn & Schneider, 2011, pp. 24-25)

For services that are strictly online or digital evidencing does not show exactly in the same way as in more traditional services (Hofemann, et al., 2014). The evidencing could be for example being very transparent about the way the service operates. Offering sorts of confirmations and showing how the service process goes on is a way to prove to the users that the service is working, and the process goes on.

Holistic

The service needs an environment where to offer their services. The customers must be provided with a space and the service experience best way possible. Consequently, different outcomes for the touchpoints must have been thought out to deliver different paths for the customer if they so choose. This part also entails showing unified company values that are present in the service and overall displaying a coherent company culture. (Stickdorn & Schneider, 2011, p. 26)

This principle is not the most fitting for some modern services that are only offered through a mobile app. Although, it can be argued that they also must have a cohesive interface and they must be well designed to provide a smooth user experience. Customers often see services as a holistic experience, not just individual touchpoints, and therefore they evaluate the service as a whole (Bellos & Kavadias, 2017). Hence the whole experience has to be as enjoyable and as functional as possible for the user.

3.3 Service design process

This part will be mostly based on Juha Tuulaniemi's book *Palvelumuotoilu* (2011), where he divides service design into four different sections. This book was chosen as it gives a very clear process that can be followed when designing the service. Those are then separated into combined nine parts. These will be gone through one by one going into detail what these parts contain.

3.3.1 Defining

The service design process starts by defining the problem at hand. Identifying what is the area that is in need of development is the first task in service design. Additionally, the goals for the process will be set in this part of the process, along with gathering understanding of the company that provides the service and their goal for the design process. (Tuulaniemi, 2011)

The start of the project therefore consists of hoarding as much information as possible about the service. This phase of the process sets the groundwork for the whole project as the preparation is key for any project of any sorts. Having a solid foundation for the future work makes understanding the users of the service easier when advancing with the process.

Starting the project

At the start of the goals of the project will be defined. Also, the benefits that the users will get from using the service and the benefits that the organization gain from the service will be evaluated. Along with these, the needs that the service will address and the target audience for the service should be defined. In general, there should be as much information gathered from the service as possible. (Tuulaniemi, 2011)

Feasibility study

Before the actual research phase begins, there should be a thorough report from the client company as to what the organization is like. The team of service designers should gather all the possible information about the client company as possible. For example, from basic information like the field of business, the vision, values and strategy of the company to deeper knowledge. The team should also benchmark the organization and see how the competition is. This can help to avoid mistakes they have made, see how the market is and get to know the competitors better. (Tuulaniemi, 2011)

3.3.2 Research

Research part can consist of multiple different methods. Some of these are interviews, discussions and user research such as surveys. These are conducted in order to find what are the things to improve upon, what are the resources, how the working environment is like and what the actual end users need out of the service. All these things contribute to the improvement of the service overall, but not all methods are always applicable. The ones that are suitable for the research at hand will be used. (Tuulaniemi, 2011)

User understanding

This section can be achieved in multiple different ways. According to Juha Tuulaniemi's (2011), some ways to understand how the users actually use the service and how they want the service to be improved are:

- Interviews

- Shadowing
- Self-documentation

Firstly, the interviews are self-explanatory, the users of the service will be interviewed to find out how they use the service and what are their thoughts on it. Although the way the interviews are set up can yield different results. Different methods such as group interviews and interviews one-on-one are likely bringing up different points of interest regarding the service.

Next one being shadowing, where the researcher observes the end-users while they are using the service. By using this method, the researcher sees the habits that the users have while using the service and how they actually use the service (Tuulaniemi, 2011). Consequently, this way researchers can determine if the end-users use the service how it is intended to be used or if there are some shortcuts they are taking or if there are parts that are hard to use. There can also be features or parts of the service that are hardly used or in some cases the users do not even know of their existence. This may not come up in other methods of the user understanding, as the users may not think about it and therefore it does not come up at all (Tuulaniemi, 2011).

Self-documentation is a method where the users keep a diary of sorts to explain and record how they use the service (Tuulaniemi, 2011). This method can be effective when you want to get the users thinking more closely how they use the service. Additionally, the diaries will show what the users think is crucial and what they do not notice, or think is that essential for the service to function (Tuulaniemi, 2011).

Strategic planning

There are few factors that affect the strategy model. From these three different main strategies are formed: cost leadership, differentiation and focusing on a group of customers.

Cost leadership simply put means offering a cheap price. However, to be a cost leader the service provider must take into consideration all different costs to provide a cheap service. These types of services and products are usually very standard with nothing extra provided on top of the essential needs of the product or service. Cost leaders still

cannot disregard differentiation aspect of the service. This could mean that the buyers do not see the service as the same level as competitors or otherwise worth it. This can potentially lead to having to lower the price even further and therefore cancelling out the cost leadership position. (Porter, 1985, pp. 14-15)

For differentiation the company will try to differentiate their product or service with a distinctive value that the customers want out of it. They try to fulfill one or more special values that the users feel useful or needed regarding the service or product. There will be added cost to the operation, that should be covered by the extra price charged for the service to be above average performer. (Porter, 1985, p. 16)

Focusing on a specific market group that has unique needs can be done by having the focus on either cost or the differentiation within that group. Focusing on the cost aspect means seeking out a market for cheaper alternative and focusing primarily on this specific market. The same still applies to the differentiation focus, as they can have the possibility of giving their full attention to this specific market group, whereas companies with less specialized products or services must please a broader audience. Differentiation focuses on a specialized need tailored to a specific market segment. (Porter, 1985, pp. 17-18)

There is also a possibility that the service provider has all these strategies applied, but none mastered, hence they are at a handicap compared to the cost leader, differentiators and focusers. This is usually the product of not being willing to make decisions on what to really focus on. Going for all the strategies at the same, while achieving none of the three strategies. In many industries, lots companies are stuck in the middle. (Porter, 1985, pp. 18-20)

No matter which of these strategies is used to define strategy for the service, the key is not get stuck in the middle as Porter mentions. Focusing on doing one strategy right at a time helps to shape the identity of the service and it is also easier to find the specific market position and target group. Getting to a position where the service is handicapped by not belonging to any specific category of strategy is not ideal and can hinder their appeal to the customers.

3.3.3 Design

Designing is broken into two parts; generating an idea and prototyping. These are the stages that must come before piloting the service with actual users.

Generating an idea

This part of the service design process is basically brainstorming. The goal is to generate a lot of ideas and narrow it down. It can be important to simplify the ideas and break problems into parts. Through doing that, the service designers can process the ideas in smaller parts rather than whole. Moreover, during this part of the process, it is vital to avoid criticism to allow the free flow of ideas. Even the unimportant ideas may have parts that are usable in some other form. Which leads to combining ideas, the more you combine them the more you see how they work together. Setting goals for what is important for generating the right idea is done before starting. (Tuulaniemi, 2011)

Prototyping

This phase is for testing if the service is working at all and does it work in the desired way. Additionally, finally the service designers see if the service piques the interest of users and if they see it desirable. At this point, the service is in use and the users can give feedback based on their experiences. For example, they can determine based on the feedback if the service is easy to use. (Tuulaniemi, 2011)

Additionally, at this point service designers will find out what the users feel are the most important features that the service has, or if there are crucial features missing. The service might not be built for their preferences, as they may want it to function in a different way, or they want to behave a certain way while using the service. After all it comes down to what is pleasing for the user. (Tuulaniemi, 2011)

3.3.4 Service production

Piloting

This part is what comes after prototyping, you where you move when you are confident to have the clients take your service into use as a pilot program. Having the clients test it will give actual results from the end-users. Consequently, it is vital to get results that are measurable. This way there is concrete data from the usage of the service from real users. Having measurable data also tells more about the using habits of users. (Tuulaniemi, 2011)

Launching the service

Finally, comes around the launch of the service for all possible clients. Having a successful pilot program can give confidence in the success of the service and there is more reliability for the service in the eyes of potential customers. Now that the service is out, it is important that the service will be monitored. Creating a service is a process, it will never be truly finished for once and all. (Tuulaniemi, 2011)

Sustainable development

As mentioned, service will not finish ever, it will most likely always be improved. It is continuous development, not a project that will be left alone after it is finished. Taking the opinions of clients constantly into consideration can help in the process of developing the service to be even better. Additionally, it adds value to the clients as they feel like they are being listened to and they can better the service with their feedback.

Furthermore, by providing constant feedback they also get better-quality service in return. (Tuulaniemi, 2011)

As the process will keep on going on, there will likely be need for constant monitoring for how the service is performing. Therefore, it is vital to remember that the process is not finished when service is launched.

4 RESEARCH METHODOLOGY

The chosen method for this research is a case study, the focus is on a single organization which is a client of Sweetsbot and how their level of activity in work wellbeing measurement can be improved. In case study cases such as this, many data collection methods can be used together to gather a better understanding of what the problem of issue can be. Especially interviews and questionnaire will be used to gather information from the case company. The interviews help to gather information before the activity campaign and questionnaire is used to gather information about the campaign and the service. The study focuses on the organization as a whole, the different groups of the employees are not divided in the research. Therefore, this holistic study seeks to provide the answers to how everyone at the organization could be more active. (Saunders, et al., 2009, pp. 145-147)

Additionally, the research also has some elements of the experiment strategy as the interviews will give information regarding what can be the changes to be made for the next work wellbeing campaign in the case company (Saunders, et al., 2009, p. 142). By interviewing people at the case company, the areas of development can be highlighted and taken into consideration in time for the next campaign.

The data collection method used will be both quantitative and qualitative. Qualitative data collection is used mainly to seek out what the situation currently is, as it helps to figure out which are the key focus points for the research (Saunders, et al., 2009, p. 153). Whereas quantitative data will be collected in both the activity campaign itself and after the campaign to collect the thoughts of the service from the users themselves. Using multiple methods at once can also give more reliability to the research and help to meet the objectives, by bringing up to positives from at least two different methods (Saunders, et al., 2009, pp. 154-155).

4.1 Data Collection methods

Multiple methods were used to collect data for this study. To begin with, the researcher had a meeting with the occupational safety committee which was just listening to their thoughts on the service and expectations for the future at the case company, along with a discussion with the person in charge of the Sweetsbot service at the case company during December 2019. The person in charge for the use of the Sweetsbot's was also a contact person regarding during the activity campaign and other matters regarding the thesis. Both helped to form the background for the case and the information gathered helped to create a campaign for the users in the case company and a questionnaire. The meeting with the occupational safety committee and the interview with the contact person are both covered in detail in the next chapter. Both were mainly used to create and plan a campaign in the Sweetsbot's service.

Following the service design process, it is important to listen what the users of the service want. Both meetings were used to scope out the wants and needs of the case company to make changes that they feel would make Sweetsbot's service more viable for them, so the employees would use the service more actively. Based on their ideas, a new campaign with few improvements could be launched to see if there would be any impact on the user activity.

The activity campaign results themselves could give indication on what works and what should be avoided in the case company. If there are topics that do not gain a lot of answers, they might be best avoided in the future and the focus could be transferred to topics that gain more activity in the form of answers.

4.2 Questionnaire

A questionnaire was also administered to the employees of the case company after the campaign was concluded. The purpose for the questionnaire was to gather feedback on the aforementioned campaign and the thoughts on the service from the users directly.

The information gathered in here can possibly give indications regarding the positive and negative sides of the use of service. Both are important aspects regarding the research and can be used in future research to determine what should be the focus concerning the possible changes in procedures and use of service.

The questionnaire will also be used to scope out reasons as to why some of the employees did not participate in the campaign. Although it is important to hear what is working and what the users like, it is as important to know why they did not use the service at all. That is possibly the most important piece of knowledge to be gained from this research, as the goal is to activate especially the users that are not using the service at all.

The questionnaire was made with Webropol and the link was distributed via email through the contact person at the case company. It was distributed via the contact person, as the case company could not hand out the emails for the entire personnel, for security purposes. It was done completely in Finnish, as the company was Finnish, and it would not have made sense to do it in English as it would have had trouble in finding its audience. Few days before the closing of the questionnaire, a reminder was also sent to increase the amount of answers. Survey was open for answers between 22.-30.1.2020 and during that time it gathered 9 answers from possible 77 employees. The questionnaire would most likely have needed more responses in order to provide more reliable information regarding the user habits. Additionally, a raffle with a prize could have helped to bring in more answers potentially. The questionnaire will be fully provided in both English and Finnish in the appendix part of the thesis.

4.3 Reliability of results

The situation at the case company in terms of usage was that they were not active users at all. The research will most likely be giving an indication that can be done, but the results should not be taken as face value. The changes made will not be major, as the service will remain as is, but the actions outside the functions of the service and the smaller changes on how to utilize the different functions of the service will be the focus. Larger changes would likely need more time and effort from Sweetsbot to change the

fundamentals of the service. So, the emphasis is on the additional functions that the service can provide and how the potential of the service in its current state could be maximized.

Additionally, the likely case is, that for the service to be in more active use at the case company, a longer period would be needed to get the users more accustomed to the use of service. The research time is not that long and there would be a need for multiple campaigns most likely. The service design process is after all a never-ending cycle of constant progress and research on how to make the service more competent.

Finally, the research is a case study that focuses on one case company. The results gained in this research may not apply to another company, at least not directly. Therefore, the results should be analyzed to see if they could be applicable if they were to be used also as a general suggestion for improvement for the service.

5 CASE STUDY

This chapter has been removed due to a confidentiality clause.

6 CONCLUSION

This chapter has been removed due to a confidentiality clause.

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Survey in Finnish

Tämän tutkimuksen tarkoituksena on kehittää Sweetsbotin työhyvinvointipalvelua ja auttaa ymmärtämään palvelun käyttäjien tarpeita paremmin. Tammikuun 2.-17. välillä järjestettiin kampanja, jolla oli tavoite aktivoida henkilöstöä vastaamaan Sweetsbotin palvelua käyttäen työhyvinvointiin liittyviin kysymyksiin.

Kyselyyn voi osallistua silti, vaikkei olisikaan osallistunut kyseiseen kampanjaan. Vastausten avulla on mahdollista edelleen kehittää palvelua paremmaksi sen käyttäjille.

Kyselyyn vastaaminen vie noin 2 minuuttia. Kyselystä saatuja tuloksia käsitellään anonymisti.

1. Mitä kautta sait tietää Sweetsbotin työhyvinvointikampanjasta?

Sain sähköpostiin tiedon
Kollegalta tai esimieheltä
En tiennyt kampanjasta

2. Osallistuitko Sweetsbotin työhyvinvointikampanjaan?

Kyllä
En

3. Mistä pidit eniten Sweetsbotin käytössä?

Helppo käyttää
Vastaaminen on nopeaa
Palautetta voi antaa usein
Muu, mikä?

4. Mitä sovelluksessa voisi kehittää?

Käyttöliittymää
Ulkonäköä
Tapaa millä palautetta annetaan
Muu, mikä?

5. Miksi et osallistunut kampanjaan?

En pidä palvelusta
Ei ollut aikaa
Hankala käyttää
Vastaaminen ei hyödytä minua
Muu syy, mikä?

6. Mikä seuraavista on sinulle tärkeintä päivittäistä palautetta antaessa?

Helppous ja nopeus
Yksityiskohtaisen palautteen antaminen
Palautetta voi antaa nopeasti, mutta myös tarkemmin, jos on tarvetta

7. Palvelussa on mahdollista antaa palautetta päivittäin, sekä pikakysymysten avulla. Pikakysymyksissä aihealueet vaihtelevat, kun taas päivittäinen palaute perustuu päivän tapahtumiin. Annatko palautetta mieluummin päivittäin vai pikakysymysten avulla?

Päivittäistä palautetta
Pikakysymysten avulla
Molempia käyttäen

8. Kuinka usein koet tarvetta antaa palautetta ja kertoa työhyvinvointiin liittyvistä aiheista Sweetsbotin kaltaisen palvelun avulla?

Päivittäin
Muutaman kerran viikossa
Viikoittain
Harvemmin

9. Palautetta on mahdollista antaa netistä Sweetsbotin sivuston kautta tai mobiilisovelluksella, kumpaa näistä käyttäisit mieluummin?

Sivustoa
Sovellusta

10. Mikä kannustaisi sinut vastaamaan työhyvinvointiin liittyviin kysymyksiin ja antamaan palautetta useammin?

Avoin kysymys

Survey in English

The purpose of this research is to improve the work wellbeing service that Sweetsbot offers and help to understand the needs of the users better. Between January 2nd-17th a campaign was administered that was intended to activate the staff to participate to use Sweetsbot service to answer questions relating to work wellbeing.

You can answer to the questionnaire even if you did not participate in the aforementioned campaign. The goal is to make the service better for the users with the results from the questionnaire.

The questionnaire takes around 2 minutes to complete. All answers will be handled anonymously.

1. How did you find out about the new work wellbeing campaign from Sweetsbot?

Email

Colleague or supervisor

I did not know of the campaign

2. Did you participate in Sweetsbot's work wellbeing campaign?

Yes

No

3. What did you like most about using Sweetsbot?

It is easy to use

Answering is quick

You can give feedback often

Other, what?

4. What could be improved in the service?

User interface

Appearance

The way feedback is given

Other, what?

5. Why did you not participate in the campaign?

I do not like the service

I did not have time

It is hard to use

Answering does not benefit me

Other reason, what?

6. What is the most important factor for you when giving daily feedback?

It is quick and easy

Giving detailed feedback

Feedback can be given in detail but also quickly

7. Do you rather give daily feedback, or do you give more detailed feedback with comments?

Daily feedback

Questions based feedback

Both

8. How often do you feel the need to give feedback regarding work wellbeing matters through a service like Sweetsbot?

Daily

Few times per week

Weekly

Less often than weekly

9. Do you rather use the website or a mobile app to use Sweetsbot?

Website

Mobile application

10. What would encourage you to use service like Sweetsbot more often?

Open ended question