



Developing a business model for an HR consultancy by applying Service Logic Business Model Canvas. Case study: Aumaen Oy

Lam Nguyen



Laurea University of Applied Sciences

**Developing a business model for an HR consultancy by applying
Service Logic Business Model Canvas. Case study: Aumaen Oy**

Lam Nguyen

Bachelor of Business Administration

Thesis

June, 2021

Lam Nguyen

Developing a business model for an HR consultancy by applying Service Logic Business Model Canvas. Case study: Aumaen Oy

Year	2021	Number of pages	68
------	------	-----------------	----

For a long time, business model has been product-dominant or provider-oriented. In the modern world, majority of good-in-exchange is no longer tangible, or customer's demand and context are various. Meanwhile, Service logic business model canvas (SLBMC) is an innovative and practical tool to develop a customer-cantered business culture. This study aims to create a business model for an HR consultancy - Aumaen Oy and bridge the gap between company's value proposition and client's demand. In this context, business model is defined as the framework of value generation to customers and capturing the return of value generated. Whereas service logic covers fundamental principles of the three-contemporary customer-oriented logics: service-dominant logic, service-logic and customer-dominant logic.

To investigate into element of business model, semi-structured interviews with interested stakeholders (partners and targeted customers) are carried out. Responses were analyzed using thematic analysis which searches for overarching themes of inputs. As a result, the light application version demonstrates typical Aumaen Oy client's context and demand which emphasizes Organization and People matters such as cross-culture workplace, employee's productivity and personalities. Value proposition of the company is skills and knowledge on Organizational psychology and management, interaction training, change management and leadership, as well as all-in-one service - a unique selling point - provides diagnoses, consulting projects and implementation. Aumaen Oy supports customers to carry out innovation and solving unexpected matters requiring expertise so that they can focus on their core business and accomplish goals. Feeling indicator index is an effective tool for measuring employee's productivity and collecting precise data for future recommendation, workshops and projects. Additionally, the full application, demonstrates customer's context and background in-detailed, suitable value proposition as well as how to embed them into customer's world.

The results suggest that SLBM is an effective tool for Aumaen Oy to develop a business model. The company can benefit both an overall view on the business and a constructive guidance for offering services to each customer profile.

Keywords: business model, service logic business model canvas, consulting.

Contents

1	Introduction.....	5
1.1	Company background	5
1.2	Research background	6
2	Theoretical background.....	6
2.1	Business model definition	6
2.2	Business model canvas.....	7
2.3	Service logic business model canvas.....	9
2.3.1	Service logic definition.....	10
2.3.2	The canvas	13
2.3.3	Process of deploying Service Logic Business Model Canvas	14
3	Research design	16
3.1	Data collection.....	18
3.2	Data analysis	19
3.3	Research ethnics.....	21
4	Result	22
4.1	Company history	22
4.2	Light application version of Service logic Business Model Canvas.....	22
4.3	Full application version of Service logic Business Model Canvas	27
4.3.1	Customer profile A - Cross-cultural workplace	27
4.3.2	Customer profile B - Change management	30
5	Conclusion & Recommendation	33
	References.....	35
	Figures	38
	Appendices	39

1 Introduction

'Business model' concept became phenomenal since late 1990s with dramatic increase of publications (Hacklin & Wallnöfer, 2012). There are several definitions of business model. Afuah (2004) stressed business model as a money-making framework that it shows a set of company's performing activities. Similarly, a business model describes how a firm generates, delivers, and captures values (Gupta, 2018) (Johson, 2018). Business model is not only limited to academic discussion but also gained interest of practitioners by being relevant to innovation of product and process (Hacklin & Wallnöfer, 2012). However, due to competition and demands from new customers, several product-based companies put effort, willingly or unwillingly, to transform to service-based business model (Kindström, 2010). On the other hand, Ojasalo & Ojasalo (2018) imply that there were no business tool guiding companies' decisions that emphasizing the customer centric. For example, business model canvas developed by Alexander Osterwalder is popular among start-ups and SME, yet it only concentrates on goods and services of the company.

1.1 Company background

Aumaen Oy provides full-service solution, starting at identifying issues at the client's company by Feeling indicator index - a text-message survey of measuring the happy level of employees. Once acknowledging potential issues happening in any team, experts at Aumaen Oy will organize a diagnose workshop where they work with managers of client's company to gain insights of the issues and offer suitable proposals. Each service line is provided by an expert, known as partners, having at least 10-year-experience in the field. On the other hand, partners collaborate with each other and share knowledges about projects so that they can not only receive insightful advice but also provide other partners new opportunities.

The human resource consulting industry has originated from management consulting and yet, emphasizing human resource management aspects (Poorani & Thiyagarajan, 2018). The function of HR consultancy is training, culture management and competence development. Recently, the industry observed a splitting into 1) HR outsourcing and IT and 2) traditional HR. The former is highly concerned with standardizing the basic HR tasks such as payroll and rewards that are usually outsources. Meanwhile, traditional HR consultants is responsible for, for example, talent management which support clients in finding, retaining, and motivating the talents (O'Mahoney, 2010). In addition, there are three types of clients in the HR consulting industry. Firstly, HR advisors, who assist HR directors and managers to improve the performances. Secondly, the clients are business, HR or government, who demand supports of boarder human capital issues, from culture transformation in M&A programs to a new HR

strategy. Lastly, HR consultants are staffed on large projects and act as a team lead of clients in some areas. They not only ensure that the project have all necessary human capital, but also complement HR-related skills (Consultancy.org, 2016).

1.2 Research background

Research questions:

- How the SLBMC can be utilised to develop a business model for an HR consultancy?
- What value propositions are feasible to every customer profile?

Research aims

- Implementing SLBMC to create a prominent business model for a case company, an HR consultancy - Aumaen Oy.
- Through SLBMC, matching services to right customers.

Structure of the research

The structure of this research is as follow (Figure 1). Firstly, the report presents business models in overall, introduce theory of service logic. On the next chapter (chapter 3), it describes the research design such as collecting and analysing the data. Then, the report introduces SLBMC of Aumaen Oy, including one ‘Light application version’ and two ‘Full application version. Lastly, it draws a conclusion, accompanying with concise thoughts on the findings and their importance.

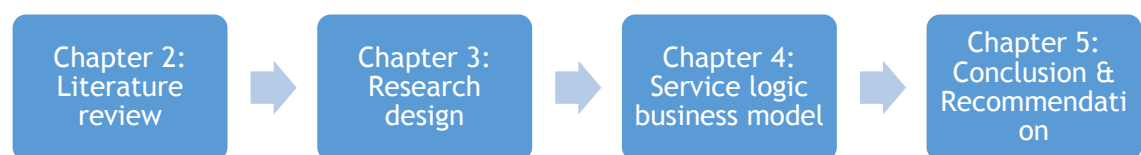


Figure 1 - Structure of thesis

2 Theoretical background

2.1 Business model definition

Timmers (1998) described business model as “an architecture” for several business contributors such as product, service, and information flows; “a description of potential benefits” for these business elements; and lastly, the “a description of revenue sources”.

However, a Marketing model is required to fully understand the factors in the business model. Shafer et al. (2005) developed the Business model definition from the fundamental of business, which is “creating value” and “capturing returns from that value”. Thus, business model is the “representation of a reality” that describe an organization’s “core logic and strategic choices” to meet the business foundation. Other authors also have extended this point of view. A business model represents specific manners in which the organization generates added value for its customers and sustains itself at a high level. (Cigaina & Riss, 2016). However, these abstract definition becomes more specific as Fielt (2014) investigates interdependent components such as customer segment, value proposition, organizational structure and economic forces. Johnson (2018) also proposes a four-box business models to clarify fundamental elements of value creation. It includes Customer value proposition (CVP) which can be products or services or both, helps customers get their job done quickly and effectively. While CVP demonstrates how a company generate value to customers, Profit formula shows how the business capture value for itself and shareholders. There are four main calculations variables in Profit formula: revenue model, cost structure, target unit margin and resource velocity. Lastly, key resources and key processes act as the means of value delivering between a business and its customers. These elements consist of critical assets, skills, activities and operating principles that allow the company to fulfil the CVP and Profit formula in constant and scalable fashion. In addition, business rules, norms and metrics connect these four elements in the business model and keep the model balance.

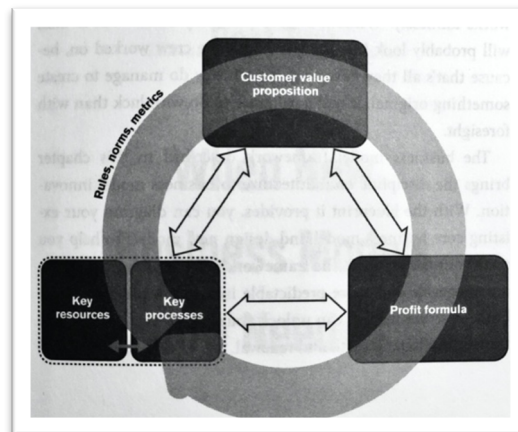


Figure 2 - The four-box business model

2.2 Business model canvas

Among various definition and concept, Business Model Canvas (BMC) has gained enormous popularity, particularly in entrepreneurship (Sort & Nielsen, 2018) . Business model canvas is a design tool of business model which describes, visualize essential components in a business model and especially, assist people understand easily about the concept (Osterwalder &

Pigneur, 2010) . The Osterwalder and Pigneur's BMC (2010) includes nine different building blocks:

Block 1 - Customer segment	<ul style="list-style-type: none"> - Investigates most crucial and profitable customers. - Groups customers into categories based on the needs, distribution channels, relationship form, profitability and motivation.
Block 2 - Value Proposition	<ul style="list-style-type: none"> - Demonstrates the value creation for a particular Customer Segments by offering relevant products or services. - Product/service deliver value to customers when it solves customer problems or assist them success.
Block 3 - Channels	<ul style="list-style-type: none"> - Highlights communication and interaction with Customer Segments as well as bringing Value Proposition to the market. - Investigate the customer experience - Divided into five different phases: 1. Awareness 2. Evaluation 3. Purchase 4. Delivery 5. Aftersales
Block 4 - Customer Relationships	<ul style="list-style-type: none"> - Establish relationship type for each Customer Segment - Typical types of customer relationships: personal assistance, automated services and co-creation. - Assist to plan how costly customer relationships are and how to integrate to the rest of the business model.
Block 5 - Revenue Streams	<ul style="list-style-type: none"> - Presents the revenue generation - Investigate in values that each Customer Segment is willing to pay. - Each Revenue Stream should be designed for each Customer Segment depending on pricing mechanisms.
Block 6 - Key Resources	<ul style="list-style-type: none"> - Describes essential assets to run the business model.

<p>Block 7 - Key Activities</p>	<p>- Shows necessary activities or processes needed to operate the business model.</p> <p>- Key activities are divided into three categories: production, problem solving and network/platform.</p>
<p>Block 8 - Key partners.</p>	<p>- Focus on partners and suppliers contributing to the business model.</p> <p>- Depends on characteristics, the partnership can be strategic alliances, cooperation, joint ventures and buyer-supplier relationships</p>
<p>Block 9 - Cost Structures</p>	<p>- Demonstrates costs incurred while operating the business models.</p> <p>- Cost structures are divided into two groups with distinctive characteristics: cost-driven and value-driven.</p>

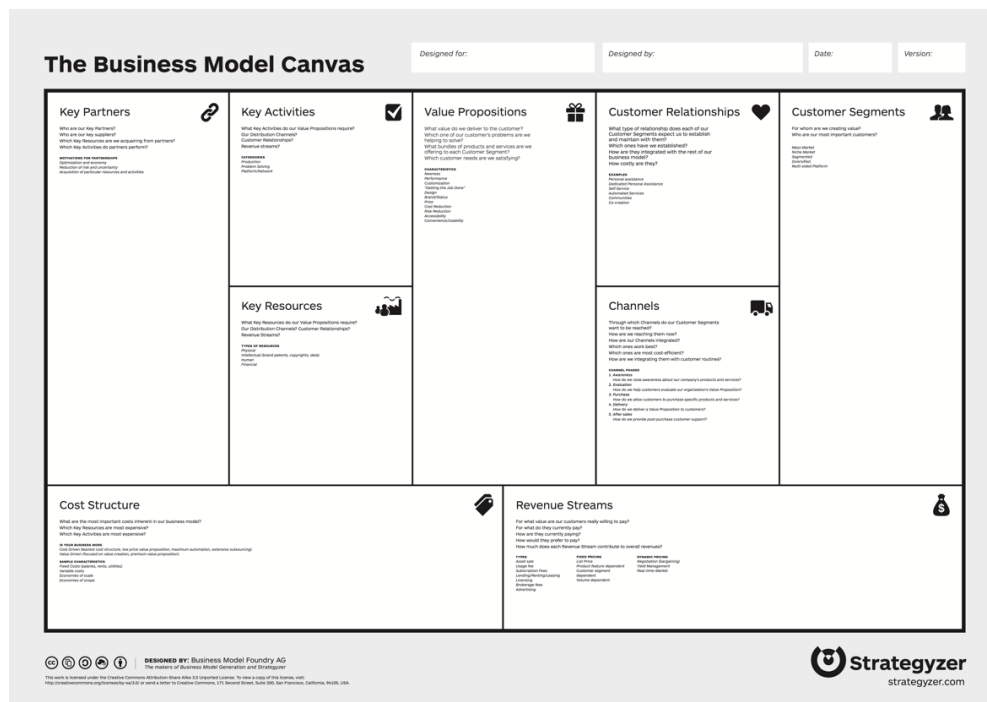


Figure 3 - Business model canvas by Alex Osterwalder

2.3 Service logic business model canvas

Service Logic Business Model Canvas (SLBM) is a modified version of Osterwalder and Pigneur’s BMC that emphasizes service principles. The adaptive model also includes nine building blocks with original structure. The revised model integrates service logic into business model

development that highlights the important of customer value. Service design methods (e.g: personas, contextual designs, Delphi & personas) and lean process - constant improvement & tests with authentic customers, are deployed in the canvas development. Therefore, SLBM enables a company to examine its business from a customer's viewpoint by considering their activities, practices and experiences. In addition to a general canvas, each customer profile requires a separate canvas which prevents service providers from "one size fits all" trap (Ojasalo & Ojasalo, 2018).

2.3.1 Service logic definition

Logic, particularly in service setting, is a mental model leading the company decision and activities (Heinonen et al., 2010). Ojasalo (2018) refers service logic as "the basic principles of the three contemporary customer value focus business logics: service-dominant logic (SDL), service logic and customer-dominant logic".

Vargo & Lusch (2004) described service-dominant logic (SDL) - a contrast with good-dominant logic, emphasizes "the application of specialized competences (knowledge & skills)" as an operant resource, to create value for customers or the the firm itself. Service has no longer a residual, or tangible good (Vargo & Lusch, 2008). In service-dominant logic, goods are appliances, vehicles or distribution mechanisms providing services (Lusch & Vargo, 2009). On the other hand, customer must be a co-creator of the value and a firm "cannot unilaterally create and/or deliver value". Both customer and firm create value together by sensing and experiencing, integrating resources, and putting effort to satisfy each other. Rather than being determined by producer, value is created and used by customers, known as value-in-use; and firm can only create value propositions. Later, value-in-use is revised to value-in-context. Since a customer itself is a resource for value creation, a value varies among customers, and it depend heavily on the customer's context. Furthermore, context is defined as "a unique set of actors and the unique reciprocal links among them". So, if a customer is an actor and the interaction is a link, a context, including resources and services, varies among customers. Context is an "important dimension of value co-creation" because it frames exchange, service and potentiality of resources from both distinctive perspectives of each customer and distinctive omniscient perspective of the whole service ecosystem (Vargo & Chandler, 2011). To apply the value-in-context of SDL, tools and methods are needed to observe customer experiences on the product on daily basic. A classical technique is self-reporting and diaries of end-users and other modern techniques are online diaries and online research communities ((Schäfer & Klammer, 2016).

Grönroos & Ravald (2011) argued that Vargo & Lusch's idea of "the customer is always a co-creator of value" causes a great confusion. There is no conceptual elaboration made and authors haven't provided any implications for customers and service provider to follow the

principles. Also, the roles of producers and consumers in SDL are not distinct and too abstract. Thus, service logic (SL) is introduced. There are certain similarities between SL & SDL. They share a primary objective is to promote the importance of service and co-creation - the interface between service providers and customers. Service is, rather than something offered to enhance a tangible product, to apply knowledge and skills to resources to aid customer's value creation. SL & SDL are not interest in resources provided by provider such as good, service activities and information. Instead, providers in SL & SDL start with customers using resources - personalised physical, mental or virtual practices that create value for them. Then, providers integrate acquired resources (from customers) with their existing resources and at the same time, apply the skills and knowledge. On the other hand, one of differences is that firms are a value facilitator. The customer in SL is a user and service in SL is all about supporting and facilitating users' everyday practices (physical, mental, virtual, possessive) for value creation contribution (Grönroos & Gummerus, 2014). In addition, SL offers a model for value generation process which describes in-detail various phases, actors and objectives. In the provider sphere, firm's role is to offer potential value-in-use which facilitate customer's value creating process. A joint firm is where the direct interactions create a platform for value co-creation. The customer creates independently value-in-use in the customer sphere. The whole platform is unnecessary to happen linear that different spheres and processes can be intertwined (Grönroos & Voima, 2013).

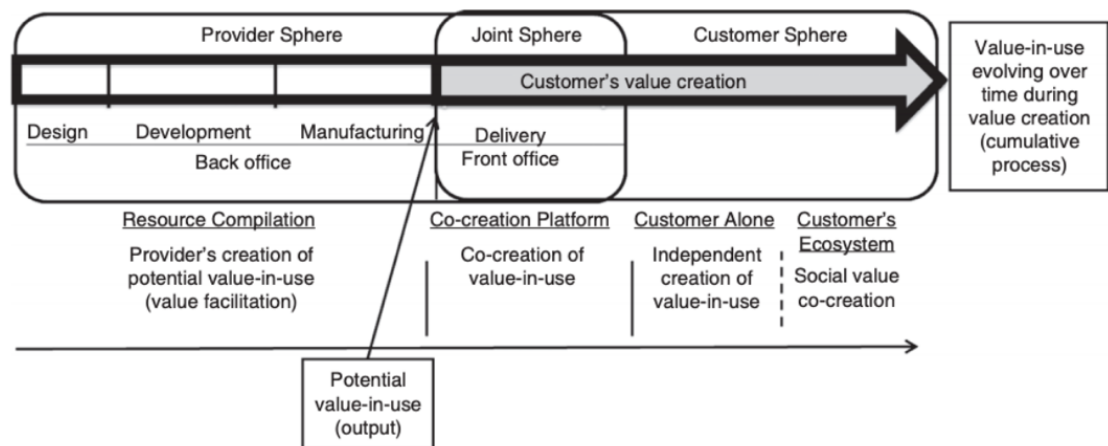


Figure 4 - Value generation process: value creation and co-creation according to the service logic (Grönroos & Gummerus, 2014)

Contrasting the SDL and SL - provider dominants, Heinonen et al. (2010) introduces customer-dominant logic, which implies “a mindset change for the service provider”. It emphasizes on customers' life (practices and experiences) and ecosystem context. This typicality can offer the answer on “how the service is successfully designed”, “what motivates customers and how customers want to involve in the value formation” (Heinonen; Strandvik; & Voima, 2013). Heinonen et al. (2013) also questions the value creation as the process it's not always active.

Instead, the authors suggest the value formation - “an emerging process”, which value is determined by the customer in multi-context and based on experiences of customer fulfilment. In CD logic, the firm starts at gaining customer’s insights, then convert them into concrete strategies to involve and support customer’s processes as service offerings. Another distinction of CD logic is the broadness of customer’s perspectives that goes beyond the provider’s services and includes the customer’s other activities and life (figure 5).

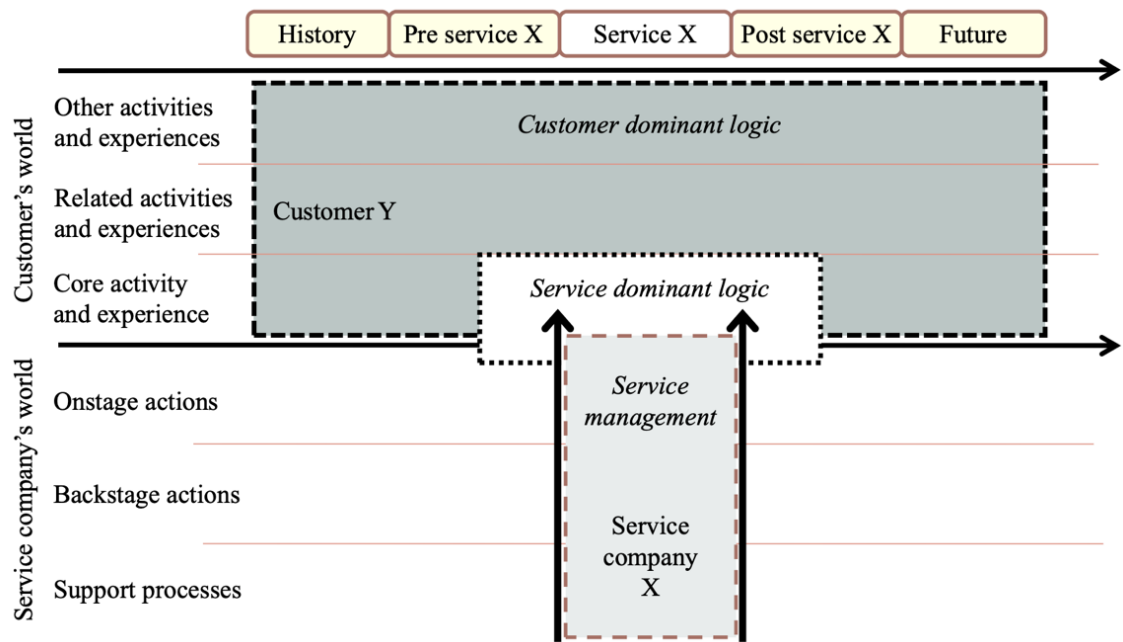


Figure 5 - CD logic of service contrasted with service management and SD logic (Heinonen, ym., 2010)

2.3.2 The canvas

<p>Key Partners</p> <p>From our point of view:</p> <ul style="list-style-type: none"> • Who are our key partners? • What are the roles of our partners? • What resources do we need from our partners? • How do the partners benefit from the cooperation? <p>From customer point of view:</p> <ul style="list-style-type: none"> • How does the customer experience our partners? • What kind of partnerships does the customer have and how should they be taken into account? <p style="text-align: right;">⑦</p>	<p>Key Resources</p> <p>From our point of view:</p> <ul style="list-style-type: none"> • What skills and knowledge do we need? • What other material and immaterial resources and tools are required? <p>From customer point of view:</p> <ul style="list-style-type: none"> • What skills and knowledge is required from the customer's side? • What other customer's material and immaterial resources and tools are required? <p style="text-align: right;">⑥</p> <p>Mobilizing Resources and Partners</p> <p>From our point of view:</p> <ul style="list-style-type: none"> • How do we coordinate multi-party value creation? • How do we utilize and develop partners and resources? <p>From customer point of view:</p> <ul style="list-style-type: none"> • How can the customer utilize and develop partners and resources? <p style="text-align: right;">⑧</p>	<p>Value Proposition</p> <p>From our point of view:</p> <ul style="list-style-type: none"> • What value are we selling? • What are the elements of our offering? • What is unique in our offering? <p>From customer point of view:</p> <ul style="list-style-type: none"> • What value is the customer buying? • What are the elements of customer needing? • Which customer's challenges and problems need to be solved? <p style="text-align: right;">②</p>	<p>Value Creation</p> <p>From our point of view:</p> <ul style="list-style-type: none"> • How is our offering embedded in the customer's world? • How can we facilitate the customer to reach their goals? <p>From customer point of view:</p> <ul style="list-style-type: none"> • How does the value emerge in customer's practices (also from mental and emotional experiences)? • How are customer's long term benefits accomplished? <p style="text-align: right;">③</p> <p>Interaction and co-production</p> <p>From our point of view:</p> <ul style="list-style-type: none"> • How can we support customer co-production and interaction between us and the customer? <p>From customer point of view:</p> <ul style="list-style-type: none"> • What are customer's activities during the use and different use contexts? • What are the customer's mental models of interacting with us? <p style="text-align: right;">④</p>	<p>Customer's World and Desire for Ideal Value</p> <p>From our point of view:</p> <ul style="list-style-type: none"> • How do we get a deep insight and holistic understanding of customer's world (context, activities, practices, experiences), their future strategies, and customer's customers' world? <p>From customer point of view:</p> <ul style="list-style-type: none"> • Why does the customer buy? • What kind of benefits does the customer aspire? • Functional • Economic • Emotional • Social • Ethical • Symbolic • If there were no limits, what would be the customer desire for ideal situation and world? <p style="text-align: right;">①</p>
<p>Cost Structure</p> <p>From our point of view:</p> <ul style="list-style-type: none"> • What are the costs inherent in our business model? • What are our other sacrifices? <p>From customer point of view:</p> <ul style="list-style-type: none"> • What costs and other sacrifices are required from the customer? <p style="text-align: right;">⑨</p>		<p>Revenue Streams and Metrics</p> <p>From our point of view:</p> <ul style="list-style-type: none"> • What is our earnings logic and how is our financial feedback generated? • How can we apply customer value-based pricing? • What else valuable do we get than money? • What are the key performance metrics of our business success? <p>From customer point of view:</p> <ul style="list-style-type: none"> • For which benefits is the customer really willing to pay and how? • What is the financial value that the customer gets? • What are the key performance indicators of customer's business and how are we following them? <p style="text-align: right;">⑤</p>		

Figure 6 - Service Logic business model canvas

Ojasalo & Ojasalo's SLBMC (2015;2018) consists of following building block:

Block 1 - Customer's world and desire for ideal value. The block go beyond the business model and a wide customer's perspective is taken into consideration by carrying out in-depth analysis on context, activities, practices and experiences of the customers (Ojasalo & Ojasalo, 2018). In addition, underlying buying motivations should be evaluated critically since they potentially create both opportunities and failures for companies (Ojasalo & Ojasalo, 2015).

Block 2 - Value proposition. This block describes how a business capture insight gained in the first block and turn it to promising offer that can satisfy customer's demand. By deeply understand customer's contexts, activities, practices and experiences, a company enable to make assumptions on customer's intention and plan for the offering.

Block 3 - Value creation. In this block, the customer's experience with the value proposition is emphasized that finds out how to embed the service into the customer life. A company attempts to understand how they can assist customers get jobs done faster and easier. On the hand, by taking customer viewpoint, a company can also evaluate the impact of the value proposition and long-term benefits that a customer would gain.

Block 4 - Interaction and co-production. The building block concentrate on how a customer participates in a company's process as well as utilize offered resources. Thus, it's important to promote the interaction between two parties and analyse customer's mentality while involving in the process.

Block 5 - Revenue stream and metrics. Revenue stream in SLBM not only demonstrates the earning logic and financial indicators of a company. But it also takes a step further to analyse benefits that a customer really wants to pay and especially, emphasize the cost of the value rather than costs relating to value production. In addition, there are many key performance indicators of a company and its value generated in this building block.

Block 6 - Key resources. Similar to BMC, key resources building block in SLBM also pay attention to all kinds of resources to operate the business model. However, in service logic, customers are the driver resources in the process. Consequently, customer's skills and knowledge are necessary to analyse.

Block 7 - Key partners. The building block redesign the surrounding environment of a company. Most of the time, it's complicated and involve several parties. Yet, in this model, suppliers and networked partners and theirs needs and benefits are taken into consideration.

Block 8 - Mobilizing resources and partners. The building block highlights the approach to maximize all aspects of the resources and partners, showing how skills and knowledges - an main operant resource in service logic, generated by all participant. In addition, the integration of resources - a core activity among all stakeholders in service logic, is developed.

Block 9 - Cost structure. The last building block is to analyse all cost and sacrifice incurred in the business model that not only come from the company but also customers.

2.3.3 Process of deploying Service Logic Business Model Canvas

For SLBMC application, there are three stages in the process (Figure 7). The process is lean process that requires constant improvement and testing with customer directly. A light application version is build based on accessible information such as reports, existing customer data and market reports. It can be conducted in a half-day workshop and involved all stakeholders. As the version is inspired by Lean principles and rapid prototyping, it is used for brainstorming or idea testing. In addition, the light version plays an important role in planning which can be either mapping necessary service design for the following stage, forecasting outcome or deciding timeline and crucial resources for service innovation project. Not only was useful for large companies but also SME can benefit from light application version of SLBMC for developing a business model with limited time and resources. On the other hand,

the designed order is recommended to follow. Yet, in some special cases, the order can be changed, as long as service provider can ensure to think of customer value first.

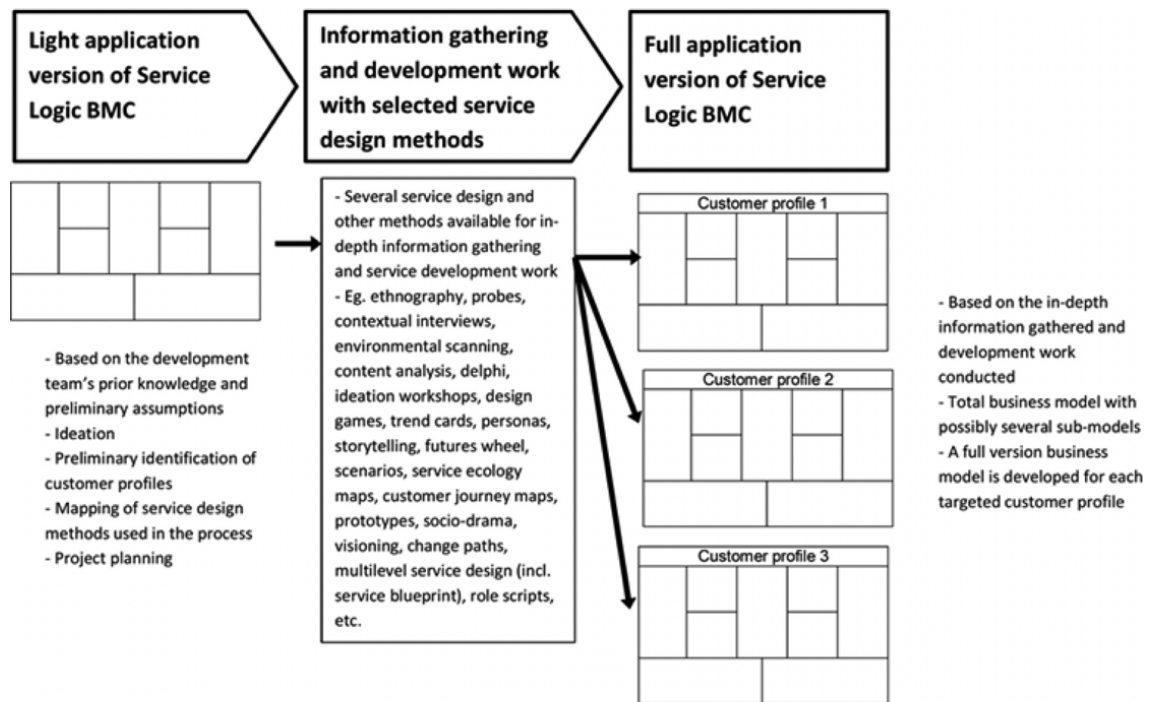


Figure 7 - The process of using Service Logic Business Model Canvas

The second stage of the process is the application of service design tools. This stage assists a company - a service provider - to understand the customer's world and core values as well as to figure out the approach to facilitate the customer's value creation. Ohjasalo and Ohjasalo (2018) suggests a service design tool list (Figure 8) and there are other service design tools available for applying SLBMC, depending on each case.

Blocks of Service Logic Business Model Canvas Examples of service design and foresight tools	Customer's world and desire for ideal value	Value proposition	Value creation	Interaction and co-production	Revenue streams and metrics	Key resources	Key partners	Mobilising resources	Cost structure
Ethnography, probes	•	•	•	•	•	•	•	•	•
Contextual interviews	•	•	•	•	•	•	•	•	•
Environmental scanning	•	•					•		
Content analysis	•	•							
Delphi	•	•							
Ideation workshops, design games	•	•	•	•	•	•	•	•	•
Trend cards	•	•	•						
Personas	•	•	•	•					
Storytelling	•	•	•	•					
Futures wheel	•	•						•	
Scenarios	•	•	•	•	•	•	•	•	•
Service ecology maps							•	•	
Customer journey maps			•	•	•	•	•		•
Prototypes		•	•	•					
Socio-drama				•		•	•	•	
Visioning		•	•		•			•	
Change paths								•	
Multilevel service design (incl. service blueprint)				•	•	•	•	•	•
Role scripts				•		•	•	•	

Note: Ojasalo and Ojasalo (2015a, p. 326)

Figure 8 - Service design methods for the Service Logic Business Model Canvas (Ojasalo & Ojasalo, 2018)

Finally, a full version is a detailed business model embedding service logic thinking, customer’s insights and the customer’s value creation expedition. This version of SLBM, which each Segmented customer is tailored, consolidate all findings from customer and development works.

3 Research design

This chapter is going to discuss research design. It is an overall plan of solving research question. It includes research methodology, strategy, data resources and description of data analysis process (Saunders;Lewis;& Thornhill, 2016). Based on “the research onion” of Saunders, Lewis & Thornhill (2016), the research design in this thesis is constructed as below.

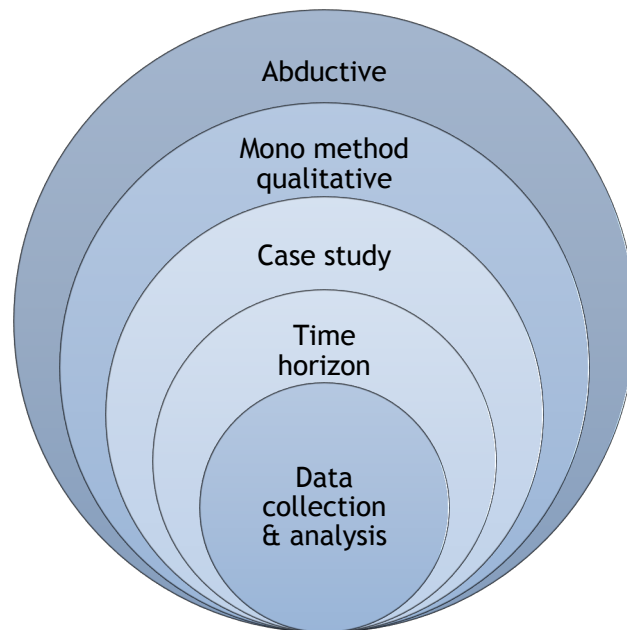


Figure 9 - Research design

To build research theory, abduction approach is adopted to develop theory. Abduction is a combination of deduction (theory first, conclusion later) and induction (conclusion first, theory later) and it allows researchers to go back and forth between collecting data and modifying theory. The data is used to find out a phenomenon, themes and understand patterns and then to build a new theory or modify an existing one (Saunders; Lewis; & Thornhill, 2016). In this thesis, the main objective is to develop a feasible business model for case company and offer right value to right customers. With the abduction approach, a researcher of this thesis obtained detailed data for the main topic, but also, along the way, explored a new theory - "service logic". Thereby, the researcher integrates these themes into an overall conceptual framework.

The methodological choice in this research is the qualitative research, which generates or deploys non-numerical data, also known as qualitative data, for data collection techniques and data analysis procedures. The research philosophy behind the qualitative research is to make sense the subjective and meanings of studied phenomenon. On the hand, qualitative research design is useful for the research, which requires in-dept understanding of a natural setting or a particular research context (Saunders; Lewis; & Thornhill, 2016).

The purpose of research design is exploratory. An exploratory study is a popular option to gain insights about a certain topic; as well as clarify a problem, or phenomenon. It offers a great advantage of being flexible and adaptable to change. An exploratory tends to have research questions starting with “What” or “How” and during data collection, several “What” and “How” questions are used to explore an issue. There are many ways to conduct exploratory research including a search of the literature, conducting in-dept interview or focus group interview. Due to the nature of exploratory study, these interviews are relatively unstructured and dependent on the quality of participants’ contributions to guide the following stages of the research (Saunders;Lewis;& Thornhill, 2016). On the other hand, the research questions are “How the SLBMC can be utilised to develop a business model for an HR consultancy?” and “What value propositions are feasible to every customer profile?” that exploratory can support the researcher deliver a unique insight for the case company.

Research strategy is defined as a plan for answering research questions and a “methodological link” between the researcher’s philosophy and choices of method to collect and analyse data. On the other hand, strategies are not mutually exclusive that it is possible to use two strategies in a research. While strategies such as Experiment and Survey are exclusively linked to quantitative research, Archival and documentary research and Case study are involved either quantitative or qualitative or both. Ethnography, Action Research, Ground Theory and Narrative Inquiry are principally link to a qualitative research design (Saunders;Lewis;& Thornhill, 2016). The chosen strategy is case study, specifically a single case. This strategy involves in an in-dept investigation into a certain topic or objective in its real-life context (Saunders & Lewis, 2012). The case strategy allows researchers create insights of a particular phenomenon that results in detailed empirical evidence and theory development (Saunders;Lewis;& Thornhill, 2016). However, some criticise that the strategy might cause many some biases in findings or the inability to create generalizable and reliable contributions to knowledge (Saunders & Lewis, 2012).

3.1 Data collection

As the research purpose is exploration, primary data is mainly collected using semi-structure, or in-depth interview. Qualitative data are characterized by their richness and fullness that depends on the researcher’s chances to explore the subject. The qualitative data has multiple meanings and sometimes, unclear meanings that it requires a great care to handle them.

Thus, this way of collecting data provides the researcher with the opportunity to zero in answers which add significance and in-depth to data gained. There are six interviewees who are four of them are potential customers and the other is the partner of the company (Figure 10). Yet the researcher chose to have semi-structured interviews. Semi-structure interview is

a mixed approach of structured and unstructured interview that obtained information is easy to compare, yet other detailed information can emerge from unstructured approaches. Another reason for choosing semi-structured interview in this thesis is that some interviewers have a limited time, and some are willing to spend more time initiating new ideas. There are two different sets of questions provided for interviewees (Appendix1 & 2).

Partners (Name - Background)	Targeted customers (Name - Background)
1. Suvi (Shou) Wang - Organizational Psychology & Management	1. Harri Kailasalo - Former Executive Vice President, Infrastructure segment at YIT
2. Kari Kauppila - Personalities coach	2. An executive at software company
3. Tarja Kyllönen - HR consultant	3. An executive at media & digital service
4. Martti Mäkinen - Business & Digital consultant	

Figure 10 - Interviewee list

3.2 Data analysis

Thematic Analysis is a generic approach of qualitative data analysis. The primary purpose is to search for theme across a data set, which are a series of interview, observation or analysed documents). Thematic Analysis provides a systematization and flexibility that data can be analysed in an orderly and logical way; as well as they can be either large or small set of data and still manage to build rich description, explanations and theorising. The method enables researchers to comprehend large and complicated qualitative data, integrate related data from several sources, create key themes, pattern for further exploration, develop and test theories from overarching thematic patterns and relationship, as well as draw and confirm conclusions (Saunders;Lewis;& Thornhill, 2016). Below is the summary of the analysis procedure, according to Saunders et al. (2016) and for detailed analysis, look for appendix 3 & 4.



Figure 11 - Thematic analysis process

The first step is to produce transcripts of interview conducted then generate summaries or self-memos that supports for analysis. During the whole process, the data is revisited several times as the researcher looks for the recurring themes and patterns (Saunders; Lewis; & Thornhill, 2016). In this research, transcriptions are not produced due to the limited resources. Yet, all highlights are quoted and transferred to summaries which are used in sequential stages so that the accuracy of meanings are guarantee at most.

Coding is deployed to categorise data with similar meanings that makes every single piece of data interested are accessible for further analysis and prevents a struggle of comprehending all meaning of the data. Coding data involves in labelling each unit of data within a data item (documents) with a label. A label symbolised the extract's meaning and it can be a single word or a short phrase which may also be abbreviated. A new piece of data, which has a similar meaning to existing coded unit, is labelled with the same code. Otherwise, a new code is created.

Once all data is coded, the theme searching start to make senses of and draw meaning from a long list of code. A theme is a "category" containing many codes that relates to each other and indicates an idea emphasising the research question. The process requires making judgements about the data guiding by asking three set of questions. The first set of question is to decide on potential themes, then the second one is to define themes and the relationships between them; and lastly, the third set of questions is all about theme evaluation.

The final stage is to refine themes and test proposition. Condensed data are re-read and reorganised under relevant themes to answer research questions. Some of initial themes may be discard or changed if they are unable to support the overall theme or repeat each other. Following is to develop a testable proposition which is an against proposition to a conclusion of actual relationship between themes. Alternative explanations and negative examples that are not conformed to tested patterns, are actively seeked. If the conclusion cannot withstand the alternative explanations, it is a negative case and thus, being eliminated.

3.3 Research ethnics

Ethics, in research context, is “a standards of behaviour” which guide researchers’ conducts relating to the rights of research subjects or any individuals affected by the research. Ethical issues can happen at all stages of the research project: access seeking, data collection and analysis as well as report writing. Not only consider the research subjects but also researchers take care of their own safety as planning and implementing research (Saunders; Lewis; & Thornhill, 2016). To ensure the research ethnics, many codes of ethics are carefully reviewed and strictly followed. In fact, before an interview day, interview purposes and questions are explained to interviewees by email. In addition, at the beginning of the interview, the interviewer reviews the research project topic, interview purpose and how the data of interview are proceeded and used. Also, a consent form, using Laurea template (Appendix 5), is handout while presenting interviewee’s right such as ending the interview at any time they want, keeping the identity anonymous and reviewing the research data before publishing.

Reliability & validity

In semi-structure and in-depth interview, data quality issues are mainly relating to the relation to reliability/dependability and validity/credibility. Reliability involves to “replication and consistency”, indicating that previous research design is replicated, and the similar findings are achieved. In essence, validity emphasize to “the appropriateness of the measures used, accuracy of the analysis of the results and generalisability of the findings.”

The standardisation is lacked raising concerns about reliability and dependability. Bias is one of the main concerns is bias. It can come from either interviewer (interviewer bias) or interviewees (interviewee or response bias). The interviewer bias happens as interviewer’s speaking tone or non-verbal behaviour leads to bias of which interviewee’s responds to questions. For example, the interviewer might either imposes beliefs or references through questions or show bias in the interpretation of responses. Also, lack of trust to interviewees and doubts about data validity and reliability cause the interviewer bias. Meanwhile, the interviewee or response bias is resulted in the interviewee’s perceptions about interviewer. As in-depth or semi-structured interviewees highlights the seeking of exploration, probing questions might appear and prevent interviewees reveal or discuss relevant details of the topic (Saunders; Lewis; & Thornhill, 2016). Lastly, participation bias emphasizes the reduction in the unwillingness of interviewees to participation, due to the required amount of time. Fortunately, in this research, all interviewees were satisfied with interview duration and were willing to extent if necessary. Saunders et al. (2016) suggests that to avoid these challenges, the interview preparation is required to have some key measures. The researcher needs to be knowledgeable about the topic and context in which the interview occurs. In addition, before the interview, interview theme is created, and the information is supplied to interviewees.

Another concern is whether alternative researchers would reveal comparable information. However, this research is a solely project, the concern is dismissed. To ensure the reliability & validity, interview documents and all stages of analysis are reported (appendix 3 & 4). The researcher also checks data, analysis and interpretations with interviewees by offering to send them the final report and interview memo.

4 Result

This chapter describes the case company in detail and the business model of Aumaen Oy deploying Service logic business model canvas. Here all the findings are presented including one “Light application version of SLBMC” and two “Full application version of SLBMC” matching with each targeted customer profile.

4.1 Company history

Aumaen is a family business, founded in 2013. Initially, the company operated in beauty salon and maintenance service. In 2017, Aumaen expanded the business into Energy consulting and in 2019, started HR consulting, which I was intern summer 2020.

The company was established by Mr. Jukka Tolvanen, who holds MSc. Electrical Engineering at Aalto University and more than 20-year-experience at ABB - a global technology corporation. His roles in the company were ranging from design engineering in R&D, Sales, product manager and marketing manager in Energy Efficiency to Project manager of Service department in ABB Drives. In addition, Mr.Tolvanen was a worker union representative in more than 15 years and European Work Council (EWC) in 8 years. His responsibility included providing legal advice for employees that everyone can understand their rights at work, and managers at ABB follow strict Labour Law while making decisions. He also involved in termination process where he represented employees to negotiate with the company and kept all stakeholders to follow regulation. Due to these experiences, Mr.Tolvanen built competences on solving HR problems, crisis at work, employee happiness and productivity.

4.2 Light application version of Service logic Business Model Canvas

Block 1 - Customer’s world & Desire for Ideal Value. Targeted customers of Aumaen Oy are HR managers and C-levels at SMEs mainly. These organizations have a limited HR team that it has almost no resources and time for innovative projects in improving employee’s satisfaction at work or dealing with emergency issues like team crisis. HR managers deal with functional tasks such as payrolls & recruitments. On the other hand, C-levels schedule is packed with stakeholder meetings and team leads of projects or departments. C-level managers perform various tasks, including strategic planning, revenue generation and solving culture challenges

that several topics are required external expertise and constant trainings. To get a deep insight to each customer's world, Aumaen Oy organizes a brainstorm workshop and invites relevant individuals to join, before starting a consulting project or an advisory service. During the workshop, customers are encouraged to share their background and concerns on all kind of topic and together with experts at Aumaen Oy, draw the most emergent topic to do project.

Block 2 - Value Proposition. Aumaen Oy offers experienced and insightful supports for various HR needs. For the Multicultural workplace topic, experts at Aumaen Oy can identify needs and challenges of entering a new market or understanding a mentality of a country; and provides effective and coherent solutions for each issue. In addition, challenges in Employee's Personality - team conflicts, employee's personal development and motivation- are tackled through Aumaen Oy tools and assessments which resulted in concrete actions such as a plan, process or a technology. Similarly, services at Change Management - a topic filled with implicitly and emotion - emphasize human-centric approaches and right communication. Aumaen Oy services focus on Happy at work that deploys data-driven analysis to measure employee's satisfaction quickly and identify firm's requirement. However, a unique point in the company's offering is all-in-one service which identifies problems, create a strategy to tackle the problems and implement it. Aumaen Oy uses tools such as Feeling indicator index or Personality mirror for assessments and problem diagnoses. The collected data become a baseline for an upcoming project which followed by an implementation. Customers at Aumaen Oy is unnecessary to find a different partner to implement the plan that enable them focus on their core businesses and meet their goals. However, from customer's perspective, high-quality and reputation are main criteria to decide a hire. Indeed, high-quality service is defined as the ability of delivering a desired result or offering a right tool and knowledge. At the moment, the most common challenges of Aumaen Oy potential customers are cross-culture work, personalities behaviour and change management.

Block 3 - Value creation. The company is all about supporting customers to reach their goals. Depending on a customer's demand, a help can be embedded in various forms. For example, to measure the employees' satisfaction level, organizations usually hire external firms for doing survey twice per year. Then, organizations receive a report with recommendation for improvements. However, this approach may unable provide a current situation due to a long period between surveys. Especially, during coronavirus situation, unexpected challenges can come up unexpectedly but, the management team is unavailable for help. On the other hand, Feeling indicator index provides an immediate data about the employees' satisfactions through text-message surveys. Later, a project for important and urgent matters is proposed and implement by Aumaen Oy. There is also other value created to customers is an upgrade in skills and knowledge. The company provides lectures on selective topics for leaders and

employees. After the lecture, customers enable to either improve the performance or solving problems effectively.

Block 4 - Interaction & Production. Brainstorm workshop for exploring customer's background and concern is one of the first step in the customer journey at Aumaen Oy. Other activities between the company and the clients are training session and lectures that skills and knowledge are exchanged for the value creation. In addition, occasional meeting during the project is also carried out for updating the project. The customers are expected to open about themselves such as background, practices, desires, give constant feedbacks and reflection along the projects. During the surveys, the management team should encourage interested individuals to participate and answer questions. Or, during workshops and lectures, participants need to challenge the host with relevant questions, share their real-life experiences and thought about the training topic.

Block 5 - Revenue Stream & Metrics. Income of Aumaen Oy is consulting fees which is charged on projects, training workshop and lectures. Part of the revenue is shared with project's partners. It is possible for the customers to hire some partners for a period and pay monthly salary. The amount of fee varies according to client company demand and duration. On the other hand, to measure (Borysenko, 2019) success, the company uses customer metrics such as customer satisfaction index and customer retention as well as financial metrics. Workshop feedback or interactions and atmosphere during workshops is also used as a metric for measuring the performance. From customer's perspectives, financial metrics - revenue, cost margin, share price - are main key performance indicators - especially to C-level customers - that are impactful on making purchase decision. Thus, it's important to translate HR values into business values. One example is the cost of disengaged employees. According to Forbes (2019), in the average annual salary in US is about \$47,000 and a disengaged employee may cost 34% of the salary, which eventually is \$15,980.

Block 6 - Key Resources. The knowledge and skills are the main resource of Aumaen Oy. Partners at Aumaen Oy must possess long-time experiences and knowledge on their expertise, which is from at least 10 years to over 30 years. They also have worked in different industries that allow them to get familiar and understand client companies in a short period of time. Majority of them hold master's degree from prestigious universities. In addition, soft skills such as listening and presenting are greatly valuable in consulting. Building trust with customers and among partners is particularly important when working remote and selling projects. Customers' input is the most valuable resources in service generally. At Aumaen Oy, all services requires customers to share information and to give feedbacks. Customers don't have to possess a specific knowledge or skills for attending training sessions or lectures, yet having some real-life experiences relating to topic allow customers to enhance the experiences.

Block 7 - Key Partners. Currently, Aumaen Oy has four partners on its network. They have different backgrounds and expertise, but they are all interested in People and Organization topics with long experiences. Based on project demands, projects are assigned to partners which are matched with their expertise. In addition, partners can help on operation tasks such as IT maintenance or marketing. The partner network is a key factor in operating logic of Aumaen Oy as it allows the company to diversify its offerings for customers and create a dynamic working environment among partners. The cooperation also offers extended revenue streams for partners, beside their own business. Conversely, customers may work closely with one or more partners at Aumaen Oy, according to types of support that customers need. For example, a customer can have a Change management project with Tarja and require a personality training workshop with Kari. To some extent, partners represent Aumaen Oy and work directly with customers.

Block 8 - Mobilizing Resources & Partners. It is crucial to match right partners to right customers. The process relies on customers demand, background and context and involve both customers and partners. Aumaen Oy can explore new business opportunities in on-going project that creates a customer pipeline for other partners. This competitive advantage is to not only provide emerging value for customers but also guarantee the partner's commitment. Meanwhile, the customer can utilize resources (tools and partner network) for meeting its goals.

Block 9 - Cost Structure. The primary cost is working compensation. Whether it is based on hours or workload, the cost is different from partners and customers. Some partners enjoy the pricing strategy of productized services that a customer is charge for a standard package of product such as one-day workshop or 3-hour-training. Meanwhile, the CEO at Aumaen Oy focus on developing retainer agreements - a monthly retainer. A customer pays the company a flat fee every month for accessing to tools and services. According to Clark et al. (2019), this cost structure provides a steady income for companies, but customers may take advantages of unlimited access and monopolizing the company resources. Other costs inherent in the business model are travelling expenses and tool licences. Except from administrative licences, customers are expected to pay for all cost. In case of organizing a training workshop outside the customer premise, the venue, equipment as well as food and drink are billed to customers. From potential customer point of view, high price does not affect to their hiring decision.

<p>Key Partners</p> <p>From our point of view:</p> <ul style="list-style-type: none"> List of key partners <ul style="list-style-type: none"> Suvi (Shou) Wang (Organizational psychology and management) Kari Kauppila (interaction trainer) Tarja Kylönen (HR consultant) Martti Mäkinen (Business & Digital Consultant) Cooperation benefits: <ul style="list-style-type: none"> Additional revenue and profit New clients & business opportunities Like-minded colleague Supports on marketing & IT <p>From customer point of view:</p> <ul style="list-style-type: none"> Direct interaction via training, workshop & tools. B-2-B business <p style="text-align: right;">7</p>	<p>Key Resources</p> <p>From our point of view:</p> <ul style="list-style-type: none"> Long experience & expertise Soft skills (listening & presentation) Credibility in education Trust <p>From customer point of view:</p> <ul style="list-style-type: none"> Open-minded Experiences on topics <p style="text-align: right;">6</p> <p>Mobilizing Resources & Partners</p> <p>From our point of view:</p> <ul style="list-style-type: none"> Matchmaking partners & customers based on customer's interest Provide customized offerings Share knowledge among on-going projects. <p>From customer point of view:</p> <ul style="list-style-type: none"> Exchange points of view Brainstorming <p style="text-align: right;">8</p>	<p>Value Proposition</p> <p>From our point of view:</p> <ul style="list-style-type: none"> Consulting services in Human Resources Management Unique selling point: all-in-one service <p>From customer point of view:</p> <ul style="list-style-type: none"> Main criteria when hiring a consulting firm: High quality and reputation. Challenges: working in cross-culture environment, personalities' behaviours and change management. <p style="text-align: right;">2</p>	<p>Value Creation</p> <p>From our point of view:</p> <ul style="list-style-type: none"> Supporting busy customers to carry out innovation or unexpected events in their organization. <p>From customer point of view:</p> <ul style="list-style-type: none"> Problem-solving Skills & knowledge upgraded <p style="text-align: right;">3</p> <p>Interaction & Production</p> <p>From our point of view:</p> <ul style="list-style-type: none"> Feeling indicator index Recommendation from collected data <p>From customer point of view:</p> <ul style="list-style-type: none"> Organizing workshops & projects Participating & contributing to events Answering surveys & experiments <p style="text-align: right;">4</p>	<p>Customer's World & Desire for Ideal Value</p> <p>From our point of view:</p> <ul style="list-style-type: none"> Sources of customer's insight: research, brainstorming workshop <p>From customer point of view:</p> <ul style="list-style-type: none"> Main activity: meeting with stakeholders. Main task: leadership, cross-culture challenge & generate revenue. <p style="text-align: right;">1</p>
<p>Cost Structure</p> <p>From our point of view:</p> <ul style="list-style-type: none"> Working compensation (productized services, retainer agreement) Travelling expenses Tools licenses. 	<p style="text-align: center;">9</p> <p>From customer point of view:</p> <ul style="list-style-type: none"> Consulting fee Organizing fee: event venue, presentation equipment, food & drink. High price doesn't affect to the decision. 	<p>Revenue Streams & Metrics</p> <p>From our point of view:</p> <ul style="list-style-type: none"> Customers: Charge by projects (based on hours) or monthly salary Partners: Share on project or full-time position. Measurement: customer-related metrics and financial metrics; satisfaction of workshop feedback. <p>From customer point of view:</p> <ul style="list-style-type: none"> Key performance indicators: Sales, customer satisfaction and employee retention <p style="text-align: right;">5</p>		

Figure 12 - Light application version

4.3 Full application version of Service logic Business Model Canvas

4.3.1 Customer profile A - Cross-cultural workplace

An executive at a software company operates a branch in China. He has faced several challenges relating to local culture. There are remarkable differences between Chinese and Finnish working cultures, including regulation, processes, purchasing procedures and management. For example, while the headquarter in Finland embrace the self-leadership and trusts among employees, the office in China concentrate on micro-management. Thus, balancing the management between the home branch and oversea one is one of high priorities at work.

An executive has a dynamic work schedule as it's difficult to plan for a day and there are unexpected events happens. However, he spends most of time for meeting with customers, sales team and other internal communication. These activities dedicate to the aim of scaling-up the business so that the company can increase sales volume. To obtain deep insights of customer's world, Aumaen Oy partners either perform preliminary research or organize a workshop for brainstorming. For value proposition, Aumaen Oy offers advisory services which is a 2-day workshop assisting to solve urgent questions of the client. During this workshop, the client can share all concerns and together with Aumaen Oy partners, to find solution form them. Another offering is to provide on-demands lectures for either management team or employees. Topics of lectures varies from cross-culture working environment to organizational behaviour. Furthermore, Suvi - a matched partner for the project - has a strong background on Chinese culture and in-depth expertise on European culture and organizational behaviours; thus, she can support client in handling emergent cultural issues, integrating into new culture, preventing culture shocks as well as misunderstanding between international employees and client company. In fact, many employees in China at the customer company have limited English skills; therefore, the executive mainly work with middle-managers and he is unable to manage lower-level employees directly. Aumaen Oy can support the client to understand employees better by offering Feeling indicator index which measuring the satisfaction at work. Suvi also use data from this tool to provide recommendations or project proposal.

Regards to value creation, the client can utilise offerings for embracing cultural diversity. Aumaen Oy services support to understand the local etiquettes and encourage local employees to play their strengths, resulting in - one of client's goals - gaining a high level of employee retention. In addition, Feeling indicator index can help to recognize dissatisfied teams or underlying conflicts quickly; and thus, Aumaen Oy partner can provide recommendations on developing a plan for prevention and actions in time. Moreover, client company is highly likely to serve customers better as it can connect customer's world and

come up with greater ideas and products attracting customer. Lectures and training workshop, in both English and Chinese, also enhance employee's knowledge and skills.

Aumaen Oy income comes from project and other training services. Other returns of value captured is the increase in skills and knowledge on market and expertise. Key performance metrics of this profile is the customer retention, high level of interaction of participants in the workshop or training as well as satisfaction of participants. The client company is willing to pay high price for consulting services; as long as, the consulting firm can understand company deeply and propose right offerings. To the client company, financial metrics, such as revenue and profitability and employee retention are most important ones.

The key resource is lengthy experience on cross-cultural matters of partners. Suvi has a strong background on dealing with cultural issues accross HR, organization and employee relationships. She is experienced on supporting clients to overcome challenges in integrating into new culture and preventing culture shocks. Due to considerably different between Chinese mentality and European mentality, Chinese companies entering into European market or vice versa require a great understanding of both cultures to bridge the gap between them which is a great strength of Suvi. In addition, Suvi's skills on organizing workshops and managing projects as well as PhD degree are other crucial resources for facilitate client's goals. On the other hand, the client company is expected to be open-minded or have relevant experiences on cross-culture challenges to get the most out of offerings.

The cost structure of this customer profile is quite similar to the light version of SLBM. Working compensation is a major contributor for the cost, besides travelling expenses and tool license. Suvi is also open for monthly retainer which is minimum 3500 euro per month. Meanwhile, consulting fee and organizing fee are charge on customer, which high prices doesn't affect their hiring decision.

<p>Key Partners</p> <p>From our point of view:</p> <ul style="list-style-type: none"> ○ Suvi (Shou) Wang (Organizational psychology and management) ○ Cooperation benefits: ○ Practice the expertise ○ New clients & business opportunities ○ Like-minded colleague ○ Supports on marketing <p>From customer point of view:</p> <ul style="list-style-type: none"> • Direct interaction via training, workshop & tools. • B-2-B business <p style="text-align: right;">7</p>	<p>Key Resources</p> <p>From our point of view:</p> <ul style="list-style-type: none"> • Over 14-year-experience on cross-culture training • Organizing workshops • Credibility in education <p>From customer point of view:</p> <ul style="list-style-type: none"> • Open-minded • Relevant experiences cross-culture challenges <p style="text-align: right;">6</p> <p>Mobilizing Resources & Partners</p> <p>From our point of view:</p> <ul style="list-style-type: none"> • Support to connect non-English speaking employees • Co-create strategies <p>From customer point of view:</p> <ul style="list-style-type: none"> • Exchange points of view • Request for advising topic • Brainstorming <p style="text-align: right;">8</p>	<p>Value Proposition</p> <p>From our point of view:</p> <ul style="list-style-type: none"> • Advisory services for doing business in China, organizational behaviors. • Unique selling point: specialized in culture differences between China and Europe. <p>From customer point of view:</p> <ul style="list-style-type: none"> • Main criteria when hiring a consulting firm: High quality and reputation. • Challenges: conflict interests, balancing between foreign culture and home company culture <p style="text-align: right;">2</p>	<p>Value Creation</p> <p>From our point of view:</p> <ul style="list-style-type: none"> • Provide advices in all circumstances. • Bridge cultural gaps between China and Europe. <p>From customer point of view:</p> <ul style="list-style-type: none"> • Utilise the cultural diversity • Skills & knowledge upgraded <p style="text-align: right;">3</p> <p>Interaction & Production</p> <p>From our point of view:</p> <ul style="list-style-type: none"> • Feeling indicator index • Recommendation from collected data • Organizing lectures & projects in English & Chinese. <p>From customer point of view:</p> <ul style="list-style-type: none"> • Answering surveys • Provide feedback on projects <p style="text-align: right;">4</p>	<p>Customer's World & Desire for Ideal Value</p> <p>From our point of view:</p> <ul style="list-style-type: none"> • Sources of customer's insight: research, brainstorming workshop. <p>From customer point of view:</p> <ul style="list-style-type: none"> • Main activity: meeting with stakeholders and business development in China . • Main task: leadership, cross-culture challenge & generate revenue. <p style="text-align: right;">1</p>
<p>Cost Structure</p> <p>From our point of view:</p> <ul style="list-style-type: none"> • Working compensation (productized services, retainer agreement) • Travelling expenses • Tools licenses. 	<p style="text-align: right;">9</p> <p>From customer point of view:</p> <ul style="list-style-type: none"> • Consulting fee • Organizing fee: event venue, presentation equipment, food & drink. • High price doesn't affect to the decision. 	<p>Revenue Streams & Metrics</p> <p style="text-align: right;">5</p> <p>From our point of view:</p> <ul style="list-style-type: none"> • Customers: Charge by projects (based on hours) or training services. • Measurement: customer retention, level of interaction in workshop; satisfaction of participant. <p>From customer point of view:</p> <ul style="list-style-type: none"> • Key performance indicators: Sales and employee retention 		

Figure 13 - Full application version - Customer profile A

4.3.2 Customer profile B - Change management

The customer in this profile is an executive at a well-known media and digital business service organization. His day starts with meeting his team and other management teams to follow-up tasks and discuss on strategies and how he can support to increase revenue and new subscribers. In addition, he has meeting with clients and learn about their demands to assist Sales team. Another activity in his daily work life is editorial writing which produces articles for his magazine. As a leader, he prioritises to support teams to complete their job successful and manage journalist resources. The executive has just started the position recently that he must adapt with the situation. However, due to corona virus, he must work from home that discourage him to contact with his manager or asks for help. His team also found it difficult to participate idea-generating session as people cannot fully express online. Furthermore, team crisis occurs as people is lack of support and misunderstand between each other. To cope with these situations, the executive either has an open discussion to relevant individuals or acknowledges the team's manager to influence the tension. He also looks for advice from friends who worked in company or similar industry.

Responding to the client input, partners at Aumaen Oy provides experiences and knowledge on communication, change management well-being and leadership. These challenges can be occupational such as conflicting between employees and bullying; and personal, including burnout, bored out as well as productivity decrease, which causes increase in sick leaves. In in case of adapting to new position and gain in-depth understanding of team members, the client can benefit from offers of personal interaction and self-confidence boosting. Aumaen Oy can support team leaders to understand the personalities of team members professionally so that the leaders can integrate into new team better. Furthermore, the client is assisted to comprehend interactions with different people in relation to need, philosophy, behaviours, roles at work, personas and work performance goals.

The company can facilitate the client to reach his goal by advisory services, which provide information and recommendations so that he can apply it to his situation. Conversely, by deploying Behaviour mirror tool, partners enable to assist the client to gain insight on personalities of his teammembers, resulting in the proper communication and interaction. This can also prevent further conflicts relating to misunderstanding personal behaviours. Meanwhile, the Feeling indicator index is great tool for working from home or, in the long-term, hybrid workplace, to measure employee's satisfaction and if necessary, creates an immediate plan to tackle unexpected incidents. On the other hand, the client highly appreciates tool and methods that is able to trigger him and his team to think and apply to solve problems in daily work life.

In addition to hourly rate, the revenue stream in this model can expand to monthly fee, which the client needs to hire a partner in a certain period to perform research or implement the plan. This income depends on the client's demand and negotiation between stakeholders. Along with employee's satisfaction of the client company, the partners deploy the number of sick leave to reflect the success of the offerings. The sick leave days also link to cost saved, which is an important metrics to the client company.

The key partner in this profile is Kari Kauppila - an interaction trainer and Tarja Kyllönen - HR consultant. Kari is an expert in human behaviour and personalities. He investigates into employee's desires, behaviour and roles at work to help companies to prevent potential conflicts; and similarly, to individual clients, he can support them in understanding their personalities, motivation and behaviour for better performance at work. Meanwhile, Tarja has thorough knowledge about organization and people across industries that she can understand problem quickly and accurately. Together with experience and knowledge of partners, key resources are partner's soft skills, including running a workshop and listening. High-level of trust, gained by references and transparency in communication, is a great asset of Tarja that also strongly emphasized by the client as hiring a consultancy. On the other hand, to utilize resources for value creation, the client and relevant individuals should have an open-minded for new changes and believe on benefits of recommendations.

<p>Key Partners</p> <p>From our point of view:</p> <ul style="list-style-type: none"> List of key partners Kari Kauppi (Interaction trainer) Tarja Kytönen (HR consultant) Cooperation benefits: Additional revenue and profit Gain market insights Reach out new customers Increase competitiveness on Marketing Sharing risks & cost <p>From customer point of view:</p> <ul style="list-style-type: none"> Direct interaction via training, workshop & tools. B-2-B business <p>7</p>	<p>Key Resources</p> <p>From our point of view:</p> <ul style="list-style-type: none"> Long experience & expertise Soft skills (listening & presentation) Trust <p>From customer point of view:</p> <ul style="list-style-type: none"> Open-minded Basic HRM knowledge Belief on benefits of HRM <p>6</p> <p>Mobilizing Resources & Partners</p> <p>From our point of view:</p> <ul style="list-style-type: none"> Provide customized offerings Share knowledge among on-going projects. <p>From customer point of view:</p> <ul style="list-style-type: none"> Exchange points of view Apply recommended tools for solving problems <p>8</p>	<p>Value Proposition</p> <p>From our point of view:</p> <ul style="list-style-type: none"> Solutions for inequality at work, bullying & crisis at work Training on communication, change management, well-being and leadership. Workshops in boosting self confidence & personal interaction <p>From customer point of view:</p> <ul style="list-style-type: none"> Main criteria when hiring a consulting firm: Good records on cases and reputation. Challenges: work from home, adapt to new position, team crisis. <p>2</p>	<p>Value Creation</p> <p>From our point of view:</p> <ul style="list-style-type: none"> Supporting team leader to integrate in a new team better Developing procedures for management <p>From customer point of view:</p> <ul style="list-style-type: none"> Problem-solving Skills & knowledge upgraded <p>3</p> <p>Interaction & Production</p> <p>From our point of view:</p> <ul style="list-style-type: none"> Feeling indicator index & Behaviour mirror tool Recommendation from collected data Organizing workshops & projects <p>From customer point of view:</p> <ul style="list-style-type: none"> Triggered to think & apply tools for solving problems <p>4</p>	<p>Customer's World & Desire for Ideal Value</p> <p>From our point of view:</p> <ul style="list-style-type: none"> Sources of customer's insight: research, brainstorming workshop. <p>From customer point of view:</p> <ul style="list-style-type: none"> Main activity: meetings, editorial writing. Main task: support teams, journalist resources management & contribute to revenue generation <p>1</p>
<p>Cost Structure</p> <p>From our point of view:</p> <ul style="list-style-type: none"> Working compensation (productized services, retainer agreement) Travelling expenses Tools licenses. 	<p>9</p> <p>From customer point of view:</p> <ul style="list-style-type: none"> Consulting fee Organizing fee: event venue, presentation equipment, food & drink. 	<p>Revenue Streams & Metrics</p> <p>From our point of view:</p> <ul style="list-style-type: none"> Customers: Charge by projects (based on hours) or monthly salary Measurement: employee satisfaction, financial metrics <p>From customer point of view:</p> <ul style="list-style-type: none"> Key performance indicators: Sales, audiences, employee's sick leave, customer satisfaction. <p>5</p>		

Figure 14 - Full application version - Customer profile B

5 Conclusion & Recommendation

The first aim of the research is to implement SLBMC for business model generation of Aumaen Oy - an HR consultancy. The second one is to find a fit between value proposition and customer. Literature review on business model, business model canvas, service logic business model canvas and its elements is conducted. In this context, business model is considered a framework for generating value to customers by utilising a company's resources and partners and capturing value-generated returns. Meanwhile, SLBMC offers a tool to increase the business's competitive advantages by focusing on customer's perspectives. On the other hand, qualitative analysis, which includes in-depth interviews for data collection and thematic analysis, is performed to implement SLBMC for the business model development of the case company. As a result, it can be concluded that Service Logic Business Model is ideal for Aumaen Oy to build and develop its business model. The model offers a big picture of generating a value to customers and capturing a return of value generated (light application version) and identifying value propositions of the company and matching them with the right customer profile (full application version). Customer's inputs, context, desires and experience are well-studied and earn insights for value proposition offerings. Consequently, value proposition, value creation, interaction, key resources, key partner, metrics and cost structure vary from customers to customers the value creation process of a customer is unique and business model requires flexibility and customisation. Answers to both research questions are provided in canvas, including building blocks providing essential business model elements.

However, due to the customer segment and the uniqueness of Aumaen Oy's offers, the thesis result is unlikely to generalise or represent any industries. Furthermore, SLBMC requires users to have a certain amount of knowledge about service logic to benefit from it. Terminologies belong to Service-dominant logic, service logic and customer-dominant logic needs further research or reading to fully understand. It can be a challenge for companies that are looking for a practical tool to build or upgrade their business model without having service experts participated.

The result of this thesis can be utilised as a foundation for Aumaen Oy company to build other full application versions that apply whenever there is a new customer profile or improve the business model. This thesis is also an example of the application of SLBMC for other companies and practitioners to study as they consider tools to develop a business model. On the other hand, the research result provides feedback for developers on advantages and challenges when applying SLBMC.

Aumaen Oy is highly recommended to build, test and improve the business model constantly. Feedback of process is helpful for building customer insights and thus, increase competitive

advantages. Moreover, gaining knowledge on service design is inevitable for getting the most out of SLBMC. There are other service design and methods available for in-depth data collection necessary for scale-up the business.

References

Printed

Poorani, T., & Thiyagarajan, S. (2018). Assessing value creation of HR consultants on e-consulting implementation. *Technology in society*, 160-165.

O'Mahoney, J. (2010). Types of Management consultancy. In *Management Consultancy* (p. 73). New York: Oxford University Press.

Hacklin, F., & Wallnöfer, M. (2012). The business model in the practice of strategic decision making: insights from a case study. *Management Decision*, 166-188.

Gupta, S. (2018). *Driving digital strategy*. Boston: Harvard Business Review Press.

Fielt, E. (2014). Conceptualising Business Models: Definition, Frameworks and Classification. *Journal of Business Models*, 85-105.

Cigaina, M., & Riss, U. (2016). Digital Business Modeling A Structural Approach Toward Digital Transformation. *SAP White Paper: Digital Transformation*, 1-66.

Johson, M. W. (2018). *Reinvent your business model: How to seize the White Space for Transformative Growth*. Boston, Massachusetts: Harvard Business Review Press.

Christensen, C. M., Wang, D., & van Bever, D. (2013). Consulting on the cusp of disruption: The industry that has long helped other sidestep strategic threats is itself being upended. *Harvard Business Review*, 107-114.

Osterwalder, A., & Pigneur, Y. (2010). *Business model generation*. New Jersey: Wiley & Sons, Inc.

Sort, J. C., & Nielsen, C. (2018). Using the business model canvas to improve investment processes. *Journal of Research in Marketing and Entrepreneurship*, 10-33.

Osterwalder, A., & Pigneur, Y. (2010). *Business model generation*. New Jersey: John Wiley & Sons, Inc.

Ojasalo, J., & Ojasalo, K. (2018, July 09). Service Logic Business Model Canvas. *Journal of Research in Marketing and Entrepreneurship*, 20(1), 70-98.

Ojasalo, K., & Ojasalo, J. (2015). Adapting business model thinking to service logic: An empirical study on developing a service design tool. *THE NORDIC SCHOOL - SERVICE MARKETING AND MANAGEMENT FOR THE FUTURE*, 309-333.

Saunders, M., & Lewis, P. (2012). *Doing research in business and management: An essential guide to planning your project*. Harlow: Pearson Education Limited.

Saunders, M., Lewis, P., & Thornhill, A. (2016). *Research methods for business students*. Harlow: Pearson Education Limited.

Kindström, D. (2010). Towards a service-based business model - Key aspects for future competitive advantage. *European Management Journal*, 479-490.

Shafer, S. M., Smith, J. H., & Linder, J. C. (2005). The power of business models. *Business Horizons*, 199-207.

Timmers, P. (1998). Business models for electronic market. *Electronic market*.

Heinonen, K., Tore, S., Mickelsson, K.-J., Edvardsson, B., Sundström, E., & Andresson, P. (2010). A customer-dominant logic of service. *Journal of Service Management*, 531-548.

Vargo, S. L., & Lusch, R. F. (2004). Evolving to a New Dominant Logic for Marketing. *Journal of Marketing*, 1-17.

Vargo, S. L., & Lusch, R. F. (2008). Service-dominant logic: continuing the evolution. *Academy of Marketing Science*, 1-10.

Lusch, R. F., & Vargo, S. L. (2009). Service-dominant logic - A guiding framework for Inbound Marketing. *Marketing Review St.Gallen*, 6-10.

Vargo, S. L., & Chandler, J. D. (2011). Contextualization and value-in-context: How context frames exchange. *Marketing theory*, 35-49.

Schäfer, A., & Klammer, J. (2016). Service dominant logic in Practice: Applying online customer communities and personas for the creation of service innovation. *Management (Spletna izd.)*, 255-264.

Grönroos, C., & Ravald, A. (2011). Service as business logic: implications for value creation and marketing. *Journal of Service Management*, 5-22.

Grönroos, C., & Gummerus, J. (2014). The service revolution and its marketing implications: service logic vs service-dominant logic. *Managing service quality*, 206-229.

Grönroos, C., & Voima, P. (2013). Critical service logic: making sense of value creation and co-creation. *Journal of the Academy of Marketing Science*, 133-150.

Heinonen, K., Strandvik, T., & Voima, P. (2013). Customer dominant value formation in service. *European Business Review*, 104-123.

Electronic

Consultancy.org. (2016, April 20). *Consulting Industry*. Retrieved from Consultancy.org: <https://www.consultancy.org/consulting-industry/hr-consulting>

Borysenko, K. (2019, May 2). How Much Are Your Disengaged Employees Costing You? Retrieved from Forbes: <https://www.forbes.com/sites/karlynborysenko/2019/05/02/how-much-are-your-disengaged-employees-costing-you/?sh=406c3b2d3437>

Figures

Figure 1 - Structure of thesis	6
Figure 2 - The four-box business model.....	7
Figure 3 - Business model canvas by Alex Osterwalder.....	9
Figure 4 - Value generation process: value creation and co-creation according to the service logic (Grönroos & Gummerus, 2014).....	11
Figure 5 - CD logic of service contrasted with service management and SD logic (Heinonen, ym., 2010)	12
Figure 6 - Service Logic business model	13
Figure 7 - The process of using Service Logic Business Model	15
Figure 8 - Service design methods for the Service Logic Business Model Canvas (Ojasalo & Ojasalo, 2018).....	16
Figure 9 - Research design	17
Figure 10 - Interviewee list	19
Figure 11 - Thematic analysis process.....	20
Figure 12 - Light application version	26
Figure 13 - Full application version - Customer profile A	29
Figure 14 - Full application version - Customer profile B	32

Appendices

Appendix 1: Interview question list for partners	41
Appendix 2: Interview question list for targeted customer.....	41
Appendix 3: Thematic analysis - client	43
Appendix 4 - Thematic analysis - Partners	52
Appendix 5: Consent form	68

Appendix 1: Interview question list for partners

Interview question for graduation thesis

TOPIC: The development of business model for an HR consulting firm: Aumaen Oy.

INTERVIEW AIMS: To understand the Aumaen's strategic alliance background, role and how Aumaen can support and develop the partnership.

1. What value are you selling?
2. Who are your targeted customers? What kinds of benefit do the customers aspire?
3. Which customer's challenges and problems need to be solved?
4. What makes your company different from other companies?
5. What are key performance metrics of your business success?
6. For which benefits are the customer really willing to pay?
7. What are the key performance indicators of customer's business and how do you follow them?
8. To maximize your company's value, what skills and knowledge is required from customer's side?
9. What values do you looking for from this partnership?
10. How would you benefit from this cooperation?
11. What values would you provide for Aumaen Oy?
12. What are the costs inherent in your business?
13. What cost are required from customers?

Appendix 2: Interview question list for targeted customer

Interview question for graduation thesis

TOPIC: The development of business model for an HR consulting firm: Aumaen Oy.

1. How does your day at work look like?
2. What tasks are at your high priority? Ranking from 1-10.
3. How much time do you spend on them per week?
4. What challenges do you often face while getting the job done?
5. How do you solve these problems?
6. What could go wrong in your job? Or things might keep you up at night?
7. What are the key performance indicators of your business, and how do you follow them?
8. Have you used any consultancy services regardless of HR?
9. What could prevent you from purchasing a consulting service?
10. Which media channels are influential?

Appendix 3: Thematic analysis - client

An executive at software company	An executive at media & digital service	Harri Kailasalo - Former Executive Vice President, Infrastructure segment at YIT
<p>1. How does your day at work look like?</p>	<p>1. How does your day at work look like?</p>	<p>1. As an Executive Vice President at the most significant construction corporation in Finland, how does your day at work look like?</p>
<p>Various due to local (Chinese) culture.</p> <p>Difficult to plan ahead</p> <p>Typical activities: Customer meetings, sales team meetings, internal communication for business development.</p> <p>Micro-management activities.</p>	<p>Meetings with his own team and management groups at the begin of the day</p> <p>Meeting with clients to support Sales team. Try to understand customer's demand</p> <p>Editorial writing</p>	<p>A day full of meetings with investors, customers, management team and project teams.</p> <p>Operate business</p> <p>Long-term planning</p> <p>Systematic meeting</p>
<p>2. What tasks are at your high priority? Ranking from 1 - 10.</p> <p>Conflict interest due to culture. Different countries have different rules, processes, purchasing procedures and so on. Thus, top management has to commit to the local culture and at the same time, collaborate closely with the parent company, for strategic management.</p>	<p>2. What tasks are at your high priority? Ranking from 1 - 10.</p> <p>Support teams to complete their job successful</p> <p>Take care of journalist resources</p> <p>PR and sales related works that contributes to company's sales</p>	<p>2. What tasks are at your high priority? Ranking from 1 - 10.</p> <p>1-on-1 meeting with employees for reviewing their performance and projects</p> <p>Meeting with customers for projects</p>
<p>3. How much time do you spend on them per week?</p> <p>It is various, difficult to tell.</p>	<p>3. How much time do you spend on them per week?</p> <p>About 40 - 45 hours working week</p> <p>Meeting 15-20 people per week for reviewing and adjusting strategies</p>	<p>3. How much time do you spend on them per week?</p> <p>Leadership team meeting: 3 times per year</p> <p>1-on-1 meetings last from 0,5h - 1h</p>

<p>4. What challenges do you often face while getting the job done?</p> <ul style="list-style-type: none"> - Culture differences. In China, people are value oriented that they do not follow plans. As a result, it creates chaos. Yet, the managers manage risks by fast money. This is opposite to European working culture which organizations emphasizes planning. Although the progress moves slowly, people don't have stress about future. - The majority of employees are Chinese, and their level of English is low. Thus, the CEO only works with middle managers and unable to reach to low-level employees. 	<p>4. What challenges do you often face while getting the job done?</p> <p>Work from home causes human interaction and discourage on contact to his manager.</p> <p>Adapt new position</p> <p>Idea-generating sessions are not effective during Corona situation since emotionally, it is harder to do it online.</p> <p>Team crisis come from lack of supports and misunderstand between each other.</p>	<p>4. What challenges do you often face while getting the job done?</p> <p>A new management team is dynamic and international leads to personality issues.</p>
<p>5. How do you solve these problems?</p> <p>Acknowledge differences of European and Chinese cultures.</p> <p>Find out how to take advantages of differences as well as compromise to each other.</p> <p>One of current solutions: provide cross-culture trainings for new employees.</p>	<p>5. How do you solve these problems?</p> <p>Open discussions: applied for solving team crisis. As regards journalists' issues, Harri approach edit managers to influence teams or direct discussion with individuals for critical situations.</p> <p>Consult from friends who worked in the company before or in the industry. Networking is emphasized.</p> <p>Acknowledge employees background.</p>	<p>5. How do you solve these problems?</p> <p>Open discussion on behaviour or personality issues</p> <p>Using surveys to identify problems and make corrective plans.</p> <p>Team members use a score-card to monitor team and personal targets and bring it to monthly review meetings. Bonus or changes are made from it.</p>

<p>6. What could go wrong in your job? Or things might keep you up at night?</p> <p>Scale up the business model</p> <p>Find out how to sell services in China as the local customers are not interested in purchasing intangible product. Meanwhile, Leanheat's products are cloud services.</p> <p>Policy issues, China want cloud server placed in nowhere but in the country.</p>	<p>6. What could go wrong in your job? Or things might keep you up at night?</p> <p>Adapt new position</p>	<p>6. What could go wrong in your job? Or things might keep you up at night?</p> <p>Project executions: the project might have many problems which are not solved earlier. Therefore, when the project is coming to the end and there are problems appeared. Harri needs to seek for early signals of problems since it takes time for executives to create corrective actions.</p> <p>Early signals can be seen by regular reviews, systems and process. For example, ask employees if they are tired when seeing their full schedules.</p> <p>People and organization</p> <p>Collaboration</p>
<p>7. What are the key performance indicators of your business, and how do you follow them?</p> <p>Sales is main priority</p> <p>Employee retention is high</p> <p>Current strategy: play and find opportunities.</p>	<p>7. What are the key performance indicators of your business, and how do you follow them?</p> <p>Numbers of Subscribers</p> <ul style="list-style-type: none"> - KPIs: sales - audiences - Employee sick leaves. - Regularly ask to help teams, learn about their problems. If employees hesitate to receive helps, employees may not trust the leaders' ability. - Weekly meeting to sense the pulse. If people are in good humor, they are happy. <p>Numbers of Subscribers</p>	<p>7. What are the key performance indicators of your business, and how do you follow them?</p> <p>Follow the number of resignation, changes in staffs</p> <p>Customers satisfaction</p>
<p>8. Have you used any consultancy services regardless of HR?</p> <p>Currently, the company is hiring local HR consultants in China.</p>	<p>8. How have the ALMA done to improve the employee's well-being?</p> <p>Annual survey.</p> <p>Journalist seminars</p> <p>Active on provide education in new tools</p> <p>Mentor program.</p>	<p>8. According to the Annual report 2019, YIT conducts the Voice personnel survey to monitor the well-being and mindset of the employees. How often is the survey taken?</p> <p>Use Voice personnel survey once a month and receive a high response rate.</p> <p>The survey is carried out by the third party.</p>

<p>9. What could prevent you from purchasing a consulting service?</p> <p>Don't understand the type of services</p> <p>High price is not the problem</p> <p>Big consulting is easier to call and visit.</p>	<p>9. What could prevent you from purchasing a consulting service?</p> <p>Good records on cases</p> <p>Reputation</p> <p>High-quality services: Consultants know audiences background and demand => do homework. Able to trigger clients thinking and offer specific tools for users.</p>	<p>9. What could prevent you from purchasing a consulting service?</p> <p>When purchasing a consulting service, it's important to look at talent of the firm, former customers' references and price (not so important).</p>
<p>10. Can you describe the procurement process at any services in the company?</p>	<p>10. Can you describe the procurement process at any services in the company?</p> <p>Google for company's details -> Ask his network for references.</p> <p>Prices doesn't matter.</p> <p>Normally, delivery is workshops or lecture.</p>	<p>10. Can you describe the procurement process at any services in the company?</p> <p>It is a centralized process</p> <p>Directors make decisions</p> <p>Based on the plan and strategies of the company or projects</p> <p>It could be an annual based contract</p>
<p>11. Which media channels are influential?</p> <p>Networking</p> <p>Google or company websites with well describe services.</p> <p>Direct marketing is not work well</p>	<p>11. Which media channels are influential?</p> <p>Professional website is important but strong networking too.</p>	

Question 1: How does your day at work look like?

Source	Transcript	Unit of data
An executive at software company	Various due to local (Chinese) culture. Difficult to plan ahead Typical activities: Customer meetings, sales team meetings, internal communication for business development. Micro-management activities.	Typical activities: Customer meetings, sales team meetings. Meetings with his own team and management groups at the begin of the day Meeting with clients to support Sales team.
		A day full of meetings with investors, customers, management team and project teams. Difficult to plan ahead
An executive at media & digital service	Meetings with his own team and management groups at the begin of the day Meeting with clients to support Sales team. Try to understand customer's demand Editorial writing	Long-term planning Systematic meeting Editorial writing Support Sales team to boost sales Try to understand customer's demand
		Operate business Various due to local (Chinese) culture. Difficult to plan ahead Micro-management activities.
YIT	A day full of meetings with investors, customers, management team and project teams. Operate business Long-term planning Systematic meeting	

Question 2: What tasks are at your high priority? Ranking from 1-10.

Source	Transcript	Unit of data
An executive at software company	Conflict interest due to culture. Different countries have different rules, processes, purchasing procedures and so on. Thus, top management has to commit to the local culture and at the same time, collaborate closely with Danfoss - the parent company, for strategic management.	Conflict interest due to culture. Different countries have different rules, processes, purchasing procedures and so on.
		Top management has to commit to the local culture collaborate closely with Danfoss - the parent company, for strategic management.
An executive at media & digital service	Support teams to complete their job successful Take care of journalist resources PR and sales related works that contributes to company's sales	Support teams to complete their job successful Take care of journalist resources PR and sales related works that contributes to company's sales
YIT	1-on-1 meeting with employees for reviewing their performance and projects Meeting with customers for projects	1-on-1 meeting with employees for reviewing their performance and projects Meeting with customers for projects

Question 3: What challenges do you often face while getting the job done?

Source	Transcript	Unit of data
An executive at software company	Culture differences. In China, people are value oriented that they do not follow plans. As a result, it creates chaos. Yet, the managers manage risks by fast money. This is opposite to European working culture which organizations emphases planning. Although the progress moves slowly, people don't have stress about future. The majority of employees are Chinese, and their level of English is low. Thus, the CEO only works with middle managers and unable to reach to low-level employees.	Culture differences. In China, people are value oriented that they do not follow plans. As a result, it creates chaos. Yet, the managers manage risks by revenue generation. This is opposite to European working culture which organizations emphases planning. Although the progress moves slowly, people don't have stress about future.
		The majority of employees are Chinese, and their level of English is low. Thus, the CEO only works with middle managers and unable to reach to low-level employees.
An executive at media & digital service	Work from home causes human interaction and discourage on contact to Harri's manager. Adapt new position Idea-generating sessions are not effective during Corona situation since emotionally, it is harder to do it online. Team crisis come from lack of supports and misunderstand between each other.	Work from home causes human interaction and discourage on contact to Harri's manager. Adapt new position Idea-generating sessions are not effective during Corona situation since emotionally, it is harder to do it online. Team crisis come from lack of supports and misunderstand between each other.
YIT	A new management team is dynamic and international leads to personality issues.	A new management team is dynamic and international leads to personality issues.

Question 4: How do you solve these problems?

Source	Transcript	Unit of data
An executive at software company	Acknowledge differences of European and Chinese cultures. Find out how to take advantages of differences as well as compromise to each other. One of current solutions: provide cross-culture trainings for new employees.	Acknowledge differences of European and Chinese cultures. Find out how to take advantages of differences as well as compromise to each other. One of current solutions: provide cross-culture trainings for new employees.
An executive at media & digital service	Open discussions: applied for solving team crisis. As regards journalists' issues, Harri approach edit managers to influence teams or direct discussion with individuals for critical situations. Consult from friends who worked in the company before or in the industry. Networking is emphasized. Acknowledge employees background.	Open discussions: applied for solving team crisis. As regards journalists' issues, Harri approach edit managers to influence teams or direct discussion with individuals for critical situations. Consult from friends who worked in the company before or in the industry. Networking is emphasized. Acknowledge employees background.
YIT	Open discussion on behaviour or personality issues Using surveys to identify problems and make corrective plans. Team members use a score-card to monitor team and personal targets and bring it to monthly review meetings. Bonus or changes are made from it.	Open discussion on behaviour or personality issues Using surveys to identify problems and make corrective plans. Team members use a score-card to monitor team and personal targets and bring it to monthly review meetings. Bonus or changes are made from it.

Question 5: What could go wrong in your job? Or things might keep you up at night?

Source	Transcript	Unit of data
An executive at software company	Scale up the business model	Scale up the business model
	Find out how to sell services in China as the local customers are not interested in purchasing intangible product. Meanwhile, Leanheat's products are cloud services. Policy issues, China want cloud server placed in nowhere but in the country.	Find out how to sell services in China Policy issues, China want cloud server placed in nowhere but in the country.
An executive at media & digital service	Adapt new position	Adapt new position
YIT	Project executions: the project might have many problems which are not solved earlier. Therefore, when the project is coming to the end and there are problems appeared. Harri needs to seek for early signals of problems since it takes time for executives to create corrective actions.	Project executions: Harri needs to seek for early signals of problems since it takes time for executives to create corrective actions.
	Early signals can be seen by regular reviews, systems and process. For example,	Early signals can be seen by regular reviews, systems and process. People and organization

Question 6: What are the key performance indicators of your business, and how do you follow them?

Source	Transcript	Unit of data
An executive at software company	Sales is main priority	Sales is main priority
	Employee retention is high Current strategy: play and find opportunities.	Employee retention is high Current strategy: play and find opportunities.
An executive at media & digital service	Numbers of Subscribers	Numbers of Subscribers
YIT	Follow the number of resignation, changes in staffs Customers satisfaction	Follow the number of resignation, changes in staffs Customers satisfaction

Question 7a: What could prevent you from purchasing a consulting service?

Source	Transcript	Unit of data
An executive at software company	Don't understand the type of services High price is not the problem Big consulting is easier to call and visit.	Don't understand the type of services High price is not the problem Big consulting is easier to call and visit.
	When purchasing a consulting service, it's important to look at talent of the firm, former customers' references and price (not so important).	It's important to look at talent of the firm former customers' references price is not so important.

Question 7b: What criteria for purchasing a consulting service?

Source	Transcript	Unit of data
An executive at media & digital service	Good records on cases Reputation	Good records on cases Reputation
	High-quality services: Consultants knows audiences background and demand => do homework. Able to trigger clients thinking and offer specific tools for users.	High-quality services: Consultants knows audiences background and demand => do homework. Able to trigger clients thinking and offer specific tools for users.

Question 1: How does your day at work look like?

Source	Unit of data	Category
An executive at software company	Various due to local (Chinese) culture.	Typical activities: Customer meetings, sales team meetings.
	Difficult to plan ahead	Meetings with his own team and management groups at the begin of the day
	Typical activities: Customer meetings, sales team meetings.	Meeting with clients to support Sales team.
	Typical activities: internal communication for business development.	A day full of meetings with investors, customers, management team and project teams.
An executive at media & digital service	Micro-management activities.	Difficult to plan ahead
	Meetings with his own team and management groups at the begin of the day	Long-term planning
	Meeting with clients to support Sales team.	Systematic meeting
	Try to understand customer's demand	Editorial writing
	Support Sales team to boost sales	Support Sales team to boost sales
YIT	Editorial writing	Try to understand customer's demand
	A day full of meetings with investors, customers, management team and project teams.	Operate business
	Operate business	Various due to local (Chinese) culture.
	Long-term planning	Difficult to plan ahead
	Systematic meeting	Micro-management activities.

Question 2: What tasks are at your high priority? Ranking from 1-10.

Source	Unit of data	Category
An executive at software company	Conflict interest due to culture. Different countries have different rules, processes, purchasing procedures and so on.	Conflict interest due to culture. Different countries have different rules, processes, purchasing procedures and so on.
	Top management has to commit to the local culture	Top management has to commit to the local culture
	collaborate closely with Danfoss - the parent company, for strategic management.	PR and sales related works that contributes to company's sales
An executive at media & digital service	Support teams to complete their job successful	Meeting with customers for projects
	Take care of journalist resources	collaborate closely with Danfoss - the parent company, for strategic management.
YIT	PR and sales related works that contributes to company's sales	Support teams to complete their job successful
	1-on-1 meeting with employees for reviewing their performance and projects	Take care of journalist resources
	Meeting with customers for projects	1-on-1 meeting with employees for reviewing their performance and projects

Question 3: What challenges do you often face while getting the job done?

Source	Unit of data	Category
An executive at software company	Culture differences. In China, people are value oriented that they do not follow plans. As a result, it creates chaos. Yet, the managers manage risks by revenue generation. This is opposite to European working culture which organizations emphasize planning. Although the progress moves slowly, people don't have stress about future.	Culture differences. In China, people are value oriented that they do not follow plans. As a result, it creates chaos
	The majority of employees are Chinese, and their level of English is low. Thus, the CEO only works with middle managers and unable to reach to low-level employees.	The majority of employees are Chinese, and their level of English is low. Thus, the CEO only works with middle managers and unable to reach to low-level employees.
	Work from home causes human interaction and discourage on contact to Harri's manager.	A new management team is dynamic and international leads to personality issues.
An executive at media & digital service	Adapt new position	Team crisis come from lack of supports and misunderstand between each other.
	Idea-generating sessions are not effective during Corona situation since emotionally, it is harder to do it online.	Work from home causes human interaction and discourage on contact to Harri's manager.
YIT	Team crisis come from lack of supports and misunderstand between each other.	Adapt new position
	A new management team is dynamic and international leads to personality issues.	Idea-generating sessions are not effective during Corona situation since emotionally, it is harder to do it online.

Question 4: How do you solve these problems?

Source	Unit of data	Category
An executive at software company	Acknowledge differences of European and Chinese cultures.	provide cross-culture trainings for new employees.
	Find out how to take advantages of differences as well as compromise to each other.	Open discussions: applied for solving team crisis.
	provide cross-culture trainings for new employees.	As regards journalists' issues, Harri approach edit managers to influence teams or direct discussion with individuals for critical situations.
An executive at media & digital service	Open discussions: applied for solving team crisis.	Open discussion on behaviour or personality issues
	As regards journalists' issues, Harri approach edit managers to influence teams or direct discussion with individuals for critical situations.	Consult from friends who worked in the company before or in the industry. Networking is emphasized.
	Consult from friends who worked in the company before or in the industry. Networking is emphasized.	Acknowledge differences of European and Chinese cultures.
YIT	Acknowledge employees background.	Find out how to take advantages of differences as well as compromise to each other.
	Open discussion on behaviour or personality issues	Acknowledge employees background.
	Using surveys to identify problems and make corrective plans.	Using surveys to identify problems and make corrective plans.
	Team members use a score-card to monitor team and personal targets and bring it to monthly review meetings. Bonus or changes are made from it.	Team members use a score-card to monitor team and personal targets and bring it to monthly review meetings. Bonus or changes are made from it.

Question 5: What could go wrong in your job? Or things might keep you up at night?

Source	Transcript	Unit of data
An executive at software company	Scale up the business model	Scale up the business model
	Find out how to sell services in China as the local customers are not interested in purchasing intangible product. Meanwhile, Leanheat's products are cloud services. Policy issues, China want cloud server placed in nowhere but in the country.	Find out how to sell services in China Policy issues, China want cloud server placed in nowhere but in the country.
An executive at media & digital service	Adapt new position	Adapt new position
YIT	Project executions: the project might have many problems which are not solved earlier. Therefore, when the project is coming to the end and there are problems appeared. Harri needs to seek for early signals of problems since it takes time for executives to create corrective actions.	Project executions: Harri needs to seek for early signals of problems since it takes time for executives to create corrective actions.
	Early signals can be seen by regular reviews, systems and process. For example,	Early signals can be seen by regular reviews, systems and process. People and organization

Question 6: What are the key performance indicators of your business, and how do you follow them?

Source	Transcript	Unit of data
An executive at software company	Sales is main priority	Sales is main priority
	Employee retention is high Current strategy: play and find opportunities.	Employee retention is high Current strategy: play and find opportunities.
An executive at media & digital service	Numbers of Subscribers	Numbers of Subscribers
YIT	Follow the number of resignation, changes in staffs Customers satisfaction	Follow the number of resignation, changes in staffs Customers satisfaction

Question 7a: What could prevent you from purchasing a consulting service?

Source	Transcript	Unit of data
An executive at software company	Don't understand the type of services High price is not the problem Big consulting is easier to call and visit.	Don't understand the type of services High price is not the problem Big consulting is easier to call and visit.
	When purchasing a consulting service, it's important to look at talent of the firm, former customers' references and price (not so important).	It's important to look at talent of the firm former customers' references price is not so important.

Question 7b: What criteria for purchasing a consulting service?

Source	Transcript	Unit of data
An executive at media & digital service	Good records on cases	Good records on cases
	Reputation High-quality services: Consultants knows audiences background and demand => do homework. Able to trigger clients thinking and offer specific tools for users.	Reputation High-quality services: Consultants knows audiences background and demand => do homework. Able to trigger clients thinking and offer specific tools for users.

Category	Theme	Overarching theme
Typical activities: Customer meetings, sales team meetings.	ACTIVITIES: meetings with various stakeholders such as team members, customers and management board.	Customers' main activity is meeting with stakeholders. Although having different context, customers share common practices on generate revenue.
Meetings with his own team and management groups at the begin of the day		
Meeting with clients to support Sales team.	CONTEXT: Customers have their own specific tasks due to the professions and positions	
A day full of meetings with investors, customers, management team and project teams.		
Difficult to plan ahead		
Long-term planning		
Systematic meeting		
Editorial writing	PRACTICES: generate or support to generate revenue.	
Various activities due to local (Chinese) culture.		
Micro-management activities.		
Try to understand customer's demand		
Support Sales team to boost sales		
Operate business		
Category	Theme	Overarching theme
Conflict interest due to culture. Different countries have different rules, processes, purchasing procedures and so on.	CROSS-CULTURE CHALLENGES: Conflict interest appears when rules, process and procedures of the company is different between countries.	Cross-culture challenges, sales generation and leadership are main priorities of interviewees
collaborate closely with Danfoss - the parent company, for strategic management.	COLLABORATION: Balance the culture differences between foreign company and its parent company.	
Top management has to commit to the local culture	SALES GENERATION: support sales team or generate revenue by themselves.	
PR and sales related works that contributes to company's sales		
Meeting with customers for projects	LEADERSHIP: support and motivate employees	
Support teams to complete their job successful		
Take care of journalist resources		
1-on-1 meeting with employees for reviewing their performance and projects		
Category	Theme	Overarching theme
Culture differences. In China, people are value oriented that they do not follow plans. As a result, it creates chaos	CROSS-CULTURE CHALLENGES: ways of working and language barriers	While getting jobs done, interviewees face challenges on working in cross-culture environment, personalities' behaviours and change management.
The majority of employees are Chinese, and their level of English is low. Thus, the CEO only works with middle managers and unable to reach to low-level employees.		
A new management team is dynamic and international leads to personality issues.	PERSONALITIES' BEHAVIOURS: Due to backgrounds of team members, team members have difficulties to understand and support each other and potentially, it leads to team crisis	
Team crisis come from lack of supports and misunderstand between each other.	CHANGE MANAGEMENT: Corona virus situation and new position cause a greate demand of changing the way of working and adaption.	
Work from home causes human interaction and discourge on contact to Harri's manager.		
Adapt new position		
Idea-generating sessions are not effective during Corona situation since emotionally, it is harder to do it online.		
Category	Theme	Overarching theme
Open discussions: applied for solving team crisis.	COMMUNICATION: having open discussions with team members about all issues	To cope with challenges: interviewees emphasize on transparent communication, deploy advisory and consultation for developing human resources competence and knowledge as well as using supporting tools such as survey and balance score-card for management.
As regards journalists' issues, Harri approach edit managers to influence teams or direct discussion with individuals for critical situations.		
Open discussion on behaviour or personality issues	ADVISORY AND CONSULTATION: increasing competences by training and expand knowledge by consultation	
Consult from friends who worked in the company before or in the industry. Networking is emphasized.		
provide cross-culture trainings for new employees.		
Acknowledge differences of European and Chinese cultures.	USING SUPPORTING TOOLS: survey is used to identify problems and balance score card for monitoring employess' performance.	
Find out how to take advantages of differences as well as compromise to each other.		
Acknowledge employees background.		
Using surveys to identify problems and make corrective plans.		
Team members use a score-card to monitor team and personal targets and bring it to monthly review meetings. Bonus or changes are made from it.		
Category	Theme	Overarching theme
Sales is main priority	SALES	Key performance indicators: Sales, customer satisfaction and employee retention
Numbers of Subscribers		
Customers satisfaction	CUSTOMER SATISFACTION	
Employee retention is high	EMPLOYEE RETENTION	
Follow the number of resignation, changes in staffs		
Category	Category	Overarching theme
Don't understand the type of services	QUALITY: Consultants have in-depth knowledge of client company and industry. Also, high-quality consulting is able to provide concrete recommendation and foster client's thinking.	High quality and reputation are main criteria of interviewees when hiring consulting firm. High price doesn't affect to the decision.
High-quality services: Consultants knows audiences background and demand => do homework.		
Able to trigger clients thinking and offer specific tools for users.		
Big consulting is easier to call and visit.	REPUTATION: Interviewees usually look in talents dynamics, previous cases and customers' feedback for assessing the popularity of the firm	
It's important to look at talent of the firm		
Good records on cases		
Reputation	PRICE: pricing doesn't affect to decision making of interviewees.	
former customers' references		
High price is not the problem		
price is not so important.		

Appendix 4 - Thematic analysis - Partners

Suvi	Kari	Tarja	Marti
1. What value are you selling?	1. What value are you selling?	1. What value are you selling?	1. What value are you selling?
- Expertise in Organizational psychology and management, specialized in culture differences between China and Europe. - Advices on foreigners who want to invest in China. - A bridge between European and Chinese culture. e.g: support Chinese companies enter European market; advice on organizational behaviours in China for European company. - Types of services: (a) 2-day workshops on cross-culture that solving attendant's questions. (b) Lectures in Organizational psychology. (c) Consulting projects.	WORKSHOPS IN BOOSTING SELF CONFIDENCE & PERSONAL INTERACTION o Help team leaders prevent conflicts by understanding interactions with different people - need - philosophy - behaviors - roles at work - personas - work performance goals o Support individuals to find out who they are and create compromises within companies. o Support team lead integrate in a new team better by understand the personalities of team member professionally. o Help white-collar individuals understand their personalities, goals, motivations and behavior profiles. Mirror behavior analysis to understand people's interactions.	- HR consulting for SME in equality at work, workplace bullying and crisis at work - Training workshops for managers on communication, change management, well-being and leadership. - Quality Work Life survey	Business service development with advanced technology background. Change management, work efficiency and digital transformation. Offer technical tools assist organization to work effectively.
2. Who are your targeted customers? What kinds of benefit do the customers aspire?	2. Who are your targeted customers? What kinds of benefit do the customers aspire?	2. Who are your targeted customers? What kinds of benefit do the customers aspire?	2. Who are your targeted customers? What kinds of benefit do the customers aspire?
Big corporates in Europe and China, which are (a) Locating in the foreign markets (either China or Europe) and facing issues relating to Organization Psychology and Management. (b) Planning to enter new market.	SMALL AND BIG COMPANIES, PRIVATE ORGANISATIONS ETC Most companies are engineering and technology related companies. Managers and team leader The package is only for certain level managers and leader (Kari is not sure asFlow company take care of Sales activities.)	SME which has from 20 employees to more than 100 employees. These companies usually don't have resources contributed to Human Resources Management (HRM). On other hands, there are profit-oriented firms that they don't emphasize the HRM. Tarja's clients usually aims at increasing productivity of employees and decreasing sick leaves.	Regional companies: from 50 - 150 people at the beginning or mid-sized companies. Top priority is core-business groups such as sales, manufacturing and finance. Companies whose HR groups are too busy to make innovative things. Public company has more budget but might be difficult to approach or recommend changes.
3. Which customer's challenges and problems need to be solved?	3. Which customer's challenges and problems need to be solved?	3. Which customer's challenges and problems need to be solved?	3. Which customer's challenges and problems need to be solved?
- Issues related to HR/Organization/Employee relationships. e.g: Employees in abroad offices leaves the company due to the organizational culture. - Challenges in integration into new culture and culture shocks prevention. - Need to understand European mentality. - Prevent culture misunderstanding between international employees.	INTERACTION PROBLEMS, CO-OPERATION CHALLENGES Everyone has different way to react and feeling that may lead to potential crisis -> help them find out themselves by the mirror tool and find out how to work with each other.	Occupational issues Crisis at work: Conflicts between employees and managers don't know to handle the situation. Bullying issues. Personal issues Productivity decrease: Employees get sick frequently Burnout or bored out issues	Problems in change management, operation and management.

Suvi	Kari	Tarja	Marti
4. What makes your company different from other companies?	4. What makes your company different from other companies?	4. What makes your company different from other companies?	4. What makes your company different from other companies?
- Undefined since haven't had any benchmarks yet.	VERY LONG EXPERIENCE WITH DIFFERENT PEOPLE, ALSO FROM MENTAL HOSPITAL AND ALCOHOLISTS.	Locate in a rural area which there are not many experts around	Able to provide the technology that align with business demand.
- Strengths: expert on Cross-culture training with more than 14 years experiences.	No school for this type of expertise so the experience is gained from practicality.	Technical background and strong experiences on People management - Marketing - Occupational health care make Tarja understand problem faster and more accurate, especially when handling Industrial companies.	Organize workshops that makes him understand the customer better.
- Hold PhD degree.		Provide various in-house trainings that are tailored specifically to client's demands.	Able to push customer around the topic
		High level of trust: gained by references - body language - transparency in communication - avoid undervalue the companies - desire for helping companies.	
5. What are key performance metrics of your business success?	5. What are key performance metrics of your business success?	5. What are key performance metrics of your business success?	5. What are key performance metrics of your business success?
- Feedback results : used in cross-cultures Workshops.	FEEDBACK FROM TRAINING SESSIONS, NO MONETARY KPIs	<i>Customer satisfaction metrics</i>	- Basic financial metrics
- Level of interaction: used in the lectures.	Kari is not interested in Finance, care more about human aspects.	Big projects: Interview for feedback	
- Customer retention and satisfaction: used in Advisory projects	1. rating trainer from feedback 2. how the team develop after the training.	1-day workshops/training: survey	
6. For which benefits are the customer really willing to pay?	6. For which benefits are the customer really willing to pay?	6. For which benefits are the customer really willing to pay?	6. For which benefits are the customer really willing to pay?
Insights about the topic that managers are working on.	Full package integrating the Behavior mirror tool.	Developing procedures for management	Able to point out where a customer can improve on the business and how to do it.
		Planning - creating - reviewing documents required by law (topic: equality at work ect) Insights of labor on increasing the productivity by doing research	Workshops where customers give thoughts and feeling about the problem and Martti need to find out where is important for him to work on.
		Part-time HR employees: 1-2 days work at the company to understand the company's situation and gain insights of the issues.	
		Advisory services for managers on preventing conflicts, stress management and productivity decline.	
		Time-saving on solving problems	
7. What are the key performance indicators of customer's business and how do you follow them?	7. What are the key performance indicators of customer's business and how do you follow them?	7. What are the key performance indicators of customer's business and how do you follow them?	7. What are the key performance indicators of customer's business and how do you follow them?
Turnover rate decrease after deploying Suvi's services.	The only indicator is annual employee satisfaction surveys, to see if training has done any change.	KPI related to profitability and strategy (Various to companies) Quality Work Life index (must provide to clients if Tarja is part-time employed)	Profitability metrics.
8. To maximize your company's value, what skills and knowledge is required from customer's side?	8. To maximize your company's value, what skills and knowledge is required from customer's side?	8. To maximize your company's value, what skills and knowledge is required from customer's side?	8. To maximize your company's value, what skills and knowledge is required from customer's side?
No need the special skills or knowledge. However, participants should be curious about the topic, have relevant experiences and faced cross-culture challenges already to get the most out of the workshop/lecture.	No specific requirement.	Basic HRM knowledge	Customers should be at C-level or decision makers. They could be either business managers or HR managers.
		Belief on the benefit and important of HRM. If clients is lack of this element, the projects won't receive support and continuous development.	
9. What values do you looking for from this partnership?	9. What values do you looking for from this partnership?	9. What values do you looking for from this partnership?	9. What values do you looking for from this partnership?
Working as a team	Extra projects	To be more powerful for Marketing	Expand customer network
Project start as soon as possible	Deploy Jukka's Dynamic tool to analyze changes before and after training.	Gain market insights Aumaen Oy allocates in Helsinki -> time and cost saving on selling projects Reach out more customers Sharing risks	Extra projects

Suvi	Kari	Tarja	Marti
10. How would you benefit from this cooperation?	10. How would you benefit from this cooperation?	10. How would you benefit from this cooperation? (Same as the previous question)	10. How would you benefit from this cooperation?
Working with Jukka: nice person to work with, interested in HR, own wide business connections.			Help Martti enable new services.
Able to work on Suvi's field			Engaging customers better by Jukka's feeling indicator index
11. What values would you provide for Aumaen Oy?	11. What values would you provide for Aumaen Oy?	11. What values would you provide for Aumaen Oy?	11. What values would you provide for Aumaen Oy?
Knowledge and experiences in her field.	Private perspectives: Kari supports Jukka by sharing thoughts.	Depends on Jukka's business purpose and demand	Provide the new perspectives on business with his Business service development.
Support in Marketing	Behavior mirror tools	Any Tarja's services via digital platform	Support technical issues for Jukka.
Willing to work full-time from 8.00 - 17.00	Trainings on self-confident and awareness, interaction, 1-on-1 coaching for leadership, HR support	Networking collaboration	
		Avoid interest conflicts between Aumaen Oy and 3ksavo by selling a customer through many channels.	
12. What are the costs inherent in your business?	12. What are the costs inherent in your business?	12. What are the costs inherent in your business?	12. What are the costs inherent in your business?
Travelling costs if needed.	Analysis tools: 200e	Profit formula is the total of salary and travel cost	- Technical tools (software etc.) if it's relevant.
	Travelling if occurs	Salary: Monthly: big projects (clients: public organization), low profitability Daily: small projects (Clients: private companies).	- Working hours.
	Flow, the agency, receive 20%-30% of the revenue.		
13. What cost are required from customers? Uncertain. Ideal income: around 3500 per month but can be less. (Suvi is interested in the project idea rather than the income.)	13. What cost are required from customers? A full package: 3300EUR / DAY Additional: meeting room, coffee and food, hotels	13. What cost are required from customers? Compensation on working hours and travelling. Rate is based on project size and company revenue.	13. What cost are required from customers? Workshop cost which is a package.

1. What value are you selling?		
Source	Transcript	Unit of data
Suvi	Expertise in Organizational psychology and management, specialized in culture differences between China and Europe.	Expertise in Organizational psychology and management, specialized in culture differences between China and Europe.
	Advices on foreigners who want to invest in China.	Advices on foreigners who want to invest in China.
	A bridge between European and Chinese culture.	A bridge between European and Chinese culture.
	e.g: support Chinese companies enter European market; advice on organizational behaviours in China for European company.	
	Types of services:	
	2-day workshops on cross-culture that solving attendant's questions.	2-day workshops on cross-culture that solving attendant's questions.
	Lectures in Organizational psychology.	Lectures in Organizational psychology.
	Consulting projects.	Consulting projects.
Kari	Help team leaders prevent conflicts by understanding interactions with different people - need - philosophy - behaviors - roles at work - personas - work performance goals	Support team leaders to prevent team crisis by provide in-depth understanding of individuals
	Support individuals to find out who they are and create compromises within companies.	Support individuals to explore themselves and create compromises within companies.
	Support team lead integrate in a new team better by understand the personalities of team member professionally.	Support team lead integrate in a new team better by understand the personalities of team member professionally.
	Help white-collar individuals understand their personalities, goals, motivations and behavior profiles. Mirror behavior analysis to understand people's interactions.	Applying 'Mirror behavior analysis' to understand people's interactions.
Tarja	HR consulting for SME in equality at work, workplace bullying and crisis at work	HR consulting for SME in equality at work, workplace bullying and crisis at work
		HR consulting for SME in workplace bullying
		HR consulting for SME in crisis at work
	Training workshops for managers on communication, change management, well-being and leadership.	Training workshops for managers on communication
		Training workshops for managers on change management
		Training workshops for managers on well-being
		Training workshops for managers on leadership.
	Quality Work Life survey	Quality Work Life survey
Martti	Business service development with advanced technology background.	Business service development with advanced technology background.
	Change management, work efficiency and digital transformation.	Change management
		digital transformation.
		work efficiency
	Offer technical tools assist organization to work effectively.	Offer technical tools assist organization to work effectively.

2. Who are your targeted customers? What kinds of benefit do the customers aspire?

Source	Transcript	Unit of data
Suvi	Big corporates in Europe and China, which are (a) Locating in the foreign markets (either China or Europe) and facing issues relating to Organization Psychology and Management.	Big corporates in Europe and China: Locating in the foreign markets and facing issues relating to Organization Psychology and Management.
	(b) Planning to enter new market.	Big corporates in Europe and China: Planning to enter new market.
Kari	SMALL AND BIG COMPANIES, PRIVATE ORGANISATIONS ETC	No specific on companies size of clients
	Most companies are engineering and technology related companies.	Most companies are engineering and technology related companies.
	Managers and team leader	Managers and team leader
	The package is only for certain level managers and leader	
Tarja	SME which has from 20 employees to more than 100 employees. These companies usually don't have resources contributed to Human Resources Management (HRM). On other hands, there are profit-oriented firms that they don't emphasize the HRM.	SME which has from 20 employees to more than 100 employees.
		These companies usually don't have resources contributed to Human Resources Management (HRM).
		Profit-oriented firms with little focus on HRM.
	Tarja's clients usually aims at increasing productivity of employees and decreasing sick leaves.	
Martti	Regional companies: from 50 - 150 people at the beginning or mid-sized companies.	Regional companies: from 50 - 150 people at the beginning or mid-sized companies.
	Top priority is core-business groups such as sales, manufacturing and finance.	Top priority is core-business groups such as sales, manufacturing and finance.
	Companies whose HR groups are too busy to make innovative things.	Companies whose HR groups are too busy to make innovative things.
	Public company has more budget but might be difficult to approach or recommend changes.	Public company is a potential customer segment with huge budget but it might be difficult to approach or recommend changes.

3. Which customer's challenges and problems need to be solved?

Source	Transcript	Unit of data
Suvi	Issues related to HR/Organization/Employee relationships. e.g: Employees in abroad offices leaves the company due to the organizational culture.	Issues related to HR/Organization/Employee relationships.
	Challenges in integration into new culture and culture shocks prevention.	Challenges in integration into new culture and culture shocks prevention.
	Need to understand European mentality.	Need to understand European mentality.
	Prevent culture misunderstanding between international employees.	Prevent culture misunderstanding between international employees.
Kari	Everyone has different way to react and feeling that may lead to potential crisis -> help them find out themselves by the mirror tool and find out how to work with each other.	help people in organization understand their ways of working
		find out how to work with each other.
Tarja	<i>Occupational issues</i>	
	Crisis at work: Conflicts between employees and managers don't know to handle the situation.	Crisis at work: Conflicts between employees and managers don't know to handle the situation.
	Bullying issues.	Bullying issues.
	<i>Personal issues</i>	
Martti	Productivity decrease: Employees get sick frequently	Productivity decrease: Employees get sick frequently
	Burnout or bored out issues	Burnout or bored out issues
	Problems in change management, operation and management.	Problems in change management
		Problems in operation
		Problems in management

4. What makes your company different from other companies?		
Source	Transcript	Unit of data
Suvi	Undefined since haven't had any benchmarks yet.	Undefined since haven't had any benchmarks yet.
	Strengths: expert on Cross-culture training with more than 14 years experiences.	Strengths: expert on Cross-culture training with more than 14 years experiences.
	Hold PhD degree.	Hold PhD degree.
Kari	VERY LONG EXPERIENCE WITH DIFFERENT PEOPLE, ALSO FROM MENTAL HOSPITAL AND ALCOHOLISTS.	VERY LONG EXPERIENCE WITH DIFFERENT PEOPLE, ALSO FROM MENTAL HOSPITAL AND ALCOHOLISTS.
	No school for this type of expertise so the experience is gained from practicality.	Practical experiences
Tarja	Locate in a rural area which there are not many experts around	Locate in a rural area which there are not many experts around
	Technical background and strong experiences on People management - Marketing - Occupational health care make Tarja understand problem faster and more accurate, especially when handling Industrial companies.	A multi-discipline background
		understand problem fast and accurately, especially when handling Industrial companies.
	Provide various in-house trainings that are tailored specifically to client's demands.	Provide various in-house trainings that are tailored specifically to client's demands.
Martti	High level of trust: gained by references - body language - transparency in communication - avoid undervalue the companies - desire for helping companies.	A strong credibility on trust
	Able to provide the technology that align with business demand.	Able to provide the technology that align with business demand.
	Organize workshops that makes him understand the customer better.	In-depth customer's understanding acquired by private workshops
	Able to push customer around the topic	Foster customers's thought around the topics
5. What are key performance metrics of your business success?		
Source	Transcript	Unit of data
Suvi	Feedback results : used in cross-cultures Workshops.	Feedback results : used in cross-cultures Workshops.
	Level of interaction: used in the lectures.	Level of interaction: used in the lectures.
	Customer retention and satisfaction: used in Advisory projects	Customer retention and satisfaction: used in Advisory projects
Kari	FEEDBACK FROM TRAINING SESSIONS, NO MONETARY KPIs	No interests on Financial KPIs
	Kari is not interested in Finance, care more about human aspects.	
	rating trainer from feedback	rating trainer from feedback
Tarja	how the team develop after the training.	Affect on team development
	<i>Customer satisfaction metrics</i>	<i>Customer satisfaction metrics</i>
	Big projects: Interview for feedback	Feedback interview - Big projects
Martti	1-day workshops/training: survey	Suvey- 1-day workshops or trainings
	Basic financial metrics	Basic financial metrics
6. For which benefits are the customer really willing to pay?		
Source	Transcript	Unit of data
Suvi	Insights about the topic that managers are working on.	Insights about the topic that managers are working on.
Kari	Full package integrating the Behavior mirror tool.	Full package integrating the Behavior mirror tool.
Tarja	Developing procedures for management	Developing procedures for management
	Planning - creating - reviewing documents required by law (topic: equality at work ect)	Planning - creating - reviewing documents required by law (topic: equality at work ect)
	Insights of labor on increasing the productivity by doing research	Insights of labor on increasing the productivity by doing research
	Part-time HR employees: 1-2 days work at the company to understand the company's situation and gain insights of the issues.	Part-time HR employees: 1-2 days work at the company to understand the company's situation and gain insights of the issues.
	Advisory services for managers on preventing conflicts, stress management and productivity decline.	Advisory services for managers on preventing conflicts, stress management and productivity decline.
Martti	Time-saving on solving problems	Time-saving on solving problems
	Able to point out where a customer can improve on the business and how to do it.	Seeking problems of client and provide solution
	Workshops where customers give thoughts and feeling about the problem and Martti need to find out where is important for him to work on.	Ideation workshops

7. What are the key performance indicators of customer's business and how do you follow them?		
Source	Transcript	Unit of data
Suvi	Turnover rate decrease after deploying Suvi's services.	Decreased turnover rate
Kari	The only indicator is annual employee satisfaction surveys, to see if training has done any change.	Employee satisfactions in company's annual survey
Tarja	KPI related to profitability and strategy (Various to companies)	Profitability and strategy related KPI
	Quality Work Life index (must provide to clients if Tarja is part-time employed)	Quality Work Life index
Martti	Profitability metrics.	Profitability metrics.
8. To maximize your company's value, what skills and knowledge is required from customer's side?		
Source	Transcript	Unit of data
	No need the special skills or knowledge. However, participants should be curious about the topic, have relevant experiences and faced cross-culture challenges already to get the most out of the workshop/lecture.	No need the special skills or knowledge
Suvi		Recommendation for an effective workshop: curious about topic, relevant experiences such as cross-culture challenges
Kari	No specific requirement.	No specific requirement.
Tarja	Basic HRM knowledge	Basic HRM knowledge
	Belief on the benefit and important of HRM. If clients is lack of this element, the projects won't receive support and continuous development.	Belief on the benefit and important of HRM.
Martti	Customers should be at C-level or decision makers. They could be either business managers or HR managers.	Customers should be at C-level or decision makers. They could be either business managers or HR managers.
9. What values do you looking for from this partnership?		
Source	Transcript	Unit of data
Suvi	Working as a team	Team work
	Project start as soon as possible	New upcoming projects
Kari	Extra projects	Extra projects
	Deploy Jukka's Dynamic tool to analyze changes before and after training.	Additional support for evaluating the customer satisfaction
Tarja	To be more powerful for Marketing	To be more powerful for Marketing
	Gain market insights	Gain market insights
	Aumaen Oy allocates in Helsinki -> time and cost saving on selling projects	Time- & cost-saving for selling projects in Helsinki location
	Reach out more customers	Increase customer base
Martti	Sharing risks	Sharing risks
	Expand customer network	Expand customer network
	Extra projects	Extra projects
10. How would you benefit from this cooperation?		
Source	Transcript	Unit of data
Suvi	Working with Jukka: nice person to work with, interested in HR, own wide business connections.	High quality partner
		HR topic enthusiastic
		Wide business network
	Able to work on Suvi's field	Opportunities of contributing expertise
Martti	Help Martti enable new services.	New business enabler
	Engaging customers better by Jukka's feeling indicator index	Engaging customers better by Jukka's feeling indicator index

11. What values would you provide for Aumaen Oy?

Source	Transcript	Unit of data
Suvi	Knowledge and experiences in her field.	Knowledge and experiences
	Support in Marketing	Marketing support
	Willing to work full-time from 8.00 - 17.00	Full-time work dedication
Kari	Private perspectives: Kari supports Jukka by sharing thoughts.	Private perspectives: Kari supports Jukka by sharing thoughts.
	Behavior mirror tools	Behavior mirror tools
	Trainings on self-confident and awareness, interaction, 1-on-1 coaching for leadership, HR support	Trainings on self-confident and awareness, interaction, 1-on-1 coaching for leadership, HR support
Tarja	Depends on Jukka's business purpose and demand	Unspecified
	Any Tarja's services via digital platform	services via digital platform
	Networking collaboration	Networking collaboration
Martti	Avoid interest conflicts between Aumaen Oy and 3ksavo by selling a customer through many channels.	
	Provide the new perspectives on business with his Business service development. Support technical issues for Jukka.	Provide the new perspectives on business with his Business service development. Support technical issues for Jukka.

12. What are the costs inherent in your business?

Source	Transcript	Unit of data
Suvi	Travelling costs if needed.	Travelling costs if needed.
Kari	Analysis tools: 200e	Analysis tools: 200e
	Travelling if occurs	Travelling if occurs
	Flow, the agency, receive 20%-30% of the revenue.	Flow, the agency, receive 20%-30% of the revenue.
Tarja	Profit formula is the total of salary and travel cost	Salary by monthly or daily
	Salary: Monthly: big projects (clients: public organization), low profitability Daily: small projects (Clients: private companies).	Travel cost
	Technical tools (software etc.) if it's relevant.	Technical tools (software etc.) if it's relevant.
Martti	Working hours.	Working hours.

13. What cost are required from customers?

Source	Transcript	Unit of data
Suvi	Uncertain.	Unspecified
	Ideal income: around 3500 per month but can be less. (Suvi is interested in the project idea rather than the income.)	Starting total income per month: 3500e
Kari	A full package: 3300EUR / DAY	A full package: 3300EUR / DAY
	Additional: meeting room, coffee and food, hotels	Additional requirement: meeting room, coffee and food, hotels
Tarja	Compensation on working hours and travelling.	Working hour
	Rate is based on project size and company revenue.	Travelling
Martti	Workshop cost which is a package.	All costs of workshop

1. What value are you selling?		
Source	Unit of data	Category
Suvi	Expertise in Organizational psychology and management, specialized in culture differences between China and Europe.	Expertise in Organizational psychology and management, specialized in culture differences between China and Europe.
	Advices on foreigners who want to invest in China.	Advices on foreigners who want to invest in China.
	A bridge between European and Chinese culture.	A bridge between European and Chinese culture.
	2-day workshops on cross-culture that solving attendant's questions.	Advices on foreigners who want to invest in China.
	Lectures in Organizational psychology.	Support individuals to explore themselves and create compromises within companies.
	Consulting projects.	Lectures in Organizational psychology.
Kari	Support team leaders to prevent team crisis by provide in-depth understanding of individuals	Training workshops for managers on well-being
	Support individuals to explore themselves and create compromises within companies.	HR consulting for SME in workplace bullying
	Support team lead integrate in a new team better by understand the personalities of team member professionally.	HR consulting for SME in crisis at work
	Applying 'Mirror behavior analysis' to understand people's interactions.	Applying 'Mirror behavior analysis' to understand people's interactions.
	HR consulting for SME in workplace bullying	work efficiency
	HR consulting for SME in crisis at work	Offer technical tools assist organization to work effectively.
	Training workshops for managers on communication	Quality Work Life survey
	Training workshops for managers on change management	Training workshops for managers on communication
	Training workshops for managers on well-being	Support team lead integrate in a new team better by understand the personalities of team member professionally.
	Training workshops for managers on leadership.	Support team leaders to prevent team crisis by provide in-depth understanding of individuals
	Quality Work Life survey	Training workshops for managers on leadership.
Martti	Business service development with advanced technology background.	digital transformation.
	Change management	Business service development with advanced technology background.
	digital transformation.	Change management
	work efficiency	Training workshops for managers on change management
	Offer technical tools assist organization to work effectively.	Offer technical tools assist organization to work effectively.
2. Who are your targeted customers? What kinds of benefit do the customers aspire?		
Source	Unit of data	Category
Suvi	Big corporates in Europe and China: Locating in the foreign markets and facing issues relating to Organization Psychology and Management.	Big corporates in Europe and China: Locating in the foreign markets and facing issues relating to Organization Psychology and Management.
	Big corporates in Europe and China: Planning to enter new market.	Big corporates in Europe and China: Planning to enter new market.
Kari	No specific on companies size of clients	Public company is a potential customer segment with huge budget but it might be difficult to approach or recommend changes.
	Most companies are engineering and technology related companies.	No specific on companies size of clients
	Managers and team leader	Regional companies: from 50 - 150 people at the beginning or mid-sized companies.
Tarja	SME which has from 20 employees to more than 100 employees.	SME which has from 20 employees to more than 100 employees.
	These companies usually don't have resources contributed to Human Resources Management (HRM).	Profit-oriented firms with little focus on HRM.
	Profit-oriented firms with little focus on HRM.	These companies usually don't have resources contributed to Human Resources Management (HRM).
Martti	Regional companies: from 50 - 150 people at the beginning or mid-sized companies.	Companies whose HR groups are too busy to make innovative things.
	Top priority is core-business groups such as sales, manufacturing and finance.	Top priority is core-business groups such as sales, manufacturing and finance.
	Companies whose HR groups are too busy to make innovative things.	Most companies are engineering and technology related companies.
	Public company is a potential customer segment with huge budget but it might be difficult to approach or recommend changes.	Managers and team leader

3. Which customer's challenges and problems need to be solved?		
Source	Unit of data	Category
Suvi	Issues related to HR/Organization/Employee relationships.	Issues related to HR/Organization/Employee relationships.
	Challenges in integration into new culture and culture shocks prevention.	help people in organization understand their ways of working
	Need to understand European mentality.	find out how to work with each other.
	Prevent culture misunderstanding between international employees.	Crisis at work: Conflicts between employees and managers don't know to handle the situation.
Kari	help people in organization understand their ways of working	Bullying issues.
	find out how to work with each other.	Problems in change management
	Crisis at work: Conflicts between employees and managers don't know to handle the situation.	Productivity decrease: Employees get sick frequently
	Bullying issues.	Burnout or bored out issues
	Productivity decrease: Employees get sick frequently	Problems in operation
	Burnout or bored out issues	Problems in management
Martti	Problems in change management	Challenges in integration into new culture and culture shocks prevention.
	Problems in operation	Need to understand European mentality.
	Problems in management	Prevent culture misunderstanding between international employees.
4. What makes your company different from other companies?		
Source	Unit of data	Category
Suvi	Undefined since haven't had any benchmarks yet.	Undefined since haven't had any benchmarks yet.
	Strengths: expert on Cross-culture training with more than 14 years experiences.	Expert on Cross-culture training with more than 14 years experiences.
	Hold PhD degree.	VERY LONG EXPERIENCE WITH DIFFERENT PEOPLE, ALSO FROM MENTAL HOSPITAL AND ALCOHOLISTS.
Kari	VERY LONG EXPERIENCE WITH DIFFERENT PEOPLE, ALSO FROM MENTAL HOSPITAL AND ALCOHOLISTS.	Practical experiences
	Practical experiences	A multi-discipline background
Tarja	Locate in a rural area which there are not many experts around	Locate in a rural area which there are not many experts around
	A multi-discipline background	Hold PhD degree.
	understand problem fast and accurately, especially when handling Industrial companies.	A strong credibility on trust
	Provide various in-house trainings that are tailored specifically to client's demands.	Able to provide the technology that align with business demand.
Martti	A strong credibility on trust	In-depth customer's understanding acquired by private workshops
	Able to provide the technology that align with business demand.	understand problem fast and accurately, especially when handling Industrial companies.
	In-depth customer's understanding acquired by private workshops	Provide various in-house trainings that are tailored specifically to client's demands.
	Foster customer's thought around the topics	Foster customer's thought around the topics
5. What are key performance metrics of your business success?		
Source	Unit of data	Category
Suvi	Feedback results : used in cross-cultures Workshops.	Feedback interview - Big projects
	Level of interaction: used in the lectures.	Feedback results : used in cross-cultures Workshops.
	Customer retention and satisfaction: used in Advisory projects	rating trainer from feedback
Kari	No interests on Financial KPIs	Suvey- 1-day workshops or trainings
	rating trainer from feedback	Affect on team development
	Affect on team development	Customer satisfaction metrics
Tarja	Customer satisfaction metrics	Customer retention and satisfaction: used in Advisory projects
	Feedback interview - Big projects	Level of interaction: used in the lectures.
	Suvey- 1-day workshops or trainings	No interests on Financial KPIs
Martti	Basic financial metrics	Basic financial metrics

6. For which benefits are the customer really willing to pay?

Source	Unit of data	Category
Suvi	Insights about the topic that managers are working on.	Full package integrating the Behavior mirror tool.
Kari	Full package integrating the Behavior mirror tool.	Developing procedures for management
Tarja	Developing procedures for management	Planning - creating - reviewing documents required by law (topic: equality at work ect)
	Planning - creating - reviewing documents required by law (topic: equality at work ect)	Ideation workshops
	Insights of labor on increasing the productivity by doing research	Part-time HR employees: 1-2 days work at the company to understand the company's situation and gain insights of the issues.
	Part-time HR employees: 1-2 days work at the company to understand the company's situation and gain insights of the issues.	Time-saving on solving problems
	Advisory services for managers on preventing conflicts, stress management and productivity decline.	Seeking problems of client and provide solution
Martti	Time-saving on solving problems	Insights of labor on increasing the productivity by doing research
	Seeking problems of client and provide solution	Insights about the topic that managers are working on.
	Ideation workshops	Advisory services for managers on preventing conflicts, stress management and productivity decline.

7. What are the key performance indicators of customer's business and how do you follow them?

Source	Unit of data	Category
Suvi	Decreased turnover rate	Quality Work Life index
Kari	Employee satisfactions in company's annual survey	Employee satisfactions in company's annual survey
Tarja	Profitability and strategy related KPI	Decreased turnover rate
	Quality Work Life index	Profitability and strategy related KPI
Martti	Profitability metrics.	Profitability metrics.

8. To maximize your company's value, what skills and knowledge is required from customer's side?

Source	Unit of data	Category
Suvi	No need the special skills or knowledge	No need the special skills or knowledge
	Recommendation for an effective workshop: curious about topic, relevant experiences such as cross-culture challenges	No specific requirement.
Kari	No specific requirement.	Recommendation for an effective workshop: curious about topic, relevant experiences such as cross-culture challenges
Tarja	Basic HRM knowledge	Basic HRM knowledge
	Belief on the benefit and important of HRM.	Belief on the benefit and important of HRM.
Martti	Customers should be at C-level or decision makers. They could be either business managers or HR managers.	Customers should be at C-level or decision makers. They could be either business managers or HR managers.

9. What values do you looking for from this partnership?

Source	Unit of data	Category
Suvi	Team work	New upcoming projects
	New upcoming projects	Extra projects
Kari	Extra projects	Extra projects
	Additional support for evaluating the customer satisfaction	Sharing risks
Tarja	To be more powerful for Marketing	Time- & cost-saving for selling projects in Helsinki location
	Gain market insights	Increase customer base
	Time- & cost-saving for selling projects in Helsinki location	Expand customer network
	Increase customer base	Team work
Martti	Sharing risks	Additional support for evaluating the customer satisfaction
	Expand customer network	To be more powerful for Marketing
	Extra projects	Gain market insights

10. How would you benefit from this cooperation?

Source	Unit of data	Category
Suvi	High quality partner	High quality partner
	HR topic enthusiastic	HR topic enthusiastic
	Wide business network	Opportunities of contributing expertise
	Opportunities of contributing expertise	Wide business network
Martti	New business enabler	New business enabler
	Engaging customers better by Jukka's feeling indicator index	Engaging customers better by Jukka's feeling indicator index

11. What values would you provide for Aumaen Oy?

Source	Unit of data	Category
Suvi	Knowledge and experiences	Unspecified
	Marketing support	Knowledge and experiences
	Full-time work dedication	Trainings on self-confident and awareness, interaction, 1-on-1 coaching for leadership, HR support
Kari	Private perspectives: Kari supports Jukka by sharing thoughts.	Behavior mirror tools
	Behavior mirror tools	services via digital platform
	Trainings on self-confident and awareness, interaction, 1-on-1 coaching for leadership, HR support	Full-time work dedication
Tarja	Unspecified	Networking collaboration
	services via digital platform	Provide the new perspectives on business with his Business service development.
	Networking collaboration	Private perspectives: Kari supports Jukka by sharing thoughts.
Martti	Provide the new perspectives on business with his Business service development.	Marketing support
	Support technical issues for Jukka.	Support technical issues for Jukka.

12. What are the costs inherent in your business?

Source	Unit of data	Category
Suvi	Travelling costs if needed.	Travelling costs if needed.
Kari	Analysis tools: 200e	Travelling if occurs
	Travelling if occurs	Travel cost
	Flow, the agency, receive 20%-30% of the revenue.	Agency compensation
Tarja	Salary by monthly or daily	Salary by monthly or daily
	Travel cost	Working hours.
Martti	Technical tools (software etc.) if it's relevant.	Technical tools (software etc.) if it's relevant.
	Working hours.	Analysis tools: 200e

13. What cost are required from customers?

Source	Unit of data	Category
Suvi	Unspecified	Unspecified
	Starting total income per month: 3500e	Starting total income per month: 3500e
	A full package: 3300EUR / DAY	A full package: 3300EUR / DAY
Kari	Additional requirement: meeting room, coffee and food, hotels	All costs of workshop
Tarja	Working hour	Working hour
	Travelling	Additional requirement: meeting room, coffee and food, hotels
Martti	All costs of workshop	Travelling

1. What value are you selling?		
Category	Theme	Overarching theme
Expertise in Organizational psychology and management, specialized in culture differences between China and Europe.	MULTI-CULTURE PSYCHOLOGY AND MANAGEMENT: Various offerings of Organizational psychology and management, specialized in Chinese and European culture differences: advisory services and consultancy	HUMAN RESOURCES MANagements
Advices on foreigners who want to invest in China.		
A bridge between European and Chinese culture.	ORGANIZATIONAL BEHAVIOR: studying how people behave or perform in an organization and develop principles to increase productivity, motivation of employees.	
Advices on foreigners who want to invest in China.		
Support individuals to explore themselves and create compromises within companies.		
Lectures in Organizational psychology.		
Training workshops for managers on well-being		
HR consulting for SME in workplace bullying		
HR consulting for SME in crisis at work		
Applying 'Mirror behavior analysis' to understand people's interactions.		
work efficiency		
Offer technical tools assist organization to work effectively.		
Quality Work Life survey	LEADERSHIP SKILLS: Supports leaders or manager to develop skills of leading and integrating skills	
Training workshops for managers on communication		
Support team lead integrate in a new team better by understand the personalities of team member professionally.		
Support team leaders to prevent team crisis by provide in-depth understanding of individuals		
Training workshops for managers on leadership.	DIGITAL TRANSFORMATION	
digital transformation.		
Business service development with advanced technology background.		
Change management	CHANGE MANAGEMENT: Challenges related to HR and management when implementing changes	
Training workshops for managers on change management		
2. Who are your targeted customers? What kinds of benefit do the customers aspire?		
Category	Theme	Overarching theme
Big corporates in Europe and China: Locating in the foreign markets and facing issues relating to Organization Psychology and Management.	Big corporations which has subsidies abroad or plans to enter new market.	The targeted is different between partners. Some are unable to identify the customers. Meanwhile, some has customers ranging from SME to public and internation corporation. Yet, most of them, in common, are too busy or incompetences to carry out innovation or unexpected events in organization.
Big corporates in Europe and China: Planning to enter new market.		
Public company is a potential customer segment with huge budget but it might be difficult to approach or recommend changes.	Public organization	
No specific on companies size of clients	Unspecified	
Regional companies: from 50 - 150 people at the beginning or mid-sized companies.	SME companies	
SME which has from 20 employees to more than 100 employees.		
Profit-oriented firms with little focus on HRM.	LIMITED HR FUNCTION: Companies which has limited resources of HR team due to the nature of industry or company's strategy	
These companies usually don't have resources contributed to Human Resources Management (HRM).		
Companies whose HR groups are too busy to make innovative things.		
Top priority is core-business groups such as sales, manufacturing and finance.		
Most companies are engineering and technology related companies.	DECISION MAKERS	
Managers and team leader		

3. Which customer's challenges and problems need to be solved?			
Category	Theme	Overarching theme	
Issues related to HR/Organization/Employee relationships. help people in organization understand their ways of working find out how to work with each other. Crisis at work: Conflicts between employees and managers don't know to handle the situation. Bullying issues. Problems in change management	BEHAVIOUR ORGANIZATION: individuals have different behaviour and characteristic that leads to crisis at work, bullying.	In HRM, customers of partners look for solutions on behavior organization, productivity and international HRM.	
Productivity decrease: Employees get sick frequently Burnout or bored out issues Problems in operation Problems in management	PRODUCTIVITY: Employees are struggled with stress, burnout that results in high number of sickleave requests		
Challenges in integration into new culture and culture shocks prevention. Need to understand European mentality. Prevent culture misunderstanding between international employees.	INTERNATION HRM:		
4.What makes your company different from other companies?			
Category	Theme		Overarching theme
Undefined since haven't had any benchmarks yet. Expert on Cross-culture training with more than 14 years experiences. VERY LONG EXPERIENCE WITH DIFFERENT PEOPLE, ALSO FROM MENTAL HOSPITAL AND ALCOHOLISTS. Practical experiences A multi-discipline background	UNDIFINED LONG EXPERIENCE & EXPERTISE: have several years working on individuals' field.		To be outstanding in the field, in general, partners need to have long experience and expertise and customized services. In addition, low competed location or credibility in education and trust also account for the competitive advantage. Yet, one partner cannot define it since the partner haven't had benchmark with any other competitors.
Locate in a rural area which there are not many experts around Hold PhD degree. A strong credibility on trust Able to provide the technology that align with business demand. In-depth customer's understanding acquired by prive workshops understand problem fast and accurately, especially when handling Industrial companies. Provide various in-house trainings that are tailored specifically to client's demands. Foster customers's thought around the topics	LOCATION: locating at rural area where there are a few competitors CREDIBILITY: High acadademic achievement and well-established trust CUSTOMIZED SERVICES: well-identified problem and tailored solutions for customers		
5. What are key performance metrics of your business success?			
Category	Theme	Overarching theme	
Feedback interview - Big projects Feedback results : used in cross-cultures Workshops. rating trainer from feedback Suvey- 1-day workshops or trainings Affect on team development Customer satisfaction metrics Customer retention and satisfaction: used in Advisory projects Level of interaction: used in the lectures. No interests on Financial KPIs Basic financial metrics	FEEDBACK SURVEY CUSTOMER RELATED METRICS FINANCIAL METRICS	Customer-related metrics and financial metrics are used to measure the success. Yet, some partners dont emphasize the financial KPI. Metrics are collected by survey or feedback	
6. For which benefits are the customer really willing to pay?			
Category	Theme	Overarching theme	
Full package integrating the Behavior mirror tool. Developing procedures for management Planning - creating - reviewing documents required by law (topic: equality at work ect) Ideation workshops Part-time HR employees: 1-2 days work at the company to understand the company's situation and gain insights of the issues. Time-saving on solving problems Seeking problems of client and provide solution Insights of labor on increasing the productivity by doing research Insights about the topic that managers are working on. Advisory services for managers on preventing conflicts, stress management and productivity decline.	IMPLEMENTATION STRATEGY PROBLEM IDENTIFICATION AND SOLUTIONS ADVISORY & CONSULTATION SERVICES	Customers value one stop shop offerings which are able to identify problems, recommend solution and even implement it. Besides, basic services such as advisory and consultation are still essential.	

7. What are the key performance indicators of customer's business and how do you follow them?

Category	Theme	Overarching theme
Quality Work Life index	EMPLOYEE: employee satisfaction and turnover rate	EMPLOYEE-RELATED AND FINANCIAL KPIs of client's company are taken into consideration and follow throughout the project
Employee satisfactions in company's annual survey		
Decreased turnover rate	FINANCE: profitability changes after implementing recommendation	
Profitability and strategy related KPI		
Profitability metrics.		

8. To maximize your company's value, what skills and knowledge is required from customer's side?

Category	Theme	Overarching theme
No need the special skills or knowledge	NO REQUIREMENT	There is no specific requirements for customers or users of services. Yet, it's beneficial to have basic knowledge, positive attitude to participate certain services. Besides, leaders and managers can gain more advantages due to their impact to people in an organization.
No specific requirement.		
Recommendation for an effective workshop: curious about topic, relevant experiences such as cross-culture challenges	BASIC KNOWLEDGE AND POSITIVE ATTITUDE ABOUT THE TOPIC: participants can gain knowledge by either experiences or education. Also, being curious and open-minded about the topic are needed to gain the most advantages of the service	
Basic HRM knowledge		
Belief on the benefit and important of HRM.		
Customers should be at C-level or decision makers. They could be either business managers or HR managers.	LEADERS AND MANAGERS: people who can influence to people and initial improvements in the company or acknowledge of current issues	

9. What values do you looking for from this partnership?

Category	Theme	Overarching theme
New upcoming projects	INCREASED REVENUE & PROFIT: new projects and less costs on expensive and risks	Revenue and profit, client and business opportunities are motivation of partners in this collaboration. Besides, good teamwork is minor value in partnership
Extra projects		
Extra projects		
Sharing risks		
Time- & cost-saving for selling projects in Helsinki location		
Increase customer base	NEW CLIENTS	
Expand customer network		
Team work	TEAM WORK	
Additional support for evaluating the customer satisfaction	NEW BUSINESS ENABLER: create new opportunities in a project by using tools and insights of the company	
To be more powerful for Marketing		
Gain market insights		

10. How would you benefit from this cooperation?

Category	Theme	Overarching theme
High quality partner	PARTNER	To partners, Aumaen can provide partners like-minded colleagues, opportunities to increase experiences and enlarge the customers base
HR topic enthusiastic	EXPERIENCES	
Opportunities of contributing expertise		
Wide business network	CUSTOMERS	
New business enabler		
Engaging customers better by Jukka's feeling indicator index		

11. What values would you provide for Aumaen Oy?

Category	Theme	Overarching theme
Unspecific	EXPERTISE: A wide range of expertise and experiences.	Besides expertise and experiences as a main value contributed, partners can offer the company new perspectives or tools to develop services and business or time as well as network. In addition, company will receive non-business helps on technology and marketing from partners.
Knowledge and experiences		
Trainings on self-confident and awareness, interaction, 1-on-1 coaching for leadership, HR support	TOOLS: New tools and experiences of using them to support projects	
Behavior mirror tools		
services via digital platform	Time	
Full-time work dedication	Network	
Networking collaboration	DIVERSED PERSPECTIVES: Provide new perspectives to develop business	
Provide the new perspectives on business with his Business service development.		
Private perspectives: Kari supports Jukka by sharing thoughts.	Non-business supports	
Marketing support		
Support technical issues for Jukka.		

12. What are the costs inherent in your business?		
Category	Theme	Overarching theme
Travelling costs if needed.	Travel expenses	Costs appeared usually in the business model are travel expenses and working compensation. If a consultant receive projects through agency, he or she will share the income with it. In addition, some projects requires different tools.
Travelling if occurs		
Travel cost		
Agency compensation	Profit sharing with agency	
Salary by monthly or daily	Working compensation	
Working hours.		
Technical tools (software etc.) if it's relevant.	Tools required for projects	
Analysis tools: 200e		
13. What cost are required from customers?		
Category	Theme	Overarching theme
Unspecified	Unspecified	The main cost is working compensation. Yet the amount is various and sometimes, unspecified. Also, other expenses such as travelling are paid by clients
Starting total income per month: 3500e	Working compensation range from monthly, hour salary to a full-package price	
A full package: 3300EUR / DAY		
All costs of workshop		
Working hour	Other expenses occurred are on customer's	
Additional requirement: meeting room, coffee and food, hotels		
Travelling		

Appendix 5: Consent form

CONSENT FORM

AMMATTIKORKEAKOULU
University of Applied Sciences

Title of research project:

The development of business model: Aumaen Oy

Name and position of the researcher:

Lam Nguyen - Final year student - Laurea University of Applied Sciences

please initial box

I understand that my participation is voluntary and that I am free to withdraw at any time without giving reason.

I agree to take part in the study.

please tick box

I agree to the interview being audio recorded.

<i>Yes</i>	<i>No</i>
<input type="checkbox"/>	<input type="checkbox"/>

I agree to the use of anonymized quotes in publication.

<input type="checkbox"/>	<input type="checkbox"/>
--------------------------	--------------------------

Name of participant:

Date:

Signature:

Lam Nguyen (researcher)

Date:

Signature: