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Arola Netta

DEVELOPING B2B SERVICES WITH SERVICE DESIGN WORKSHOPS

– A study of three case companies

MASTER'S THESIS | ABSTRACT

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Netta Arola

DEVELOPING B2B SERVICES WITH SERVICE DESIGN WORKSHOPS

- A study of three case companies

This thesis studied the theory of developing Business-to-Business services with the usage of service design workshops. The study included three case companies, which provided three different viewpoints and business environments to further seek deeper knowledge into building strong Business-to-Business services with competitive advantages.

The theories and frameworks presented in this thesis were gathered from academic papers, business books, personal experiences and internet sources connected to service design and business development. This thesis covered it's topic from a customer centric viewpoint, focusing also on corporate culture and marketing communications. The research methods included interviews, surveys, case workshops and observation.

The research questions for this thesis were:

What benefits does service design offer to B2B companies?

How can service design workshops be used in the process of developing services?

What is essential for a company in order to achieve competitive advantages?

The results of this study provided practical knowledge of what service design is and how workshops can be used in developing Business-to-Business services. The case companies presented in this thesis found the workshops to be very useful in clarifying their challenges and goals, and resulted in actionable decisions and changes in their operations.

KEYWORDS:

Brand, Business-to-Business, Change management, Concept, Corporate culture, Service Design, Workshop

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B2B-PALVELUIDEN KEHITTÄMINEN PALVELUMUOTOILUTYÖPAJOJEN AVULLA

- Tutkimus kolmesta tapausyrityksestä

Tässä opinnäytetyössä tutkittiin Business-to-Business eli yritykseltä-yrityksille-palvelutuottajien kehittämistä yleisesti, teorian tasolla sekä hyödyntäen käytännöllisiä palvelumuotoilutyöpajoja. Tutkimukseen osallistui kolme yritystä, jotka tarjosivat kolme erilaista näkökulmaa ja yritys ympäristöä, joka mahdollisti syväluotaavamman näkemyksen siihen, miten Business-to-Business-palveluista voidaan luoda kilpailuetua.

Teoriat ja ajatusmallit, joita tässä opinnäytetyössä esitellään perustuvat akateemiseen tutkimukseen, alan kirjallisuuteen, kirjoittajan omaan ammattitaitoon ja kokemuksiin sekä erilaisiin internet-lähteisiin alan toimijoilta ja asiantuntijoilta. Opinnäytetyö toteutettiin esittämään asiakaslähtöistä näkökulmaa, ja se keskittyi myös yrityskulttuurin ja markkinointiviestinnän rooliin kehityshankkeessa. Tutkimusmenetelmiin sisältyivät haastattelut, kyselyt, työpajat sekä havainnointi.

Tutkimuskysymykset tätä opinnäytetyötä varten olivat:

Mitä hyötyjä palvelumuotoilu tarjoaa yritykseltä-yritykselle myyville yrityksille?

Miten palvelumuotoilutyöpajoja voidaan käyttää palveluiden kehittämiseen?

Mitkä asiat ovat yrityksille tärkeitä, jos he haluavat saada kilpailuetua?

Tutkimuksen tulokset tarjoavat käytännönläheisiä oppeja ja tietoa siitä, mitä palvelumuotoilu on ja kuinka työpajoja voidaan hyödyntää Business-to-Business-palveluiden kehittämisessä. Tutkimuksen tapausyritykset kokivat työpajat hyödyllisiksi erityisesti haasteiden ja tavoitteiden selkeyttämiseksi ja työpajat johtivat käytännönläheisiin tuloksiin ja toimiin yritystoiminnassa.

ASIASANAT:

Brändi, Konsepti, Muutosjohtajuus, Palvelumuotoilu, Työpaja, Yritykseltä-yritykselle, Yrityskulttuuri

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LIST OF ABBREVIATIONS (OR) SYMBOLS

B2B	Business-to-Business
HR	Human Resource(s)
KIBS	Knowledge Intensive Business Services
OECD	Organization for Economic Co-operation and Development
CRM	Customer Relationship Management (system)
KPI	Key Performance Indicator
POS	Point of Sales, retail location
NGE	Next Generation Enterprise
GDP	Gross Domestic Product

1 INTRODUCTION

The service sector is increasing in size and in importance globally. For companies to achieve a competitive edge in their field, continuous development of services is imperative for their survival. The focus on customer experience is growing and gaining interest in the corner offices of companies. One way of gaining customer insight and competitive edge is through service design. Companies have understood, that with the globalizing and fast-moving world, they cannot compete with prices anymore. The only way to survive is to offer competitive services and unique customer experiences. I have been working in the field of business development for several years as entrepreneur, helping companies to find a competitive edge that allows them to compete with much more than prices. My expertise is based on marketing communications and service design. This thesis will utilize personal expertise and experiences as a groundforce to the theory and research conducted.

1.1 Goal

The goal of this thesis is to study and analyze, how B2B-companies (or B2B-services) can develop their services through service design workshops. Developing service concepts will lead to a more stable quality of service, clarity within the staff, clarity to customers as well as make sure the services are priced accordingly and are profitable (Parantainen, 2007). The outcome of this thesis is to offer insight into how service design can be utilized to improve the performance of B2B companies and what kind of changes need to be made in order to achieve them.

1.2 Research questions

1. What benefits does service design offer to B2B-companies?
2. How can service design workshops be used in the process of developing services?
3. What is essential for a company in order to achieve competitive advantage?

1.3 Process chart



Figure 1. Process chart

1.4 Frame of Reference

For the purposes of this thesis a Frame of reference was created, which combines personal expertise as well as known theories of what is important for developing services and what is important to achieve the goals of this thesis. This Frame of reference will provide the basic building blocks into how a successful service concept is created with service design workshop, and what dimensions does that successful process entail.

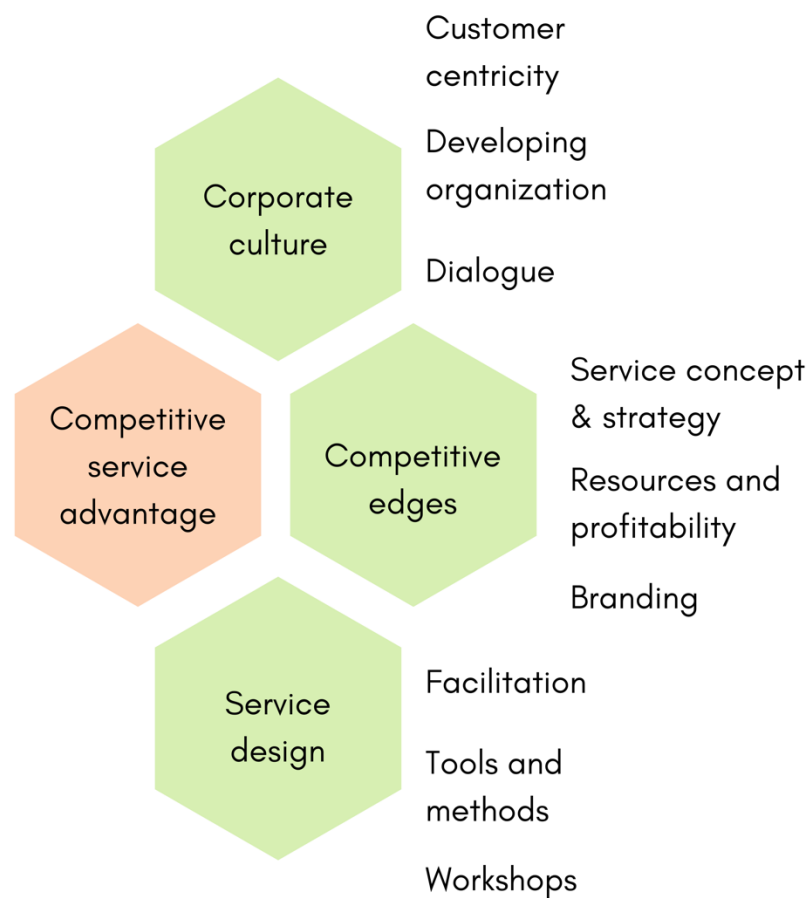


Figure 2. Frame of reference

As presented in the frame of reference, successful service concept is a multitude of many aspects that need to be right in order to achieve competitive advantage.

Corporate culture

As going through the Frame of reference for this thesis, multiple aspects of it are connected to corporate culture, change management and leadership skills. Motivation is a key part of creating successful service concepts and developing businesses in general. As this thesis will cover co-creation of value later in Chapter 2, making everyone part of the change and development process is very important. Written in *Konfikti Päivässä* (2017), the book covers how companies are misunderstanding corporate culture for non-efficient time usage such as yoga exercises and pizza-fridays (which can be a part of it). However, the bigger picture of corporate culture is the actual day-to-day working culture in the company and the ownership each individual staff member is provided with. The book emphasises how Finland has a naturally low-hierarchy in businesses and hence, innovative corporate culture could succeed here, but it is often derailed by nonsense activities. Vague company visions and missions, that staff has had no part in creating will not lead to a healthy and innovative corporate culture that is capable of disruption, learning and motivation. Motivation is derived from commitment, and vice versa - real motivation is born only from a person having real possibility of impact on what the company is doing. Company's ability to give the freedom of impact to all staff members requires trust, openness and transparency in everything the company does. When the decisions are made together, also the results (good or bad) are carried together. (Piha, 2017)

When diving into a new culture, whether it be a corporate culture or a regional or religious culture, one can react in three different ways; confronting it, complaining about it or conforming to it (Bourrelle, 2015). The lense through which one sees cultures and situations impacts on how they perceive the behaviour happening in that culture. By changing the lense, one changes the perception.

Customer centricity

The core thought behind customer centric thought process is that no service is able to be served less there is a customer (Rao, 2017). Services are an interaction between

service provider and the customer (Stickdorn & Schneider, 2011, 36). During the 2000s and 2010s, companies have understood that in order for them to thrive, they must listen to their customers. The old days of "push" marketing have shifted to "pull" marketing tactics like content marketing, user generated content and service design thinking. Often the challenge is not understanding the need for change, but the lack of capability in conducting practical steps to implement those changes in their business. Having a two-hour service design workshop does not mean a company has implemented service design thinking. In its core, service design thinking is about listening to customers and engaging with them. One way of engagement is through social selling practices.

Social selling is utilizing social media channels in prospecting, nurturing and closing customers in a close relationship manner (Belew, 2014). Social selling is a term, that has been used after the rise of social media services. Social selling – much like service design and service design thinking – are based on customer point of view. The aim for both is to find out what exactly the customer wants, and trying to fulfil that desire. (Pääkkönen, 2017). By understanding social selling, one may also understand service design better.

The basic pillars of social selling

Social selling can be defined in multiple ways. However, what almost all of these definitions have in common are the following principals, which support the idea of customer centric communication (LinkedIn Blog, 2018). In order for a professional to serve customers with social selling, they need to have an audience and a voice: a *professional brand*. In order to exercise convincing social selling, one needs to have a professional brand through reach, contextual credibility and salesmanship – presented more closely in the next paragraphs. (Dada, 2017).

Reach

Reach is the amount of audience one has in their social media following, it alone is not enough, but also without a reach, the other factors are also unimportant by themselves.

Contextual credibility

Contextual credibility covers the professional credibility one has in their own specific field of business, which is based on knowledge and experience. A celebrity chef has a high contextual credibility in giving recipes, but a low credibility when it comes to financial politics.

Salesmanship

Salesmanship is the presence and communication style one has. A high salesmanship is usually connected to charisma, social skills as well as clear and entertaining communication.

In social selling, it is important to focus on the right prospects. Social selling is not about high-volume marketing or sales, it is about connecting with the right people, instead of all the people. The success rate of cold-calling is as low as 0,3% (Keller Center for Research, 2011). That means, that in order to make one deal, one needs to place hundreds of calls or inquiries. On the other hand, 94% of Business-to-Business buyers conduct online research before making a business purchase (Accenture, 2014). Would it not be more efficient to focus on the ones who are already seeking services instead of trying to communicate with everyone?

The third basic pillar is engaging with the audience by investing time. One needs to position themselves in occurring conversations at the right time; commenting, and engaging – showing that they are there for the customer. Through engaging with audience, the social seller is able to identify new contacts and ensure them of his/her professional brand and contextual credibility. (Dada, 2017)

The forth and final pillar is building trustful relationships. Based on multiple studies of the human nature, it is always harder to trust new people than the ones already known

– it is a protective impulse (Kramer, 2009). That is the core idea behind social selling: creating trust even before meeting the customers, or try to close a deal with them. The emphasis on individual's *social capital* – the networks one has and the trust and communication they share through that network - will be a impactful part of future professional life, personal life and public relations (Sitra, 2017).

The Figure 2. Frame of reference provides the basic building blocks of the case workshops presented in this thesis in Chapter 5. Corporate culture and the motivation for development are discussed with the case companies. The mere fact of them agreeing and participating in the service design workshop is a good marker of having that suitable motivation and corporate culture that nurtures service design in the first place. Throughout the different service design methods and tools used in the workshops, it was made sure that the ideas and solutions fit with the existing or desired brand image of the company. As the thesis author herself is a marketing professional, brand-related issues are always part of any project. Customer centricity is taken care of by utilising already existing customer surveys or queries the case companies have conducted. In the case of Turku Chamber of Commerce, the customer centricity is even more profound by utilising the workshop event for their customer panel. With using different service design methods and tools in the workshop and by utilising facilitation methods the case companies have the possibility to discover new profitable ideas and business ventures.

2 SERVICE DESIGN

Service design can be defined in multiple different ways; it means different things to different people depending on their background, professional experience and persona. One definition is that a service is something used, not owned and hence service design is therefore shaping the service experiences in order for them to work for users. Service design is about removing the “limps and bumps” that create confusion and frustration, and then at the end – adding a little bit of magic on top to make the service compelling (Rao, 2017). Service design is in many ways connected to innovation: when creating something new, innovation is included. In service design the people involved try to figure out creative solutions and processes to increase the efficiency of service as well as the customer satisfaction. (Stickdorn & Schneider, 2011).

2.1 Innovation in service design

Innovation can often be seen as one creative process, only reserved for the ones with artistic and creative minds, when in fact logical and business-minded people can innovate too. Furthermore, innovation can present itself in various forms for example Product innovation, Process innovation, Technological innovation, Cultural innovation and Business model innovation. (Markides, 2019)

Product innovation is the innovative redesign of products where unconventional materials or production processes are applied to create a new innovative product. One example could be biodegradable take-away dishes that look like conventional plastic. (Markides, 2019)

Process innovation covers the implementation of new or significantly superior production processes, methods or support activities to company’s goods or services (Statistics Finland, 2018). An example of process innovation is the Ford automobile company’s first moving assembly line, which cut the production time of a single car from 12 hours to 90 minutes (Differential, n.d.).

Technological innovation is the application of new or significantly developed technology in creation of processes or services. In technological innovation, the new technology is seen as a critical success factor in the market (Markides, 2019). A technological innovation example is the creation of solar panels and batteries, which made it possible to convert the sunlight into usable household energy.

Cultural innovation breaks the norm of people inheriting and transmitting culture from the parents to children or from the executive to the employees. Even though the inherent culture transmission allows people to tap into the *best practises* and wisdom of gone generations, it also confines humans inside the presumed historical mindset. Cultural innovation requires breaking the old way of thinking and applying new core values, beliefs and systems (Rettig, 2017). Examples of cultural innovation include for example the civil rights movement or a company changing its corporate culture from hierarchical to a low-hierarchy.

Business model innovation is a wide term that can be used to describe many different paths of innovation. In its simplest form, it does not require any new technology or service ideas, just a new business model (Girotra & Netessine, 2014). For example the Wolt and Foodora food delivery services based on mobile applications are part of business model innovation. Also Uber and AirBnB fall under this category. In the case of AirBnB the innovation is that the company itself owns no apartments, no hotels and almost no staff to host the world's largest hotel.

Service design can in fact take place within any of these five different innovation models or it can take place in a project that combines them all. Service design and innovation is not confined to certain tools, methods or businesses – instead service design is a mindset and skill that can be applied by anyone in possession of service design thinking.

2.2 Service design thinking

Service design thinking is the ongoing process of trying to understand the customer and user and to challenge pre-existing ideas and assumptions. In service design thinking, the goal is to identify and create alternative solutions and processes to achieve a higher level of service quality. By trying to understand and study the customers and users, the design thinkers are able to empathize with them, and hence built better solutions for them. Identifying problems and redefining solutions with brainstorming, innovation, prototyping and testing, a optimal result may be found. (IDEO U, 2015).

The pillars of social selling were discussed in chapter 1.4.2, and these pillars apply to service design thinking also. In order to have successful service design thinking, one needs to focus on the right customer segments, have a trustworthy brand and customer-centric image, invest time and engage with customers by listening to their hopes and needs. Finally, after doing so companies may earn that trust with high level service experience. What service design thinking actually presents, is the co-ownership, where the more the customer gets involved in the service provision, the more likely they are to leave satisfied – this will increase the customer loyalty and long-term engagement (Stickdorn & Schneider, 2011, 39). Service design thinking requires transparency and the right kind on corporate culture (discussed in chapter 1.4.1). When the mindset of the people involved is ready to receive honest feedback, good or bad and is ready to act upon that feedback, service design thinking can take place. However, the mindset itself can be less useful without the practical capability of bringing the ideas and service design thinking into action. Design thinking should not focus only visual effects, it should focus on creating usable products and services, that delight the customer and make them meaningful in impact (Merchant, 2018).

2.3 Service design as investment

In the first chapter of the Finnish legislation for limited liability companies (Osakeyhtiölaki) it says "The purpose of the company's operations is to generate a profit

for the shareholders, unless otherwise provided in the bye-laws.” (Oikeusministeriö, 2006). Change and development is difficult, and companies do not embark that challenge for no good reason. Unless a charity or non-profit organization, companies have the obligation to generate profit. The willingness to apply the frame of reference is connected to a clear path to profit and viability. Sustainable business models, learning organization and service design methods are only put in use, if the company’s leadership can see the chances of making profit increase with those actions.

Service design projects – like almost all projects – require sufficient resources. In order to realistically expect results, the companies also need to invest time, money and effort. As with all investments, there are always risks involved. The ability to cope with risks and possible losses is often personality-related, but one can also mitigate risks and learn to cope with them. Managing risks is possible with few simple steps; identifying risks, analyzing them and assessing them (Pesonen, 2013). With these steps one tries to figure out the probability and severeness of the risks in question. One easy way of assessing the risks is conducting a risk matrix. In the matrix, the Y-axis is the likelihood of the risks occurring and the X-axis is the impact the risks have on the business. (Talbot, 2017). By placing the identified risks on the matrix table (Figure 3.), the colours red, yellow and green show the severity of the situation. Businesses should create safety measures and solutions beforehand at least to the ones in red.

Risk matrix		Impact			
		Minor	Moderate	Major	Critical
Likelihood	Very propable				
	High				
	Moderate				
	Low				

Figure 3. Risk Matrix (Arola, modified from Talbot, 2017)

The challenge with service design is the same that with the marketing departments often face: marketing and service design is seen as "extra", a cost that makes the company look good. Instead marketing and service design should be seen as an important investment into the money making machine in the heart of the company. Marketing, communications, and service design related to customer experience are the core drivers of holding on to old customers and attracting new ones. It is on the shoulders of marketing and service design professionals to start communicating about their jobs as important investments into the development of the business. As the leadership ladder in the corporations rejuvenate with new generations, the importance of these aspects hopefully will be seen clearer. A study found that in America only 2,6% of firm's board members have marketing experience, even though the study provided information that companies with marketing-experienced board members had increased revenue growth and better competitive advantages (Whitler et.al., 2018). Too often service design projects are discussed and measured by which actions have been made, or how much time has been spent – instead the focus should be on the results they have provided in the long-term – then the leadership ladder will start to see service design as meaningful investment into the development process of the business.

2.4 Service design process

No matter what the focus of service design is, the core idea of the process stays the same; the process is an iterative development process, in where different stages the organization will gather information about customers, ideate, make scenarios, test possible prototypes or A and B versions. What service design process is definitely not, is that an organization decides on behalf of the customers, that they know what customers need, then spend countless resources into making a finished product/service, which they launch into the market with high hopes. The point of the service design process is to learn by doing and testing. This preserves resources at the same time and the organization gains more information about the customer's thoughts.. The Figure 4. is based on Stickdorn's and Schneider's idea of an iterative process model (Stickdorn & Schneider, 2011).

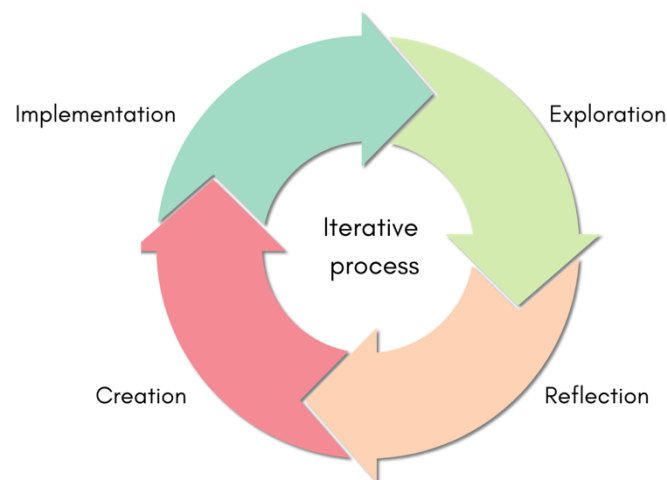


Figure 4. Iterative process (Stickdorn & Schneider, 2011).

Exploration

Even though the customer is at the center of the development, the actual process starts from within the company; what is the problem the company is trying to solve, what resources do they have and is the company capable of producing services with service design methods? Before embarking on a solution for the set problem, one needs to involve customer surface to find out, is this the real problem or are they asking the

wrong questions (Stickdorn & Schneider, 2011)? This is the goal of exploration-stage in Figure 4.

Reflection

Reflection should manifest itself after all the other process parts. Continuous reflection on *what has been decided, is this the right path and is the company making progress* are important. When the organization is developing a tangible product, the reflection of a prototype for example is relatively easy; *is the product working as it should?* However, when embarking the service design of services, the reflection is much harder; *will this service concept satisfy customer needs and is the company making as much additional value to the customer as possible?* Even though organizations can test the emotional impact and feelings from a service prototype with storyboards and visual aids, these methods do not possess the actual functionality of a finished service. That is the reason services should be prototyped later in the developing phase than tangible products (Stickdorn & Schneider, 2011).

Creation

The service design process is not only iterative in these four stages of Figure 4., but also iterative within themselves. In the creation part of the process the company will create the service concept and its tools. The goal is to identify as many mistakes or problems as possible, solve them and create again. As the start-up scene has "adopted" as their motto: fail fast and fail forward (Maxwell, 2007). This means that by identifying problems fast, the company can save money by not continuing with problematic solutions and feeding resources into them. Instead the company will acknowledge quickly that the chosen path is not working, and changing it – changing into a more lucrative path.

Including different groups of stakeholders is particularly important in the creation phase: customers, employees, owners, designers, stakeholders and influencers will all have different point of views on the concept – an engineer sees a different problem than a marketer does and possibly a customer sees an advantage the company never

identified. This is how to achieve co-creation, which will be covered deeper in chapter 2.5.

Implementation

Implementing the change, launch or other result of service design process is can be the hardest phase, since the rebellion against change is usually imminent. People have natural tendencies to find change scary and uncomfortable; brains are wired to make clear paths for re-occurring events and persisting habits - going against these habitual paths feels uncomfortable and demands much more effort and energy (Ryback, 2017). This is where the leadership skills and commitment of the staff becomes important. If before this point, the leadership has excluded the staff from the service design process, they have little chance of motivating them into the process now – that is the reason why involving the staff right from the start is important, so that they have stake and ownership in the process. However as the service design process is iterative, the "project" is not ready at this point – eventhough this might be the phase where organization launches the new service, now is the time to gather feedback, reflect on that, make changes, create again and improve the service continuously.

2.5 Co-creating value

Co-creation is a process or strategy in which different parties come together to produce a mutually valued and agreed-upon outcome (Prahalad & Ramaswamy, 2004). Co-creation is not only co-creating results or ideas together with different stakeholders, it is also co-creating value. Value is not created in a vacuum, but instead the interaction between the participants will unlock the recipe to the greatest added value. (Field, 2016). At the heart of co-creation is the mutual understanding of what the perceived added value is; for example grocery stores have in the past 10 years understood the value of effortlessness and fastness and they are developing the self-serve cashiers for customers continuously. When talking about B2B companies, the perceived value is multilayered compared to consumer-businesses. Whereas in B2C companies the added value goes straight to the customer, when a B2B company buys a service from another

company, they need to have added value 1. for themselves and 2. for their own customers. (Prahalad & Ramaswamy, 2004.)

Before any value co-creation can occur, the parties need to conduct successful interaction. These following building blocks of interaction for co-creation of value are presented in the DART-model in Figure 5.

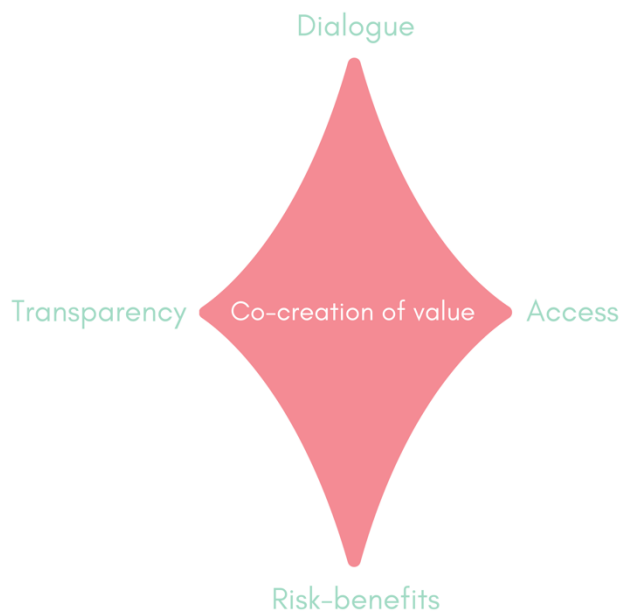


Figure 5. DART-model: Building blocks of interaction for co-creation of value (Prahalad & Ramaswamy, 2004).

The DART-model theory is prevalent in the case workshops of this thesis, presented in the Chapter 5. The workshops require true transparency and access to information not only between the participants but also between the thesis author (also facilitator of workshops) and the case companies. Classified information is shared so that the thesis author has a wide perspective of the goals and long-term strategies of the case companies. Risks and benefits were mainly analysed in the process of scouting the case companies; each of the case companies were met personally by the thesis author and additional phone calls and emails were exchanged in order to find out, whether the risks outweighed the potential benefits. The main risks are the use of confidential information and the usage of time and commitment in order to participate in the workshops and their planning.

3 SERVICES AS COMPETITIVE ADVANTAGE

The ability to develop services by answering and creating customer needs is the key factor in creating competitive advantage. If a company cannot create a culture that challenges it from inside, the company will be challenged from outside – and by then it will be too late (Piha, 2017).

Previously in the history of trade, the competitive advantages were literally a zero-sum game where the advantage could be for example monopolizing a harbour, an agricultural field, infrastructure or political nepotism of people inheriting wealth and powerful positions (Sofokus, 2019). However with democracy, free trade, capitalism and digitalism competitive advantage can, in theory, be discovered by anyone, anywhere. Ben Thompson wrote: "Google, Facebook, Amazon and Apple dominate because consumers like them. Each of them leveraged technology to solve unique user needs, acquired users, then leveraged those users to attract suppliers onto their platforms by choice, which attracted more users, creating a virtuous cycle." No matter how people personally feel about these global giants and their business models, people can not deny that the virtuous cycle part is genius. By solving something small at the start for the first customers, one can lure more curious customers, then monetize the growing group and make the cycle so big no one dares to leave it. (Thompson, 2019)

Starting to create a competitive advantage can be hard, but it actually consists of four simple ideas and questions (Sofokus, 2019):

- Concept: What is the company solving? How do they differentiate?
- Willingness: What goals does the company have? Budget? Local or global?
- Current state: Where does the company excel at the moment? Do they have valuable knowledge or data?
- Culture: What is the maturity of the business? What kind of organizational culture do they represent?

In a developing and changing world, the capability to predict change and react swiftly is becoming more and more important. Learning organizations and developing leaders are important factors when assessing the natural selection of business survival. The most important aspect of becoming a learning organization is willingness; continuous improvement requires a commitment and motivation towards learning (Garvin, 1993). As can be seen from the four ideas by Sofokus, they consist of same elements than the Figure 2. Frame of reference presented in chapter 1; service concept, motivation and willingness, corporate culture and finding the competitive edge through development.

3.1 Business to Business services

B2B companies are businesses who offer services to other businesses, organizations or the public sector (Ojasalo & Ojasalo, 2010, 21). The service business sector has steadily grown to overcome product and production based companies after the industrial revolution in the 1800s and after the millennium in 2000, due to digitalization. The service sector is responsible for 2/3 of the world's GDP and creates the majority of new jobs globally (OECD, 2017). Regardless of their business field, there is globally a new class of companies, Next Generation Enterprises (NGEs) that are flexible, willing to change, adapt to changing environments and are willing to digitize parts of their business in pursuit of growth and competitive advantage. Companies, which are hesitant to change and are not participating in the development process will inevitably lose their market share in the future (Samtani et.al., 2002). To achieve growth in the B2B service sector, one needs to create and implement a well-oiled service machine, that will provide added value to the customer. A possible starting point can be the 12-step Roadmap for Service Strategy in Action, presented in Figure 6. (Kowalkowski & Ulaga, 2017).

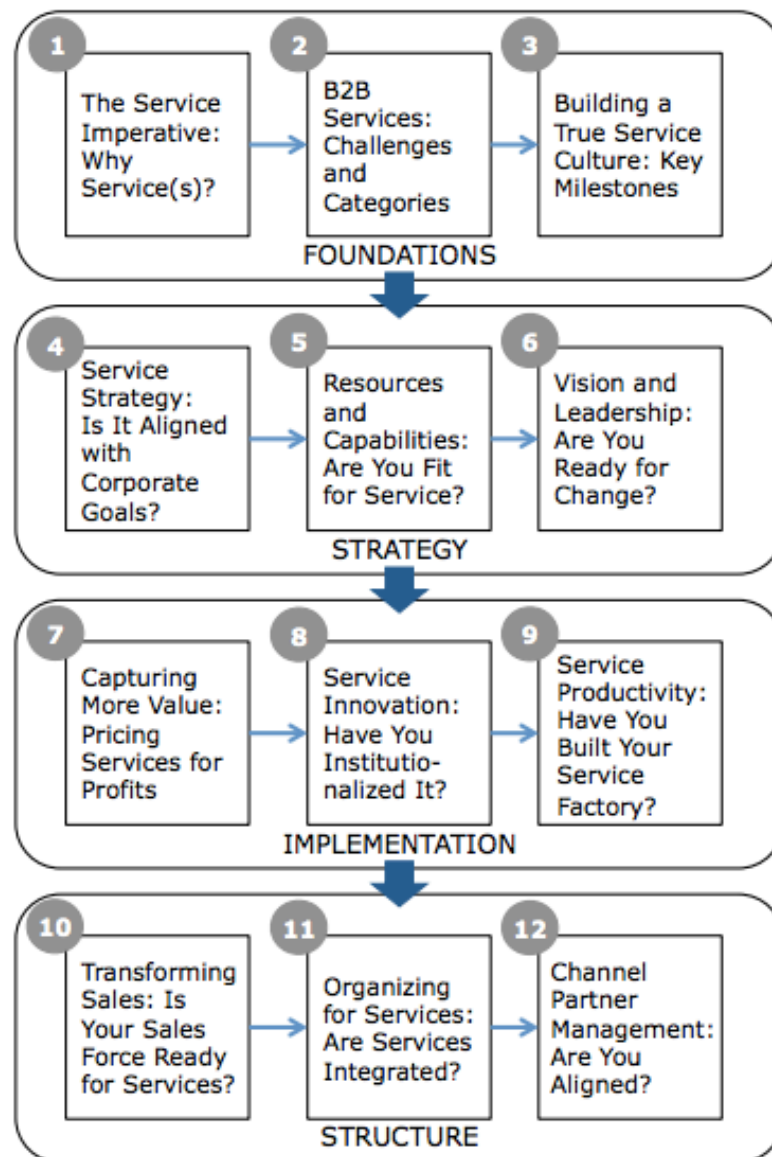


Figure 6. Roadmap for Service Strategy in Action (Kowalkowski & Ulaga, 2017)

The roadmap divides B2B service strategy into four groups: foundations, strategy, implementation and structure. Each one of the groups holds important questions and steps to achieve a working, profitable and growing business in the B2B service sector. The roadmap again emphasises similar ideas than the frame of reference presented in Chapter 1 such as the importance of the innovative corporate culture.

3.2 Concepting services

Service concept acts as an intermediary between the company's strategic intent and the customer's needs. It defines *How* and *What* around the service. (Goldstein et.al., 2002)

A service concept has multiple benefits compared to a random and haphazard way of providing services. When a service is clearly defined and created as a concept, it is easier to sell since the staff knows what are the core benefits of the service, what it includes, how can it be modified and who are the best clients for that service. For these same reasons, a concepted service is also easier to buy; the customer is clear on the proposition and their expectations are in-line with the offering. Concepting services also provides the opportunity to create service building blocks or modules, of which the company can then build the best suited group of modules for the customers. When these modules are carefully created and concepted, they are easy to price as profitable and the company knows how much resources are needed in order to produce these service modules (Parantainen, 2007). Depending on the size and business field of the company, the concept can be loose or standardized. Global consumer businesses like Burger King or IKEA have strict and standardized concepts, whereas a smaller local expert company will manage with much less. The goal behind service concept is to clarify service factors and create an easily understandable service, which provides the potential customer a clear value proposition. As mentioned in the Figure 2. Frame of reference, resources and profitability are very important in creation of the successful service concept and competitive advantage. Clear, regular concepts provide clear and regular invoices and quality and hence, profitability. As presented later in Chapter 5. The case companies utilised service design methods and tools to clarify their customer proposition and service concept.

3.3 Branding

Brand is defined by multiple aspects of the company and business. Mostly brand is defined by its place in the customer's mind and society and is affected by the physical

attributes of the service as well as emotional aspects (Klimchuck & Krasovec, 2012). The array of factors include physical spaces, online services, marketing, customer service, invoicing, design, social media presence, quality, values – basically everything that affects the business or the customer's perceived image of the business, is part of branding. Brand image is also the promise of the added value. When the brand promises a certain level of quality and feeling, the company behind the brand must redeem that promise: the brand promise image is often formulated before the actual purchase – after the purchase the customer either gets disappointed or satisfied with how well the brand image promise was met with the delivery. Providing successful service, content or price might not be enough anymore, because someone can always copy the company's service, content or pricing. Brand is something that can not be copied. Customers do not buy commodities, they buy the experience it creates and the feeling it leaves behind. Core brand experience is formed from what services the company delivers, and how they deliver it (Ford, 2017). Brand is not only for the customers, but for the staff and potential recruitments too. Brand is reflected in the corporate culture, communication and business values. Brand image is really all about consistency, they are built around the consistency of the brand promise through all stakeholders' touch points (Arruda, 2016). The misbelief that brand is the colours company uses, or the logo and slogan they slap on business cards is prevalent; successful and value-adding brands are really based on authentic achievements, real strengths and beliefs that live daily inside the organization. Shiny brand cannot cover or mask a flawed organization. What combines airtravel, spacetravel, a radiostation, gym and a charity? The Virgin Group, and it's edge of Richard Branson's brand of providing adventure, delightfulness and philanthropy (Virgin Group, n.d.).

3.4 Service development

Before digitalization, products and services were sold with the classic idea of a sales funnel in mind (Barry, 1987). In the funnel model, customers go through the funnel in four stages, in the case of successful purchase. If the customer is unsatisfied with the process, they might fall out of the funnel in any of the stages:

- Awareness (Becoming aware of the product/service)
- Interest (Building interest towards the product/service)
- Desire (Desiring to buy that product/service)
- Action (Making the purchase decision)

Once in the funnel, the potential customers would evaluate the offering in each stage and some people would fall out of the funnel and the ones left hanging in the Action-phase would make a purchase. The funnel can be useful tool, but it also sees the customer journey as linear and predictable – which often customer journeys are not. The customer journey is often (especially in B2B) fluid, non-linear and riddled with internal and external factors like budgets, hurry, stress, changing decision makers and changes in competitors (Cundari, 2015). The fluid formation of the customer journey impacts on how services can be conceptualized. Service architecture is a framework used to piece the service and company offerings into smaller parts. Just like the companies have enterprise architecture, services have their architecture too (Figure 7.).

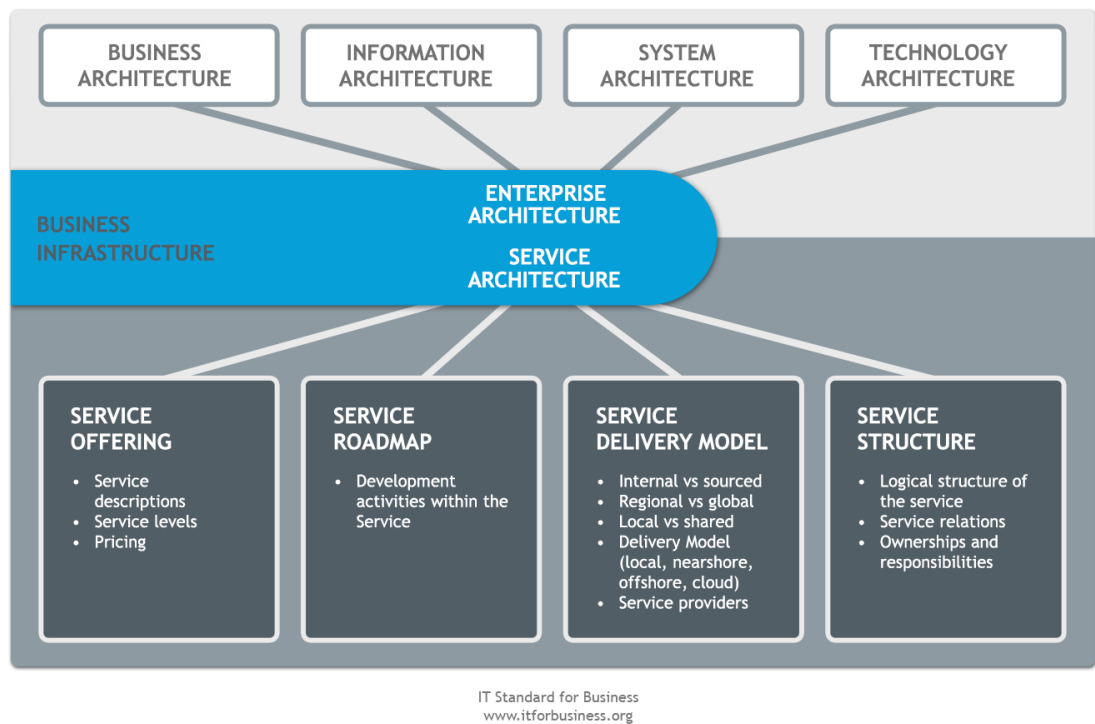


Figure 7. Service Architecture (IT Standard for Business, n.d.)

By breaking down the company and its services into smaller pieces like Service offering, Service roadmap, Service delivery model and Service Structure (IT Standard for Business, n.d.) a company can start to map out these topics, build clear concepts and combine them again together into an easily understandable and easily purchased service concept. Information and self-awareness by organizations can be seen as competitive advantage. Creating durable, flexible and economical service architectures that support the business is key in survival (Solita, 2019).

4 RESEARCH METHODOLOGY

The decision to utilize qualitative research was very clear in this thesis, since the amount of case companies is limited to three. Also the goal of the study was to find out different situations and problems that service design can help solve, not to find any standardized or numerical data that could be generalised. As is in the name of the field "Service Design", design is a fluid, subjective and individual process of creation – designer is someone who can influence the experience of the service or product user (Merchant, 2018).

4.1 Case companies

In this study, three different companies are utilized as case companies. Based on their needs and plans, service design workshops were organized in order to develop an already existing service, or to create a concept for a new service. The three different case companies shared some tools within their workshops, but differences occurred too, since one has to choose the best tools available in order to reach the wanted outcome. After the workshops, the case companies had a few months to put the decided plans and results into action and these results will also be a part of the thesis study. The goal of utilizing three case companies was to gather valid information on how different service design workshop methods apply on different fields and businesses, what practical outcomes can be presumed from those workshops and how will these results be put into actual use in the future. Also information about successful (or failed) facilitation will be gathered and analysed in Chapter 6.

4.2 Workshops as service design methods

Workshops were chosen as the main method for research, creation and advancement of the case companies' goals due to their intensive nature. All companies had previously conducted their own queries, studies or questionnaires, but they were unfamiliar with

the service design methods of workshop environment. These surveys were also utilized as background information and research data in this study. Workshops are a preferred working method for the author of this thesis due to her professional background of providing training and workshops in the field of marketing.

Workshops as research methods provide the opportunity for the parties of the research to interact, react and provide context in a immediate situation (Orlikowski, 2000). Social benefits of hearing the tone of voice and seeing facial expressions further minimizes the risk of misunderstanding information. Workshop-situations provide the opportunity to iterate, refine and moderate discussions (Ørngreen & Levinsen, 2017). The actual service design methods and tools per case company were decided on the basis of what would be beneficial for each company to go through in their individual development processes. Many of the excercises and canvases used were a part of Lean Service Creation toolkit, a package created by the IT-company Futurice. This toolkit was utilized due to it's practical and clear excercises and useful frameworks. Many of the toolkit's excercises follow the widely used ideas and principals in service design in general, for example service blueprints and customer personas. All workshops have 1-2 methods in common, but they have different methods too. The goal of this thesis is not to compare methods but to study different goals, companies and situations to utilize service design methods in and hence, the methods themselves can vary.

All the case companies presented in Chapter 5. had their case projects in mind, when the thesis author contacted them and asked for a meeting. These three individual projects were rough ideas the companies had, but due the lack of time and know-how were not yet developed.

4.3 Facilitation of workshops

A facilitated workshop means a group of people working together to achieve a specific goal with the help of a facilitator. Facilitator is a person picked from inside the group or

outside the group, and their task is to guide and structure the workshop-situation. Running facilitated workshops requires for example the following key factors: workshops must have clear objective, participants have something to contribute, facilitator has prepared an agenda for the workshop that covers time usage and excersises, openness is couraged and facilitator is well-informed but unbias. (Cameron, 2005)

In a facilitated workshops the role of the facilitator is often to guide, structure and help participants if they “hit a wall”. It is beneficial to have a facilitator from outside the company – as is in this thesis study – due to the neutrality of the person. An outside-facilitator has nothing to win and nothing to loose, instead their only motivation is to encourage moving forward, enticing ideas and helping the participants to create meaningful results. Facilitators from outside the company do not have the restrictions of the workplace, where some people are used to fulfilling certain roles or having presumptions about the participant’s ideas.

Successful facilitation is about finding the right balance. The balance between giving enough room to impromptu discussion and innovation but also minding the timetable and keeping focus. It is easy for groups to wander far away from the actual focus, when discussion is sparked. The balance also requires preparing enough excersises to cover the topic from multiple points of view, but not packing the workshops too full, because rushing through excersises will diminish the quality of the results. Faciliatator must find the balance of enticing ideas and suggesting new paths for thinking without guiding the discussion too much and filling it with personal suggestions. (Cameron, 2005)

Finally, the facilitator must keep track of the progress and results. Keeping notes and creating work results that can be used later is a key taks for the facilitator. A debrief or memo is recommended after workshops for the participants to later recall the expercises and their results (Cameron, 2005).

5 CASE WORKSHOPS

This chapter will go through the three case workshops, their methods and most important results. However not all results will be presented in detail, since the case companies have asked specific information to be kept confidential. The workshops took place in October and November of 2019 and all of them were held during one day, taking 5-6 hours each. The main goal of the workshops were to achieve the aspects presented in Figure 2. Frame of reference or to get the case companies closer to the realization of those aspects. For Turun Teknologiaiinteistöt, the main focus was in achieving customer centricity through the service design workshop and methods. For Flör the main focus from Frame of reference was branding and creating a profitable service concept and for Turku Chamber of Commerce the focus was in customer centricity and the corporate culture in relation to their members. As covered earlier in Chapter 2.1. there are multiple different kinds of innovation. In these following cases the results presented cultural innovation and business model innovation.

5.1 Case 1. Turun Teknologiaiinteistöt

Turun Teknologiaiinteistöt is a Turku-based company which offers officespace, conference rooms and other workspaces to companies and organizations. With a revenue of 27 million euros in 2018 and 131 000m² spaces for rent, they are one of the biggest landlords of Turku area, spesifically in Kupittaa area (Turun Teknologiaiinteistöt, 2018). The brief for the workshop was to develop their Werstas-Store platform which is an online platform for the company tenants to book conference rooms and other services. Customer satisfaction queries had been made previously in 2018 by the case company and these results were provided to the author of this thesis before the workshop day as background information and insight into the customer's mind. The survey showed that customer satisfaction towards the platform was not optimal. Also the case company staff was not satisfied with the platform.

Goal for the workshop: to develop the Werstas-Store platform to better serve the needs of the customer. Secondary goals: for the platform to work better in relation with other IT-systems of the company and to have clearer and more structured data that saves the time of the employees.

Participants of the workshop included six employees of the case company: three women and three men.



Picture 1. Turun Teknologiakiinteistöt workshop A

Methods used during the workshop day:

Sitra's megatrend cards (Sitra, 2017), **ideation with post-it notes with clustering of results**, **concept profile-canvas** (Futurice, 2017), **concept proposition canvas** (Futurice, 2017), **sketching & elements of value- pyramid** (Almquist et.al., 2016).

Megatrend cards were used as a warm-up exercise to start the thought-intensive day. The goal for the usage of megatrend cards was to warm up the thinking process by ideating on how bigger global factors relate to the task at hand. These megatrends are factors that often impact the operation of the businesses, but they are not discussed specifically. By guiding the participants to these megatrends, they are able to focus their conscious efforts towards these challenges. Participants were to pick out a megatrend

randomly and then think how this megatrend is already met in the company and how it could be further developed. The megatrends that were picked by the participants were following (summarized and translated):

- Enough is enough
- The emphasis on social capital
- Creativity creates work and wellbeing
- The culture of experimentation intensifies
- Health and wellbeing are emphasized
- Decision-making becomes part of problem solving

Ideas and thoughts that arose from the megatrends were for example the ideology of the company, that not all companies have to own huge premises and conference rooms, which are not normally used very often. Enough is enough – companies can share spaces and in return save money and build communities. The case company is a strong believer in communities feeding creativity, when companies and people from different areas of business and backgrounds come together; emphasis on equality, transparency and responsibility towards people and environment are important. Social capital megatrend and creativity megatrend was also strongly linked to the same values. As result, the case company saw how the megatrends relate to their core business values.

After megatrends the group moved into **ideation using post-it notes**. The participants were given instructions to produce as many aspects and ideas as possible in 5 minutes that focus on the feedback from customers and problems they personally have had with the Werstas-Store platform and also to ideate what possible additional services or functions could the platform have. After the timeframe group was asked to pick a spokesperson, and to stick all the post-its into a wall, clustering them as they went forward. They were discussed together and extra explanations were provided when needed. Notes were divided into negative aspects = to improve on, and positive aspects = ideas to develop. Negative aspects included following

- Connection to CRM did not work sufficiently

- Invoicing is difficult
- Not enough additional services (why customer's would use the platform)
- Navigation is poor in the user interface

As a summary from those negative aspects, the group told that this workshop is from their point of view used to gather all the information needed to justify an investment to a totally new platform. Identifying so many negative aspects would justify designing a totally new platform to be more resource efficient than repairing the old one.

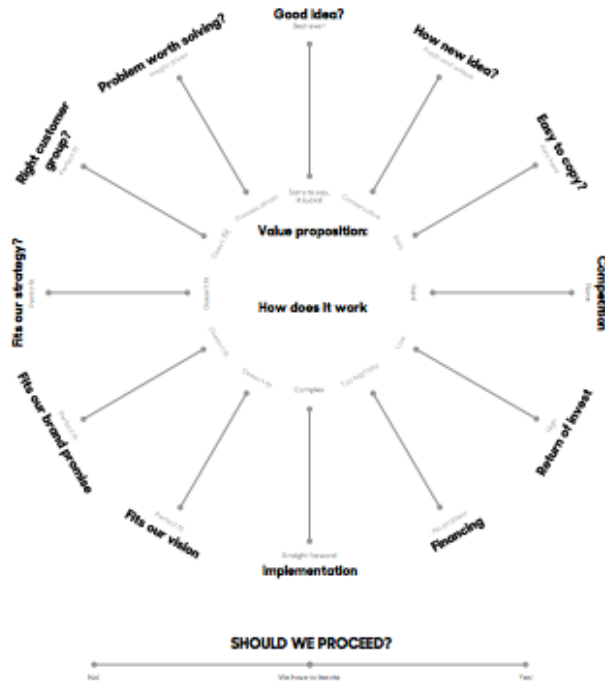
Positive ideas included following

- Hoping to have a delightful platform for customers
- Additional services like catering
- Community building and shared events
- Chat-possibility
- Better visualization in terms of instructions for example parking and maps of premises

From those ideas, the group summarized that the whole marketing aspect of the company is too much focusing on stories; they are important and interesting and delightful, but the marketing efforts to inform customers about existing additional services are almost non-existent and that felt like a major challenge.

From the post-it notes the group was asked to pick three of the best or most necessary ideas to focus on; they picked **improving the booking system**, **possible additional services** and **building more communal spirit**. With the three concepts, the group moved into next excersises which were the **Concept and value proposion-canvas** and **Concept profile- canvas** from Lean Service Creation Toolkit (Futurice, 2017).

PROFILING THE CONCEPT - It's time to face the wet blanket



The Future Canvas is the property of Futurice. LEAN SERVICE CREATION

CONCEPT AND VALUE PROPOSITION

The form is a structured canvas for concept and value proposition. It consists of several sections:

- Top:** "Concept name?" (with a text input field).
- Second Section:** "How does it work?" (with a large text input area).
- Third Section:** Three smaller boxes:
 - Left:** "Value to the end-user?" containing a graphic that says "LOVE THE PROBLEM NOT THE SOLUTION".
 - Middle:** "What differentiates it from other solutions to the same problem?" (with a text input field).
 - Right:** "Value to our business?" (with a text input field).
- Bottom Section:** "Written value propositions" (with a text input field) and "Main points" (with a list of four bullet points).

The Future Canvas is the property of Futurice. LEAN SERVICE CREATION

Figure 8. Profiling the concept- canvas (Futurice, 2017)

Figure 9. Concept and value proposition- canvas (Futurice, 2017)

These canvases were used in order to slice the ideas into smaller parts and viewpoints. In developing new ideas, they might at first glance seem too large to work with. Developing the ideas from smaller details like their profile, concept or added value, the process can be eased.

Group was asked to form three pairs, and they randomly got one of the three ideas to develop. After the canvases were made, they were discussed together.

The work results from these canvases were quite specific for the cause and hence confidential to the case company and their used systems. Because of that, the results will not be discussed further.

After the canvases it was time to move into a more light and relaxed exercise to calm the brain a bit. Participants were asked again to move into in pairs (different pair than before) and **to sketch their optimal front page of the new Werstas-Store platform**. They were asked to consider: what are the most important aspects that should be in the first glance of the platform, and how would the improved navigation work? The participants were provided paper and markers of different colours to draw and sketch their ideas. After the sketching they presented the results to the rest of the group. All the sketches showed improvements of the negative aspects found out in the start of day; better navigation and easier booking of spaces was in the forefront of all sketches. Additional features like events for the "community tab" were added and search bars (which are currently missing) were prevalent (Picture 2.).



Picture 2. Turun Teknologiaiinteistöt workshop B

The last exercise for the day was done with the use of **The elements of Value Pyramid** (Almqvist et.al, 2016). This pyramid depicts a more developed version of Maslow's classic hierarchy of needs with 30 different elements of brand value like nostalgia, heirloom, belonginess and design. The aim for this exercise is to think about the values the company and participants have and to compare them to their services at hand. Many businesses have certain values, but they do not always show in their services. By clearing

up the values for themselves, companies can also clear them for their customers. First the participants were asked to cross over the values they feel the platform already provides the customer. The second round was to circle the values they felt were not yet met with the platform, but should be in the future. The group and facilitator discussed the results together and thought about practical ways and actions to make them happen. The second round again emphasized the same results than before – communal aspects are missing even though all the participants felt they are important and in line with the business values. Other new aspects included for example the brand value of humour and delightfulness.

The goals set for the workshops were achieved in theory. The idea and solution for new platform is clear, however, still in progress. Reflecting on the workshop the methods were quite suitable and beneficial for the cause. The discussion about megatrends wandered off a bit, further from the focus but was brought back in. With more time a digital mockup version or a prototype could have been made based on sketches.

5.2 Case 2. Flör

The brief for this workshop was a continuation of an already ongoing venture, in which the thesis author had already made a qualitative interview study in 2019 of potential B2B clients in regards to the new service to be launched. Flör is a consumer focused flower and green decor company, which has three locations; Mylly (Raisio), Skanssi (Turku) and Peltola (Turku) with an outdoor garden. The company used to be known under the name Kauppila, but renewed their visual brand and name to Flör. They are about to launch a service directly targeting B2B customers which includes green decor and maintenance services for the greenery for offices, retail spaces and conference rooms. During the previous interview study that was conducted by the author or this thesis in the fall of 2019, 5 potential company customers were interviewed in order to ask their impressions of Flör. They were asked which kind of service modules would best suit them, how could the service be advertised most efficiently and so on.

Goal of the workshop: to create and clarify the new service concept and create marketing ideas around it. Secondary goals: to involve the new staffmembers in the project that were picked to be responsible for the new service.

Participants for the workshop: The participants included 4 key employees who will be in the center of producing and selling the service. The participants consisted of two men and two women.

Methods used during the workshop: **Business objective and context- canvas** (Futurice, 2017), **customer personas, content pyramid** (Arola, 2018) + **brainstorming, service blueprint** (Stickdorn & Schneider, 2011) and **RATER- framework** (Parasurman;Zeithaml;& Berry, 1988).

The business objective and context canvas (Futurice, 2017) was used in order to start the day with clarifying the current situation and goals.

BUSINESS OBJECTIVE AND CONTEXT

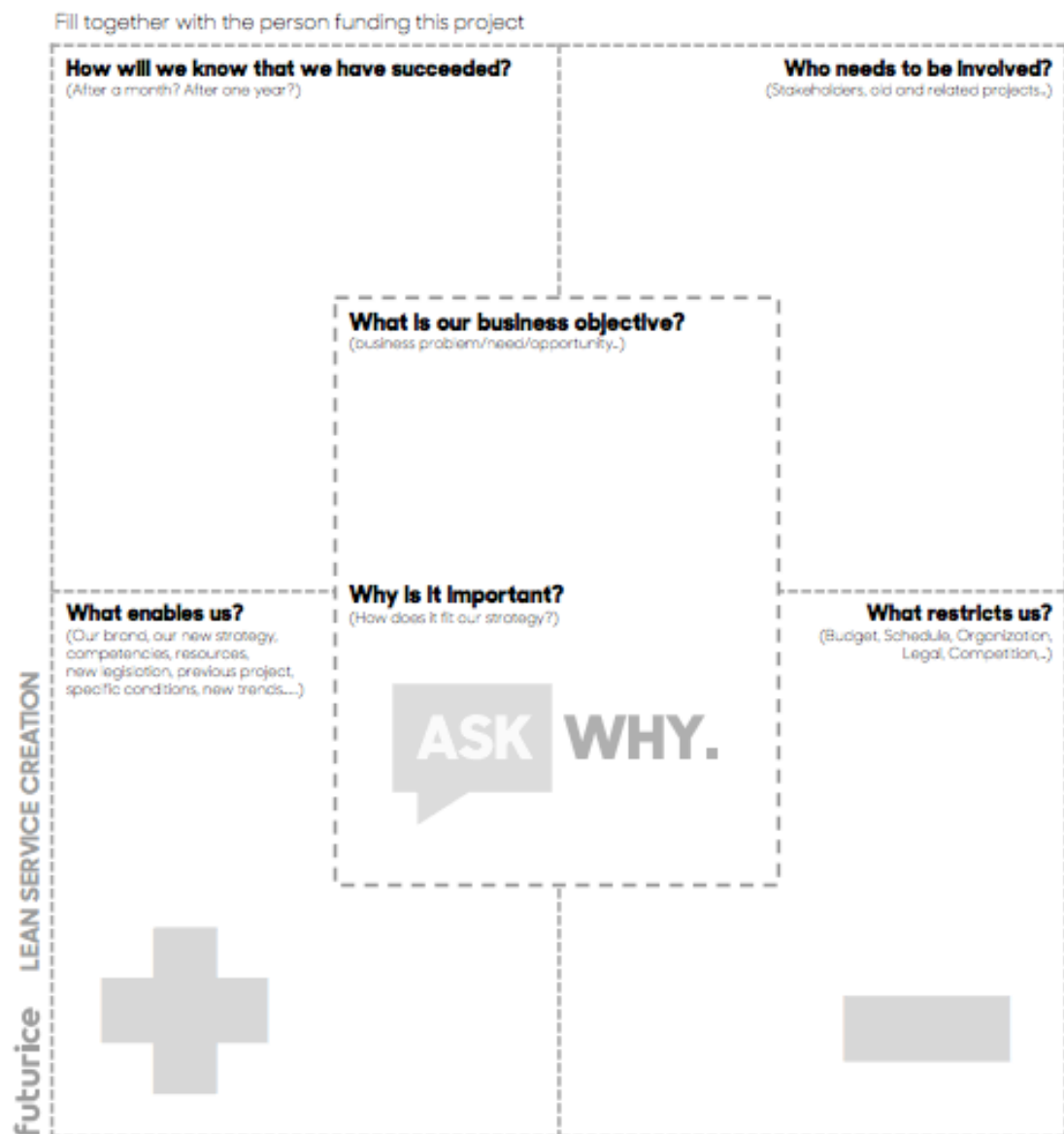


Figure 10. Business objective and context (Futurice, 2017)





This canvas was picked, so that the participants could clearly think about the different aspects of their challenge. This canvas shares similar features with classic SWOT-exercise and therefore is a great starting point to evaluate the development focus. The participants were asked to pick a writer and together discuss the different fields of the canvas. *For How will we know that we have succeeded* group was asked them to set a KPI (Key Performance Indicator) for measuring their success. The group set out a





revenue goal for the fiscal year of 2020 which they consider a success. They also discussed the potential revenue and percentage of the whole business, that could be filled with this B2B service in the upcoming years. For *Who needs to be involved* the group discussed different personnel, subcontractors, vendors and other and at the same time outlined a to do- list on who will contact these stakeholders in order to get the project moving forward again. For *What enables us* they discussed the ongoing trends in regards to greenery, health and the quality of air as well as internal enablers like systems and staff. For *What restricts us* the group agreed upon main two things; current CRM/cashier system and time limits. This service was hoped to be launched already during the fall of 2019, but due to internal time constraints that goal was not met. They also discussed that their cashier-system which also includes invoicing and a shallow CRM is non-sufficient and wastes time. Group discussed potential CRM systems that the facilitator was able to recommend and one of the participants took the task of researching them later. Their comment on their current system was "Keep away from that system – as far as possible". Sufficed to say, digitalization is supposed to help and support business, not be the core problem of the business. The *Business objective* for this canvas was to make spaces in companies more comfortable and alluring, to boost wellbeing and brand image of companies, and to make a profit at the same time.

After the canvas the group moved on to **customer grouping canvas** (Futurice, 2017), which was used to create **personas** for the upcoming B2B service.

CUSTOMER GROUPING Choose who you aim to serve.

Common in all customer groups:

Group name:	Description:	Problem (assumed) worth solving:	<input type="checkbox"/> Main group? Why/why not?
			

Group name:	Description:	Problem (assumed) worth solving:	<input type="checkbox"/> Main group? Why/why not?
			





Group name:	Description:	Problem (assumed) worth solving:	<input type="checkbox"/> Main group? Why/why not?
			

Figure 11. Customer Grouping (Futurice, 2017)

They were asked to create 3 different personas based on most likely type of customer to occur. After discussion they agreed on the following personas:

- The persona 1. is a person (usually a secretary) that has been tasked unwillingly to retain some greenery for the offices
- The persona 2. is the person in the company that is interested in greenery and plants and takes on the tasks by their own willigness
- The persona 3. is the one who is considered "a visionary" and has big ideas in terms of the "green jungle" they want to create



Picture 3. Flör Workshop

The group and facilitator discussed the characteristics of each persona and the challenges and opportunities they bring to Flör.

Persona 1. is usually not interested or knowledgeable about greenery or plants and also is usually tasked to solve this task on top of their other work tasks, so this persona's goal is to solve the need for greenery as fast as possible with easy-to-understand solutions. This persona is hard to "wow" with additional services, instead a straight-forward approach, clear offer and fast communication is key in winning this persona over. They have usually been assigned a budget beforehand, and this needs to be asked prior to the offering stage.

Persona 2. is usually interested in greenery and often has greenery as hobby in their own home. They have adequate knowledge about which kind of plants they want and have realistic expectations of what the costs are and for example which kind of plants survive in which surroundings. This is the easiest customer to serve but sometimes the problem is, that as the persona is a plant-enthusiast they would like to have more than their budget will allow.

Persona 3. sometimes has knowledge about plants and sometimes not, the most clear characteristic of this persona is the visionary-like mind where anything they do, "they do it big". This persona might be very flexible with the budget but the challenge is that with a visionary mind, the realistics of this world limit them. This persona often brings inspirational pictures to meetings of alluring "green jungles" with special lights and irrigation systems, plant wall and other spectacular elements but wants to have this "jungle" in a un-eavenly air-conditioned office, that has no natural light. This persona does not understand the physical limitations of which kind of plants can stay alive in certain surrounding and the risk of dissapointing this customer is big. The expectations of the persona 3. need to be managed during the selling and offering phase. The task of creating personas was useful for the participants to think what different selling points they need to emphasize with different client prospects. Especially the participants who had no business-education felt that this excersice was useful.

After the personas the group moved on to talk about **content pyramid and brainstorming content ideas** presented in Figure 12. The case company's hope for the workshop was to take a marketing-focused view and that is the reason the workshop participants also brainstormed content ideas for the launch of the service. Facilitator and participants discussed on the premises of the three personas created, that they all have individual wants and needs and that the company has to create content for all of it, in order to guarantee as much sales as possible with relevant marketing messages.

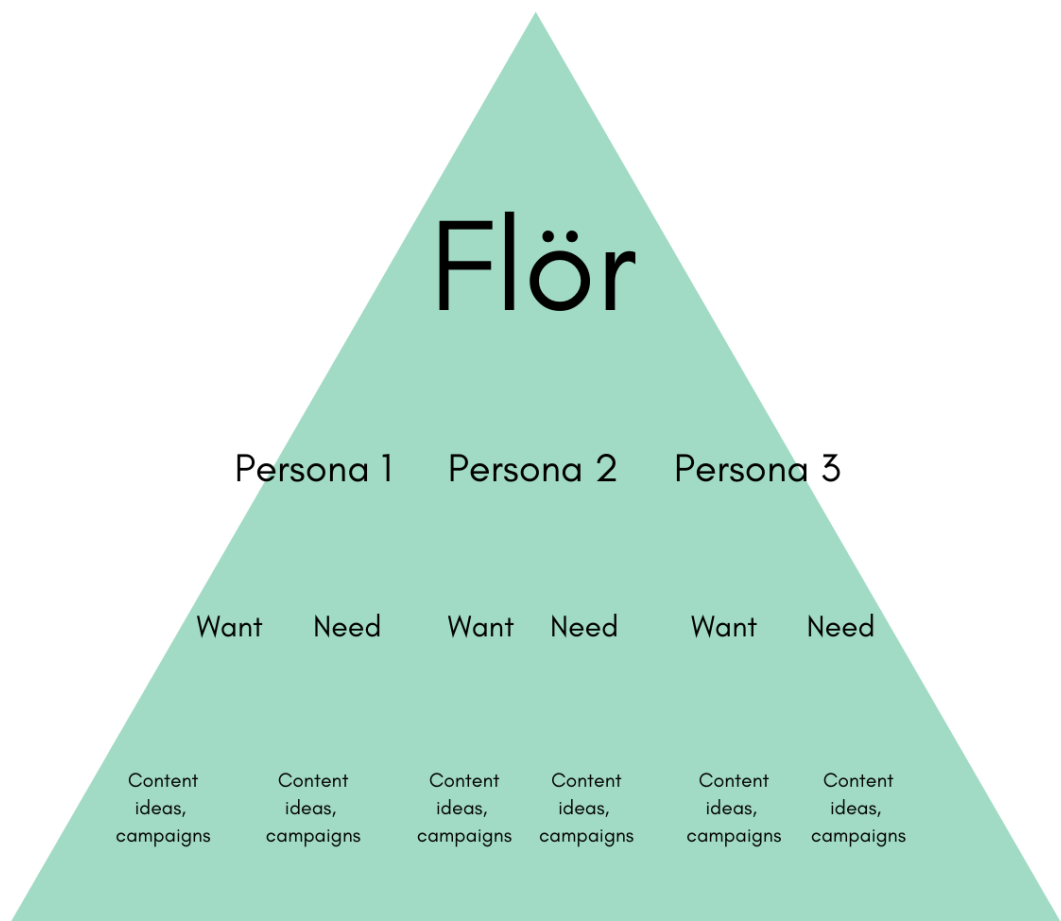


Figure 12. Content pyramid

The brainstorming session was executed with post-it notes and the group clustered them. The results included very small, tangible and practical content ideas like ideas for blog posts, events, workshops and social media posts.

As the case company now had the personas and their business context in place, the group moved on to create a **service blueprint** for the "average" customer, which in this case was the persona 1, the person unwillingly tasked to organize greenery into the office.

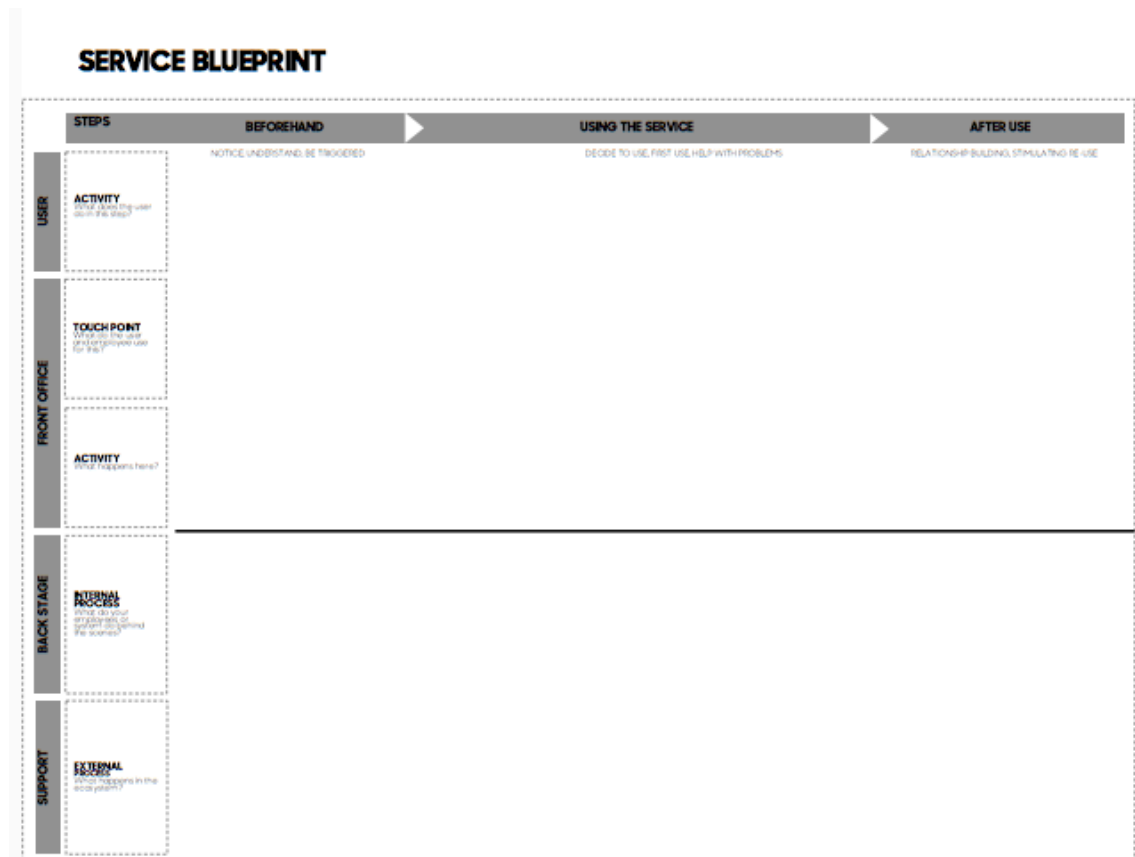


Figure 13. Service Blueprint (Futurice, 2017)

Service Blueprint is a classic service design tool, where one can combine the customer journey and its touchpoints with the back-office and support functions tasks (Stickdorn & Schneider, 2011). The blueprint might reveal some bottleneck- points during the customer journey as it also helps the participants to see, how they can better and more fluently serve the customer.

Utilizing the Service Blueprint, the group first described the customer journey and touchpoints for the average customer (persona 1.). The front office part included the salesperson and contact for the customer and the group matched those job tasks with the customer journey, thinking where they can go wrong and what needs to be already taken care of internally at that points. The back office and support activities included tasks with plant and pot suppliers, invoicing, logistics and warehousing. Particularly when talking about living products that are part of a service, the blueprinting seemed to

be useful, since timing and circumstances are very important to minimize waste. Also due to the hurry and unwillingness of the persona 1. the timing needs to be on point with deliveries. At this point, again, group discussed Flör's need for a working and efficient CRM system that could help them map out customer journeys and stay on top of their timely deliveries.

The last exercise for the day was using the **RATER-framework** (Parasurman;Zeithaml;& Berry, 1988), which is a way of thinking and measuring customer satisfaction based on five components presented in Figure 14.

Dimension	Description
Reliability	Ability to provide dependable service, consistently, accurately, and on-time
Assurance	The competence of staff to apply their expertise to inspire trust and confidence
Tangibles	Physical appearance or public image of a service, including offices, equipment, employees, and the communication material
Empathy	Relationship between employees and customers and the ability to provide a caring and personalised service
Responsiveness	Willingness to provide a timely, high quality service to meet customers' needs

Figure 14. RATER Framework (Carroll et.al., 2017)

Participants were asked to quietly first think by themselves how these five components could be developed and shown in their new service. After 10 minutes of thinking, they shared everyone's ideas together and discussed them. Everyone had a different approach to the assignment which was useful, since the array of answers and ideas was wide. Ideas included for example putting standardized processes in place to guarantee timely and correct responses and deliveries. When talking about building the credibility of their staff they discussed how all their sales personnel are actually professionals of the industry, mostly gardeners by trade, and not "just" sales people. This will be shown to customers for example by dressing the part and having their professional titles in their offers and emails. Flör also decided to utilize their already successful customer POS to show near the registry that there is a new B2B service launching, since their retail spaces

have hundreds of consumers coming through everyday, most of which probably work in a company and hence are potential clientele. Empathy will be shown to customers by utilizing the created personas and selling accordingly to their individual needs; staff is thinking which kind of a customer they are serving at the moment and what are the likely hesitations they might have?

The workshop day was a success and met its goals; clarifying goals, clarifying the means of delivering the service and creating new ideas for the marketing of the service. Reflecting on the workshop it was clear that two of the participants had an “office”-background and were quite familiar with different ways of development and ideating and two members had a gardening background and are used to very practical way of working with the product – ideation was a bit difficult for these two participants but developed with some additional support and help. Heterogeneous backgrounds of the staff members enriched the viewpoints of the discussion.

5.3 Case 3. Turun Kauppakamari (Turku Chamber of Commerce)

The brief for this case company differs from the other two workshops in the sense that the focus and majority of the time was used to a customer-panel which was asked by the case company from the start. Some customer-panels have been conducted by other regional Chambers before, and Turku Chamber of Commerce wanted to have their own too to collect qualitative feedback, ideate and have the possibility for customers (in this case the member organizations of the Chamber of Commerce) to have impact on the work of the Chamber. The workshop day included the customer panel in the morning until lunch and after lunch continued with key staff members of Chamber of Commerce to ideate more and go through the feedback of the morning. Goal was to have honest feedback due to neutral third party, ideation in regards of additional services and education the Chamber of Commerce could provide for their members and to ideate how the members could be made even more committed to the organization and its activities.

Goal of the workshop: to organize a customer panel to gather honest feedback and ideas. Secondary goals: to provide a means for impact for the members of the Chamber and to test out the customer-panel “method”.

Participants for the workshop:

For the customer panel, an email invite was sent to the members and 9 company representatives arrived at the session (there were 10 slots and 1 person could not attend). The participants included 4 men and 5 women from different companies and from different fields. Some were entrepreneurs and others were employees.

Methods used in the workshop:

Morning: Gofore picture+word cards as warm-up, brainstorming in four categories, groupwork in developing concepts and a mash-up exercise.

5.3.1 Morning session with customer panel



Picture 4. Turku Chamber of Commerce workshop A

The morning started with greetings and breakfast from the Chamber of Commerce, they welcomed the customer panel participants and after few minutes exited the room. The facilitator and author of this thesis had agreed earlier that it would be more beneficial for the Chamber staff to be excluded from the workshop in order for the customer panelists to have a more open discussion with a neutral third party facilitator, who is not on the staff of the Chamber. First exercise was **Gofore's picture and word cards** (shown in the Picture 4. above). The cards include different adjectives and feelings ranging from very negative, neutral to positive. The pictures on the cards represent a wide spectrum of different places, feeling and ideas like storm and rain, colourful balloons, steps, roads and other pictures that can be used to explain feelings and ideas. The cards were scattered on the table and the participants were asked to pick one picture and one word that described their feelings about the Chamber of Commerce and its activities at the moment. The group and facilitator went through the results together. Almost all pictures and words were positive, for example: *curious*, *delightful* and *professional*. The only negative aspects arose from the feeling of hurry and the old-fashioned and rigid feeling of the organization (this factor will be covered more deeply in this chapter later).

The first actual exercise was **brainstorming with post-it notes in four categories**. The facilitator had attached 4 bigger papers around the room under the following topics

- What kind of education or information does your company need at the moment?
- What current services or aspects of the Chamber's activities are useless or negative in other ways to you?
- What would be the greatest realistic benefit the Chamber of Commerce could provide for your company?
- What would enhance the commitment of your company to the Chamber of Commerce, and how could synergy benefits grow?

The educational hopes the companies had were clustered and main themes where as follows: service design, leading sales and marketing, growing global and IT&security-themes. Participants felt that even though some of these aspects have already been covered in previous training days, they were not deep enough and that in some cases,

events that were supposed to be training or lectures, were more of sponsoring companies' presentations of their own services.

The second paper concerning negative aspects or services were not too specified, the only clusters that were shown were concerning pricing; the pricing of educational events are the same for single entrepreneurs and big companies – the customer panel felt that some sort of progression in terms of pricing methods could be beneficial in order for small companies to have the necessary monetary means of attending the educational events organized by the Chamber. The negative brand image that was mentioned already during the warm-up exercise continued when discussing this paper. Almost all of the participants felt that the organization has a rigid and old-fashioned feel to it. Chambers of Commerce are throughout Finland considered prestige and historical organizations with strong ties to the business world, art and historical buildings. The participants felt that even though this brings a feeling of trust and dignity to the operations, it also brings tension and sometimes feelings of not-belonging to the “suit clubs”. Participants commented that they are often stressed about their speech manner and dresscode when attending events by Chamber of Commerce, due to the prestige brand of the Chamber. Participant also felt that the rigidity from this issue sometimes prevents relaxed networking and communicating with people in the events and that networking events often feel superficial.

The third paper focusing on the greatest benefits the Chamber could provide the clear cluster was networking and paying customers. The panel felt that perhaps the most important task of the Chamber is to connect member organizations with each other in a way that cannot be done by themselves or other organizations – the panel felt however that this is not happening at the moment (later about this topic in the next page). The other cluster was education. When discussing this paper together the idea that the Chamber could provide high-level education in the forefront of other organizations was mentioned. Some trainings like for example the “HHJ”-training which focused on effective board-work was given multiple accolades. It seemed that the

disparity between the quality of training was significant; some training was found very effective and useful and others not so much.

The fourth paper focused on growing engagement and commitment to the Chamber as well as synergy benefits gained from being a member. This category was discussed clearly the most due to the two previous thoughts mentioned; the rigid and old-fashioned brand image that made networking difficult and the lack of clear match-making and connecting members to each other was missing from the panelists point of view. The ideation in this category focused on different methods and events of socializing, networking and becoming connected to companies in their field or with potential customer. Clearly all the panellists had big hopes in gaining more of these social aspects from their membership of the Chamber.

The third exercise for the day was connected to the last one with the four papers. The panelists were divided into groups of three people and all of them got a topic reflected on the previous ideation session; they were instructed to **develop a service concept based on the ideation** in the following topics

- Concept for developing commitment and engagement
- Concept for developing education and events
- Concept for developing the communication and information flow from the Chamber to it's member organizations.

The groups were given 15 minutes to develop their concept based on the previous conversations and sketch it into bigger papers. All results where presented for the whole panel.



Picture 5. Turku Chamber of Commerce workshop B

The service concept created for *commitment and engagement* was to create different “clubs” under the members of the Chamber. The panelists felt that all events are so focused on business, that there is no room to build human-to-human relationships and trust (that could later lead into joint business ventures). Their proposition included clubs for book-readers, golf and gym, where likeminded professionals could network without the pressure to sell and make profit right away – they wanted a service concept that would facilitate a more closer social interaction than handing out business cards or giving business pitches at a networking lunch.

The service concept for the *education and events* was also focused on networking but from different angle. Their concept was a match-making series of events where the Chamber would call out a topic, and businesses interested in that topic would be connected into businesses offering that service. For example one event could be all the companies needing help with their marketing, and then marketing companies in the Chamber would attend it. That way the buying organizations could meet multiple service providers during one event and feel which one they connected with the most. This type of events could be organized withing multiple different needs like HR, IT and subcontractors for maritime.

The concept for *enhancing communication and information flow* lacked a clear service but had a few important points; the newsletters were too long and hard to read, it was hard sometimes to differentiate what was a training day, what is a lecture and what is an event. After the group as a whole discussed the topic, a service concept idea was generated. The idea was a “call out” channel where under different topics or conversational threads the members could start to look for information. For example if a company would need a certain employee, an engineer, before making it a public job opening, they could see if they can find that person easier and faster through this information channel. The same channel could also harbour threads on which companies for example provide IT-support.

The last exercise for the panel-part was a more playful **mash-up task** (IDEO U, 2015) where again the groups were divided into 3 groups of three people (different people this time to encourage networking) and all groups were provided with an already existing business concept

- A restaurant
- An airline
- A gym

The participants were asked to think about what different services these businesses offer to their customers. After 10 minutes of brainstorming, they were then asked to think, what services just listed could be folded into the portfolio of the Chamber. Could the Chamber of Commerce learn something from a restaurant for example?

Ideation Method: Mash-up

This method is about bringing odd or unexpected things together to spark fresh ideas.

STEPS FOR A MASH-UP	CATEGORY 1 E.G., ELEMENTS OF THE HOSPITAL EXPERIENCE	CATEGORY 2 E.G., THINGS YOU WOULD FIND IN A HOTEL
<p>1 FRAME Articulate a challenge in the form of a “How Might We” statement. Let’s tackle the question: “How might we create a more human-centered care experience for the families and friends of patients in a hospital?”</p> <p>2 NARROW Pick two broad, unrelated categories within which to brainstorm products, services or experiences. The categories should be unrelated to each other, but at least one should tie in to your “How Might We” statement. We’ve defined the two categories for you in this example.</p> <p>3 GENERATE One category at a time, come up with as many elements of these experiences as possible. It generally helps to give yourself a time limit (say, two minutes). You can do this with a partner and tackle one category each.</p> <p>4 MASH-UP Combine items from the two different lists to develop new ideas. Try putting together items that seem the most different, and see if you can communicate the value of your inventions in ways that are relevant to your challenge, adapting the original idea as necessary.</p>	<ol style="list-style-type: none"> 1. Sitting in the hospital room 2. 3. 4. 5. 6. 7. 8. 9. 10. 11. 12. 13. 14. 15. 	<ol style="list-style-type: none"> A. Minibar B. C. D. E. F. G. H. I. J. K. L. M. N. O.
<p>REMEMBER</p> <p>This is only part of the ideation process, which is part of the broader creative process. New ideas are great, but it is critical to invest the necessary time to understand the needs of your users and frame a challenge before ideating.</p>	<p>MASH-UPS WITH DEFINITIONS</p> <p>1A. Hospital Room Minibar — a fridge filled with healthy food and drinks in each hospital room</p> <p>...</p> <p>...</p>	

Figure 15. Mash-up (Futurice, 2017)

This exercise was more playful and its idea was to think outside the box and unwind the idea- and knowledge intensive panel. The participants had playful ideas of Chamber of Commerce sleeping rooms and own lunch-restaurants. The group with the gym concept had joined the two businesses. They felt that as gyms provide nutritional coaching and personal training, also the Chamber provides these in their field. As the gym can provide services for young pro-athletes but also for elderly maintaining their ability to live a normal life, the Chamber also can be a coach for “pro-business-athletes” or just businesses maintaining their normal activities. Where the gym offers life changing training services, the Chamber provides business changing services.

5.3.2 Afternoon session with internal staff of the Chamber

Participants for the afternoon session: 5 members of staff

Facilitator had agreed with the case company that the main focus will be on the customer panel, and that their internal session will be more debriefing the results from the morning. This is why the afternoon session focused on communicating the ideas from the customers to the staff as well as possible.

The afternoon with the staff of the Chamber started with **brainstorming in four categories**, the same assignment that the customer panelists made in the morning. This time, the papers from the morning were attached around the room (but so far the staff could not see them) and they were instructed to brainstorm what they think the customers wrote in the papers as well as give some own ideas too. After the brainstorming session the facilitator/thesis author went through both of the results with the staff, and the facilitator provided as much information as possible from the morning; the staff took notes and discussed the ideas; which are feasible, which are not and which ones do they agree upon. For example they recognized the need for some flexibility in the pricing of educational services and talked long about the brand image of the Chamber as well as the possibilities for different kind of networking.

The second exercise was a **post-it ideation session with added customer engagement canvas**. This exercise was based on a customer satisfaction survey made by the Chamber in 2018 (the survey was provided to the facilitator before the workshops as background information). The survey they had done included mostly positive feedback and good evaluation for their services from the members on the Chamber. However some similar problems did rise from those survey results that were covered with the customer panelists in the morning session. The most negative comment in the survey was taken into focus, because it summarized the challenges the Chamber had masterfully. The comment is translated as follows;

Passive and invisible activities that seem to be steadily *diminishing their meaning* in the society. Based on this comment the group had two rounds of ideation, first focusing on making the Chamber's activities visible and less passive and the second round focusing on increasing the Chamber's meaning in the society and locally. Based in the ideation, group decided on five best ideas and they were distributed so that one person had one of the ideas and they put that idea in the middle on the Customer Engagement-canvas (Futurice, 2017) to think how that idea could be developed further. The ideas picked included for example the match-making events, getting more PR with public speaking and giving awards to the most active members of the Chamber to boost commitment.

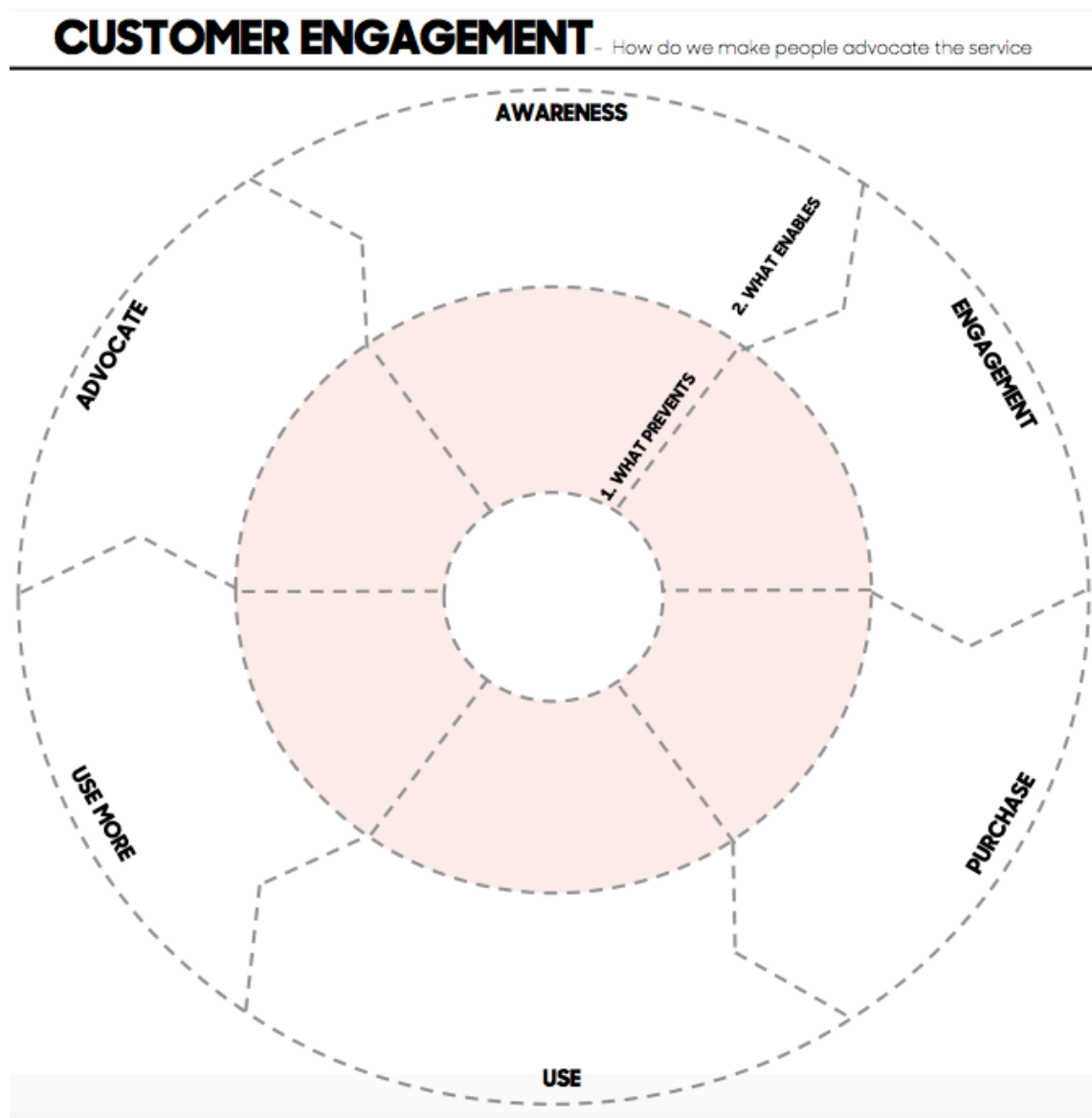


Figure 16. Customer engagement (Futurice, 2017)

In the Customer Engagement-canvas (Figure 16.) the development idea is in the middle of the canvas. The canvas explores what actions, ideas and factors either **prevent** or **enable** developing aspects like purchase decisions, advocacy, and engagement to the service or development task at hand. This canvas provides a good basic-level tool of thinking about how the organization can better enable customer's commitment.

Next, the Chamber staff again wanted to spend more time debriefing the morning session with the facilitator. They asked more specific questions and were provided the answers to the best of facilitator's ability. Some topics that were discussed included the panelists comments about systematic proceedings missing in multiple cases like for example a systematic way of conducting networking in events and a systematic and consistent format of newsletters. Based on the comments from the staff the biggest surprise for them was the fact that the customer panel felt so strongly about the old-fashioned brand image of the Chamber, since the staff felt a change has been made during the past 10 years. They were reminded that progress does not equal a fulfilled goal.

The goals set for this workshop were met; the panel was successful in creating conversation and gathering feedback and ideas of the work of the Chamber as well as ideas for developing the membership system. Reflecting the workshop day, some participants from the staff in the afternoon were less motivated to be participating than others. 2 staff members were the work team behind the customer panel project and it was clear that they had high hopes for the feedback to impact the corporate culture of the company. The customer panel itself was a great success in gathering many different ideas and painpoints to focus on.

6 RESULTS AND ANALYSIS OF THE STUDY

6.1 Feedback

All the 15 participants (4 from Flör, 6 from Turun Teknologiateollisuus and 5 from Turku Chamber of Commerce) of the workshops were asked for feedback after the workshops. Feedback form included 4 questions and an opportunity for other feedback. The 4 questions that were asked to be rated on a scale of 1-4 (so that there would not be a middle-point answer opportunity) the average feedback was as follows.

- The workshop fulfilled my expectations 3,55 (out of 4)
- The facilitation of the workshop was successful 3,60 (out of 4)
- The workshop gave solutions to the set problem 3,66 (out of 4)
- The methods used were appropriate for the cause 3,46 (out of 4)

Not all of the participants gave freeform feedback, but the ones that did were fairly positive. They are loosely translated below.

Very interesting! The client (Chamber of Commerce) will certainly get useful information!
Nicely facilitated. The conversations were more relaxed later on during the workshop.
Nice day – great to stop and think where are we and where are we going. Challenge is taking the ideas into action.
Well organized. New methods for concepting (at least for me).
You had a nice touch in facilitating the workshop!
Very informative. Opened and cleared the issues at hand – it would have been nice to spend even more time on the issues.
Nice and relaxed – good deep conversations.

Figure 17. Feedback on the workshops

6.2 Continued study

The study continued in the spring of 2020, when the case companies were contacted again in March and April to see, what kind of changes had been made and how the case

projects were developing at that moment. Unfortunately the time for the continued study was demanding, since it overlapped with the corona-virus outbreak and almost all businesses were affected by it. These results reflect the true state of the projects as of spring 2020.

6.2.1 Turun Teknologiaiinteistöt

Turun Teknologiaiinteistöt reported that their case project was moving forward and that they are happy with the progress. After the workshops, they made initial changes to the old Werstas Store platform, for example adding a failurelink to the preface. They also added a new contact form to the platform for easier communication with the customers and users. The case company reported that the workshop for this thesis made the goal of the new platform more clear, and that they will proceed with the project by putting the user first. They realized that the old platform was focused on their services and offering, but not focused on the needs of the user. The case company also reported that their staff was excited about service design in general, and that 4 members of their staff have started studying service design (Turun Teknologiaiinteistöt, 2020).

As of May 2020, another part of the Turun Teknologiaiinteistöt company, Vierailukeskus Joki is also utilizing service design methods with the help of the thesis author. This project has just started and is unrelated to the project covered in this thesis.

6.2.2 Flör

Flör's service launch for the new developed B2B service came at a tough time. Just weeks before the coronavirus landed Finland, the case company and the author of this thesis had completed the service concept and marketing materials. Printed flyers were completed and a newsletter was drafted and sent just before the outbreak started. At the moment of writing this thesis, the service has entered the market, but is not actively marketed, since many of the potential customer companies are going through lay-offs

and other savings proceedings. Even though the current situation is challenging, the results from the workshop are successful; the service concept was finalized and marketing materials are ready when the business environment will return to a more stable state.

6.2.3 Turku Chamber of Commerce

Turku Chamber of Commerce also reported tangible changes in their operations. Their answer to developing more relaxed networking environments and creating more synergy between the members of the Chamber, they created a monthly lunch-event that is focusing on free networking. They also reported that their yearly Annual meetings will be modified and their agenda changed, due to falling number of participants. The customer panel hoped that the Chamber would start using networking apps for example Brella, in their events – the Chamber studied this opportunity but decided it was too expensive and try to develop networking in other ways. (Turun Kauppakamari, 2020).

The Chamber also reported that they have created two awards; "Most Active Chamber Member of the year" and "Member Company of the year" awards to boost engagement and rewarding in the community.

In regards to unclear communication between the Chamber and its members, they reported that they have done changes in the automatic emails that are sent to the members. They are also changing their newsletter software in the future, to better accommodate clearer communication. For clear communication in social media the Chamber has agreed upon a general hashtag #valiokuntavaikuttaa for board-related social media postings and the members of the boards have been notified and instructed on the coherent use of the hashtag. (Turun Kauppakamari, 2020).

6.3 Key findings for facilitating

As with all workshops, lectures or trainings, each time is different and each audience reacts differently. As the thesis writer has already had experience in facilitating marketing-related workshops for years, the personal favourite methods and ways of facilitation are already known. It was clear after the three case workshops for this thesis, that a warm-up exercise is always a positive add-on to the day, and will break the initial nervousness some participants may have. However in cases where the time is very limited the warm-up exercise must be left out – the most important thing to focus on is creating actionable results from the workshops. It is a strong recommendation of the thesis author that workshop facilitators would try to find first exercises that are both lucrative in results but also act as ice-breakers and warm-ups. Spending time on non-issue-related warm-ups is usually a luxury many do not have.

Facilitator's role is to help the participants find solutions by themselves and through the exercises – the role is not to provide ready-made answers to customers – sometimes however this can be challenging if the atmosphere is stilted and it seems like the participants are not arriving at any innovative or lucrative ideas. The most important skill of a facilitator is the ability to recognize quickly a situation that is stagnated and being able to provide new food-for-thought to ignite the creative conversations again – this often requires questions, exercises or other tools that were not planned to be used beforehand. As in service design is general, it also applies to the facilitator themselves: the key is to evaluate, iterate and self-analyze. A good facilitator always has a Plan B, C and D in their back pocket. The workshops in this study moved along quite as planned, and no bigger back-up plans were needed.

In the case of Turun Teknologiakiinteistöt, the main focus of facilitation was staying on point, the participants were very eager to converse and easily wandered far from the focus. Also the services and business ventures of the company are so vast, that it was hard for the participants to focus mainly on one smaller service part. In the case of Flör,

the main focus for facilitation was igniting conversation and ideas, particularly with the two participants who were a bit shy, and had no previous ideation experience. Also with 4 participants, the Flör workshop was the smallest, and the room for the workshop was the smallest, hence it had different challenges than other workshops. With Turku Chamber of Commerce, the main focus for facilitation was keeping track of the customer panel. The 10 participants were very interested in discussion and sometimes making notes in pace was difficult. There is also different challenges in organizing a group of 10 people than for example 4 people. Making sure everyone has their turn in discussion was very important.

6.4 Key findings for chosen methods used in the workshops

The feedback and results gathered from the workshops show that the chosen methods and tools were adequate and proper for the cause – all of the case companies projects had moved forward aligning the plan created in the case workshops. From the thesis author's personal point of view, some other methods would have been interesting and needed too but time constrains limited the selection process. If there had been more time with the participants of the workshops, some larger mapping tools would have provided more detailed information and benefit. The chosen methods for this study were successful also in practical, they were quick to set up, did not need much space or tools and because of that, the work was efficient and the groups did not need to spend time on lots of preparation or extensive explanations.

The hypothesis behind the chosen methods were that they would provide the case companies with valuable information and ideas related to the Figure 2. Frame of reference as well as the other theoretical frameworks presented in this thesis. For example the methods were supposed to entice the participants in a DART-model (Figure 5.) way of open discussion and the iterative development process (Figure 4.) of their individual services.

6.5 Key skills for a successful ideation in the workshops

The workshop environment tests and develops both the skills of the participant as well as the facilitator. Some shared skills are needed in order to achieve the optimal outcome, but the two actors also differ in key needed skills. Analysing the study of the three case companies and their workshops the key skills for a facilitator are from the thesis author's perspective: organizational skills, soft skills, service design skills and business skills.

The facilitator must be able to plan, organize, structure and focus the workshop from start to finish. A cluster of soft skills like communication, "reading the room", language skills and empathy are needed to grace all participants equal opportunity for impact and to understand the different motivations behind the participants. In order to succeed in a service design workshop, one of course has to have service design skills to pick out and carry on suitable and relevant service design exercises and tools. Finally, due to the case companies role as a profit-seeking business, the facilitator also has to have some level of business skills, to understand the main principals behind profitable business and the reality of risks and scarcity of resources.

The key skills for the participants of the workshops are: soft skills and adaptive skills. As for the facilitator, it is also important for the participants to have soft skills – to be able to respect one another and give space for all opinions and ideas. The skills to approve other's ideas and further built upon them is a success factor in this kind of workshops that are conducted in a short time span. Also the ability to adapt to different situations is a key skills for participants – often the participants of the workshops do not know the exercises beforehand (also in this study) – atleast not too specifically, so they have to adapt quickly. Adapting to different ways of thinking, ideating and developing in a short time to create new is a true test of adaptiveness. Other core skills from participants are required like for example the core know-how of their own business and industry.

7 CONCLUSIONS

The goal of this thesis was to provide practical and theoretical knowledge about service design and workshops to possible companies and professionals in the field of B2B-services. The thesis has covered many of the most important aspects of applying service design inside companies including corporate culture, design thinking, branding and developing successful service concepts. By applying service design workshops in the development process of B2B-services, the case companies were provided with clearer images and concepts of their service and detailed knowledge into the mindset of their customers. During the development process the companies' staff had the opportunity to think how their new services align with their overall company strategy and brand image. All the case companies came to the conclusion that the potential benefits of the workshops were greater than potential risks. Dialogue was imperative throughout the whole process, right from the very first meeting. Deciding the goal and focus of the workshops, having fruitful dialogue around in preparation of the workshops and having great dialogue opportunities for all participants in the actual workshops is a key factor in reaching workshop goals. The platform for dialogue should also be kept open after the workshops – giving the case companies the possibility to reach back for additional guidance.

Service design workshops can be used to develop already existing services, or as seen with one of the case companies, it provided the necessary information and tools to justify a totally new service investment. The results from this thesis and study show that service design workshops are a great tool to make quick progress in developing new services – it also provides much needed time and space for staff members to stop other work and focus on the set problem solely.

The research questions for this thesis were

1. What benefits does service design offer to B2B-companies?
2. How can service design workshops be used in the process of developing services?

3. What is essential for a company in order to achieve competitive advantage?

These questions were answered within this thesis through theory and practicality. Service design offers many benefits to B2B-companies, for example it helps them to see their service from outside and by breaking it into smaller pieces and details they are able to see its added value and challenges more clearly. Service design also provides the much needed customer perspective to the B2B-companies which often focus too much on their offering and not their customer's needs. Workshops can be used in many ways in this process; as has been shown in this study, the workshops can vary from customer panels to staff workshops and have many different forms and exercises within them. Workshops provide much needed focused and structured compounds where the participants may focus solely on developing the services. B2B-companies often have a lot of knowledge-workers who are multitasking through their workdays – workshops provide a break from that multitasking and offer the situation of focusing on one task at hand with the help of colleagues. In relation to the Figure 2. Frame of reference the research and theory showed that the most important organizational changes that are needed in order to achieve competitive service concepts is to have a developing organization that does not fear change, innovation and transparency. In order to achieve competitive advantages, the service concepts must be clear for both the company and the customer. Customer centricity is a key component which the organization has to take into consideration – moving the lens from the eyes of the corporate ladder in front of the eyes of the customer. By developing their services, companies are able to align their ideal brand image with the actual perceived brand image by their customers. Biggest challenges are to adapt the new corporate culture where development processes, customer centricity and service design are seen as investments for the future and not added costs.

As has been discussed throughout this thesis, the service sector is increasing in size and in importance. For the competitive advantage of companies, meticulous development of their services is imperative for their survival. Focusing on customer experience is rarely

a waste of time or resources. To ensure growth, companies must adapt service design thinking and critical thinking towards their own service quality – if a company refuses to do so, their competitors will do it for them.

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