



Creating a Service Blueprint for Lunch Buffet Restaurant Factory Kamppi

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The purpose of this thesis is to create a service blueprint using service design theories for lunch buffet restaurant Factory Kamppi. The blueprint can be used as a guideline for new employees to understand the service process of the restaurant in the beginning of their employment. Alternatively, it can serve as a service map to pinpoint where things could be improved or where things are going wrong to boost customer satisfaction and improve service quality of the restaurant.

The research methods used in this thesis is non-participant observation and semi-structured interview. The non-participant observation method was used by one of the authors to collect and record data from the frontstage of the restaurant in order to map the customer journey and the frontstage actions. The semi-structured interview was conducted by another author, who also used to work at Factory Kamppi, to gather information about the backstage of the restaurant, such as the kitchen and support processes. When both of the backstage and frontstage actions processed had been carried out, the authors connected them and created the service blueprint for the restaurant. In addition, the authors used the brainstorming method to generate ideas and suggestions on how to improve the current service process of the restaurant based on the data gathered from the research stage.

The outcomes of this thesis are the customer journey and the final service blueprint of Factory Kamppi. The authors believe that these service maps will greatly help Factory Kamppi to identify potential fail points in their service process, avoid any unnecessary customer irritations and improve the service quality of the restaurant.

Keywords: Factory Kamppi, Service Blueprint, Service Design

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1 Introduction

In today fast-paced and connected society, people are desired for faster and more convenient services around them in every aspect. In recent years, service design has become a useful approach for service designers and service providers to maximize the benefits of its users, improve the service quality, and remove any irritation during service transactions.

Since service design is still young and developing, the education of service design is even younger, therefore the concept of service design is still not very popular among the restaurant industry especially among small and start-up restaurants. Service design even though it has been proven to be effective and user-friendly. Thus, the purpose of this thesis is to bring the knowledge of service design and introduce them to the local lunch buffet restaurant Factory Kamppi in Helsinki, Finland where the authors had been working.

With the purpose mentioned above, the goal of this thesis is to create a customer journey and service blueprint to specify and detail the service process in the restaurant. The blueprint then will be used as the tool for improving the service quality of the restaurant as well as a guideline for new employees to understand the restaurant service process better and faster in the beginning of their employment.

In order to reach the goals, authors will structure the thesis into three parts. The first part is where the other author will provide the background of the chain restaurant of Factory in general and Factory Kamppi for this thesis where the other author has been working since June 2019.

The second part is the theoretical part where authors will provide some definitions about service in hospitality management field, characteristics of service, and the service quality. The authors will also define service design and its process, giving insight into its theories and methods. All those theories will assist the authors understanding more about service and service quality in order to help restaurant Factory Kamppi mapping their service blueprint.

The center part, also the third part, is where the authors will put in used the theories and methods of service design. In particular, the authors will use observation and

interview as research methods to collect the information needed about the service process of the restaurant Factory and how the restaurant operate for the customer journey and later on for the service blueprint itself. With the information collected, the authors will present in the final part the customer journey and then the service blueprint of the restaurant.

2 Restaurant Factory background

Ravintotalot Oy was founded in 1994 with the main business area is catering and restaurant services (Kauppalehti 2019.). Ravintotalot Oy operates their services under the name of Factory Restaurant. Factory Restaurant is a chain restaurant that with 14 restaurants locate and operate in the Helsinki metropolitan area. In 2019, the total amount of Factory's employee is 150 people and is expanding. The newest restaurant in the chain, Factory Kalasatama, has opened since January, 2020. Factory restaurant chain claims to serve around 6,000 meals per lunch. The main services of Factory restaurants are breakfast, lunch buffet, high-quality Salad Bar, brunch, a la carte dining and catering service. (Ravintola Factory 2019.)

Factory lunch buffet service opens between 10:00 to 14:00 at most of the Factory restaurants except for some like Factory Kamppi which is closed at 15:00 and Factory Aleksis at 18:00. The main target customer groups of Factory are workers around each restaurant area and their regular customers from the living area around the city of Espoo and Helsinki. The lunch menu is prepared and freshly cook by their own chefs every day with the wide range of food choices in their weekly menu. Each restaurant in their chain also have different types of food in their menu each day so that customers might choose the food they desire to eat that day.

Lunch menu always consists of cold section and hot section. The cold side included at least 6 different kind of salads for the buffet and the hot section have one side dish, two main dish including fish, meat, or poultry, two vegetable dishes with one vegan option and soup of the day. Special diet can be requested by customers upon arrival. The lunch price average is around 10.90 euro per person and varies depend on the location of the specific restaurants. Coffee and desert are included in the price of the lunch buffet.

The breakfast service is served in few of Factory restaurants such as Factory Kamppi, Factory Salmisaari, Factory Kalasatama, Factory Bistro Vallila and Factory Otaniemi. The breakfast service is only open in the location where there is a demand for it such as in the center or near the working office buildings and usually open from 7:30 to 10:00. The breakfast food includes four main dishes: egg with different styles each day, pancake, meat ball and one vegetarian option; a variety of cereals and porridges, breads, etc. The price for breakfast service is around 7.70 euro per person and also varies depend on the locations.

Figure 1 shows the typical set-up of a salad bar in Factory and in the picture, particularly is the salad bar of Factory Aleksis.



Figure 1: Factory Aleksis Salad Bar 2020

The Salad Bar together with the lunch service is the main service of Factory. The Factory Salad Bars already have several years of experience in high-quality salads, which make customers return to restaurants over and over again. The ingredients for salads are made daily from fresh and varied ingredients. Salad from salad bar can be served at the restaurant or conveniently taken in take-away portion.

The customer will first choose the fresh salad base, then customers can select two type of raw materials such as meat, fish, egg, or cheese products. Next, they can pick two complementary products such as vegetable or fruits of their choice and finish with the dressing for the salad from several different options.

Figure 2 shows the example of Factory trying to make a commitment about sustainability in their service with the Bring Back Box program the Bring Back Box package. Bring Back is a new way to take lunch more sustainable for both the customer and for the restaurant as it reduces the amount of take-away plastic packaging. The Box can be used in all of Factory Salad Bar and the return box will be washed in the restaurant and will be exchange for new customers. The customers will only pay the deposit one time on the first time for the Box at 8 euro. When the customers decide to stop using the box, they will get their deposit back.



Figure 2: Bring Back Box program (Restaurant Factory 2019)

Factory also offers catering services for party, conference of any occasion. Their customers are mainly organizers of corporate parties, large events and private customers. Factory Catering will help customer organize their events of all size and tailor to the customer's wishes in a cost-effective manner. They also have nine restaurants in

Helsinki and Espoo that can easily be converted to banquet space for customer's need. The catering service price will be decided by the food and the type of events.

A la carte dining service is only available in Factory Kamppi and Backyard Pick which is located in Helsinki center. The Backyard Pick a la carte menu serves fresh platters, treats from the grill, pizza, burgers and steaks. Factory Kamppi offers casual bistro-inspired A la carte menu to banquet menu and even brunch for customers. Kamppi also has a quality wine list, small brewery beers and dessert coffees. The opening time for both restaurants is 15:00 to 22:00.

The brunch service is also only available in Factory Kamppi and Backyard Pick because the demand for brunch is primarily located in the city center and most Factory restaurants only open on weekday as they only serve lunch buffet and Salad Bar. The brunch is served with the same style of the lunch buffet but with a more appealing menu as the customers pay more for the brunch around 16.00 euro per person. The brunch is opened between 12:00 to 16:00 every Saturday.

3 Theoretical Background

During this chapter, authors will go through theories about service characteristics in the hospitality industry and how customers perceive service quality. Understanding about what are the unique attributes of service that helps authors in developing the service process later. Theory of service quality about what elements affect customers' judgment of a service and how businesses can do to meet these requirements. This chapter aims to provide knowledge foundation for authors in exploring and developing service design of restaurant Factory in the next chapter.

3.1 Service in hospitality industry

As given information from previous chapter, restaurant Factory already has its own service concept and process. This thesis aims to specify the service process of restaurant Factory currently and what could be adjusted to improve the service performance where necessary. Before the solution for "how to improve", it is very important to identify "what to improve". Understanding about service quality is one of the keys to approach the potential improvement. Service quality is a combination of

two concepts: “Service” and “Quality”. These two elements will be separately defined to bring a clear image of service quality in the hospitality industry.

3.1.1 Definition of Service

Christopher Lovelock and Laurent Wright defined that service is an economic activity that a company or party offers to others. It is mostly hiring bases on time-based performance. Customers pay to get the value from access to business’s labor, product, skill, facility and system. However, customers mostly do not have the ownership with any physical facility involved. (Lovelock & Wright 2007, 6.)

People are living in a service-dominated world where modern citizens rarely use a product without service-integrated. The beginning of service and customer experience era is the product of Industrial Revolution. The First Industrial Revolution in the second half of eighteenth century was known as the period of machine-based manufacturing transition. This is not only about the era of mass production, but also the enormous economic growth. For the first time, many people could afford more than essentials. Before this time, products were mostly made by craftsmen in small-scale and based on customer’s needs and orders. However, this period marked the separation of these two parts: manufacturing and its customers. (Watkinson 2013, 6-7.)

The late nineteenth century perceived the appearance of scientific management. Frederick Winslow Taylor who was pioneer in this field was pursuing the efficient and productive improvement in mass production. This process required the maximum standardization and restriction of labor’s skill factors. Taylor’s approach raised mass production into a whole new level. Industrial era with mass production made most former expensive goods became affordable. People life quality vastly improved by more and more helpful products. (Watkinson 2013, 6-7.)

Bordoloi, Fitzsimmons and Fitzsimmons (2019) refers to Colin Clark’s argument (1957) that industrialized nations will shift its labor force from one sector to another sector as the next stage of economy. High productivity in mass production requires less workers to do the same amount of work, therefore this cut of labor changes to another sector: service. If there are only three every ten of workers in the United States were from service sector in 1900s, the number today is eight out of ten workers. (Bordoloi, Fitzsimmons & Fitzsimmons 2019, 5.)

Matt Watkinson (2013) refers to the book *Fixing The Game*, Roger Martin (2011) supposes that company should shift the focus on maximizing shareholder profit to customer. There are some points to support this opinion. Firstly, the shareholder's profit will conflict with some customer's interest. It is impossible to maximizing company earning and deliver the most satisfy service for customer at the same time. Secondly, good service which delights customers will be rewarded by customer loyalty and their free marketing. It is a long-term goal that benefits the shareholders also. This context does not happen in the other way because shareholder's value does not bring any benefit for customers so they may leave. Thirdly, a profit-driven business may loss customers to rivals who design better process to please customers. (Watkinson 2013, 8-10.)

3.1.2 Service's characteristics

Service itself is intangible so it has some exceptional characteristics which are totally different to physical products. Understanding about those factors will assist in service management and design process. A list of these characteristics is shown in Figure 3. (Bordoloi, Fitzsimmons & Fitzsimmons 2019, 15.)

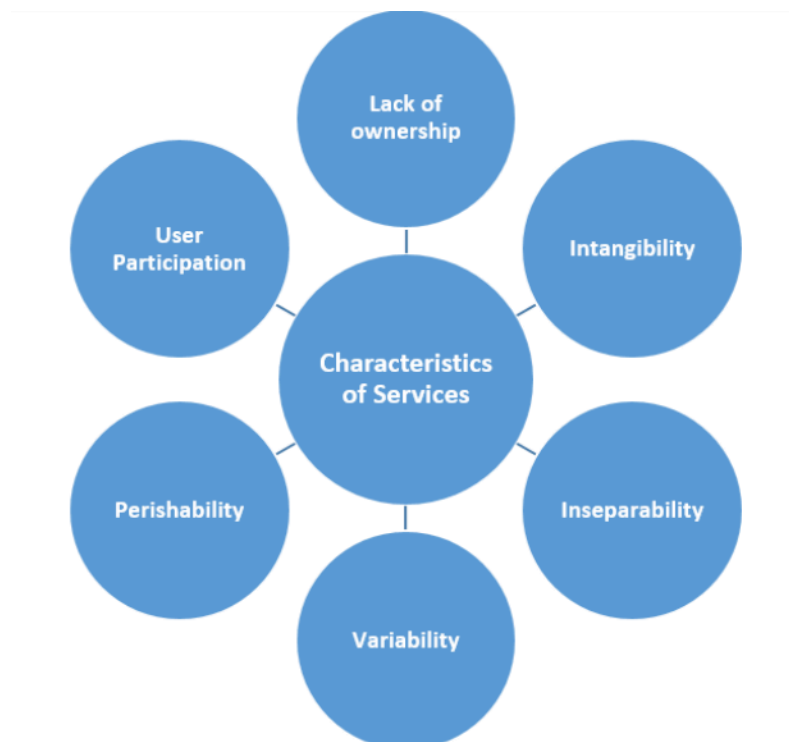


Figure 3: Characteristics of service (Marketing Insider 2015)

Figure 3 is a visualized illustration for main characteristics of service which are mentioned in this chapter.

The most particular trait is intangibility. Service is a chain of activities to solve customer problem and it is invisible. Customers cannot see, touch, hear, smell or taste. Clients only can experience service when it happens. This characteristic makes sales and marketing work is more complicated and harder to deliver the message to customers. It also effects on customer purchase decision because they have to mostly base on business's reputation or friends' recommendation. For that reason, some kind of service need to acquire some license, follow standard regulations to protect customer right and safety. For instance, doctors need license and restaurants have to apply for hygiene certification. (Bordoloi, Fitzsimmons & Fitzsimmons 2019, 15.)

If goods are produced, sold and consumed, service is reverse: it is sold, produced and consumed. Goods are produced, tested and sold to customer at different time. However, service is inseparable because it is produced and consumed at the same time. It requires service providers should consistently have suitable manner to deliver as good as possible service performance because customer perceive it at exact the same moment. There is no second chance to test or fix if there is any mistake. Meanwhile, improvise with unexpected situations is also very necessary to do not ruin the service when things go out the script. (Kanpamdully 2007.)

Service are performances of human interaction and human participation during the process therefore there is no two exactly services alike. Service need the coproduction of customer because customer participates in so many stages of the process. The variability of service comes from a fact that each customer has unique expectation and behavior hence the outcome is variable. Although service providers have behavior rules and even script to communicate with customer, it is very challenging to deliver and repeat the exact same service quality every day. Service performance can be varied among staffs with the same training. Variability can be affected by the interaction between customer and service encounter. Human is a great variable factor that cannot be programmed as produce a car. There are some other following factors

that cannot be fully controlled such as the ability to express needs of customers, willingness of staffs to meet those demands, level of demands of service at the same time. (Zeithaml, Bitner & Gremler 2018, 21-22.)

Other exceptional point of service is its perishability. Service cannot be stored to sell later as goods because it is intangible and inseparable. Unused capacity is lost revenue forever because there is none service from yesterday to sell today. For example, possible revenue of an empty hotel room or flight seat cannot be recovered when time went by. Maximizing the capacity of service is a management challenge because of its fluctuation of demand. The demand of service is naturally fluctuated at different time during day, season or year and service sector. It is mostly predictable if business keeps track of data in the past. High demand period might cause the longer waiting gap for customer. Personnel plan and advanced preparation for high peak time to reduce the waiting time is one of the keys for good service consistency. (Bordoloi, Fitzsimmons & Fitzsimmons 2019, 14-15.)

Service is nontransferable of ownership. Customer can pay for the service and has the right to use, access to the business's resources. However, customer mostly has none of ownership with facilities in service process. They use facility with other customers. For example, guest can access to the hotel's swimming pool but they do not own that pool or sell it to anyone else. Service also quite difficult to resell because of its inseparability. (Bordoloi, Fitzsimmons & Fitzsimmons 2019, 16.)

Unlike other products, service needs one hundred percent of user participation into the process. In other words, customer is a factor that affect the outcome service. Business cannot delivery service as a packed product for everyone. For that reason, every contact point between customer and business has to be user-friendly. Physical surrounding of the service facility also needs to pay attention because customer is in their "front office". The interior design, temperature or noise may effect on customer's evaluation about that service. (Bordoloi, Fitzsimmons & Fitzsimmons 2019, 13-14.)

In general, service is very different compared with tangible products and mass-produced goods because of above characteristics. It includes so many variable factors which may change the final outcome. Service is also quite challenging to control,

standardize and measure the quality. In the next part, authors will present the definition of service quality to figure out how to improve and maintain the service quality.

3.2 Service Quality

Quality is easier to define with tangible goods such as car or house. Most of tangible products nowadays has very high standardization and specific design which can be used to assess product quality. A manufacturing product has measurable and detailed criteria to monitor the quality. Meanwhile, evaluating level of service depends on multiple aspects and sources: business and client. Company sets its own standard operation process while customers have different perspectives which define service level they might expect. If these two factors do not meet, the service might be a disappointment with customer even when it is operated exactly as design. (Metters, King-Metter & Pullman 2003, 132.)

3.2.1 Definition of Service Quality in hospitality industry

Service outcome is variable because of its highly human involvement. In this case is both service provider and customer. Company could plan and partly control how their staffs will and should behave, however customer's perspective and expectation is unpredictable. Service is produced and consumed at the same time hence quality evaluation is made during the process. Each customer contact is the moment of truth which decides they satisfy or dissatisfy. The most popular approach to service quality is defined by customer's satisfaction. Customer satisfaction from a service bases on the gap between their perceived service and service expectation. Customer's expectation could be formed by some sources: word of mouth, personal need and past experience. (Bordoloi, Fitzsimmons & Fitzsimmons 2019, 149.)

When the perceived service is excess customer's expectation, service is memorable and surprisingly outstanding. This level of satisfaction could earn customer loyalty and advocacy. If perceived service is equivalent to customer's expectation, it is assessed as satisfactory quality. In this stage, customer supposes the perceived service is worth with their money but it is not enough to build the engagement. In the worst scenario, if perceived service is not meet customer's expectation, service quality is

very poor in customer's point of view. (Bordoloi, Fitzsimmons & Fitzsimmons 2019, 150.)

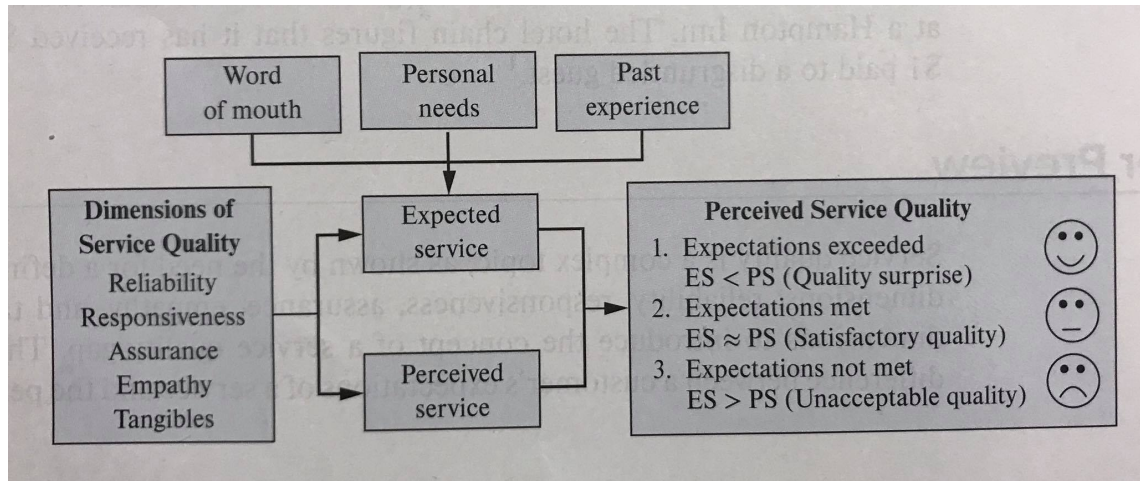


Figure 4: Perceived Service Quality (Service Management 2019)

Figure 4 indicates that there are five dimensions of service quality which effect to both customer expectation and their perceived service. Customers judge service quality base on those aspects. The perceived service quality is outstanding or bad depends on the gap between customer's expectation and their perceived service.

3.2.2 Dimensions of Service Quality

Five dimensions of service quality are reliability, responsiveness, assurance, empathy and tangible. Researchers indicate that customers do not perceive the service quality in a dimensional way but most of their collected judgements relates to those factors. Firstly, service is sort of no-trial product, reliability is very important. Reliability is the ability to deliver promised service with dependably and accurately. It can be shown in maintaining good quality all the time without big mistakes. All promises should be kept and company can gain great reputation from this. (Zeithaml, Bitner & Gremler 2018, 89.)

The second dimension is responsiveness which is the willing to help customer during service process. Waiting time is a considered factor in this dimension. Handling customers' request need to be effective and speedy. (Zeithaml, Bitner & Gremler 2018, 90.)

The third element assurance can be refined as employees' knowledge and manner which raise customer's trust and confident. This aspect is a priority with service firms which provide supposed high-risk services such as hospital, security, or lawyer. Next, empathy in quality perceived is the caring, customized attention and treat customer in particular way. The empathy is represented in deeply understanding customer's needs and treat them unique and special. This aspect is easier to manage in small scale businesses which totally can become an advantage to compete with larger firms. (Zeithaml, Bitner & Gremler 2018, 91.)

Last but not least is tangible elements such as physical facilities, communication materials and personnel. It is the key with businesses have high customer involvement such as hotel, restaurant, or spa. Company can use these tangibles to create image and signal quality. For example, a disorderly and insanitary restaurant premise seems very unpromising and unappealing. (Zeithaml, Bitner & Gremler 2018, 92.)

Metters, King-Metters & Pullman (2003) referred to Zeithaml, Parasuman and Berry (1985) survey on more than 1900 participants who are customers from different service businesses about five service quality dimensions. The average answer about each dimension was: reliability 32 %, responsiveness 22 %, assurance 19 %, empathy 16%, and tangibles 11%. The most vital factor with customer was reliability. (Metters, King-Metters & Pullman 2003, 136.)

3.2.3 Gap model of Service Quality

The gap model of service quality has five gaps from both customer and provider side which is a framework to understand customer satisfaction. This model was proposed the first time by Zeithaml, Parasuman and Berry (1985). It is a framework for business to improve its service quality and service marketing by measure and attempt to closing the gaps.

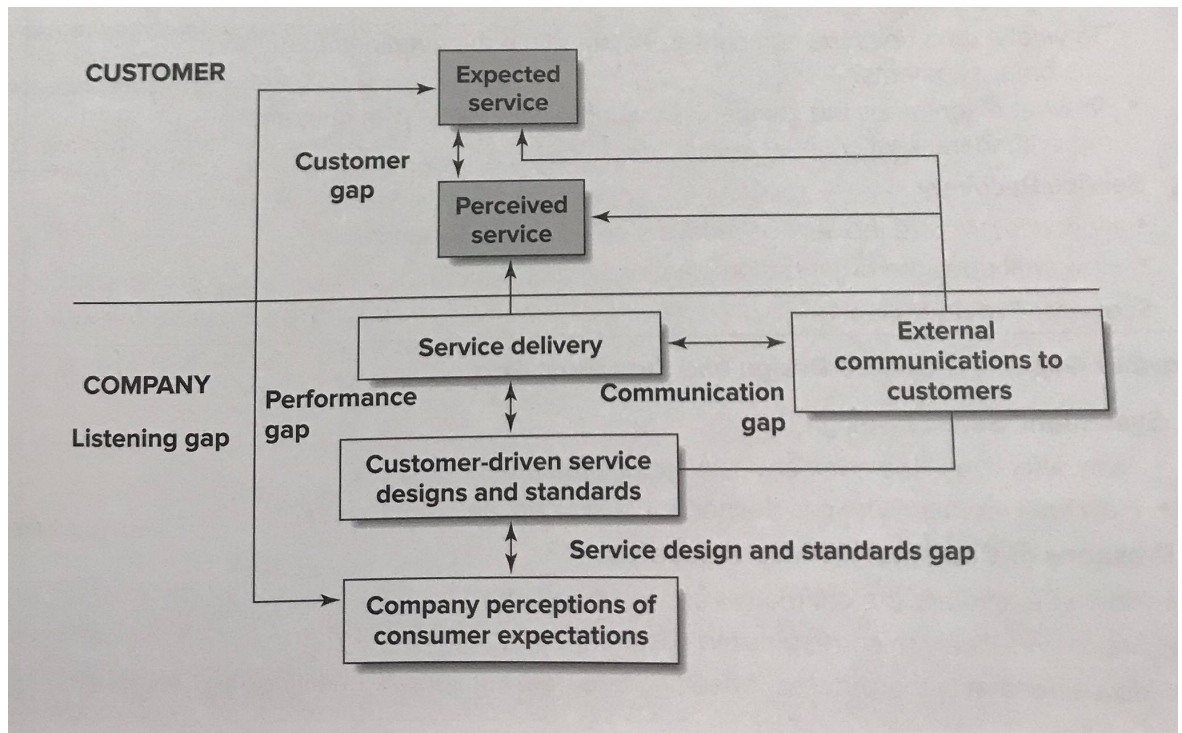


Figure 5 Gaps Model of Service Quality (Service Management 2019)

Figure 5 is a visualized map of five gaps model in service quality: customer gap, listening gap, service design and standards gap, service performance gap and communication gap. The gap is different between different departments and perspectives. It is the process from market research to get understanding about customer, service design, service performance, communication with customer and service performance under customer perspective.

Customer gap

As shown at Figure 5, customer gap is the different between customer expectation and experienced service. Customer expectation is what benefit and service customers suppose they will and should be received. This expectation is mainly built up from several sources: word of mouth, personal needs and experience. Those elements are quite personal with each customer so that business hardly impact on. However, there are some other factors that business may consider effecting customer's expectation such as pricing, advertising and sales promises. Perceived service is the service evaluation from customer perspective about actual service when it is com-

pared with expectation. In the real world, these two factors are often different. Marketers should be in charge to bridge this distance by market research and marketing plan. (Zeithaml, Bitner & Gremler 2018, 35.)

Listening gap

Listening gap is the different between customer expectation and how company understand about those demands. The poor awareness of customer expectation might lead to wrong decision and waste resources. Firstly, research about customer trend, orientation is an essential factor that management and even front-line staffs need to know. It can be collected through traditional or informal methods such as interview, survey, brain storming, or monitor online reviews. Secondly, another key factor is building effective communication between management and customer, manager and employees. Front-line staffs might know customer best through direct conversation, managers could listen from them to get to know customers. (Zeithaml, Bitner & Gremler 2018, 36.)

Thirdly, listening gap can be broader by inadequate customer relationship focus. Some companies may want to focus on sales as transactions but it might cause failure to understand changing needs of current customers' demands. The last factor to close this gap is service recovery process. Company should encourage customer feedback about service because there is still possibly another chance to fix it. If customers just basically do not satisfy and leave without any complaint, they might never come back and company never know their mistake. (Zeithaml, Bitner & Gremler 2018, 37.)

Service design and standard gap

After the right vision about customer's expectation is creating a service design with particular standards and priorities. Interpretation of customer's demands understanding into a concrete customer-driven service design is a necessary step which help employees from different department can understand execute. There are three factors will affect to this gap.

First is the poor service design. Some businesses may suppose that customer's expectation is unrealistic and service is too variable, therefore setting standards might not help much to desired target. However, new modern technologies that can collect and analyze a huge amount data base will be very helpful in creating new systematic new

service development. Other helpful service design tools such as service blueprint can be used in this process. A service design model will make sure everybody involved share the same concept based on customer expectation. (Zeithaml, Bitner & Gremler 2018, 39.)

Another mistake that might lead to larger gap is lack of customer-driven standards. Standard is only efficient if it follows what customer needs. It helps front-line staffs know what the priorities and rules are to follow when they contact with customers. Standards is also useful to evaluate service performance and set service quality target for organization. (Zeithaml, Bitner & Gremler 2018, 39.)

Last, this gap can be narrowed by set up an appropriate and effective physical elements and service premises. Inappropriate set up will affect to productivity, customer's convenience and experience. Some service sectors are highly observed by customers such as hotel, or restaurant. It is very unacceptable if the facility quality is poor and does not meet customer's needs. It would be the best if business pay attention to maintain and update new facility for better customer experience. (Zeithaml, Bitner & Gremler 2018, 40.)

Service performance gap

This gap is the different between customer-driven service design and service delivery. In other word, it indicates how good company carry a service plan and what are possible weakness of service design. There are so many factors can influence in this stage. The service performance need systems, processes and people to smoothly operate.

First, shortcoming in human resource policies is one of the big problems. There should have standards to guide, control, evaluate and compensate employees' performance. If company fails to execute standards, customer will not get any benefit from designed plan. Effective human resources can be improved by guiding and planning an appropriate work plan as individuals or teamwork. Even some several weak points could ruin a lot. The next element can affect this gap is the lack of customer knowledge when they neglect informed information. Service could be interrupted and negative impacted if customers do not follow instruction. (Zeithaml, Bitner & Gremler 2018, 40-41.)

The third difficulty in this gap is delivering service through outsourced partners. Many businesses nowadays hire temporary partners to support them during peak hours. For example, a restaurant orders temporary worker via personnel service companies which could be a bit risky because these temporary workers possibly are not well-trained about the service process of that restaurant. Restaurant's supervisors should have plan to make sure those new comers understand what they should do to deliver the suitable service. (Zeithaml, Bitner & Gremler 2018, 40-41.)

Communication gap

This gap is the different between service delivery and external communication. External communication from service provider is managed by some aspects. These aspects mainly relate to marketing department. Authors will not define this gap because it is off the topic and goal of this thesis.

4 Service Design and Process

There are many ways to improve the value offered by a service provider and service design has become an increasingly dominant tool in recent years for organizations and companies to solve their problem or optimize their services for customers or end users. Service design also addresses the entire value ecosystems, and might focus on offerings aimed at end users, other business, or internal partners. In other words, service design works for public services, business to business, business to customer, and internal services (Stickdorn et al. 2018, 14-15).

Service design is also a practical and pragmatic activity. To create valuable experiences, the service designers has to have the knowledge of the backstage activities, the processes of the frontstage and address the implementation of these processes. This is the exact method that the authors are looking in order to improve the service quality of Factory Kamppi by creating a service blueprint to address and map the service process of Factory Kamppi.

4.1 Service Design Theories

From an interdisciplinary approach, service design cannot be defined on a single dimension nor with a settled definition but rather with different methods and tools

from various disciplines. This way, it creates a new way of thinking which is contradicted to the stand-alone academia discipline. A single definition of service design might constrain the evolving aspect in which is important and crucial for the further growth and development of service design thinking, argues Stickdorn (2010) (Stickdorn 2010, 28-29.)

Service design as Hollins (2006) defines is the process of planning and organizing a service in order to improve the quality of the interaction between users and service providers. Service design practice can be both tangible and intangible and it can involve artifacts or others element such as behaviors or environment. (Hollins 2006, 8.)

Service design can also be explained in many different ways. And which each situation, these explained of service design can be useful and informative but they are only part of the big picture. Service design can be explained or seen as a mindset, as a toolset, as a process, as a cross-disciplinary language, or as a management approach. (Schneider 2012, 1136-1140.)

As a mindset, A group of people with a mindset of service design will talked of customer first, they will see their products or services as the avatars of their service relationship with their customers. They will do research thoroughly when respond to assumptions and will reject opinions or discussion about prototypes and find a way to work their services or products until its implemented. (Stickdorn et al. 2018, 21.)

As a toolset, service design provides various tools such as customer journey, service blueprint or just simply notes for service designers to address their problems and opportunities. (Stickdorn et al. 2018, 22.)

As a process, design is an act, therefore service design is often described as a process of finding innovative solutions through repeat cycles of research and development. Service design can be explained in a cross-disciplinary language as a foundation for different practitioners to connect with people from different silos allow them to collaborate successfully without having to understand too much about other's profession. (Stickdorn et al. 2018, 22.)

There are five principles of service design that is fundamental to service design thinking that Stickdorn (2010) outlines in his book "This is service design thinking". The principles are user-centered, co-creative, sequencing, evidencing, and holistic.

Service design remains a highly “user-centered” approach as its build for the convenience of the user of the service system and it includes the employees and staff.

It is co-creative because there is more than one customer group and each of them have different needs and expectations. Furthermore, services also being performed by back-stage and front-stage staffs, managers and office workers, therefore, co-creation during the service process can generate a smooth interaction and add value to the service for both sustainable customer and employee.

Service design is sequencing because it is a series of steps and processes that make up a service experience. For example, journey map is still the most visible and well-known in service design. Evidencing is the aspect of service design where it draws attention of customer to the value created by a service, even if the activity takes place out of sight. For example, the folded toilet paper in a hotel room is a sign of evidencing signaling to customer that their room has been cleaned since last visitor.

And lastly, service design is holistic in a sense that it combined several concepts in one word. It means that service design uses to shape the entirety of a service, not just patch individual problems and complete needs of the customer, not only superficial symptoms. (Stickdorn et al. 2010, 36-45.)

In order to design a service, we need tools and methods to work within the project. Stickdorn et al (2018) provide some basic service design tools, describe what these tools look like, their structure, their components and when and why to use them. (Stickdorn et al.2018, 46-76.)

Research data	Core tool of service design, there are two types of data, raw and interpreted. Help to collect, interpret, and analyze data to answer research question and even help to predict future outcomes.
Personas	Profile representing a particular group of people. Use to share research findings and insights with your team and outside.

Journey maps	A classic tools of service design. Function of journey map is to visualize the experience of a person over time, help to find gaps in customer experiences and explore potential solutions.
System maps	Like journey map but is present a bigger picture, it is a visual or physical representation of the main constituents of the system. Can include a huge variety of constituents, such as people, stakeholders, processes, services, physical and digital products. etc.
Service prototypes	Are stage experiences and processes that replicate any part of a service from frontstage to backstage. Purpose of service prototypes is to explore, evaluate, and communicate ideas within service design process during different activities.
Business model canvas	A template that allows user to outline a business model using nine core building blocks. Used to understand the influence of various options on the employee and customer experience as well as on business impact.

Figure 6: Service design tools (Stickdorn et al.2018)

Figure 6 illustrates some set of most widely-used and effective service design tools gathered by Stickdorn et al. These tools can be used in any combination since there is no right or wrong way to employ these tools. A successful project will involve finding a good combination of these tools to better the service design process.

The frame work of service design according to Stickdorn et al. (2018) is not fixed and there is no one process to rule them all. The best processes are those that adapt to the problem designer want to solve - and not the other way around. The specific process service designers need to adopt for a project will vary depending on the organization, challenge, the people involved, the underlying problems or ideas, and the available time and budget. Therefore, design the right process and choosing the correct tools and methods are crucial in service design. (Stickdorn et al. 2018, 88-89.)

The patterns in the design process can be described as divergent and convergent thinking and doing. A successful design and problem-solving processes can be described as an interplay between divergent where designers seek or create opportunities and convergent where they make decisions. A service design process always needs to be explorative and iterative. It has to be able to adapt, building on a series of more or less repeating, deepening, explorative loops: iterations. (Stickdorn et al. 2018, 84-85.)

The core activities of service design processes might have differences in the exact wording and the number of activities, steps, or phases - usually between three and seven. But they are ultimately share the same principles and mindset of service design. The 'This Is Service Design' framework introduced by Stickdorn et al. (2018) includes four core activities such as research, ideation, prototyping and implementation. (Stickdorn et al. 2018.)

Double Diamond DESIGN PROCESS

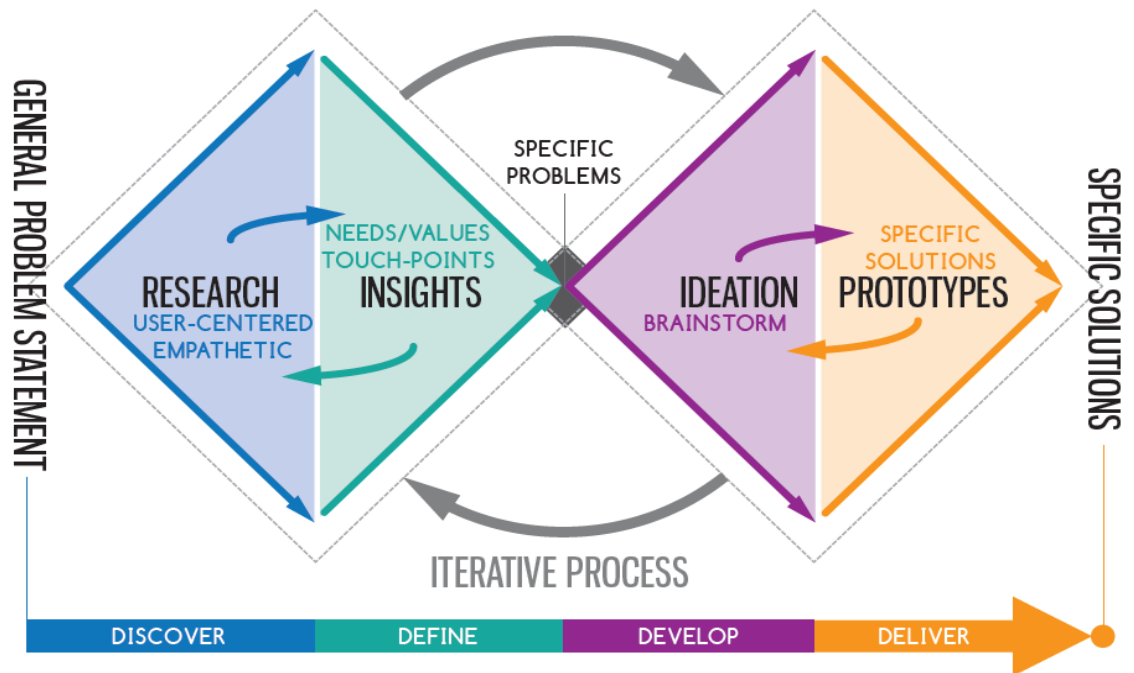


Figure 7: The double diamond model of service design (Design Council, 2012)

Figure 6 represents a model of design process call “Double Diamond” which is first launch in 2004 by the Design Council UK. The Double Diamond conveys a clear design process to designers and non-designers. The two diamonds represent a process of exploring issues more widely and deeply (divergent thinking) and then taking focused action (convergent). The first diamond helps people understand or identify the problem rather than assume by two phases as discover and define. The “discovery” phase involves speaking and spending time with people that are affected by the problems. The “define” phase help designer to define the challenge differently by the insights gathered form the discovery phase. The second diamond encourages people to give different answers to the already defined problems with another two phases as develop and deliver. The “develop” phase where seeking inspiration from elsewhere and co-design with other people. The “delivery” phase involves testing out different solutions at small-scale, rejecting those that will not work and improving the ones that will work. (Schneider 2012, 1158-1246.).

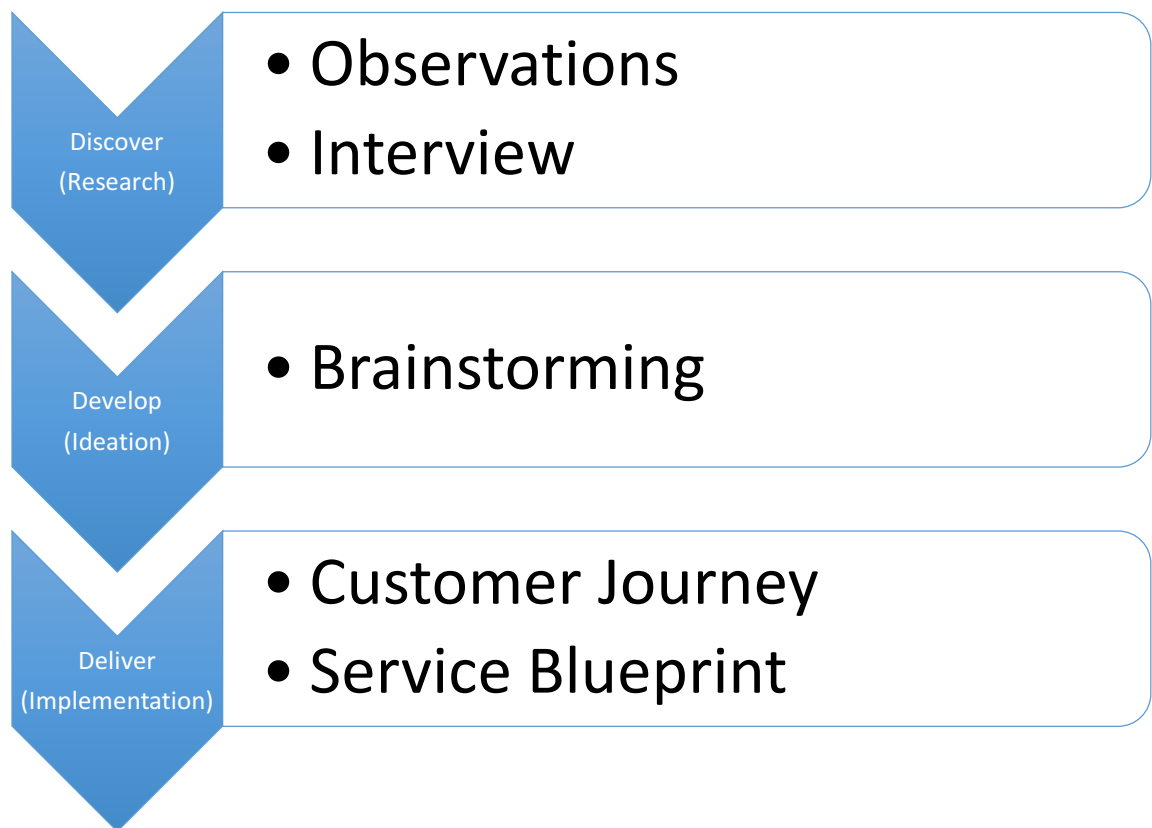


Figure 8: Service Design process using for this thesis

Figure 7 shows the Service Design process that the authors decided to use for this thesis. There are three main stages as discover (research), develop (ideation), deliver (prototyping). The first stage is discover where the authors will gather and collect information about the service process as well as service operation in Factory Kamppi. Participant observation and interview will be the main methods for collecting such information. After evaluating the data collected in the research stage, the authors will use brainstorming method for the develop stage. The last phase is deliver where the authors will outline customer journey and service blueprint for Factory Kamppi and testing whether these maps are effective for the restaurant.

4.2 Discover (Research stage)

In this discover stage, the authors introduce methods that will be used to collect and gather information from Factory Kamppi. Design Council (2015) defines the discover stage as speaking and spending time with the people or the services that are affected by the problems. Stickdorn et al. (2018) emphasizes that the discover or research stage is used to understand people, their motivations, and their behaviors and usually

research is the first activity in the service design process. Mostly, in the research stage, researchers will strive to find out how customers experience a specific physical product or service, or brand (customer experience). Research can be divided into quantitative methods and qualitative methods. (Stickdorn et al. 2018, 96-99.)

Non-participant observation, and semi-structured interview are the research methods used in this thesis. Non-participant observation or known as shadowing, a day in the life, or work-along is used by one of the authors to observe and mapping the customer journey from the frontstage of the restaurant. And semi-structured interview method will be used by another author to gather more information that is needed for the backstage actions and the support processes in the service blueprint.

4.2.1 Theory of Observation

According to Ciesielska, Boström and Öhlander (2018), observation is one of the most common qualitative research methods in modern social science. In fact, observation is one daily basic activity of social life for most people. However, observation for research purpose should be carried out in logical and intentional way. Observation research method could be divided into two techniques: direct or indirect. Indirect observation is aloof, observers will use documentaries from the past such as: video, recording, and so on. Direct observation is when researched event happens at the same time it is observed. Direct observation could be categorized as participation or non-participation depends on the role of observer. (Ciesielska et al. 2018, 41-42.)

Participant observation method may help researcher to collect qualitative data about how researched object will do in a natural context. This method requires observer has to fully immerse in the surrounding environment while has to keep analytical mindset. As a result, there are some challenges of this research method. For example, researcher may get distracted between attending to the event while keeping mind on observation purpose. Additionally, observer only cannot observe what is happening at the event but out of their sight. (Ciesielska et al. 2018, 42.)

Non-participant observation is when researcher presents at the event but has very little interaction with everyone else. It may help them to focus on observing and keep an outsider perspective. This method is very helpful if researcher want to gather data from a totally new perspective. (Ciesielska et al. 2018, 44.)

4.2.2 Observation implementation and results

Authors decided to use non-participant observation method to collect data about experience of having a lunch at restaurant Factory Kamppi as a guest. One of two authors have never been to the restaurant before which ensure that author has truly experience of a first-time customer with a fresh perspective. The goal of this research activity is identifying what are possible touch points that a customer will go through to create a customer journey map. This step will assist a lot in identifying potential obstacles, confusion and irritation that customers might get.

Non-participant observation research method was chosen because it was easy to gather information about customer's experience when the observers totally immersed in the activity. The observation was conducting silently to not affect the behavior of staffs and other customers. Observers chose note-taking during the observation because video recording or taking photo may attract unnecessary attentions and invade other customers' privacy.

Observation research method has a low level of control about the extent of the study. However, researchers could take some notes about what they are going to observe during the event and learn more the process. Ciesiekska at al. (2018) refers about a list of aspects that researchers may consider observing. Authors used that suggestion to create a list for the case Factory Kamppi lunch buffet experience about what to observe before the visit.

Aspect/Dimension	What to observe
Time	How long the waiting time at each touchpoint? Whether the food is refilled on time?
Location	Is it having direction to restaurant on Google map? Is it accessible for disabled people?
Physical evidences	Decoration, facilities (buffet counter, serving stuffs), sign Cleanliness

Interaction	<p>How's attitude of the staffs</p> <p>How's the expression of other customers</p>
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Table 1: A table of observation list

Table 1 shows criteria that authors will take into consideration when visit restaurant Factory Kamppi as a normal guest. It is impossible to observe everything at once therefore it is crucial to define the goal of the observation beforehand. However, authors will adapt to the surrounding environment and interaction with other people at the premises.

Location

The observation began when authors tried to search the direction to restaurant Factory Kamppi on Google. The restaurant has its own profile on Google listing which allows business connects and provides useful information for customers very quickly when someone search the restaurant on Google. Restaurant Factory's profile is updated quite often about opening hour or a la carte menu. However, the lunch buffet menu is only available on restaurant's website instead of Google profile. The direction to restaurant Factory was easy to find from Google Maps which linked to restaurant's Google listing. Restaurant Factory Kamppi also has wheel-chair accessible entrance.

Time

The next aspect that observers considered is the waiting time to get service. On the day of observation, restaurant was in busy time of lunch service and serving approximately 60 to 70 percent of the table capacity. Observers did not have to wait any minute during the service. However, observers had to wait for a while at the line to return dishes which was a bit uncomfortable.

Physical evidences

The third aspect of observation list is physical evidences which include decoration, facilities, sign and cleanliness. Restaurant Factory has a big premise with two different sides that customers can choose if they want to sit near the buffet counter or have a table with street view. Restaurant Factory has cozy and casual decoration

with industrial style ceiling, wall and lamps. However, there are few chair's patterns do not really match with the theme.

Table configuration is rational with different tables for single customer or group of six up to ten customers. Restaurant and the buffet counter were very clean and well-organized. Nevertheless, observers could not see any name sign for each dish on the buffet counter. It was a bit confused because observers were not sure what was that dish and if he or she should get that food or not.

Interaction

There were three staffs at the front-side on the day of observation. One person was at the cashier counter who also took care some other duties such as filling up the dessert and coffee counter. Those two counters are next to each other so the cashier could shift between duties.

There are two other staffs were working at food counter. One person was in charge of filling the food and cleaning up tables while the other cleaning the return dish counter. The return dish counter is separate from the dish washing area which is located in the backstage, therefore the staff has the duty to bring dirty dishes back to the dishwashing area. The return dish counter does not have a proper entrance for customers to queue up. In general, all the staffs that observers met on that day were very friendly and delivered smooth service.

Customers of restaurant Factory on lunch buffet are mainly small groups from two to four people, there was a small proportion of single customer. Most of customers spent on average around 20 to 30 minutes to having lunch so that the restaurant can accommodate a greater number of customers during rush time.

The service process was arranged pretty well to deliver the smooth and quick service for their customer target who does not have too much time to get lunch. However, there is always room for improvement in any service. In the next chapter, authors will brainstorm to find out some details that could be applied so that customers see they are welcomed and took care in every small thing. Restaurant Factory has been delivering a great service performance but authors suppose that they also can differentiate themselves by focus on small touch.

4.2.3 Theories of Interview

In order to collecting the data from the restaurant to complete the service blueprint, the author decide to use research interview as the second method. According to Saunders et al (2016), research interview is a purposeful way to have conversation between two or more people, requiring the interviewer to establish rapport and ask meaningful and unbiased questions so that interviewees are willing to listen and respond. The use of interviews can help researchers gather valid and useful data that are relevant to the research question(s) and objectives. (Saunders et al. 2016, 388.)

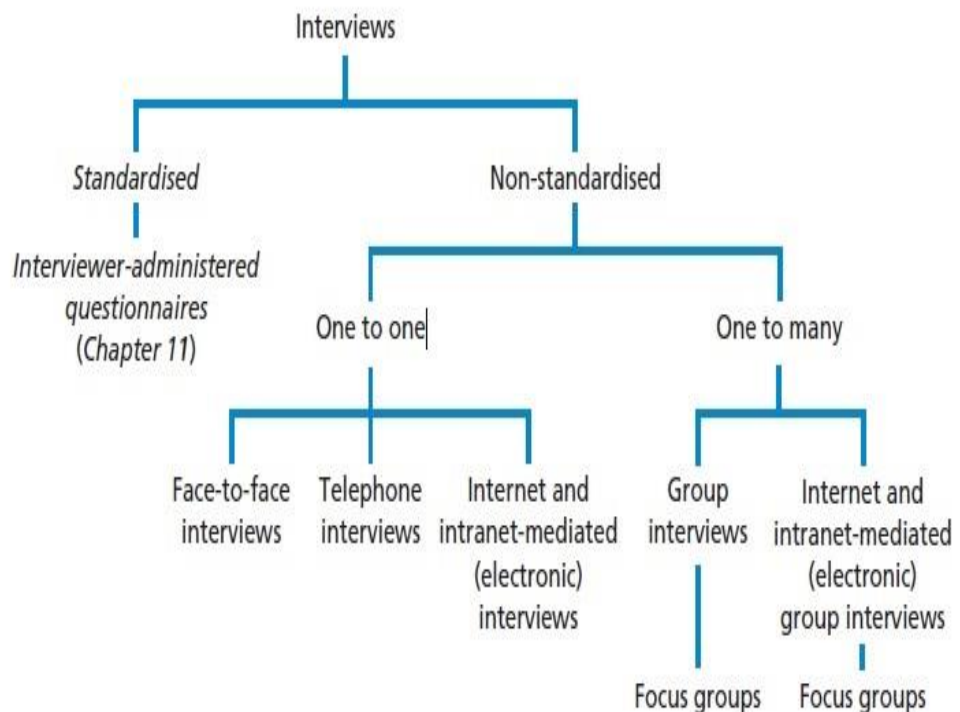


Figure 9: Forms of interview (Saunders et al 2016)

Figure 8 describes different forms of interview and separate them into categories such as standardized and non-standardized interview. The standardized interview is more formal but the advantage is that it can be conducted on a large scale. While Non-standardized interview can be conducted on many ways and level depend on the purpose of the research. It can be done from one-to-one or one-to-many. The advantage of the non-standardized interview is that great deal of information can be collected.

The research interview is a general term for several types of interview. It is important that the nature of the interview should be consistent with the research purpose, research question(s) and objectives. Interviews can be formalized and structured, using standardized questions for research participant, or they can be informal and unstructured conversations. Interviews can be categorized as: structured interviews; semi-structured interviews; unstructured or in-depth interviews. Another common typology is standardized interviews versus non-standardized interviews. (Saunders et al. 2016, 390.)

Structured interviews use a set of questions that is predetermined and standardized usually refers as interviewer-completed questionnaires. The interviewer would read out each question and then write down the response with the pre-coded answers. There is not much social interaction between the interviewer and interviewee as the question and the response from interviewee is fixed. Structured interviews are used to collect quantifiable data so that are usually referred to as 'quantitative research interviews'. (Saunders et al. 2016, 391.)

Semi-structured and in-depth (unstructured) interviews are non-standardized. These are often referred as qualitative research interviews. In semi-structured interviews, the researchers have a list of themes that will be covered and maybe some key questions although the use of it may vary from interview to interview. The order of questions may also be varied depend on the flow of the conversation. The data that is collected in this type of interview will be captured by audio-recording or perhaps note taking. (Saunders et al, 2016, 391.)

The key to a successful interview is careful preparation. When using semi-structured or in-depth interviews, Saunders et al (2016) suggested that using 'five Ps' will be useful for researchers: prior planning prevents poor performance. In order to avoid data quality issues when conducting semi-structured or in-depth interviews, there are some key measures that researchers need to include: interviewer level of knowledge, developing interview themes and provide the questions to interviewee in advance, and the location of the interview. (Saunders et al, 2016, 401.)

When conducting semi-structured or in-depth interviews, there are things that researcher need to take in to consideration in to avoid forms of bias that will affect the validity and reliability of the data collected. These aspects relate to the: interviewer appearance at the interview, nature of the comments to open interview, approach to

questioning, use of different types of questions, show of listening skills, ability to deal with difficult participants and ability to record data accurately and fully. (Saunders et al, 2016, 402-413.)

4.2.4 Semi-Structured Interview process and result.

The authors decide to choose semi-structured interview as the main method to interview. An interview guide is created by the authors, which show in the Appendix 1, and this guide consist of a list of questions aiming at different topics and goals that the authors want to explore. These goals and topics will help the authors gain more insights and knowledge in order to mapping the service blueprint for Factory Kamppi.

The goals of the semi-structured interview are: knowledge about backstage actions of the restaurant; the link of communication between kitchen staffs and server staffs; the support processes of the restaurant; and the potential fail points between the backstage and frontstage.

With each goal, the author generates questions in an easy-to-understand manner and some are open-ended questions to explore the interviewee's knowledge and experiences.

The semi-structured interview was conducted at the Factory Kamppi restaurant by one of the authors with the kitchen supervisor. The duration of the interview was less than an hour. The author begins the interview by providing some brief explanation about the goals of the interview and what kind of information the author expects from this interview. Then the author present the questions to the supervisor and start recording the interview.

Back-stage actions at Factory Kamppi

The supervisor usually starts the earliest shift at the kitchen from six in the morning. There are total about four cooks will run the buffet kitchen at the lunch time including the supervisor. Each day, the workload of each cook will be assigned by the supervisor when they start their shift. The duty of each cook for one day will be different so that the whole kitchen will cover most of the workload that need to be done. And the duty will change daily so that everyone can work at any task that is assigned to them.

The supervisor will have an updated list of the number of customers in the previous weeks and months so that he can plan on the total amount of food that will be serve for each particular day, and therefore ordering the raw material accordingly. There is also a booking list of the restaurant where he can see all the booking of customers for the lunch in the next three or four weeks. The list of booking is updated by the office every day and send directly to the supervisor through email.

There is a service board in the kitchen area where the cooks can find all information about the kitchen work. On that board, there are the menu for each day, the special-ties and allergies; the booking for catering service; and the brunch menu; as well as all the latest instruction from the board of directors regarding kitchen works or recipes.

The link between kitchen and servers

According to the supervisor, there are many points of interaction between the kitchen and front-stage that happened throughout the day. The kitchen has to make sure that the front-stage have enough prepared food for the breakfast and the salad bar in the morning, then for the lunch buffet. The front staffs need to make sure all the equipment in the buffet counter are on and ready. Both kitchen and server staffs have to make sure that the menu from the kitchen and menu from the counter display are the same and correct with the ingredients and allergies.

If there is a problem regarding to the food such as allergies or special request, the server can ask directly to the cook who in charge of the buffet refill of that day for answer. If the problem cannot be solved by neither the cook nor the server, then they will have to inform the supervisor to find solutions. Then when the decision is made, the cook will inform it to the server whom is waiting for the answer. If needed, the server will have to spread the information to the whole front team.

The common problems that need both the kitchen and the front-stage to communicate more effectively is when the food runs out and customers are waiting in line, or when any of the food or items of that day runs out totally and need to be replaced by another that is not in the menu. When the latter happen, the kitchen always have to be ready and cautious to inform the front-stage about those foods that run out so that they can immediately correct the menu to avoid any irritation for coming customers.

The support processes for the restaurant

The main points of interaction between the kitchen and the office or management team is through the supervisor. The office will handle most of the booking for events and caterings and give the information out to both kitchen and the frontstage. The a la carte booking is usually handled by the restaurant supervisor through the restaurant website or phone.

The kitchen supervisor is the one who order everything for the restaurant, both front-stage and back-stage. There is an order paper in the kitchen area where the front-stage staffs will write down their daily need items such as milk, dry stuffs, nuts for the breakfast, wines and liquors ect, and the kitchen supervisor will check the list every two days to order for them. The third-party supplier for the restaurant is Heinon Tukku and they deliver stuffs for Factory three times per week on Monday, Wednesday and Friday.

Besides, there are others suppliers who will provide raw materials for the restaurant such as meat, fish or chicken in different types in large quantitative. These raw materials are usually being ordered by the management team for the whole Factory chain.

4.3 Develop (Ideation Stage)

Ideation stage is the process of generating valuable ideas and visualized them into new ideas and concepts. There are many tools in the creative process and these tools can allow the ideas to be developed into prototypes, and tested against the insights generated in the previous stage. (Stickdorn et al. 2010, 148-149.)

The main task of this stage is to engage the team with the process of classifying the data collected from the discovery stage by generating and testing new ideas to find out how they can be further improved. The process of ideation can include several steps such as planning idea, idea generation, idea selection, and documentation. There are many methods that can be used for generating ideas for this ideation stage include; brainstorming and brainwriting, ten plus ten, ideas from journey mapping, ideas from system mapping, bodystorming, using cards and checklists, decision matrix. (Stickdorn et al. 2018, 158-169.).

The authors decide to use brainstorming as the main method for this stage to identify and give some ideas on how to improve the service quality of Factory Kamppi based on the result of observation and interview in the research stage.

4.3.1 Brainstorming

Brainstorming method was introduced by Alex F. Osborn in 1953 through the book “Applied Imagination: Principles and Procedures of Creative Thinking”. It was defined as a group problem-solving technique that individuals are encouraged to contribute ideas for the given topic. Brainstorming has become one of the most famous tool for generating creative ideas process in businesses and academic environment. There are also many other ideas about brainstorm that developed from the original fundamentals of Alex Osborn. (Besant 2016, 1-2.)

Before the brainstorm session, Osborn recommended that each participant should know and understand about the topic beforehand which called isolated ideation. After the session, all the ideas were collected and sorted by a leader to choose which ideas will be put into action. In other words, following definition of the Yale study, individual brainstorming occurred before and after the group brainstorm session. (Besant 2016, 4.)

There are four basic rules were set by Alex Osborn about implementation of a brainstorm session. First, the goal of brainstorm process is creating as much ideas as possible. In other words, this method aims to quantity over quality. The second rule is no one criticize any idea. The purpose of this rule is keep all the judgments out of the brainstorm process because all ideas will be considered later. Third, brainstorm method encourages participants think out of the box and contribute all kind of ideas, even the craziest one is welcomed. The last rule is participants can combine their ideas and improve other people’ ideas. (Besant 2016, 2.)

4.3.2 Process and Result of Brainstorming

Brainstorming method was chosen by authors to develop ideas from the observation and interview data. Two authors will brainstorm ideas base on two different perspectives that were gathered by experiences as a customer and the other one is from back-stage point of view. The process and result of this ideation stage also will be divided into two separate parts: customer and back-stage employees’ viewpoint. The first part is ideation for customer journey map and the second part is ideation for

service blueprint. The whole stage aim to looking for the falling points might happen which irritate customers' experience and interrupt the back-stage from delivering effective service performance.

In the theory part about dimensions of service quality, it was mentioned that most of customers' judgement on quality of any service based on five elements. These are reliability, responsiveness, assurance, empathy and tangible elements. Authors will use that piece of theory to combine with the experience in restaurant Factory on brainstorming about what will satisfy customers. Additionally, the observation in restaurant Factory helped authors gain real experiences of being a customer at this restaurant. Some notes during that process had been taken down. Those notes were about several points authors want to be improved. Those notes will be used in brainstorming stage to consider about how to improve or if these points are necessary to be changed or not.

Result of brainstorming from observation

The result of brainstorming for customer journey concludes some ideas developed from authors' experience had with Factory and dimensions of quality service. First, customers expect to receive the same service quality in any visit and during any time of the day. They will want to have food with consistent taste, right temperature and nicely presentation. Moreover, one problem might happen in buffet restaurants when the service is about to close. There is less customers around the nearly closing time, food stays longer on the counter. If staffs do not pay attention to check regularly, buffet counter at this time might look very unappealing and customer might not want to visit at that time anymore.

Next, most customers at restaurant Factory during lunch time are workers or office staffs who do not have much time for lunch. Managing the waiting time is one of the key to customer satisfaction. It would be a disaster if the food run out while customers has paid already, they have to wait and less time to enjoy the meal. In the buffet counter, authors suggest to add a small food sign at each dish which will help customers know which exactly what that dish is. They do not have to ask or got confused. Buffet counter and all other facilities in restaurant should be well-organized and clean all the time to earn customer's trust about hygiene matter.

The whole service experience of authors at restaurant Factory was very nice and comfortable except when authors had to return the dishes after all. Authors prefer to get the food tray so that everything could be easily carried at once without any difficulty. A separate place for liquid disposal is also very necessary. No liquid disposal place leads to two possibilities: customers pour that liquid into bio trash bin or they just improperly leave the glass on the rack. Both scenarios do not seem easy for staffs to handle after that. Additionally, authors recommend to place a wet tissue box at the return dish counter just in case customer's hands got dirty after returning these plates. That is a nice final little touch which show an attentive service without any word.

Result of brainstorming from semi-structured interview

In this result of brainstorming from semi-structured interview, the authors will give some ideas and suggestions for the restaurant based on the information that gathered. In the drawing service blueprint process, the authors realized that flow of information between the kitchen and the restaurant are extremely important. Any miscommunication or misunderstanding in the process can cause disruption in the service process, thus the customers surely will experience irritation and delay.

In the blueprint, the authors decide to include fail points where the communication of the restaurant could be jeopardized. There are several fail points in the restaurant that could cause such delay or irritation for customers. The first fail point is in the process of refill the buffet. When the food is run out, if in the hurry time, it usually won't be a problem because most staffs are highly focus on the rush time. But after the rush hours, such as from 13:00 to 15:00, when the customers flow is slow down and the staffs are busy with the cleaning and refilling stuffs, they are easily get distract from refilling the food.

Another fail point is that when some of the food run out totally and need to be change to a new dish that is not include in the menu that day. Kitchen staff must inform the frontstage staff, especially the cashier, to change the display menu for the coming customers so customers won't experience any confusion about the food.

4.4 Deliver (Implementation Stage)

Implementation is the sharp end of service design. Implementation describes the last step of experimenting and testing, to product and rollout. Implementation stage provide ways to transfer the new or improved service design to all part of the organization considering both frontline and backstage staff, and all implementation partners. The implementation of service design can involve various skill sets, such as organizational processes and procedures, software development, or change management, etc. (Stickdorn et al. 2018, 271-272.)

The main outcome of this thesis for implementation stage are customer journey and service blueprint for Factory Kamppi.

4.4.1 Customer Journey

Customer journey map is a visualized diagram that service designer could use to understand elements of a customer experience from customer's point of view. It is a powerful technique to understand about what are touchpoints that a customer may go through, what are their possible needs, concerns or frustration. Customer journey map illustrates the overall experience by storytelling and visuals to create how customer interact with a business during the period of time. This is a good way for the business to think out of the box and put company into their customer shoes from different point of view. Many different factors can be a part of a customer journey depends on which area business want to discover about. Customer journey map can be an end-to-end user experience. However, it also can be zoom in a specific step that business is focusing to improve in the whole service process. (Curedale 2016, 254-258.)

Customer journey map of restaurant Factory Kamppi is the result of observation visit of authors as normal guests. The map is based on timeline of activities that a customer may go through at different stages. From the beginning when customer has the need to find somewhere to have lunch. It is a called awareness stage. The consideration stage is when customer decide to choose restaurant Factory Kamppi among other recommendations of lunch buffet restaurant near Kamppi.

The third stage is when customer try to find the fastest direction to visit restaurant. After that, customer makes payment, has lunch and leaves. During each stage, different aspects were put into consideration to visualizes what customer may see, feel

and interact with. Those aspects include: customer's action, customer's goals, touch-points, pain points and customer's emotion. Template of the customer journey map based on the template of Curedale (2018). Some aspects were adjusted to suit with the case restaurant Factory Kamppi.

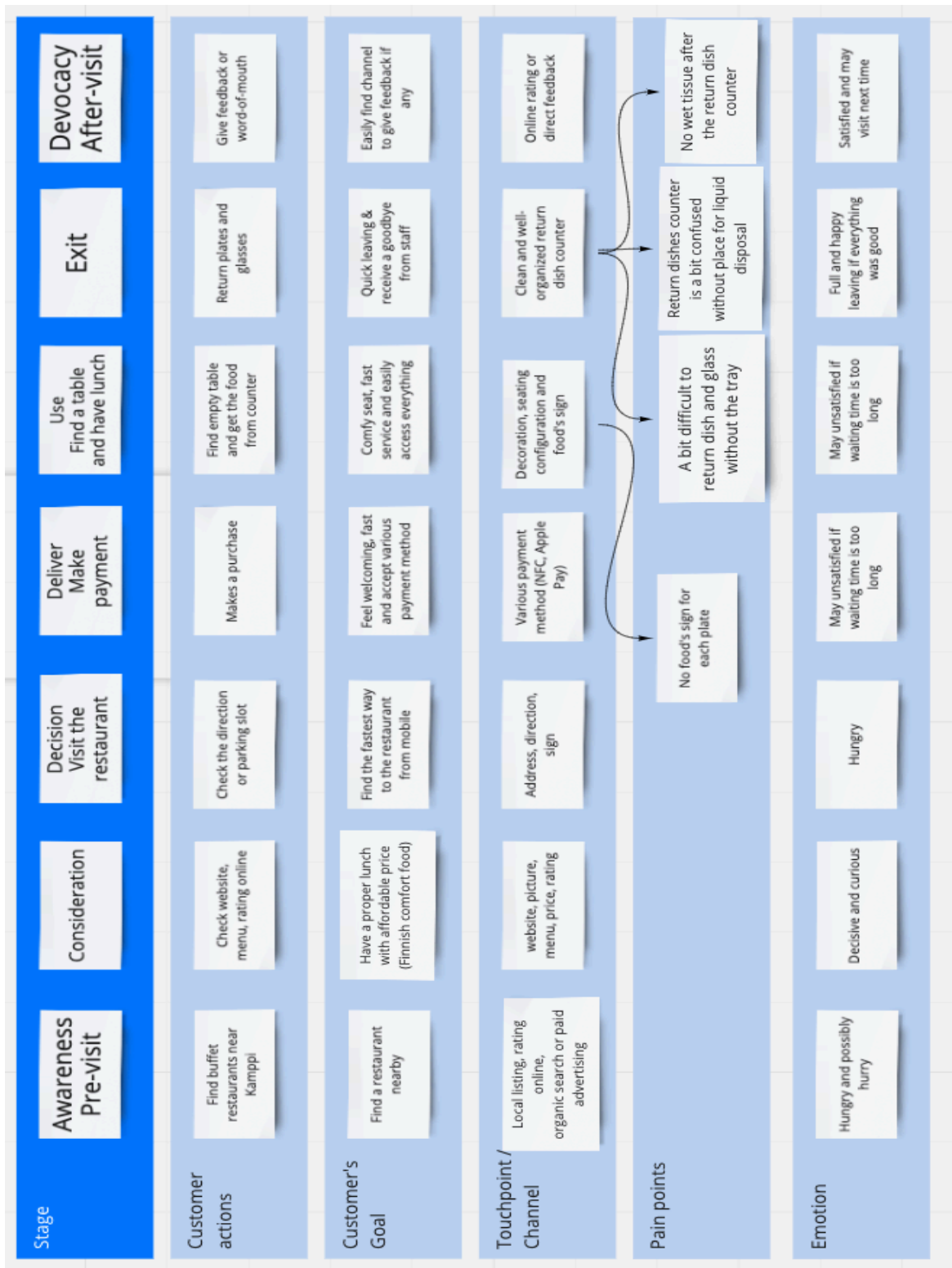


Figure 10: Customer journey map of restaurant Factory Kamppi

Figure 10 shows journey map of a customer who has never been to restaurant Factory. Starting point of the map is when customer was looking for a lunch restaurant in city center. The end point lasts until customer already left the place and want to

contribute a feedback through online channels about that experience or recommend their friends. Some pain points were discovered which is very useful to develop customer service process and create the final service blueprint for the restaurant.

Customer journey in restaurant Factory has five main stages: awareness, consideration, decision, experience and advocacy. These phases illustrate a customer when he or she comes up with the need to find somewhere to have lunch. They find out restaurant Factory, consider, decide to give it a try, experience the service and become a loyal customer or not.

Not all of customers will go through these five stages. For instance, customers follow their friends to get lunch there might not go through the first and second stage. However, no matter how different stages and touchpoints they interact with, restaurant should ensure customers get similar ideas about restaurant's concept and service.

Restaurant could manage these elements through these physical touchpoints, digital channels and communication materials. For example: pricing, menu, rating or restaurant's 3D map. It is always quite risky if the marketing does not match with the real service concept and quality because it might raise customer's expectation and let them down after experienced. Instead of that, restaurant might try to under promise and over deliver which makes customers feel value for the money. For example, offer buffet with various choices goes with a reasonable price.

After the observation and brainstorming stage, authors define several goals and motivation of customer when they choose restaurant Factory. First, customers might work or live near the premises and want to have lunch. Second, they choose lunch buffet because they can eat as much as they want (from food, dessert, tea, coffee and even non-alcoholic beer) with a fixed price. Third, because it is lunch time so most of people have to back to work and do not have too much time. Last, they might visit more than once a week because menu is changed daily and they work near the restaurant.

From that point of view, authors suppose that target customers of restaurant Kampi will expect fast and effective service speed delivery, various choices, consistent service quality and reasonable price because they might visit regularly.

There are few points that authors suggest to adjust because authors felt a bit irritated. First, authors got confused because there is no food sign for each dish. That confusion leads to authors took more time to figure out what the dish was and slow

down the waiting line. Second, it was a bit difficult to carry everything to return without a tray (one plate, cutlery, two glasses and a dessert bowl). Third, there is no place for liquid disposal so it caused a slightly messy station. Last, the return dish place was small and customers' hands might get dirty. That would be more comfortable if wet tissue is offered.

In general, customer journey map has visual illustrated the how experience of a customer has with restaurant Factory. Understanding about their actions, motivations and emotions will assist authors in design the suitable touch points for them that create a seamless experience.

4.4.2 Service blueprint

Service blueprint is a way to mapping and specify each individual aspect of a service. This usually involves creating a visual map consist of the perspectives of users, service provider and other parties involved in the service process. Service blueprint can be detailed down to everything from the points of customer contact to behind-the-scenes processes. (Stickdorn et al. 2010,204-205.)

Service blueprint are produced collaboratively between different departments or teams exist within the organization of the service provider. By describing and outlining all of the elements contained within a service, the blueprint allows the most crucial areas to be identified, whilst also revealing areas of overlap or duplication. Service blueprint area able to show the processes that lie behind the critical service elements around which user experience is defined. (Stickdorn et al. 2010,204-205.)

According to Kalbach (2016), in 1984 article "Designing Services that Deliver" by Shostack, she writes: "The root of most service problems is, in fact, lack of systematic design and control. The use of a blueprint can help a service developer not only to identify problems ahead of time but also to see the potential for new market opportunities. A blueprint encourages creativity, preemptive problem solving, and controlled implementation. It can reduce the potential for failure and enhance management's ability to think effectively about new services. The blueprint principle helps cut down the time and gives a higher-level view of service management prerogatives.". (Kalbach 2016, 229.)

The service blueprint of Factory Kamppi is created by the authors based on the data and information that is collected in the research stage of this thesis. The customer

journey map is also using to help create the customer actions line in the service blueprint. The service blueprint can be divided into four main parts separate by three lines; line of interaction, line of visibility, and line of internal interaction.

Service Blueprint Factory Kamppi

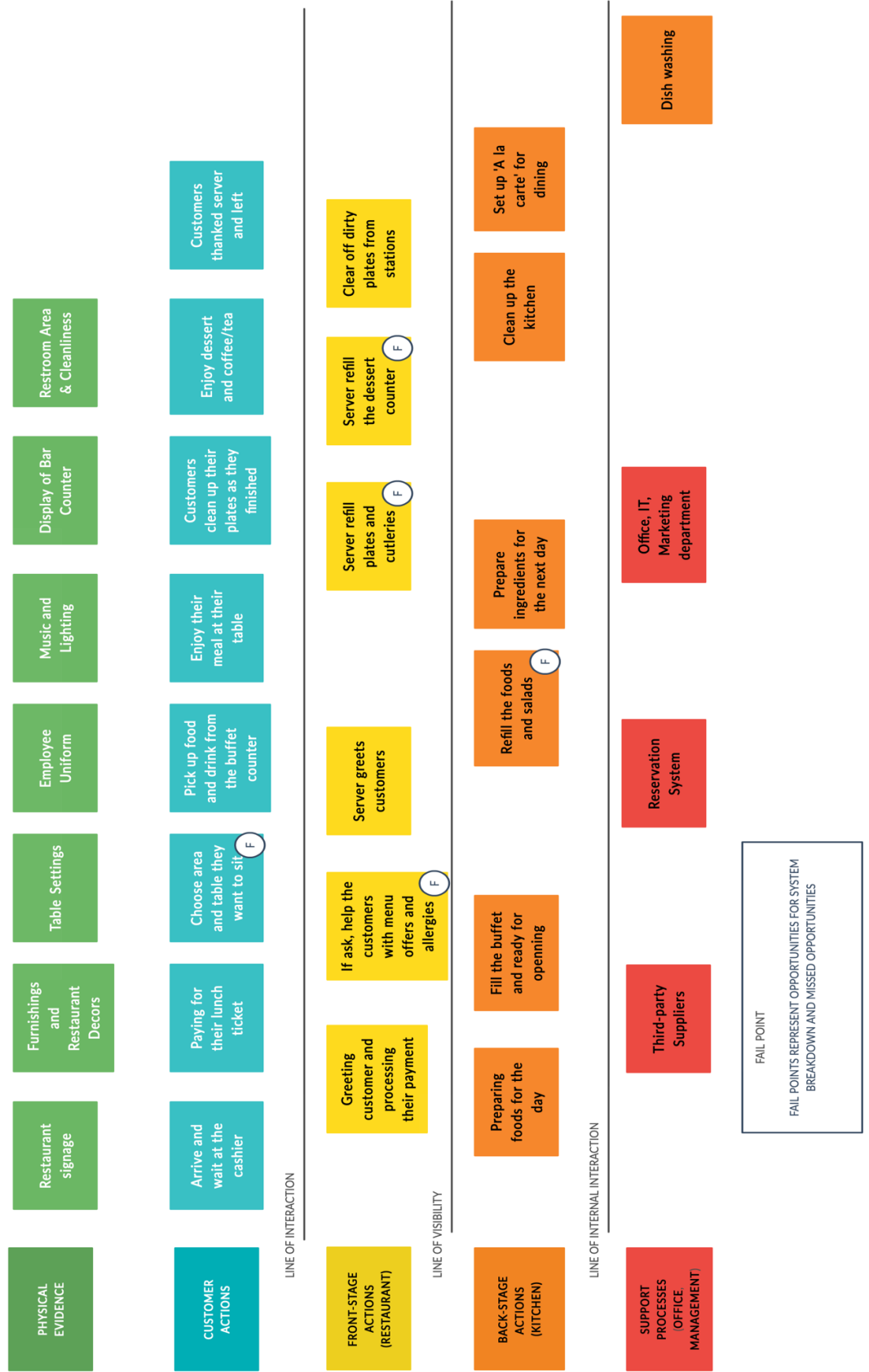


Figure 11: Service Blueprint of Factory Kamppi

Figure 11 illustrates the service blueprint of Factory Kamppi. The service blueprint can be divided into four parts. The first part is above the line of interaction which includes physical evidence and customer actions. The second part is between the line of interaction and line of visibility which include the frontline activities of the restaurant. The third part is between the line of visibility and line of internal interaction which include the backstage activities. And the last part are the support processes of the restaurant which is at the bottom of the service blueprint and behind the line of internal interaction.

The first part, include physical evidence and customer actions, is the result of observation from the research stage. The physical evidence visual show what customers come in contact with. In this case is the signage of the restaurant when the customer is outside. When they are inside of the restaurant, they will come in contact with restaurant furnishings and decors, table setting, employee uniform, music and lighting, display of the bar counter, and the restroom. Those are the things that customers will see and sure definitely will pay attention to. The customer actions is a series of step that customers will interact with the frontline employee in order to use the service at the restaurant. Start from paying their lunch to find a table to take their food until they leave.

The second part of the blueprint is the frontstage actions includes what customers see and who they interact with. The part includes all the step employees perform in front of customers in the public area of the restaurant such as greeting customers and introduce them to the service in the cashier area, or serving and cleaning table, lunch counter to refilling desert station. This is where most of the service activities to the customers occur.

The third part is the backstage actions where all other employee actions, preparations and responsibilities customers do not see but that makes the service possible. This part includes all the activities in the kitchen, dish washing area and office work of the restaurant. But in this blueprint of the restaurant, the authors focus mainly in the kitchen activities where the foods are cooking and managing since this is a restaurant service. The steps in this part include preparing foods, cooking the foods, refilling foods for the buffet during service time, and cleaning the kitchen at the end.

The last part of the blueprint is the support processes. Support processes are internal or additional activities that support the employees providing the service. In this case,

the support processes Factory Kamppi are third-party suppliers such as Heinon Tukku, etc., reservation system, and the office including IT, marketing, accounting department.

The blueprint also includes fail points where the authors think that it might cause the opportunities for the system breakdown and missed opportunities. These fail points if not paying enough attention will easily cause irritation for the customers while experiencing the service of the restaurant.

5 Conclusion

The purpose of this thesis is to create a service blueprint for lunch buffet restaurant Factory Kamppi using theories of service design. The service blueprint will serve as a service map of Factory Kamppi restaurant and can be used by the restaurant management for different purposes. The blueprint can be used as a guideline for new employees to understand the service process of the restaurant in the beginning of their employment or it can serve as a service map to pinpoint where things could be improved or where things are going wrong to boost customer satisfaction.

With the complex of service, the blueprint can easily show the multi-layered process of people and technologies that work together and visualize each step from the customer down to the third-party involved. In order to draw the service blueprint for the restaurant, there are two types of data that needed to be collected. The first type is for the frontstage including physical evident, customer actions, and frontstage actions. And the second type of data is for the backstage such as backstage actions, and support processes.

The authors choose non-participant observation and semi-structured interview as the main research methods to gather data and knowledge about the restaurant. The non-participant observation is done by one of the authors at the restaurant with the purpose of collecting and define the touch point of customers when using the service. Then a customer journey map is draw based on this observation method. The semi-structured interview is done by the other author who also has been worked at Factory Kamppi. The purpose of this method is to gather information and knowledge about the backstage actions and the support processes of the restaurant. When all the information is collected, and analyzed, the final service blueprint is created.

In addition, the authors also using the brainstorming method to generate new ideas and improvements based on the research methods to give suggestion to the restaurant on which the service processes of the restaurant can be improved. In the frontstage, authors suggested few ideas that could help the buffet run more smoothly and saving time for customers such as add food sign next to the food on the counter, using tray for the lunch buffet, and add a water disposal at the dish return.

The final service blueprint that is created in this thesis will be a valuable asset for the restaurant in the future. Being able to identify, intervene at the right moment in the service process, and making changes where necessary can help the restaurant to grow faster and bigger. This service blueprint even though complete at the moment but it should be updated regularly whenever needed to fit with the situations or changes that are made within the restaurant.

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Appendix 1: Interview guide

Know more about the backstage actions of Factory Kamppi

How do you start your day at work? Or how do you assign workload for employee each day?

Is there a clear role for each kitchen workers? Are the roles change?

Where do you get the information for the amount of customer expect? Daily, weekly?

How about the booking reservation?

How those information is

The link between kitchen staffs and server staffs

Where are the points of interaction between kitchen and server staffs (in your opinion)?

When problems occur in the kitchen or relate to the kitchen, who will be the first to be informed and who will make the decision?

If the decision is made, how that information will go to the front-stage staffs? One by one, or just to the supervisor?

Which problems are usually occurring during the serving time that need to be communicated more effectively?

The support processes for the restaurant

What are the points of interaction between kitchen staffs and the office or management team?

How about the suppliers? How often is the delivery of goods for the restaurant?

Who make the order?

And how the front-stage order things for their use?

Illustration

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If you want to type your own entries, use a manual table of contents (in the same menu as the automatic one).