Towards a Customer-Dominant Organisation – A Transformation Roadmap for Helsinki Marketing

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Laurea University of Applied Sciences **Abstract**

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We live in an era of marketing and business strategies when most companies desire to be customer-centric. Numerous guidelines exist in the business literature on achieving this goal, however, it seems to be difficult to apply customer-centricity or to succeed in implementing it. This thesis explores what it takes to reach this objective of being a customer-centric, or more accurately a customer-dominant organisation. The purpose was to explore what the cornerstones of a customer-dominant organisation are, and how to support the transformation process in order to maintain the competitiveness of the organisation. The objective was to develop a framework and a transformation map for Helsinki Marketing, a marketing company owned by the City of Helsinki, to help in the transform towards customer-dominant practices and furthermore, to explore design thinking and the co-creative approach as enablers of organisational transformation.

Customer-dominant logic offers the main theoretical research stream and starting point for the thesis, but also service logic and service-dominant logics as well as the concept of customer-centricity are reflected. By exploring the main axioms of customer-dominant logic and the concept of customer-centricity, the cornerstones of a customer-dominant organisation were identified. Design thinking and the co-creative approach are considered to support the transformation process of the organisation and by exploring them, the prerequisites for organisational transformation were identified.

The research approach was a qualitative case study, and the empirical part followed the Double Diamond service design model. The qualitative methods included internal in-depth interviews while a quantitative online survey supported the process. Several service design methods were used in the development task: me-we-us ideation, idea portfolio, stakeholder map, mind map, mind dump, world café method and sailboat retrospective. The tangible outcome of the empirical part was the overall transformation map with focus areas as well as the roadmap and detailed action plan for Helsinki Marketing to help in the transformation towards customer-dominant practices.

The framework for a customer-dominant organisation with its cornerstones as well as the prerequisites for an organisational transformation are universal and therefore adaptable to different organisations and different contexts, both in the public and the private sector. Any organisation can use them as a basis for transforming their organisation towards customer-dominant practices. The main conclusion is that all the cornerstones of the customer-dominant organisation framework and the prerequisites of transformation need to be addressed in order for an organisation to transform towards customer dominant practices.

Keywords: customer-dominant logic, customer-centricity, design thinking, co-creative approach, organisational transformation

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Elämme aikaa, jolloin valtaosa yrityksistä haluaa olla asiakaskeskeisiä. Vaikka liiketoimintakonsultit tarjoavat lukemattoman määrän ohjeita sen saavuttamiseksi näyttää kuitenkin siltä, että asiakaskeskeisyyttä on vaikea soveltaa ja toteuttaa menestyksekkäästi. Tässä opinnäytetyössä tarkastellaan sitä, mitä vaatimuksia organisaatioiden tulee täyttää, jotta ne voisivat saavuttaa asiakaskeskeisyyden ja yhä syvällisemmin ymmärtää asiakkaitaan. Opinnäytetyön tarkoitus on tutkia sitä, mitkä ovat asiakaskeskeisen organisaation kulmakivet ja sitä, kuinka voidaan tukea organisaation muutosprosessia sen kilpailukyvyn ylläpitämiseksi. Tavoitteena on kehittää Helsinki Marketingille (Helsingin kaupungin omistama markkinointiyhtiö) viitekehys ja kartta muutokselle kohti asiakaskeskeisyyttä sekä tutkia kuinka muotoiluajattelu (design thinking) sekä yhteiskehittävä lähestymistapa (co-creative approach) voivat toimia muutoksen mahdollistajina.

Palvelu- ja asiakaskeskeinen logiikka (customer-dominant logic) muodostaa työn pääasiallisen teoreettisen lähtökohdan, mutta sen rinnalla tarkastellaan myös muita palvelukeskeisiä logiikoita (service logic, service-dominant logic) sekä asiakaskeskeisyyden konseptia. Perehtymällä palvelu- ja asiakaskeskeisen logiikan perusväitteisiin sekä asiakaskeskeisyyden konseptiin tunnistettiin asiakaskeskeisen organisaation kulmakivet. Muotoiluajattelu ja yhteiskehittäminen nähdään lähestymistapoina, jotka tukevat muutosprosessia ja niihin perehtymällä tunnistettiin organisaatiomuutoksen edellytykset.

Kyseessä on kvalitatiivinen tapaustutkimus, jonka empiirisessä osiossa hyödynnettiin palvelumuotoilun double diamond -prosessimallia. Kvalitatiivisia tutkimusmenetelmiä olivat syvähaastattelut, joita kvantitatiivinen kysely tuki. Kehittämistehtävässä käytettiin useita palvelumuotoilun menetelmiä: sidosryhmäkartoitusta, me-we-us-ideointia, idea portfoliota, miellekuvakarttoja, world café -menetelmää sekä purjelaiva retrospektiiviä. Konkreettisia lopputulemia olivat kokonaisvaltainen muutoskartta painopisteineen, tiekartta vuosille 2020-2022 sekä yksityiskohtaisempi toimenpidesuunnitelma Helsinki Marketingin muutokselle asiakaskeskeiseksi.

Asiakaskeskeisen organisaation viitekehys kulmakivineen sekä organisaatiomuutoksen edellytykset ovat yleisiä ja siksi sovellettavissa erilaisiin organisaatioihin ja erilaisiin konteksteihin, niin julkisella kuin yksityisellä sektorilla. Tutkimuksen tärkein johtopäätös on se, että kaikki asiakaskeskeisen organisaation kulmakivet vaativat huomiota ja tutkimuksessa tunnistettuja toimenpiteitä ja kaikki muutoksen edellytykset tulee huomioida, jotta organisaatio voi muuntautua asiakaskeskeiseksi.

Avainsanat: palvelu- ja asiakaskeskeinen logiikka, asiakaskeskeisyys, muotoiluajattelu, yhteiskehittäminen, organisaatiomuutos

Contents

1 Introduction

1.1 Customer-centricity - a buzzword or core strategy?

Over the last decade, among the marketing concepts that have emerged, customer-centricity is one of the most discussed. Big companies placed customer-centricity in the core of their strategies and important consulting groups worldwide are highlighting customer-centric approach. (Lamberti 2013.) Almost 800,000 web pages talk about customer-centricity. It is not a surprise that very many companies or organisations nowadays claim to be customer-driven or customer-centric, or say they are putting the customer in the center of their strategy. However, only a few of them are truly succeeding in being that or leveraging the strategy. (e.g. Gummeson 2008, Mehraramolan 2016.) When you ask the customers, the opinions can often be just the opposite. The customer experience and the experience of value can be quite different if you ask this from the customers themselves. This setting has been the result of many studies. (e.g. Shah, Rust, Parasuraman, Staelin & Day 2006.) A number of marketing scholars have referred to customer-centricity as an obligatory challenge for companies (Lamberti 2013). It is rightful to ask, if customer-centricity is just a buzzword the companies and organisations just have to talk about, or if it is a consciously adopted approach and managed business strategy embedded in the daily routines of organisations.

We now live in an era of marketing and business strategies when it is commonly agreed that the “customer is the king” and the role of the customer is acknowledged to be much more than just a buyer. There seems to be an understanding of why we need to put the customer in the center of the strategy or to build a customer-centric strategy. The term customer-centricity is often used although it seems to be hard to apply or to deliver (e.g. Mehraramolan 2016). It seems that the companies must say they are customer-centric, but at the same time they are not sure how to deal with it. However, many companies and organisations really try. But why is it so hard for a company or organisation to become customer-centric in a way it is delivered all the way to the customers? Why is it so easy to include customer-centricity as a word in the strategy, but it is way much harder to implement and deliver it? Or more accurately, what does it mean to be a customer-centric, or customer-dominant organisation? This thesis is written with these questions in mind.

1.2 The purpose and objective of the thesis

The purpose of the thesis is to explore what are the cornerstones for a customer-dominant organisation, and how to support the transformation process of the organisation to become customer-dominant in order to maintain the competitiveness of the organisation.

The objective of this study is to develop a framework and a transformation map for the case organisation to help in the transformation towards customer-dominant practices and to explore design thinking and co-creative approach as enablers of organisational transformation.

The research questions are:

1. What are the cornerstones of an organisation following customer-dominant logic?
2. What are the prerequisites for an organisational transformation?

To solve these questions, it needs to be examined, what are the cornerstones of an organisation following customer-dominant logic, as well as what kind of changes need to be done in the case organisation in order to reach the goal of customer dominancy. In addition, it needs to be examined how these changes can be done in order to transform an organisation customer-dominant.

Furthermore, this thesis explores how design thinking, co-creative approach as well as service design and its methods and tools can support organisational transformation in becoming customer-dominant. Design thinking as a discipline uses designer’s sensibility and methods to create something new to meet people’s needs oftentimes using new technology. When included in business strategy it can convert into business value and market opportunity. (Brown 2008.) On the other hand, service design may affect existing institutions beyond innovation routines and assist in large-scale transformations involving a wider group of stakeholders, generating new subjects of conversation, offering tools for conversation, and enabling experience (Kurtmollaiev, Pedersen, Fjuk & Kvale 2018a). This thesis gives an outlook on how the principles of design thinking, co-creative approach and service design can be utilized in transforming an organisation customer-dominant.

The concrete output will be a framework of a customer-dominant organisation to serve the basis for the transformation map for the case organisation to become customer-dominant. The framework will be created on the basis of the theoretical part of this study. The transformation map will be a collection of concrete actions for i.e. aligning processes, streamlining communication, as well as for generating, systemizing and applying customer insights. This thesis gives a viewpoint on empirical research called for in the paper of Heinonen and Strandvik (2015). The authors called for “further empirical research in different empirical settings to provide guidelines for adopting the (customer-dominant) perspective on a strategic and operational business level” (Ibid. 2015, 21.).

1.3 The research context

The client of the development task is Helsinki Marketing, which is a marketing company owned by the City of Helsinki. The main task of Helsinki Marketing is to grow Helsinki's international recognition and appeal in collaboration with local companies, communities and residents. In 2017, the marketing strategy of the City of Helsinki was redefined. According to that, the scope of Helsinki Marketing's operations has expanded from tourism marketing to more comprehensive city marketing consisting different key focus areas identified in the new strategy, such as cleantech, smart cities, design and so-called talent attraction. (Helsingin kaupungin markkinointistrategiset linjaukset 2016–2020, Helsingin kaupungin kansainvälisen toiminnan painopisteet 2019.) The vision of Helsinki Marketing is to be the most impactful city marketing company in Europe. It aims to promote Helsinki as one of the most interesting cities in the world through bold marketing initiatives. In turn, this is hoped to help attract visitors, experts and investments to Helsinki.

The focus areas of Helsinki Marketing are bold marketing initiatives, influential PR work, digital innovation, sales development and in-depth customer understanding (Helsinki Marketing 2017). The strategy and operations of Helsinki Marketing are based on building partnerships, networks and working closely with the customers and other stakeholders. Partnerships are the basis for the operations, as it is perceived to create more impactful marketing efforts. (Ibid. 2017.) As a marketing company, there is no need to "defend" the meaning and the importance of marketing, nor marketing is just one of the functions in the organisation as almost everyone in the organisation does marketing from different perspectives.

Although Helsinki Marketing has some public servant responsibilities towards its customers, such as the Tourist Information Service for visitors, it is an independent company, albeit publicly owned, and is able to define its own strategy. However, the strategy has to be aligned with the city strategy, city marketing strategy and the focus areas of international activities of the City of Helsinki. Helsinki Marketing reminds more of a privately-owned organisation than a public organisation although there are many aspects tying it to a public servant role. (Laura Aalto 2018.)

The leadership style in the company has changed dramatically since a couple of years after the new CEO took on the position. Step by step, the organisation has started to transform from a hierarchical public organisation to a more agile, cross-functional and project-led organisation. (Leena Lassila 2018, Laura Aalto 2018.) As Helsinki Marketing is rather a small organisation of only 40 permanent co-workers, transformation processes may seem easier to accomplish from some perspectives. However, when trying to change people's mindsets, approaches and daily routines, challenges occur regardless of the size of the company.

(Kotter 2012, Franklin 2014.) In the case of Helsinki Marketing, the journey to become more agile and cross-functional has begun. A project around redefining the company's culture and common processes was carried out during 2020.

In 2018, the company set goals for increasing "customer understanding" as a basis for a customer-driven way of operating. According to an operational plan of 2019, Helsinki Marketing set goals for increasing customer understanding. The plan states that Helsinki Marketing will start to work for defining customerships on an organisational level and that Helsinki Marketing will start to build an operating model for how to collect, systemize, utilize and analyze the customer insight data. (Helsinki Marketing 2018.) The plan also stated that Helsinki Marketing will strengthen the capabilities of customer-centricity and increase the understanding about the significance of the work for understanding the customer and managing customer experience. The goal is to bring the customer-centric approach to the company. It should be considered as a guiding principle in the working culture of the company internally, as well as embed it to the operations of different units with networks, external partners and other stakeholders, customer service, sales and account management and marketing communication. (Ibid. 2018) In this process for achieving these goals, Helsinki Marketing should combine the existing research and data to service design methods. In addition, the plan stated that all units should invest in active dialogue with their customers, stakeholders and partners. (Ibid. 2018.)

The researcher (the writer of this thesis) is an employee of the case organisation and was assigned to take on a role, aside from the main role as Marketing Manager in the organisation, to lead the transformation process across the organisation to reach the before-mentioned goals and develop the organisation's maturity of customer understanding. It soon became clear that the primary role in the organisation left no time at all to the task of developing customer understanding, but it was not until February 2020 when it was possible for the leader of this process to concentrate purely on the task of developing a customer-driven organisation (as it is called in the case organisation).

Opening the context from this angle, it is explained how the researcher has been able to observe the organisation closely and in a daily manner. The role of the researcher in the organisation is also important regarding the whole process as there are also other priorities that were always competing with the long-term transformation process that is in the focus of this thesis.

It needs to be mentioned already at this point, that the unexpected covid-19 outbreak and the state of emergency that followed the immediate crisis, had a significant effect not only on the development project that is in focus of this thesis but also disrupted the whole operations of the case company. It meant, for example, re-evaluation of projects and a complete modification of the whole operational plan, re-allocation of key resources and totally new priorities for the year 2020.

In this thesis, the term customer or customers refer to all the stakeholders of Helsinki Marketing which are in continuous exchange relationship with Helsinki Marketing, whether there is money involved or not. The customer landscape stretches from local and global B2C to B2B customers, including leisure and business visitors, small, medium-sized and large companies to public sector organisations, to give just a few examples.

To conclude, Helsinki Marketing is a public-owned marketing company, which is by nature marketing-minded, as the staff consists mainly of marketing and PR professionals. During the last couple of years, the company culture and way of working had changed towards a more agile direction. Customer understanding had been recognized to be a key focus area in the future in order to reach their goal to be the most impactful city marketing company in Europe. This study and the development task will concentrate on transforming the company customer-dominant.

1.4 Key concepts

In different marketing paradigms, the customers are given different roles, which are based on their position in relation to the provider (Heinonen & Strandvik 2018). Already since 1967, Philip Kotler, who's principles of marketing have been seen as a gospel of the respective field, introduced a new marketing concept, which stated that corporate profit came out of satisfying customer needs through integrated marketing activities, not only from the sales volumes alone. (Kotler 1967.) This, along with Christian Grönroos' service marketing concept introduced in 1978 and relationship marketing presented by The Nordic School later in the 1990's, have been seen as milestones of the marketing concept moving from a product-oriented view towards a customer-oriented view (Brännback 1999).

There are many concepts revolving around customer focus both in business language as well as in research. The following concepts tapping into the relation of customer and provider need to be discussed first to give an understanding of why certain concepts are used and why the thesis aims to transform the case organisation customer-dominant instead of, for instance, customer-centric.

Customer orientation and customer-centricity

Customer orientation is a concept having its roots in market orientation theory reflecting a firm's strategic focus on the market (Frambach, Fiss & Ingenbleek 2016). It has been defined as a "firm's orientation toward the promotion and support for the collection, dissemination, and responsiveness to market intelligence to serve customer needs" (Atuahene-Gima & Ko

2001, 55.). In addition, customer orientation has been described to be “the sufficient understanding of one’s target buyers to be able to create superior value for them continuously”. (Narver & Slater 1990, 21.) This is desirable for firms, as if they organise themselves around the mission to create customer value, they are more likely to generate higher levels of satisfaction, loyalty, and performance (Frambach et al. 2016).

Customer orientation is often used as a synonym or collateral concept to customer-centricity (e.g. Gummeson 2008). During the recent years, it has been considered as one of the most valuable and desirable qualities of companies and organisations (e.g. Insights2020 – Driving Customer-Centric Growth 2014 & van den Driest, F., Sthanunathan, S & Weed, K. 2016). Also, business model scholars suggest that the customer should be at the center of the business model and that the primary goal for firms should be to create value for the customer (Frankenberger, Weiblen & Gassmann 2013). Connected to customer-centricity, it has also been stated, that a business model that “reflects management’s hypothesis about what customers want, how they want it, and how the enterprise can organize to best meet those needs, get paid for doing so, and make profit (Teece 2010, 172.).

The concept of customer-centricity, as well as customer orientation rest in the theory of market orientation (Gummeson 2008). It has been debated by marketing scholars and researchers and is still widely used within business literature and organisations to describe the new view of marketing and new way of doing business. However, the concept has been rather fluid in meaning and generated many different views of it. (Gummeson 2008, Lamberti 2013.)

Lamberti (2013) further defines the concept of customer-centricity. According to Lamberti’s (2013) findings, customer-centricity is expressed in four manifestations. The first one is the continuous interaction with customers with the aim of generating intelligence and understanding customer explicit and hidden needs. Secondly, customer-centricity is systematic involvement of customers in marketing and new product development. Thirdly it means having strongly coordinated organisational structures, gathering and sharing information about the customer as well as responsively managing all the touchpoints. Finally, customer-centricity highlights the presence of supply-chain coordinated with the firm and able to face the customization required by the customers. Lamberti states that a customer-centric firm should manifest operationally all these aspects and abilities and that the four dimensions should be correlated. (Ibid. 2013).

Also, Shah et al. (2006) see customer-centricity as a competitive advantage for firms and as an approach or mindset to be applied across the organisation in order to succeed in customer-centricity. They have introduced a road map model they assume to be relevant for any firm striving towards customer-centricity. However, they acknowledge that a “specific game plan” will vary depending on the unique characteristics of companies and their maturity in terms of fulfilling the four initiatives that are mandatory to initiate and/or sustain in order to become customer-centric.

They urge that the transformation has to start with leadership commitment and be followed by organisation realignment, systems and processes support, and revised financial metrics. They suggest that these organisation-level initiatives shrink the barriers to customer-centricity. (Shah et al. 2006.) In addition, the role of the "intelligence" or the customer data is emphasized in customer-centricity supporting the customer relationship. Data should be collected across the organisation, from all the touchpoints, however, there is no value for the data if it is not shared. In addition, there is no use for the data if it is not used, meaning that the data should be analysed either by transaction, by value, by location or geography. (Dumitrescu 2007.)

Despite the long history of customer orientation and customer-centricity, businesses and organisations are still struggling to transform their strategies and business practices to be customer-centric (Shah et al. 2006, Mehraramolan 2016). Customer-centricity has also been challenged, proposing that it is not profitable or worthwhile for all firms and organisations to always strive for customer-centricity and putting the customer in the centre of the business model (Gummeson 2008). Gummeson (2008) stresses the many other stakeholders who need to be considered as part of the ecosystem, such as other firms, personnel, partners, etc. and suggests that a "balanced centricity" is a more appropriate base for a business model and as an approach.

Customer dominancy

When looking from customer-dominant logic's perspective, the concept of customer orientation or customer-centricity is, in practice, related to collecting information about customers based on the things the service provider sees relevant. The information is used for developing the offerings and improving the operations of the provider. (Heinonen & Strandvik 2018) As Heinonen and Strandvik (2018, 4) argue, "customer orientation entails considering customers as objects, who are seen in the light of the provider, and the provider is seen as enacting the primary role."

What customer-dominant logic assumes, is that the success of business is based on the understanding of which role the provider can have in the customers' world, as well as being able to fulfil the role in a way that is also profitable for the provider. Therefore, customer dominancy, which emphasises the role of customers is thus different from customer orientation. (Heinonen & Strandvik 2018.) The collection of the data is not the main point, but rather "understanding how customers as subjects compose their lives and use offerings according to their logic" (Ibid 2018, 9.). Therefore, the key point is the holistic logic that customers apply to fulfil their goals.

According to customer-dominant logic, discovering the potential latent gaps and changes in the customers' current configuration represent a business opportunity (Heinonen & Strandvik 2018). As customer-centricity also recognises the role of understanding customer explicit and hidden needs (Lamberti 2013), it seems to be closer to customer-dominant logic.

In this thesis, the concept of customer-centricity is used as a basic concept for a customer-centric business model and an organisational approach that is re-evaluated and enriched by the customer-dominant logic of business and its basic tenets. It explores the question, whether a business model and organisational approach can be not only customer-centric but even customer-dominant.

2 Customer-dominant logic as a theoretical basis for customer-dominant organisation

Helsinki Marketing's decision to increase customer understanding and using customer data and insights as the basis for decision-making call for a perspective, or business logic, which sets the customer in the center and as a starting point for strategy and daily routines. Why is it then important to position the customer in the center of business logic? It hardly cannot be denied that the role of the customer is significant in most contemporary markets and that they form the basis for all businesses and organisations. It can be stated that there is no business without customers. This applies to all settings, also non-commercial. As Heinonen and Strandvik (2018, 4) state, "without users, beneficiaries or followers no organisational activity can prevail".

A business is driven by a prevailing perspective, dominant logic, which is two-folded by definition: it can be described as a strategic mindset of the business, but it also includes the tools to reach the goals and make decisions (Heinonen & Strandvik 2015, Ojasalo & Ojasalo 2015). As Strandvik et al. (2014) describe, perspectives embodied in concepts and models influence not only thinking but also actions taken. A business logic is a mental model and it guides conscious and unconscious decisions made in companies. Therefore, the first thing to consider is that a prevailing perspective, a dominant logic, is something that an organisation both thinks and does. (Ojasalo & Ojasalo 2015.)

The main theoretical research stream in this study is customer-dominant logic as it sets well the foundation for a customer-centric approach by bringing the customer to the center of business. In addition, it also provides rather clear managerial implications unlike other dominant logics. (Heinonen et al. 2010.) In the following chapters, it is explained more in detail why customer-dominant logic (CDL) gives a foundation for this study and its objective to design a framework and a roadmap for the case organisation to help in the transformation towards customer-dominant practices.

To follow Heinonen and Strandvik's approach (2018), in this thesis, the term "provider" is used when referring to the company, firm or organisation that provides an offering to the customer.

2.1 Customer-dominant logic versus other dominant logics

A dramatic change is shaping the business environment and markets in almost all industries. There are many reasons for that, for example, increasing global competition, technological advancements such as artificial intelligence and the Internet of Things and the emergence of new markets such as the sharing economy, just to name a few. These dramatic changes challenge the institutional logics and established business models. (Heinonen & Strandvik 2018.)

The traditional business and marketing logics and traditional thinking about value creation have been provider-centered (provider = the firm or the company providing the product or service). The customer has been seen merely as a receiver of goods and the provider as a controlling party in the whole act of exchange. In this perspective value is determined by the provider and it's embedded in the operand resources. According to this perspective, interaction between the provider and the customer happens mainly at the end of the value chain. The prevailing logic is called goods-dominant logic (GDL). In GDL, the focus of business is on the provider and the customer is seen more as a target of marketing and sales. (Vargo & Lusch 2014.) As a result of the significant changes in the established marketing perspectives assuming stability in markets and provider control, there has been a shift in focus on what comes to the dominant logics of business (Heinonen & Strandvik 2018). During the last decades, the focus has shifted from supply and products to service and from the provider more to the direction of the customer (Ojasalo & Ojasalo 2015). Therefore, the perspective that drives businesses has shifted from goods-dominant logic to business logics which are more service-dominant.

Service-dominant logic (SDL) has been widely present in academic research (e.g. Lusch & Vargo 2004 & 2014, O'Shaughnessy & O'Shaughnessy 2011). SDL has been discussed and debated internationally ever since the article "Evolving to a New Dominant Logic for Marketing" by Stephen L. Vargo and Robert F. Lusch was published in 2004. (Vargo & Lusch 2004, Grönroos 2006.) In SDL, the act of service is seen as the central unit of exchange within marketing. Service is a process, where using one's resources, knowledge and skills (operant resources) is for the benefit of others (Vargo & Lusch 2004 & 2014).

In addition, an alternative perspective, service logic (SL), has been introduced as a continuum to SDL by Christian Grönroos from the Nordic School (Ojasalo & Ojasalo 2015). The Nordic School is a community of like-minded researchers with the aim of making a difference in international marketing research with a holistic and open-minded perspective on research. (Heinonen & Strandvik 2015, Heinonen & Strandvik 2018.) According to the Nordic School, services can be defined as "processes that consist of a set of activities which take place in interactions between a customer and people, goods and other physical resources, systems and/or infrastructures representing the service provider and possibly involving other customers, which aim at solving customers' problems". (Grönroos 2000, 46.) It is significant, that both SDL and SL position service, instead of products as in goods-dominant logic, in the focus of business perspective (Heinonen et al. 2009, Grönroos 2006, Ojasalo & Ojasalo 2015).

Considering that Helsinki Marketing is a city-owned company, the dimensions of public and private need to be noticed in the context of service logics or prevailing perspectives. Also, a public service logic (PSL) has been introduced to extend the service-dominant logic covering the companies and organisations operating in the public sector. (Osborne, Radnor & Nasi 2013, Grönroos 2018.) It is commonly viewed that there is an inbuilt difference between public and private service organisations. Public service organisations are seen inefficient and have low levels of citizen focus and service orientation because they are often managed in bureaucratic ways, their culture can be inward-oriented and often they are not particularly service-focussed. (Grönroos 2018.)

One of the main differences between public and private organisations is that public service organisations often have to serve and take into account different and incompatible user groups (Grönroos 2018). However, this is not fully applicable to Helsinki Marketing due to the reasons described in chapter 1.3. Grönroos (2018) argues that there are no inbuilt differences between public and private service organisations. As with any other organisation, a public service organisation can be turned around and transformed. PSL as a business logic has its foundation on service-dominant logic.

More recently, also SDL and SL have been challenged by another perspective, customer-dominant logic (Heinonen et al. 2010). As a perspective, customer-dominant logic (CDL) shares some basic assumptions with these other service perspectives, such as SDL and SL. However, CDL takes a very different focus on the customer by positioning them in the center, rather than products or services, service provider, interaction, system, costs or growth. (Heinonen et al. 2010.) Therefore, the main contrast of SDL, SL and CDL emerges by SDL and SL setting the focus on the service - interaction process and interaction system, whereas CDL sets it on the customer (Heinonen et al. 2009).

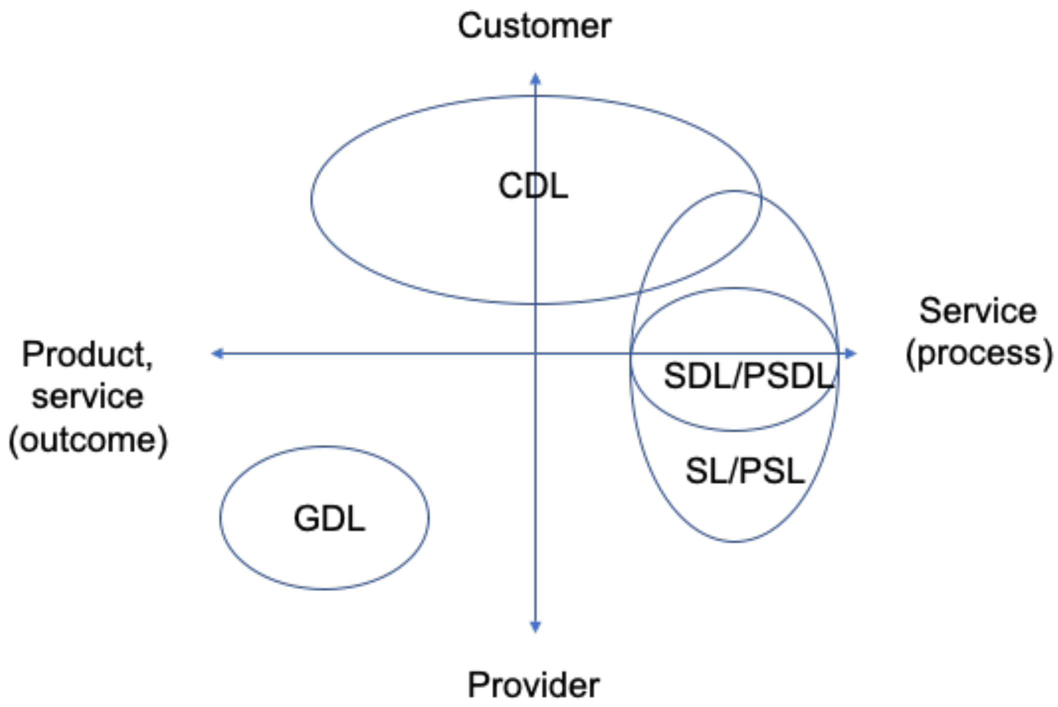

Figure 1: Characteristics of the offering and actor focus. Adapted from Heinonen & Strandvik (2015, 474.).

As it is described in figure 1, the service-dominant perspective of SDL and the service logic (SL, as well as PSL) shifted the focus from products to services (Lusch & Vargo 2014) and challenged the horizontal dimension, meaning products and services versus service, whereas CDL highlight the distinction between provider and customer perspectives (Heinonen & Strandvik 2015). Thus, CDL cannot be seen as a sub-group of SL or SDL but it provides an alternative perspective of service moving the focus from the provider perspective to the customer perspective (Ibid. 2015).

Another dimension to observe the differences of SDL and CDL, is the customer's role and their actions as well as what influences the role and the actions customers take. The occurring phenomena brought by new technologies and the speed of change have had a radical effect on what is influencing the customer's actions. Because of the increased complexity and transparency of the business environment and markets the customers become influenced by multiple sources and interactions, which leads to increased dynamism of business. (Heinonen & Strandvik 2018.) Heinonen and Strandvik (2018, 3.) propose that customers are "active subjects who are embedded in their own contexts and are subjectively striving to achieve well-being goals". This idea is quite far away from the GDL that sees the customer as a receiver of products or services and is a target of marketing and also different from SDL and SL which consider the customer as a co-creator of value and as a participant in the service act process.

The different business logic perspectives, SDL, SL and CDL, have been described also by reflecting them to a managerial scope and focus (Heinonen & Strandvik 2018).

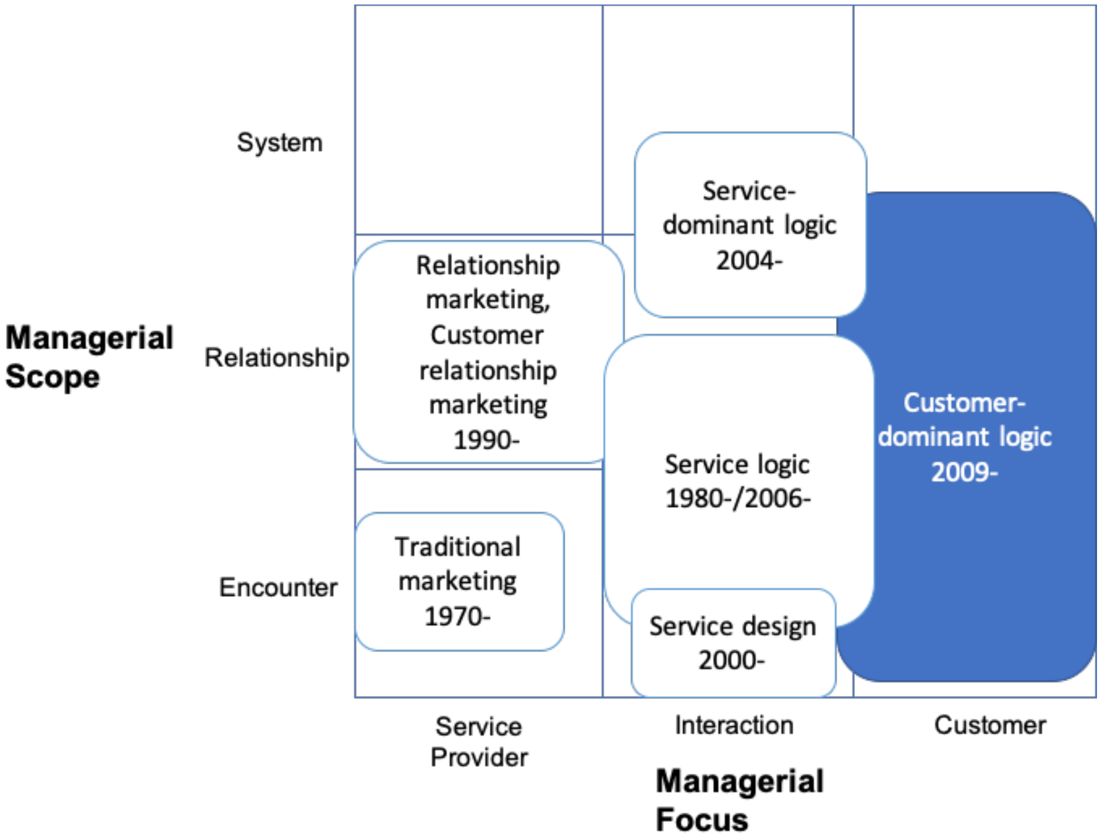

Figure 2: Different marketing perspectives. Adapted from Strandvik & Heinonen, (2018, 5.).

In figure 2, focus refers to where the emphasis is placed when designing strategies and offerings while scope refers to how widely the offering and the context are considered based on the paradigm. The figure shows how the scope has expanded from transactional exchange to the relationship between the provider and the customer. The view of the offering is considered as part of a system. (Heinonen & Strandvik 2018.)

Based on these positionings and descriptions, the perspectives of SDL, SL and CDL are essentially different. SDL and SL position service in the center of the logic (Lusch & Vargo 2014) whereas CDL positions the customer in the center (Heinonen et al. 2010.). According to the CDL approach, positioning service in the center or the perspective is still provider-dominant, as the focus is actually in the service encounters, not the customer themselves (Heinonen & Strandvik 2015). In SL and SDL approaches, services are seen as designed and delivered to the customer by the service provider (Heinonen et al. 2009). Therefore, CDL argues that GDL and SDL represent both a provider-dominant logic (Heinonen & Strandvik 2015).

In addition, the managerial scope of CDL stretches from encounters to relationship level and even further to system level (Heinonen & Strandvik 2018). This has implications on how CDL perspective can be implemented in an organisation in order to create a customer-dominant organisation as the focus is shifted from elevating the mere encounters to a system level transformation.

When looking more in depth into the idiosyncrasies of CDL, SDL and SL, there are some central concepts and aspects that need to be observed. In 2009, Heinonen et al. suggested that there are three central concepts that highlight the differences of these dominant logics: co-creation, value formation and customer experience. Heinonen and Strandvik (2018) have developed on this forming “foundational premises” for CDL which set focus on the managerial implications the foundations have in the changed business environment. In the next subchapters the idiosyncrasy of CDL will be examined reflecting it on the service-dominant logics (SDL and SL).

2.2 Customer logic as the foundation for customer-dominant perspective

It was described in the previous subchapter, that one of the main differences between CDL, SDL and SL is that CDL does not emphasize the interaction, the encounter, or specific contact points between the customer and the provider. Instead, CDL puts the focus on the key stakeholder in businesses, the customer, and how customers embed service in their processes. (Heinonen et al. 2009.) The customer was also described as an “active subject” with their own contexts which affect them and their choices regarding what to acquire or purchase to achieve their own goals (Heinonen & Strandvik 2018).

The customer is constantly reasoning and pondering the decisions they make when reaching out for services. The reasoning and logic behind the customer’s behavior form the basic concept of CDL, the customer logic. It can be described as “an idiosyncratic logic that informs customers’ behavior”. (Heinonen & Strandvik 2015, 478.). The customer logic has also been described as “a coordinating concept in which the patterns of customers’ overt and covert activities, experiences and goals are integrated” (Heinonen & Strandvik, 2015, 475.). Customer logic influences how customers choose among available offerings and how they experience the value of offerings. Therefore, from the provider’s perspective, it also influences the design and provision of offerings. (Ibid. 2015.)

Because the customer is in the center of the CDL approach, it is essential to deeply dive into their world. CDL argues that it is fundamental that the providers gain insight on the customers’ activities and experiences and customers’ perceptions of offerings and market interactions. It is the customer-dominant view that needs to be adopted, and it can be achieved by investigating not the specific needs but rather the patterns in customers’ processes, life or business, and the idiosyncratic customer logic driving choices and decisions when they are trying to achieve their goals in their own lives or their businesses. (Heinonen & Strandvik, 2015.) This is in dramatic contradiction to the other dominant logics, which focus on the service as interaction or services and goods or provider's systems, and which therefore are provider-dominant.

This holistic assumption regarding how customers' preferences are influenced differs from that of many other business logics or perspectives. Generally, different purchases and customer relationships are seen as independent of each other and related only to the provider or to the situation in question. By viewing customers holistically means focusing on how their different activities, experiences and resources are linked to each other, thereby forming a system of their own. (Heinonen & Strandvik 2018.) Helkkula, Kelleher and Pihlström (2012, 59) use the concept of "lifeworld" referring to a "world that is grounded in an individual's everyday lived experience". In this world, it is the individual's social contexts which drive the emergence of meaning for the individual (Helkkula et al. 2012). Customer logic can also be seen as representing the identity of the customer. The customer's logic is influencing perceptions they have of the provider. A large amount of different customer logics are present in all markets, and for practical reasons they need to be clustered and grouped. (Heinonen & Strandvik 2018)

In this thesis, following the CDL perspective, the term customer refers to all kinds of customers: consumers and business customers, single customers as well as customers consisting of groups or collectives. All companies as well as public, governmental and not-for-profit organisations have customers, they can just be called users, citizens, members etc. and they have markets they need to identify and serve. (Heinonen & Strandvik 2015 & 2018.)

2.3 Customer experience: customers' activities in customer ecosystems

There is no point of an organisation to be customer-centric and gain deep insights of customers if the insight is not utilized and enriched in the benefit of the customer. Customer experience is tied also to brand experience, and most importantly, to the value the customer is gaining from using the service of the provider. (Heinonen et al. 2009.) Customer experience has been a trending concept in business literature since the beginning of this century (Becker & Jaakkola 2020). There are many interpretations of the concept. It has been seen as a service experience that is constructed and created by the provider. (Heinonen et al. 2009.) This perception is grounded in the service management focus on interactions, which are physical, virtual or mental contacts, opportunities for the provider to engage with its customers' experiences and practices. (Grönroos & Voima 2013.)

This perception described is a rather narrow interpretation. A wider understanding may also include the relation perspective, which assumes that the customer evaluates the service provider's performance in the relationship over time. (Helkkula et al. 2012.) In other words, customer experience is a result of the combination of all contact points between the customer and the company (Grewal, Levy & Kumar 2009). The interpretation of customer experience has had influence also from the experiential-phenomenological stream of consumer research (Carú and Cova 2003). The consumer experience also includes the customer's point of view and is seen as internal and emotional meaning that the experiences are by nature also subjective and connected intrinsically to feelings (Ibid. 2003). In turn, connected to the concept of customer logic, CDL proposes that customer experiences should be understood also as something that goes beyond the direct interactions between the customer and the provider. As Heinonen et al. (2009, 15.) argue, "customer experience should not be understood in terms of an episode, but rather as a part of the customers' life". This means that the focus extends from service encounters to activities beyond the interaction. Therefore, also the time frame changes. (Becker & Jaakkola 2020, Heinonen et al. 2009.)

Heinonen and Strandvik (2018) develop this interpretation suggesting that from the customer's perspective, there are multiple activities that play an important role other than the activities they do in their interactions with providers. This shifts the focus to the customer activities and on how providers can participate in these activities. If providers want to understand the customers holistically, they have to consider customers' core activities, related activities and other activities. Some activities can involve direct interactions with the provider, but the customer does not consider the activity important. The focus of attention should be in the core activities and experiences which are directly connected to the use of the service. (Heinonen & Strandvik 2018.)

Furthermore, the provider should also be interested in all types of experiences, not only extraordinary but also routine, mundane everyday activities and the whole social context as they all affect the service experience (Heinonen et al. 2009, Helkkula et al. 2012). This creates another challenge for service providers as they also need to tap into the routine everyday activities embedded in the customer's world as they might be the most important ones affecting the service experience (Heinonen et al. 2009). To conclude, service management includes much more than only managing interactions with customers as it is not restricted to traditional service episodes or relationships (Heinonen & Strandvik 2018). Therefore, providers have to find ways to support customer experience that is continuously emerging in the customer's life or business structured by the customer's time frames (Heinonen et al. 2009, Heinonen & Strandvik 2018). This also distincts CDL from SDL and SL as the ultimate outcome of marketing should not be the service but the customer experience and value in use (Heinonen et al. 2009).

Another dimension related to customer activities are the ecosystems they are formed in. Ecosystems have been set to an important role in strategic planning and marketing for service providers. (Dass & Kumar 2014.) Along with other interpretations of ecosystems, service ecosystems have been presented as part of service-dominant logic (Vargo & Lusch 2014). In the service ecosystem, customers represent specific positions that are designed for them within the service provider's system (Heinonen & Strandvik 2018).

CDL perspective includes the idea of a customer ecosystem which is different from the service system view. Customer ecosystem suggests that the position of the customer does not refer to the position in the service provider's system but to "the position customers take in their own ecosystem in relation to other actors", meaning for instance their family and friends as part of their own social system. (Heinonen & Strandvik 2018.) Based on this view, the customer ecosystem has been defined as a system of actors that is related to the customer and which is relevant to a specific service (Heinonen, Strandvik, & Voima 2013). Activities and experiences emerge in the ecosystem, but more importantly, the configuration of the actors is the structure, and the actors can be other than persons, for example, different service providers in the same or other industries as well as other customers (Heinonen & Strandvik 2018).

The customer ecosystem is constantly changing and therefore the influencer of the customer's activities and experiences is in constant movement. In addition, this is inseparably tied to the concept of value and how it is formed in the customer's ecosystem. This interpretation of customer ecosystems affects the customer's experience as well as the perception of service experience, and furthermore, brand experience. (Heinonen & Strandvik 2018.) It is the ecosystem where the experience emerges, and the constant change of these ecosystems reform over and over again the contexts that affect the customer experience and perceived value.

Finally, these ecosystems are not based on loyalty to service providers. This is why the ecosystems will be inherently dynamic as customers' interests change constantly and their spend on service providers are aligned to their values and changing preferences. Service providers need to develop their organisational capabilities in order to leverage within this entity. (Forrester 2019.)

2.4 Value formation: the invisible that counts

Value is one of the central concepts of business logics and business economics (Grönroos, Strandvik & Heinonen 2015). Without value there is no trade-off, value is what the customer is looking for when reaching out for service providers as well as when cooperating with partners. GDL's interpretation of value is value in exchange, which suggests that value is created when a customer receives goods or service in trade for money. Value is created in trade-off of goods or services and money. (Lusch & Vargo 2014.)

Value creation and value formation are terms that are used when describing how value is either co-created or how it emerges in the customer's life (Grönroos & Voima 2013, Heinonen & Strandvik 2015.) As opposed to deliberately created value, value formation concept is based on use and it includes both physical and mental experiences. The term also contains the idea that value is formed in use separately for customers and providers. (Heinonen & Strandvik 2015.)

Predominantly, value formation has been viewed as being based on interactions and the interactive touch points between the provider and the customer and value creation has been used to describe the value formation (Heinonen & Strandvik 2015.) SDL's central idea is that the customer is always a co-creator of value and that there is no value, until the customer has used the offering and experienced it (Vargo & Lusch 2008, Ojasalo & Ojasalo 2015.) Furthermore, SDL assumes that the service provider self-evidently is another co-creator. Therefore, SDL argues that value is interactional. (Vargo & Lusch 2008, Grönroos, Strandvik & Heinonen 2015.)

In SL, the value creation process is divided into three spheres: a provider sphere, a customer sphere, and a joint sphere (Grönroos and Gummerus 2014, Grönroos and Voima 2013). SL suggests that the customer creates value in the customer sphere, whereas the provider facilitates the process. What is important, is that the value is co-created in the joint sphere as it is the area where the service provider's and customer's processes merge into one and where the actors may influence the processes, and therefore influence also the value formation process. The merger of the processes establishes a co-creative platform where the value is co-created. (Grönroos 2006, Grönroos, Strandvik & Heinonen 2015.)

CDL wants to make a difference between value formation and value creation stressing the emerging characteristic of value-in-use in contrast to the notion of exchange value and value creation. CDL argues that interaction is only one of the factors that enable providers to influence the formation of customer value-in-use. Co-creation gives only limited insight into customers value formation because only some interactions are co-created. Actually, value is formed in the provider's world, in the interaction arena and also in the customer's world. (Heinonen & Strandvik 2015.)

In addition, in CDL, the centers of interest are not exchange and service as such, but how a provider's service is and can be embedded in the customer's context, activities, practices and experiences. And more importantly, what implications this has for service providers. It is the customer's logic that is the foundation of CDL and value formation. (Heinonen et al. 2009.)

In addition, CDL stresses that separating providers from customers as actors is an important distinction in contrast to SDL (Grönroos, Strandvik & Heinonen 2015).

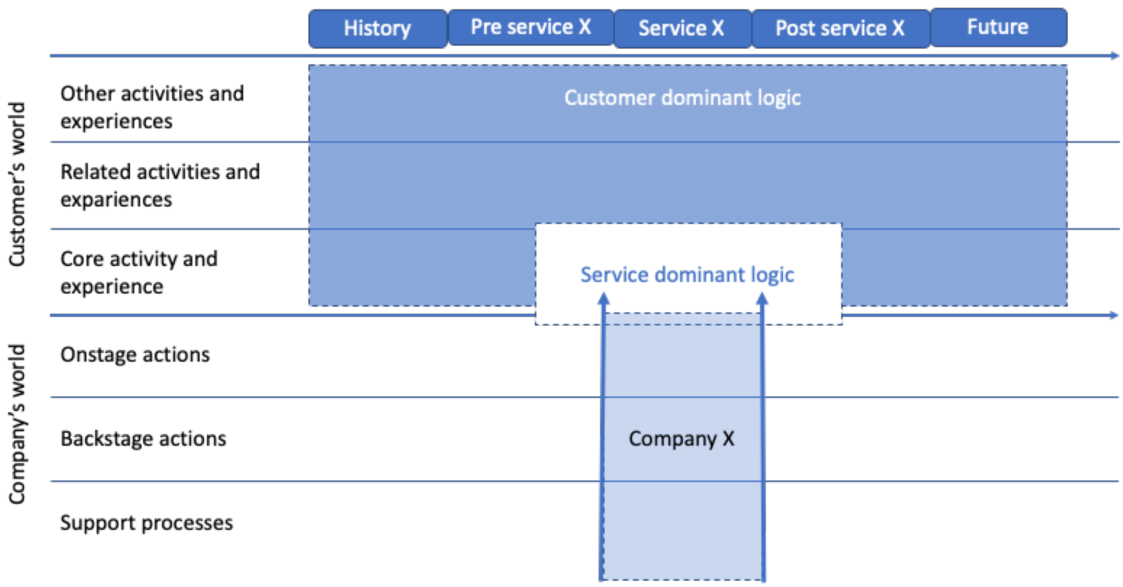

Figure 3: The interaction arenas of CDL contrasted with SDL's interaction arenas. Adapted from Heinonen et al. 2010, 535.

Due to these definitions and interpretations, in CDL, provider's attention is shifted from managing the visible interactions they control to ensuring presence in customers' lives or businesses. CDL introduces presence as a new aspect of value formation, which ranges from physical to mental experiences. (Heinonen & Strandvik 2015.)

CDL stresses that value emerges in customers' practices and everyday life processes when they use both goods and services. This idea is applicable also in B2B context in the case of companies and their business processes. In addition, CDL argues that value is experienced before, during and after the service and because of that "value-in-use is not only linked to the service process but extends beyond the interactive process". This has a significant implication: value is largely emerging beyond the visibility of the companies, which forces the companies to tap into the world of the customers and to gain in-depth understanding of the customers' value creation process embedded in their practices and contexts. (Heinonen et al. 2009.)

In other words, customer value-in-use is a key issue in how firms manage their own value formation process. In addition, it is necessary to recognize that the specific capabilities and skills of the provider are viewed as limitations for how they can support customer value formation in a profitable way. This is a clear contrast to other service perspectives which do not focus on the managerial reality of profitable business. (Heinonen & Strandvik 2015.)

Yet another interpretation of the value formation process is value in the experience drawing from value-in-use and value-in-context. Helkkula et al. (2012) consider that value is "directly or indirectly experienced by the service customers within their phenomenological lifeworld contexts". They present four theoretical propositions which they collectively call the VALEX (value in the experience) propositions. The four propositions highlight that experience of the value for the customers is always iterative and based on their previous experiences or understanding. Value in the experience can be both lived and imaginary, it is temporal in nature and it emerges from individually determined social contexts. They stress that the context is not determined by the service provider, but the individual's lifeworld meaning that individuals make sense of value in the experience in relation to that context. (Ibid. 2012.)

Building on these interpretations of value formation, one of the main aspects to consider is the visibility (Heinonen et al.2009). In CDL, value formation is argued to be only partly visible to the provider and it can take place at least partially outside of the control zone of the provider (Heinonen et al. 2013). Value may emerge also before and after the service encounters and it's not always an interactive process. In addition, value emerges in the customer's own contexts which can be rather different from the service provider's understanding of the contexts. Finally, the experiences the customer has already had in the past are always present in and therefore also influencing customer's value formation but are at the same time invisible to the provider. (Heinonen et al. 2013, Heinonen & Strandvik 2018.)

As a concept, value formation has evolved from receiving goods in trade for money (value in exchange) to value that is co-created together with the provider and the customer in the touch points (value co-creation). And from value co-creation to value that is a behavioral and mental process that emerges separately both in the customer's sphere and the provider's sphere being firmly tied to the contexts of individuals (value-in-use) and which is phenomenological by its nature and a socially constructed concept that is highly dependent on the lifeworld of the individual making sense of the service experience (value in the experience). (Ibid. 2013 & 2018) Referring to the previous interpretations of value and value formation being complex processes that are not always shared with the provider and the customer, value-in-use cannot be captured by simple means or methods. The focus needs to be in understanding customer logic and customer's lifeworld in order to leverage positive value formation to benefit the customer. (Heinonen & Strandvik 2015.)

2.5 Organisational and managerial implications

It has been proposed, that certain prerequisites have to be in place, or a series of preliminary steps must be taken, and a set of constraints must be faced in order to become customer-centric (e.g. Shah et al. 2006, Grönroos 2018, Lamberti 2013). In addition, it has been proposed that in order to move away from provider-dominant logic to reach out for CDL, certain changes in approaches have to be made (Heinonen et al. 2009). This means that becoming customer-centric, or finally customer-dominant, is a transformation process, a long path in which companies should invest long-term (Shah et al. 2006). Companies should develop customer-centricity capability before implementing customer-centric practices (Lamberti 2013). In addition, it has been argued that the implementation of customer-centricity is a deliberate choice by companies, and that there are operational, organisational and infrastructural conditions favoring or hindering its implementation (Ibid. 2013).

Drawing from the CDL, Heinonen et al. (2009 & 2010) propose five challenges for management trying to "escape" the provider-dominant logic of service and enter the customer-dominant logic of service: company involvement, company control in co-creation, visibility of value creation and character of customer experience. These aspects have been examined from the theoretical point of view in the previous subchapters. The following table 1 sums up these challenges the management needs to consider when planning the transformation.

	Provider-dominant logic	Customer-dominant logic
Co-creation		
Involvement	Company focusing on involving their customers in co-creation	Company focusing on involving themselves in their customer's business or life
Control	Company orchestrates the value creation	Customers orchestrate value creation
Value-in-use		
Visibility	Focus on interactions visible to the company	Focus on interactions visible to the company, and mental activities and experiences leading to value emergence
Customer experience		
Character	Customer experience restricted to traditional service episodes & relationships	Company supporting customer experience continuously emerging int he customer's business of life structured by the customer's timing and time frames
Locus	Company focusing on creating extraordinary and special customer experiencce	Company focusing on supporting customer experiences related to all types of activities, some of them extraordinary, but most of them routine everyday activities embedded in the customer's context.

Table 1: Escaping the provider-dominant logic of service. Adapted from Heinonen et al. (2009, 14.) and Heinonen et al. (2010, 544.).

According to table 1, the major challenge for providers is to expand their perspectives beyond the visible and controlled interactions to get to know their customers on a deeper level than before (Heinonen et al. 2009). Companies should also revise their tools and approaches for understanding their customers (Heinonen et al. 2010). Furthermore, the key challenge for managers is to interpret customers’ logics and translate this insight into appropriate actions across the organisation, on all levels and all marketing activities, e.g. service design, communication, sales and service operations. It also highlights the need to develop a holistic view on potential customers and markets. (Heinonen et al. 2009 & 2010.)

The table also implicitly indicates that there will be challenges and tensions arising internally when different functions are aligned. A major challenge is to create means to convert customer insights, i.e. regarding customers’ value-in-use-formation, to communication strategies and practices, service operations and service design. (Ibid. 2010.) There is a long way from just collecting data sets to understanding customers’ logics, to generating insights of it, and even more importantly, applying the insights at a strategic level and also in daily routines. All this implies the notion that service providers need to change their mindset to consider customers in the customers’ own context. (Heinonen et al. 2009.)

Drawing from customer-centricity and market theories, Shah et al. (2006) have introduced a broad road map that they assume is relevant to any firm striving towards customer-centricity. However, they acknowledge that a specific game plan will vary depending on the unique characteristics of companies and their maturity in terms of fulfilling the four initiatives that are mandatory to initiate and/or sustain in order to become customer-centric. They urge that the transformation has to start with leadership commitment and be followed by organisation realignment, systems and processes support, and revised financial metrics. They suggest that these organisation-level initiatives shrink the barriers to customer-centricity. (Shah et al. 2006.)

PSL has some notable remarks on what kind of issues need to be taken in consideration when transforming a public organisation customer-centric. Grönroos (2018, 784-785) has presented a process of transforming a public service organisation to become “user-focused, service-oriented public service organisation”. Firstly, the process model stresses the importance of the strategic intent and work of the organisation to create a service-dominant strategy as well as user insight, meaning that the public service company should tap into the users’ processes, values and goals. In addition, it should tap into the organisational processes insight, meaning that the organisation’s current processes, routines and decision-making should be under scrutiny. These insights call for revision of structures (organisational structure, processes, routines, recruitment and rewarding, leadership) as well as competences (skills, attitudes, motivation, leadership skills) in order to reach a culture that is needed to become user-focused and service-oriented public service organisation. (Grönroos

2018.) Grönroos (2018) also introduces a 11-step process to reach the goal of a user-focused and service-oriented public service organisation. In this set of steps, he stresses the role of technology and networks along with the reinforcement of the new user-centric service culture gradually emerging through service-focused leadership and employee engagement.

3 Design thinking and co-creative approach facilitating organisational transformation

In the previous chapter, it has been described that the disruptive world and the ever-increasing speed of change call for rethinking in terms of the prevailing business logics. Change is here to stay. For instance, in lean thinking, change is not considered as a temporary disturbance to get rid of by making a set of changes once, but as a constant change, a new normal, that is a permanent condition. It is a structural part of an organisation and its operations and the organisation has to be able to deal with this change as “business as usual”. (Little 2014, Franklin 2014.)

The aim of applying new business logic also calls for a mindset change, not only among the leaders and managers of the organisations, but among every co-worker across the organisation (e.g. Shah et al. 2006, Strandvik et al. 2010). It is here, where the organisational transformation comes into focus. The noble aim of transforming a business logic customer-dominant is not enough if it's not put into action by the members of the organisation. This requires not only common understanding about the objectives and common and individual willingness to change behaviours, but also actions that put the transformation into practice. (Eneberg & Svengren Holm 2013.)

As all changes face human change resistance at some point, different means and perspectives of implementing the change are needed (Kotter 2012). During the 21st century, design, and more precisely, design thinking as an approach, have been introduced in the organisational transformation and development contexts as facilitators and enablers of change or development due to their implicit features, such as human centricity, interdisciplinary, focus on empathy and co-creation and usage of agile and engaging methods. (e.g. Björklund, Maula, Soule & Maula 2020, Elsbach & Stigliani 2018, Yee, Jeffries & Michlewski 2017, Eneberg & Svengren Holm 2013.)

3.1 Design thinking: building conditions for transformation

Design thinking (DT) as a concept is fairly new dating back to the beginning of this century. Despite the rather short history of the concept, it has propelled a lot of attention and discussion among scholars. (e.g. Micheli et al. 2019.) During the past decade, the concept has moved from “innovation buzzword to widely diffused practise”. (Ibid. 2019, 5.) Design thinking is an ambiguous concept that can have different meanings in different contexts

(Eneberg & Svengren Holm 2013, Micheli et al. 2019). It could be described as a complex thinking process aiming to conceive new realities and introducing design culture and its methods into new fields such as business innovation (Tschimmel 2012). It could also be described as a human-centered design process which can be applied and used in problem solving in different fields, today increasingly in the business field especially in business innovation, even in transforming complex organisations (Brown 2009, Eneberg & Svengren Holm 2013). Design thinking has also been described as a discipline that uses designer's sensibility and methods to create something new to meet people's needs oftentimes using new technology. When included in business strategy it can convert into business value and market opportunity. (Brown 2008.)

In this thesis, DT as a concept refers, according to Eneberg & Svengren Holm (2013) to a human-centered approach to problem solving that is not making a difference between thinking and action. Eneberg (2011) summarizes design thinking as integrative, collaborative and experimental. Firstly, they suggest that the integrative feature of design thinking is manifested in the idea of designers integrating hands with thought. By that they mean that when action takes place, ideas can be shaped with visual artifacts. Integrity manifests also in tacit knowledge, the idea that individuals know more that they can tell. Action in practice makes tacit information become explicit. Secondly, feature of collaboration includes the idea of designers' visual skills promoting a negotiation of perspectives among different stakeholders and actors in the organisation, which is an important skill considering the sensemaking theory's idea of individuals making sense of experiences through on-going inter- and intra-personal dialogues and enact their perspectives in the environment (Eneberg & Svengren Holm 2013, 8.). The third feature of design thinking being experimental includes the idea of design being considered as an abductive thinking mode and designers as experimental using a thought style called *adventurous thinking* meaning that designers are able to put together elements that normally are not related (Ibid. 2013).

Micheli et al. (2019) summarise the principal attributes for design thinking as creativity and innovation, user-centeredness and involvement, problem solving, iteration and experimentation, interdisciplinary collaboration, ability to visualize, gestalt view (a view that conceptualizes and represents problems relying on several viewpoints such as customer's needs both explicit and tacit, social factors, emerging trends, market adjacencies etc.), abductive reasoning, tolerance of ambiguity and failure, and lastly, blending analysis and intuition. To develop and foster these desirable skills, many organisations have implemented design thinking training of a smaller or larger scale. Kurtmollaiev, Fjuk, Pedersen, Clatworthy & Kvale (2018b) found that this kind of training makes managers more capable of sensing and seizing opportunities, which then stimulate innovation in their teams. They also found that design thinking as a technique that is used to create new meaning and knowledge, contributes to transforming capability through developing sensing and seizing capabilities. This seems logical, as changing existing routines and structures demand both identifying the present problems and finding alternative solutions to those. (Kurtmollaiev et al. 2018b.)

Many studies also show empirical evidence of DT's value in terms of enabling organisational development and transformation. For example, Elsbach and Stigliani (2018) review numerous empirical studies and on that basis, they argue that using design thinking tools in organisations activates an experiential learning process that eventually supports the development of organisational cultures that are defined by a human-centric focus, collaboration, risk taking and learning. The physical artifacts and emotional experiences as result of the use of a design thinking approach and tools give means for reflection that help organisations to build human-centric and collaborative cultures. Furthermore, the experiential nature of design thinking tools and cultures allows people to support one another. (Elsbach & Stigliani 2018.)

Yee et al. (2017) suggest that design thinking "works" at three levels of organisational transformation: changing products and services (level 1), changing the organisation (level 2) and changing the nature of organisational transformation (level 3). In the level 1, providing better and more human-centered products and services is in the focus. Level 2 is about design acting as a lever through interventions by senior designers and design thinkers and changing some aspects of organisational structure, strategy, processes or culture. Level 3 considers design as an enabler for changing the nature of organisational transformation. On this level, design can be used to tackle the real barriers of organisational change such as cultural biases, misaligned vocabulary and points of view etc. Design helps overcome "the natural systemic and social resistance to change as well as helping to equip employees with the right tools to carry out the human-centered change" (Ibid., 4.) In this thesis, the advantages of design thinking focus on the levels 2 and 3 by exploring how design thinking can help organisations in the transformation towards customer-dominant practices.

Yee et al. (2017) present a relevant viewpoint by summarising the seven roles of design in organisational transformation. It offers a comprehensive overview which uses the seven different roles as an assessment framework: *cultural catalyst*, *framework maker*, *humaniser*, *power broker*, *friendly challenger*, *technology enabler* and *community builder*.

By *cultural catalyst,* Yee et al. (2017) argue DT to have a role in stimulating cultures to change through a clear focus on peoples' needs, embracing plurality of voices and welcoming dissenting voices, which creates an atmosphere of trust. They also see that DT makes the case for rich cultural interanctions and breaks down the internal silos by introducing cross-organisational teams. Yee et al. (2017) also see that DT works as a *framework maker,* for instance, by propelling the organisation's capability to take full advantage of the opportunities that emerge in the fast-changing business environment. DT is a framework maker also by offering visualised and tangible markers of progress, which help to create a pragmatic and purposeful conversation, driving efficiently the human-centered initiatives forward. As a *humaniser*, DT can inject empathy into the processes and create a human dimension to the business challenges and therefore they are easier to relate to. By using personas, customer journeys, in-depth interviews and other tehcniques, DT can humanise the often dehumanised business discourse. DT also challenges organisational structures, processes and protocols by striving to understand the customer's experience. DT helps create an inspiring change narrative and making the case of purpose of serving human needs.

Yee et al. (2017) argues DT to be a *power broker* by setting the focus on the user as the ultimate reference point. It has the capacity to realign internal teams around a common goal and focus everyone's attention on human-centered solutions instead of their own interests. New and compelling ways of working deliberately upset the existing power structures. As a *friendly challenger*, DT provides a safe environment, both mental and physical, for new ideas without being challenged prematurely and an environment where it is the norm to question basic assumptions. By encouraging an open atmosphere, the best possible solutions can be created, and the attention is drawn from internal challenges towards the users' needs. According to Yee et al. (2017), DT can also work as a *technology enabler* by making sure the employees' needs are catered to, not only the technical systems and their requirements. Lastly, Yee et al. (2017) argue that DT can work as a *community builder* by enabling safe and open atmosphere for the people to gather and be involved.

Many advantages have been proposed for design thinking to enable transformation in organisations and build the conditions for a human-centered transformation. It is in order to examine also some main challenges connected to implementing design thinking in organisations. One of the most pivotal challenges is the contrast between DT's exploratory processes to exploitative business processes that often concentrate on reducing variance and improving efficiency. Design programmes have also faced cultural barriers because of the freewheeling nature of design having its emphasis on qualitative research, storytelling and iteration. This can be difficult to implement in organisations where the culture prioritizes certainty, quantification and efficiency. Also, the difficulty of measuring has been mentioned as a barrier for implementing DT. It is difficult to indicate and measure how DT has helped for instance a transformation process. (Dunne 2018.) Challenges also include lack of clarity around goals regarding DT, as organisations often hope to accomplish many goals at the same time through design thinking, such as innovation, cultural change, improved customer focus, attracting and retaining talent etc. (Ibid. 2018). Furthermore, critics have also risen in terms of the lack of empirical evidence in general on the usefulness of design thinking in the management discourse and if DT is relevant for managerial discourse in the first place. (e.g. Hassi & Laakso 2011, Johansson, Woodilla & Çetinkaya 2013.)

In any case, the use or implementation should be carefully considered as it often has been adopted without fully understanding its capabilities, limitations and demands it sets for organisations (Dunne 2018). It has also been argued that the unskillful use of design thinking may weaken existing routinised operations. It should be evaluated whether the benefits of applying design thinking processes for instance in terms of stimulating innovation outweigh the risks that are associated with experimentation. (Kurtmollaiev et al. 2018b.) In addition, it is always important to consider the ultimate purpose of using DT as the optimal form for it depends on the purpose (Dunne 2018).

In this thesis, design thinking approach is considered within the context of building conditions for organisational transformation as well as a process for development in the experimental part of the thesis (the development task). Therefore, it needs to be highlighted that this thesis does not try to systematically compare DT and other “traditional” approaches to enable and facilitate transformation in an organisation but rather explores how DT can act as an enabler in organisational transformation towards customer dominancy. This is also called for by Elsbach and Stigliani (2018) as they suggested that future research could continue to explore the experiential nature of design thinking processes on how to improve our understanding of cultural change, sensemaking, strategy formation, and empathy in organisations.

3.2 Facilitating transformational change by co-creative approach

Any organisation aiming to transform the organisation’s mindset as well as behavior needs to challenge and mutate the DNA of the particular organisation. This is not an easy task, as it is hard to change the dominant mindset of organisations as it includes changing the way individuals view each other, their collective beliefs, culture and assumptions. (Ramaswamy & Gouillart 2010.)

Change researcher John P. Kotter argues (2012) that emotions play an important role in transformations. People need to work on their emotions for being able to let go from the current status quo. The individual feelings and emotions, values and motives guide people’s behavior and actions. The basis for change is learning and understanding which then lead to change in thinking and behavior. Pivotal in this process is that change is accepted also on an emotional level (Heiskanen & Lehikoinen 2010). In addition, Kotter (2012) argues that people engage better in action that is driven not only by head but also the heart.

When trying to invade people’s minds and mindsets, the traditional “manage change” and top-down style are not the best way to achieve change in behavior. When the transformation is all about helping people to understand the change and learn new things so that they would be more ready to adopt new ways of thinking, the transformation needs to be led by engaging the ones whose behavior and thinking should be changed. (Kotter 2012.) Therefore, it is not surprising that successful change management is argued to be best achieved when engaging those who are affected by the change (Ramaswamy & Gouillart 2010).

In a transformation process, people need to be considered as individuals who think and feel and therefore the capability of using this power of people is needed. If before the people's individual motives and values have been seen more as possibly disruptive factors in a change process, they should be seen more as possibilities to get people to accept the change better and even to encourage others to do the same. (Franklin 2014, Little 2014, Matos Marques Simoes & Esposito 2014.) In addition, people should be inspired and motivated as well as taken along to build the change (Kotter 2012, Little 2014, Franklin 2014) Many of these transformations result unsuccessful, and one of the main reasons is that the change process itself is not co-created (Ramaswamy & Gouillart 2010).

Scholars suggest that involving and engaging many people to value creation, co-creation, can be valuable in a transformation process (e.g. Franklin 2014, Little 2014, Ramaswamy & Gouillart 2010). Co-creation has been described as "a collective process of creative teamwork across organisations that is creative and geared to generating and developing new products, processes and services, which cause incremental improvements or radical innovations" (Ehlen et al. 2017, 630.). In addition, it has been described as a practice of developing systems, products or services through collaboration with customers, managers, employees, and other company stakeholders (Ramaswamy & Gouillart 2010, 4.). It appears that creativity is more of a result of engagement and group knowledge than personal quality, so co-creative approach is used for knowledge productivity and creating social capital (Ehlen et al. 2017).

According to Ramaswamy and Gouillart (2010) there are two dimensions in co-creation: value co-creation and facilitator of transformation. The first dimension has been discussed in chapter 2.4 in more detail connected to value creation in the relation to customers and service providers. As for the latter dimension, co-creation moves value creation from concentration inside the firm to interactions with its customers, communities, suppliers, and employees, and interactions among individuals, and therefore it involves both profound democratization and decentralisation of value creation. (Ibid. 2010.) This is an essential feature and power when it comes to transforming mindsets in an organisation.

The recent definition to co-creation by Ramaswamy and Ozcan (2018, 203.) is that co-creation is an "enactment of interactional creation across interactive system-environments [afforded by interactive platforms] entailing agencing engagements and structuring organisations". By this refined definition they mean that co-creation encompasses many different interactive system-environments among persons and material entities, devices for instance, which are afforded by technological platforms that are empowered and enhanced by digital technologies (Ibid. 2018). The interdisciplinary collaboration is one of the key elements in co-creation bringing people together from different departments, units and organisations. By this approach all the dimensions of a complex project or issue are addressed, representing many dimensions such as technical, business and human dimensions. (Micheli et al. 2018.)

In the context of organisational transformation present in this thesis, and following Ramaswamy and Gouillart (2010) and Ramaswamy and Ozcan (2018) interpretation, co-creation is considered as an approach that inherently has features, such as interdisciplinary collaboration, that facilitate organisational transformation which is empowered by the new technology and means for communication and engagement. In this thesis, co-creation is explored as an approach to facilitate change in an organisation and also from the aspect of staff-led value co-creation, which is argued to be notably absent from the literature despite the significant role staff can potentially have and bring to the value creation process (Merrilees, Miller & Yakimova 2017). When accepting this premise of a co-creative organisation, new capabilities need to be developed. Firstly, the organisation needs to use the experience of individuals as the starting point, rather than its own products and services. Also, the individuals participate in the design of value through their own experiences. This leads to recasting of the conventional role of strategy, innovation and marketing. (Ramaswamy & Gouillart 2010.)

For extracting the different angles of co-creation, Ehlen, van der Klink, Stoffers and Boshuizen (2017) introduce the co-creation wheel with four dimensions: action, relation-emotion, construction and expertise. They argue that all four dimensions are interrelated and that one cannot compensate for another one. The process of co-creation is always unique and depends on the context of innovation and the ones who are involved in the process, all dimensions have to be of sufficient quality. According to their study (Ibid. 2017), there are 12 mechanisms that describe these dimensions, and the study suggests that three of them are deemed the most important. They are internal and external communication, multi-level collaboration and courage and decisiveness to act. Their study also indicates that team spirit, autonomy and trust are necessary for a safe and stimulating creative environment. Furthermore, for being effective, innovation capability, shared goals and support of manager, colleagues and users were found important. Pleasant atmosphere, sufficient facilities and the right subject matter expertise were found helpful. (Ibid. 2017.)

4 The theoretical grounding of the study

4.1 The theoretical framework of a transformation map for a customer-dominant organisation

Drawing from the previously examined theoretical aspects and organisational and managerial implications and challenges, the cornerstones of an organisation following the customer-dominant logic are built on the following blocks: *Strategy & mission*, *Leadership*, *Processes & systems*, *Customer understanding*, *insights & data*, *Sensemaking*, *KPIs & metrics*.

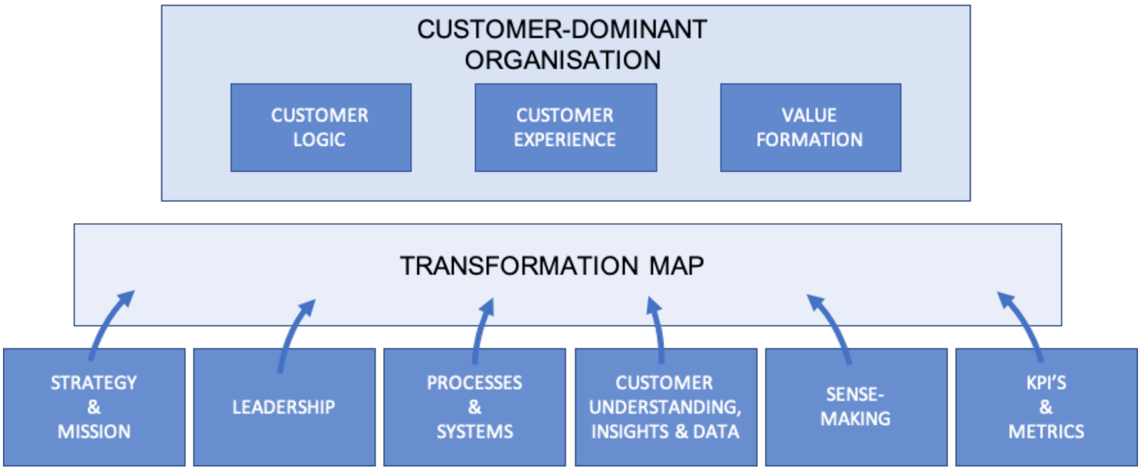

Figure 4: The cornerstones of a customer-dominant organisation.

In the figure 4, the customer-dominant organisation that is founded on the theoretical concepts of customer logic, customer experience and value formation can be reached with a transformation roadmap that addresses every cornerstone. If one of the cornerstones is neglected, transforming an organisation customer-dominant is seriously challenged.

The first cornerstone is *strategy & mission*. For the organisation being able to reach the aim of customer-dominancy, it is vital that it's included and stated in the strategy of the organisation, preferably forming the starting point for the strategy (Heinonen & Strandvik 2018, Grönroos 2018). To be able to accomplish such a transformation process, to pave the long path and change mindsets, it is important that becoming customer-dominant is not a separate effort (Shah et al. 2006, Heinonen & Strandvik 2018).

An equally important cornerstone is *leadership*. If the management of the organisation is not committed to the strategic aim for customer-dominant organisation, it is not possible to reach the goal (Shah et al. 2006, Lamberti 2013). It is important that customer dominancy is acknowledged and prioritised by the leaders including the highest management from top to down.

Processes and systems are essential to make things happen. A thorough analysis of the internal processes for sharing and using all the data and insights is essential in terms of making the data meaningful and in order to use it in the daily routines conveniently. (Grönroos 2018.) Furthermore, it needs to be questioned what kind of idiosyncrasies the process needs to entail when developing the understanding of customer logic and lifeworld.

Systems refer to the actual information technology systems and tools that are used for gathering, analysing and visualising data and insights. When creating a customer-dominant organisation, the tools for gathering information about the customers need to be challenged and reconsidered (e.g. Heinonen et al. 2010). When trying to tap into the customers' lifeworld, the traditional ways of gathering information and the existing tools might not be enough. Heinonen and Strandvik (2015, 481) suggest developing methods for observing "customers' overt and covert activities and experiences" to discover ideal types of customer logics. In addition, modern technologies enable combining different data sets from different data points as well as visualising data so that it is easier to share across organisation. This is an extremely important aspect of data sharing making it possible for anyone to tap into the data and understand it. However, this also calls for data literacy among the employees. (Yee et al. 2017.)

Customer understanding, insights and data refers to all kinds of insights and data that is needed to tap into the customer logic and lifeworld. The data-driven leadership model is continuously developing, and the amount of data is increasing all the time. It is important to consciously analyse what kind of data and insights are relevant for the organisation in order to leverage customer dominancy. The most important thing is trying to deeply understand the customer's logic. (Heinonen & Strandivk 2015.) Therefore, the quality of the data in terms of quantitative and qualitative data needs to be considered, as well as the quality of the data and insights in terms of tapping into the customer logic or customers' logic and lifeworld. (Helkkula et al. 2012, Heinonen et al. 2010, Heinonen & Strandvik 2018.)

By giving the customer understanding, insights and data a cornerstone of its own, this framework highlights the need for carefully analysing the different data needs the organisation has and pointing out the role of qualitative data and insights, as well as the need to examine how and by which methods the organisation can dive into the lifeworld of the customers and eventually being able to involve themselves in the customer's life.

Sensemaking refers to the essential issue of making the data and insights meaningful. It has been widely speculated by the researchers and practitioners that big data will revolutionise business opportunities. However, CDL criticizes this as big data is available for any provider.

The data is useless, unless it’s interpreted and organised according to a clear logic. The use of the data and information is what counts. (Heinonen & Strandvik 2018.) Sensemaking as a term is used in the framework to highlight the necessity to develop an organisation-specific process or system for understanding the data, formulating insights of the data, making conclusions of the insights and, most importantly, deciding upon actions on the basis of the conclusions as this is considered as a major internal challenge (Heinonen et al. 2010). This process should be embedded in the organisation's daily operations. The organisation needs to develop its skills in order to be able to adopt a sensemaking process. (Grönroos 2018, Shah et al. 2006.)

When aiming for an organisational transformation, the *KPIs & metrics* is a dimension that cannot be neglected (Shah et al. 2006). It is absolutely necessary to consider which are the strategically important aspects that then need to be measured, the key performance indicators. Metrics connect the noble aims firmly to the performance, and therefore is an essential part of the framework. Measuring also includes the aspect of incentives, which also might motivate the organisation to accomplish the strategically important goals. (Shah et al. 2006, Lamberti 2013, Heinonen & Strandvik 2015.) The metrics need to be designed uniquely in accordance with the organisation's strategic goals, both external and internal.

The presented framework is used as the basis of the development task of this thesis.

4.2 The prerequisites for organisational transformation

One of the objectives of this thesis was to explore design thinking and co-creative approach as enablers of organisational transformation. In addition, the second research question (RQ2) asked: what are the prerequisites for an organisational transformation? Drawing from the theoretical point of view presented in the previous chapters, especially in the chapters 3.1 and 3.2, the following crucial prerequisites were chosen to support the theoretical framework of this thesis: *commitment (leadership & individual)*, *human empowerment*, *positive and safe environment*, *common understanding*, *competence development*, *visual and tangible action plan*, *multi-level, interdisciplinary collaboration*, and finally, *agile and iterative approach*.

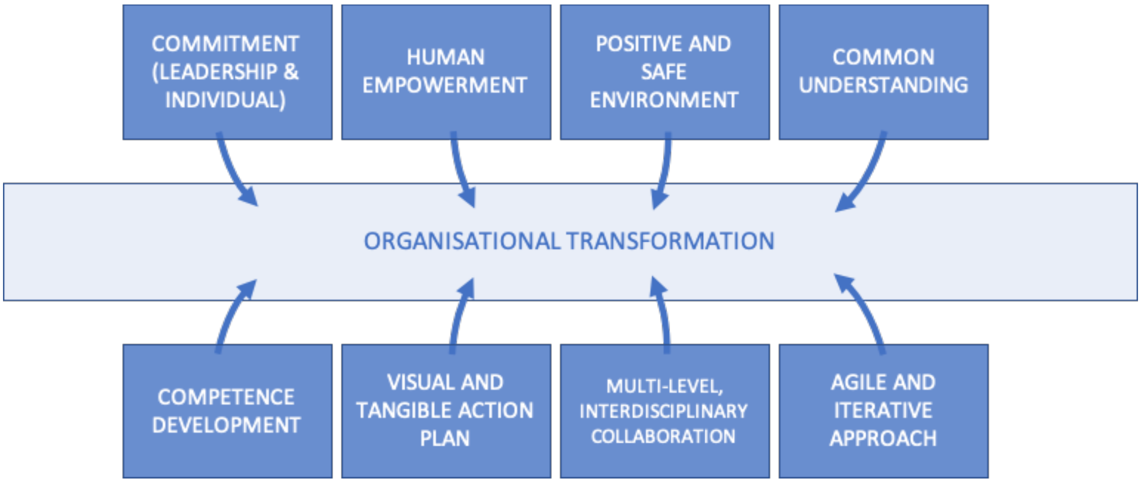

Figure 5: The prerequisites for an organisational transformation.

In the figure 5, the prerequisites for an organisational transformation are presented as the enablers of the transformation.

Commitment. Without commitment on the leadership and individual level the possibilities of successful transformation are lesser (Shah et al. 2006, Lamberti 2013, Kotter 2012). Leadership-level commitment manifests in strategy where the goals of transformation must be stated in some form in order to have it on the agenda of the whole organisation. When marked in the strategy, there needs to be a way to measure the goals, which then further facilitates the change to happen. (Shah et al. 2006, Heinonen et al. 2010, Grönroos 2018.) When leaders and in fact, all the individuals in the organisation, “walk their talk”, in other words, show how to act and think by their example, it will support the engagement in change. If the leaders do not show personal commitment to the changes, they are asking the employees to make, it cannot be expected that they would fully participate and engage in the change. (Franklin 2014.) Also, economic commitment is important since many times transformation requires significant investments (Lamberti 2013).

An organisation is formed of individuals who need to commit also on an individual level and feel that they are ready to contribute to the common good. On this level, the emotions and motivation play a significant role. Kotter (2012) argues that the change needs to be accepted also on an emotional level. This is difficult, if the employee is not committed to the employer on an emotional level. They need to share the same values and have mutual trust in order to create the emotional connection (Korkiakoski 2019). In addition, the employees should be motivated in order to commit to the change. Franklin (2014, 222.) argues that intrinsic motivation is needed. It is the type of motivation that “comes from within and is based on personal values and beliefs”. The external factors are not that intriguing than factors that are based on one’s own values. It’s easier to participate when the interest is inherent. (Ibid. 2014.)

Positive and safe environment. Environment, or the atmosphere and working conditions, where the community of colleagues works, is a very important factor in transformation. The ability to persuade people to participate in the change is directly affected by the conditions that are created for the people. The environment should provide reassurance that the challenges connected to the change have been identified. In addition, the employees should be encouraged, reassured and motivated throughout the change process. (Franklin 2014.) In addition, creating a safe and open environment with people involved encourages the community to come together (Yee et al. 2017). Directly linked to involving people in the change is *human empowerment*. The inherent feature of DT and service design is the human-centric approach (Eneberg & Svengren Holm 2013). By enabling empathy in the process, a human dimension can be created to the work and making people easier to relate and engage in it (Yee et al. 2017). This is important to make people feel on an individual level, that their opinions are valued, and they are used as the basis for the development. It is not only for engagement purposes for the organisation but for the actual empowerement on humans, the people, who is the most valuable asset of the organisation. (Franklin 2014, Korkiakoski 2019.)

Common understanding. Kotter (2012) argues that the basis for change is understanding and learning which then lead to change in thinking and behavior, which ultimately is the essence of transformation. The organisation’s common understanding of the desirable mindset, new concepts, goals, challenges and other key issues is elemental for the transformation to be accepted and actionalized (Eneberg & Svengren Holm 2013). If the organisation has not understood the significance of the new approach and does not understand why this is an objective to aim for, it will be extremely challenging to accomplish the transformation for the whole organisation. It is both about the mindsets and competences that need to be considered in the organisation dimension. (Shah et al. 2006, Heinonen et al. 2010, Grönroos 2018.) Co-creative approach can work as an enabler in creating common understanding, since it urges people come together from different parts of the organisation, have different backgrounds and different ways of thinking (Ramaswamy & Gouillart 2010, Yee et al. 2017).

Competence development. The other element of the basis of change is learning and building new competences (Kotter 2012). Grönroos (2018) highlights that only the understanding is not enough to make the change happen. It is also about developing the competences in terms of skills, attitudes and motivation. Lamberti (2013) argues that the organisation can face many challenges from poor communication to weak leadership. Therefore, it is inevitable to develop internal capabilities to manage customer-centricity before the organisation can implement customer-centric practices. New competences are needed in the fast-changing world but learning new things can also be a positive motivator for employees. (Korkiakoski

2019.) Therefore, enabling and facilitating learning is one of the key factors the organisation should emphasize in a transformation process. By using collaborative methods, it is possible to facilitate experiential learning and emotional experiences, which further enhance the learning (Ramaswamy & Gouillart 2010).

Multi-level, interdisciplinary collaboration. The profound democratization and decentralization of value creation is necessary (Ramaswamy & Gouillart 2010). It's essential to have all members working together and make sure every employee has the experience of inclusiveness and that their voice is heard (Franklin 2014). The organisation needs to break down internal silos and introduce horizontally-integrated teams in order to enable the multi-level and interdisciplinary collaboration (Yee et al. 2017). In addition, action in practice makes tacit information become explicit, and it also creates emotional experiences which help form the emotional connection to whatever it is collaboratively worked on (Ramaswamy & Gouillart 2010, Micheli et al. 2019).

Transformation is fueled by action. The need for *visualised and tangible action plans* cannot be underrated. A documented road map and a list of concrete and defined actions as well as responsibilities that are clearly assigned form a prerequisite of great importance (Franklin 2014). Although action being an obvious thing in any project, in large transformation processes this still might result in difficulties since often there are many different levels of change from small things to large investments, it soon becomes overwhelming (Ibid. 2014). In addition, visualised and tangible outcomes help create a pragmatic conversation, which are effective drivers for human-centered initiatives to move forward (Yee et al. 2017). *Agile and iterative approach* is the last prerequisite identified. Iteration of the roadmap and action plans needs to be fitted in as it should be accepted that also change will evolve over time and that all of the changes cannot be planned in detail in the start (Franklin 2014). Constant change in the surrounding world is fast and it also affects the organisations and therefore also transformation processes inevitably.

In the prerequisites, the interdependence of the business needs and the individual motivation and commitment can clearly be seen. The understanding today is that employee experience is inherently connected to customer experience and one of the main building blocks in this is the company culture. (Korkiakoski 2019). Korkiakoski (2019) argues that it takes time to change the company culture customer-centric. He also argues that developing the employee experience gives the necessary foundation to the transformation. (Ibid. 2019) Design thinking and the co-creative approach feed all these prerequisites and the culture change as it has been discussed in the previous chapters. These prerequisites for an organisational transformation complete the framework of a customer-dominant organisation presented in chapter 4.1.

To conclude the theoretical part, the figure 6 summarises the theoretical streams and their relation to the empirical part and the development task.

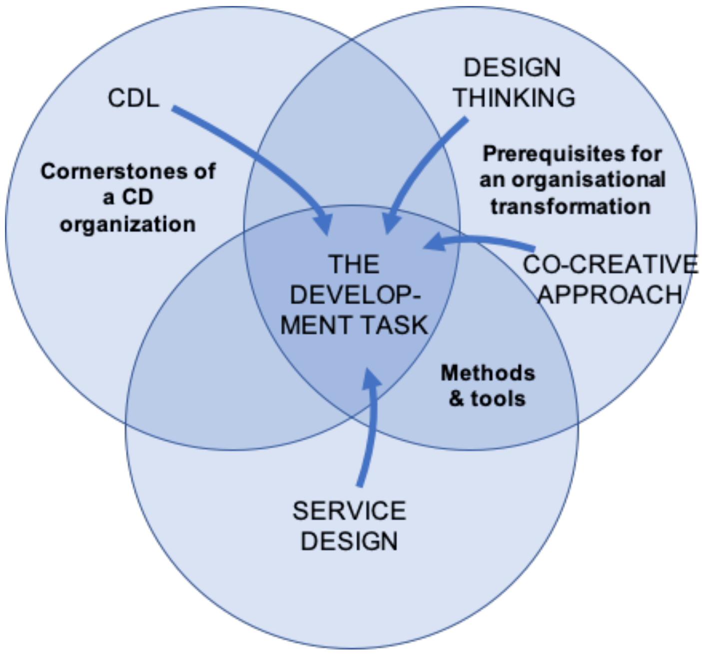

Figure 6: The development project and its relation to the theoretical and methodological streams.

The customer-dominant logic offers the main theoretical research stream and starting point for this thesis. By exploring the main axioms of CDL and the essence of design thinking and co-creative approach, the cornerstones of a customer-dominant organisation were developed. The customer-dominant organisation framework serves also the development task of this thesis giving more of a “what” to the development task. Design thinking and co-creative approach are considered as approaches to support the transformation process of the organisation to become customer-dominant giving more a “how” to the development task. Service design and its methods and tools were used to reach the co-creative approach and customer-dominant mindset.

5 Research approach and methodology of the empirical part

The purpose of the thesis is *to explore what are the cornerstones of a customer-dominant organisation, and how to support the transformation process of the organisation to become customer-dominant in order to maintain the competitiveness of the organisation.* Furthermore, the objective of this study is *to design a framework and a transformation map* *for the case organisation to help in the transformation towards customer-dominant practices and to explore design thinking and co-creative approach as facilitators of organisational transformation.*

In the last chapter, the framework of a customer-dominant organisation with the six cornerstones as well as the eight prerequisites for an organisational transformation were presented. They serve for the empirical part that will be presented in the second half of the thesis, first presenting the research approach in this chapter.

5.1 Research approach: a qualitative case study

The research approach of the thesis is a case study as the focus is on one organisation, Helsinki Marketing. The study is qualitative, while some quantitative methods have been applied. Case study mainly answers research questions asking “how” or “why” (Yin 2014, 2.). Case study is suitable in generating holistic and contextual in-depth knowledge through the use of multiple sources of data. Despite the qualitative nature of case study research, for instance, quantitative methods, and data can also be used. In a business study, the advantages of a case study are its ability to present complex business problems, in a “practical and accessible, down-to-earth format”. (Eriksson & Kovalainen 2016, 132.)

Mixed methods approach combines qualitative and quantitative research methods without preferring one over the other. On the contrary, it is argued to be a more fruitful approach. (Tuomi & Sarajärvi 2018.) In this thesis, a qualitative research approach was important as it was necessary to tap into the everyday work of the employees and make sense of not only how they deal with data and insights, which is easier to find out with quantitative methods, but also why they do what they do (easier to find out using qualitative methods). The methods of data collection follow Ranjit Kumar’s (2014) division in primary and secondary categories. The primary sources are first-hand data, data collected by the researcher her/himself, such as interviews, observations and questionnaires. Secondary sources include e.g. documents, earlier research, benchmarks relevant to the research. The common name for studying the secondary sources in research context is desktop research. (Kumar 2014.)

As for the general analytical strategy to analyze the data, it was decided to work it from the ground up. The analysis followed inductive strategy which is commonly used in qualitative research. (Silverman 2013.) The aim was to identify keywords and key issues, possibly suggesting useful concepts, which then may lead deeper into the data and possibly towards the emergence of additional relationships (Yin 2014). This inductive strategy emphasizes the role of the researcher, as the result is very much depending on the researcher’s own style of rigorous empirical thinking, the capability to immerse himself in the data and present sufficient evidence and careful consideration of alternative interpretations. Yet also, it enables to give space as much as possible to the ground up interpretation of the qualitative data. (Ibid. 2014, Stickdorn et al. 2018.) Interviewing and an online survey were found especially fruitful in the case project, as the data collecting methods that are based on asking are better when studying intention-oriented behavior instead of observing interactional behavior (Tuomi & Sarajärvi 2018). Going through the interview data, the researcher generated categories and insights from the data itself. The data was grouped and clustered in order to identify structures and key insights from the data collected. These groupings and clusters were complemented by the answers given to the open-ended questions in the online survey.

5.2 The double diamond model as the basis for the development project

The double diamond is used as a basis of the development project in this thesis, as it clearly frames the process from research to delivery and it inherently includes, and also visualises, the divergent phases (seeking opportunities) and convergent phases (making decisions) that are in the core of the design process (Stickdorn et al. 2018). However, the model is interpreted to suit the nature of the development task and the surprising disruptions that occurred along the way.

The double diamond model, introduced by the British Design Council in 2005, is perhaps the most used and featured service design process model. It is based on the divergent and convergent thinking and doing of a design process that was described earlier. The model consists of four phases, discover, define, develop and deliver. The double diamond map also describes well how a design process proceeds from a divergent phase of broad thinking to the convergent phase of defining and narrowing down options in order to make decisions and focusing on distinctive objectives. (Design Council, Stickdorn et al. 2018, Tschimmel 2012.) The first diamond is about using research (market/user/design) to learn more about the problem and define the actual project scope, as opposed to the assumed or perceived one. The second diamond is working on a solution using multidisciplinary approaches, visual management, prototyping and testing until the service can be implemented or launched. (Stickdorn et al. 2018.)

When viewing more in detail the diamonds, a more process-like picture can be perceived. The first phase is about discovering and gathering inspiration and insights as well as identifying customer needs and developing initial ideas. This is the start of the project, where designers try to look at the world with new eyes, noticing new things about the research topic. Gathering insights is an integral part of this phase, when opinions are developed, and new ideas are generated. In the next phase of definition, the designers try to make sense of all the possibilities and opportunities identified in the first phase. Next, in the development phase the solutions are created, prototyped, tested and iterated. This is the time to improve the ideas. The fourth and last phase is delivering, where the service is finalized and launched.

(Design Council 2005.) However, all the design processes are different and should be adapted to the needs of the specific project or challenge at hand. Despite the adaptation, the design process always includes understanding the user needs, iteration and the convergent and divergent dimensions that are inherently part of the diamond model. (Stickdorn et al. 2018.)

Stickdorn et al. (2018) introduce the core activities of the service design process: research, ideation, prototyping and implementation. These activities can overlap with each other, so they are not necessarily independent areas of activities which follow one another chronologically. This overview of core activities with its methods and tools was also used as complementing the double diamond model especially from the methods and tools point of view.

5.3 The methods and tools used in the development project

In this subchapter, the methods and tools used in this development task are presented.

Desktop research and benchmarking

As Stickdorn et al. (2018) and Kumar (2014) urge, desktop research needs to be done thoroughly. That means finding practically anything relevant that is to find out about the research question and development task at hand as well as about the target group in focus. Benchmarking is one way to add on information during desktop research. Benchmarking means finding relevant examples from the topic or challenges from other organisations or companies that would bring more understanding of how others have solved a problem or challenge. Desktop research is about collecting initial information about the challenge and context as well as the target group and finding out what kind of research should be done, in order to go on with the design process (Polaine et al. 2013, Stickdorn et al. 2018).

Online survey

Today, online surveys are very much used because of their relatively easy execution. They are used for getting quantitative but also qualitative data from multiple persons. (Poynter 2010.) There are many web-based services to use as a platform for the survey (e.g. Surveypal or Webropol) some of them also free (e.g. Survey Monkey) They provide a simple and straightforward way to execute a small-scale survey. In a web survey, there are more options than with, for instance, an email survey. Questions can be filtered, and reporting is normally automatic. In addition, as the anonymity of the respondent is preserved, responses may be more sincere and truthful. However, the response rate to web surveys is relatively low. (Williamson & Johanson 2017.)

Initially, the researcher needs to determine whether survey research suits the nature and extent of the research problem being investigated and the type of questions being addressed by the study. (Ibid. 2017.) In surveys, the questionnaire is one of most crucial elements in its success. Only the information that is asked for will be collected. The way the questions are asked will affect what type of responses will be received and how accurate they are. (Brace 2013.) When designing an online survey, general survey design guidelines should be followed, but also considering factors that are unique to the online environment. For instance, online survey design that appears similarly in different devices, such as mobile and desktop, and a shorter questionnaire encourage higher response rates. Furthermore, the email that invites to participate in the survey needs to be engaging and propel go-to-action. To ensure that conclusions that are drawn from the electronic survey data are justified, particular care needs to be taken in reporting the findings. (Williamson & Johanson 2017.)

In-depth interviews

When trying to understand the customer, service design methods and tools are useful as service design aims not only to step into the customers' boots but get under their skin and understand their behaviour profoundly. What are the underlying values in their lives and what are the motives that drive them, is important information to examine. In many organisations, quantitative customer research is performed, but they rather often fail to answer why something is happening. Why service gradings have accidentally dropped or why people are leaving a service. Therefore, it is not sufficient to rely only on quantitative research, but also qualitative research is needed. One of the most used research methods in service design is in-depth interviewing. (Polaine et al. 2013.)

Service design relies on ethnographic methods when interviewing. In order to tap into the behaviour of people, in-depth interviews are often essential to perform. In-depth interviews emphasize the profoundness of the interview over the quantity of informants. This kind of interviewing is a field of their own, and many kinds of techniques and variations are available. In-depth interview takes at least an hour per one informant and normally there are from 5 to 20 informants. Interviewing as a method has many phases from defining the research goals and creating the research question(s) to identifying and recruiting suitable informants and planning the interview process. (Polaine et al. 2013, Portigal 2013, Stickdorn et al. 2018.) Interviewing as a data collecting method also implicitly includes the idea of interaction. Alasuutari (1999) points out that interviewing is much more than collecting pieces of data, even in-depth data, as the interviewing situation always includes interaction and it can be very informative for the interviewer to make notions of how the interviewee reacts in different questions by observing her/his gestures. This can be also connected to the background of the interviewee.

Interviews have to be carefully recorded and documented, so that the information, be it verbal or non-verbal, will not slip the researchers eyes and minds. It is also a way to share information in a structured manner between researchers and eventually with the client. (Portigal 2013.) There are many ways to analyse or to make sense of the data. The practitioner's way is to immerse himself in the data and work on that so that by grouping and clustering key insights can be formed. In service design, the visualisation is emphasised in the data synthesis and analysis phase as it helps to create a user-centered and emphatic picture that is easy to comprehend by anyone. However, the style of making the data usable is always depending on the particular project and design process. (Stickdorn et al. 2018.)

Co-creative workshops

One of the main theories of this thesis is the co-creative approach. As it was discussed in chapter 3.2, the co-creative approach and methods can facilitate the organisational transformation. Service design as a methodological approach and set of tools is about doing and developing services together. (Stickdorn et al. 2018.) Co-designing and co-creating is at the core of service design and an essential part of service design process, a method that can be used in all the phases of a service design process. Co-design builds on the principle of "designing with" rather than "designing for" people. By this principle, customers and other stakeholders are in an active role, contributing to the design. Workshops bring people together to work on a task in a collaborative and creative way. (Polaine et al. 2013, Reason et al. 2016.)

As Reason, Lovlie and Flu (2016) describe, co-designing workshops can be used in understanding the customer to create a shared definition of a problem or opportunity, in developing concepts for service innovation or improvement, in designing the service innovation or improvement further from concept to a detailed view of a customer experience and in creating customer experience governance and align deliverables. In co-designing workshops, service design methods and tools are used to work on or with an outcome of personas, customer journey, systems maps, etc. (Stickdorn et al. 2018).

Co-creative workshops include a preparation phase, recruitment phase, the workshop itself, interpretation and action (Tomitsch & Borthwick 2018). One must pay attention to selecting the participants in the workshops so that all the relevant stakeholders are involved, and also different types of people are included. In addition to the know-how of the workshop participants, another important factor for any co-creative workshop is the qualitative research that is done prior to such workshops. (Stickdorn et al. 2018.) Stickdorn (2018) emphasises to get valuable data before a co-creative workshop, because the more valuable data is brought in, the more representative the outcome will be.

Me-we-us method

Stickdorn et al. (2018) highlight ideation, before reducing the options. They present a variety of methods to generate as many ideas as possible and diversify ideas before going into clustering and ranking ideas and reducing options. One of the most important features of a co-creative workshop is that it aims for gathering a diverse group of people together to work with a common challenge. The multidisciplinary is in the core of design thinking and service design aiming for polyphonic innovation. (Ibid. 2008, Eneberg & Svengren Holm 2013, Yee et al. 2017.) But when ideas are more complex and the group is very large, the expected outcome is a big variety of ideas, it is better to make sure that all the people have a possibility to speak out or give their ideas and thoughts in the process (Stickdorn et al. 2018).

Therefore, the me-we-us method, or technique, in its simplicity is a great way to enhance the possibility to have all the voices from the group be heard and everybody's input to the process. It simply lets people to ideate and take notes first individually (the "me phase"), after which the notes and ideas are discussed in a small group (the "we phase"). After that the ideas are discussed among the whole workshop group and notes are put together (the "us phase"). (Kantojärvi 2017.) This also helps create a safe space for all the workshop participants, who in most cases are very different personalities. Some people like to speak up in front of other people, some people like to keep to themselves and are not comfortable in presenting their thoughts in front of the group. The Me-we-us method was used in generating many ideas in the Is used in the divergent phases, when the aim was to generate many ideas quickly. (Ibid. 2017.)

Stakeholder mapping

Stakeholder maps illustrate the various stakeholders that are involved in the experience, service or the task at hand for development. It helps to illustrate who the most important people and organisations involved are and to understand which stakeholders are involved in the ecosystem. It can present different kinds of stakeholders, customer groups, employees, partners etc. and it can also present the groups' relation to each other. (Stickdorn et al. 2018.) The map consists of sectors, which always depend on the purpose. A generic way is to have three circles representing different stakeholder groups, such as customer, internal stakeholders and external stakeholders. Another way is to have three circles that could refer to the level of impact of the stakeholders: essential stakeholders, important stakeholders and other stakeholders. (Ibid. 2008.)

Idea portfolio (impact-feasibility)

After idea generation, there are usually a great variety of ideas all seeming to be great when just having a glance at them. The ideas should be understood, clustered, and ranked in order to be able to finally reduce the options to the ones that will be elaborated. (Stickdorn et al. 2018, Kantojärvi 2017.) One way, and a rather quick way, of understanding how good the ideas are, is to create an idea portfolio where ideas are ranked according to their impact and their feasibility. A portfolio graph is marked to a white board, and one idea at a time is pointed out and the group is asked to assign 0 to 10 points for each variable and position the idea on the portfolio. The discussions the members have at this point is very important, so that should not be neglected. (Ibid. 2018 & 2017.) After all the ideas are placed on the portfolio, it should be discussed which ones to investigate further. Ideas with high impact and high feasibility are the most interesting ones, but other ideas should also be included to have a good variety of ideas. The ideas should be then investigated further, using e.g. journey maps or prototyping them. The method is a good way to prepare the groundwork for an informed decision as it allows a strategic view on the options. (Stickdorn et al. 2018.) Quick voting methods, such as dot voting, give a possibility to each participant to express their opinion of the prioritizing and allows ranking many ideas quickly by many participants. (Ibid. 2008.)

Mind map and mind dump

Mind maps are used often when ideating and aiming at engouraging thinking without restrictions as well as uncovering interesting connections. It is started by putting a topic, idea or problem at the center of a bland surface, then the participants write down words, signs or drawings around it. They should be written as they come into their minds, and they should always show the connection with the initial point, or how they are linked to each other. The map can grow bigger and bigger according to the ideation of the participants. The maps will be reviewed and rationalized later on. (Service Design Tools 2021.) The ideation session can start with a mind (or brain) dump. The technique is based on De Bono’s memory- logic-creativity model and its purpose is to uncover the not-likely and most obvious ideas that come into mind first, based on the memory and logic, when ideating on a challenge. (Kantojärvi 2017.) The participants are asked to start ideating and after a period of time when ideating is getting slower, they are asked to stop. After that they are told that these are ideas that are put aside for possible later use and then another ideation task will follow, with different method. The task can be facilitated with supportive questions such as What kind of solutions we have tried before to the same problem? or How others have solved the same kind of problem. (Ibid. 2017.)

World café method

World café is a working method where the groups will visit the other “cafes” or groups to comment and elaborate on the work the initial group has done, for example a mind map. One of the group members needs to be the host in the café and stay in the same group. The host will present the work to the new cafe guests after which they can comment and elaborate on the work. This way the ideas and opinions of the other groups will add on to the initial work and enrichen the output of that particular task. (Ibid 2017.)

Sailboat retrospective

The sailboat retrospective can be used when wanting to evaluate the current state in a process or project, identify risks that may disrupt the process or identify what is slowing down the team on its way towards the end goals. It is a good way to define the end goals. The method is used with a picture template where a sailing boat is sailing with good wind, but there are rocks in the water and anchors hanging from the boat. (Retrium 2021, Komoldin 2017.) The island represents the teams' goals, the rocks represent the potential risks the team may face on the way, the anchor represents things that are slowing down the teamwork and the wind represents things that may help the team to reach their goals. The template may also include different levels such as organisational, between teams and individual level. (Komoldin 2017.)

6 The development project described through the double diamond model

In this chapter, the development project is described in detail following the double diamond design model (Figure 7).

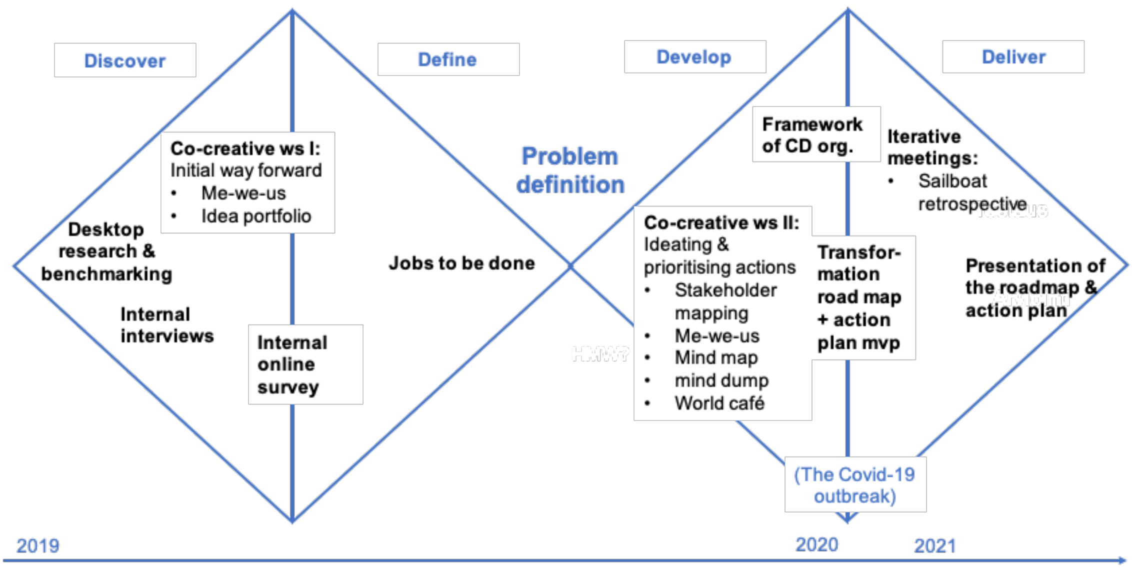

Figure 7: Development project and the methods used described through double diamond design model.

The development project covers the whole double diamond model from discovery to delivery. This means that during the development project, the cornerstones for the customer-dominant organisation were created, as well as the road map and the action plans were developed and introduced to the organisation. In this development project, the deliver phase means introducing the cornerstones, the road map and action plans to the organisation in contrast to the actual implementation of the action plans. The implementation of the action plans also overlaps with the development phases since some of the actions that are included in them have already been executed or initiated before the final result was even introduced to the organisation. The transformation process of the organisation to turn customer-dominant has already started and it is on-going in Helsinki Marketing. The customers in the development case are the employees of Helsinki Marketing as the main purpose is to co-create a road map and action plans for Helsinki Marketing to help in the transformation towards customer-dominant practices and therefore it is considered as internal development of the company.

The aim of this development work is to create a road map for HM to help in the transformation towards customer-dominant practices. However, when the development initiative had been documented in the operational plan and when it was communicated to the organisation the concept of “customer understanding” was used. This concept is still used in the organisation, but along with this process of development customer-driven organisation has also been rooted in the common language of the organisation. (Due to the difficulties in translation, customer-dominant organisation is not used in everyday language.)

6.1 The discover phase

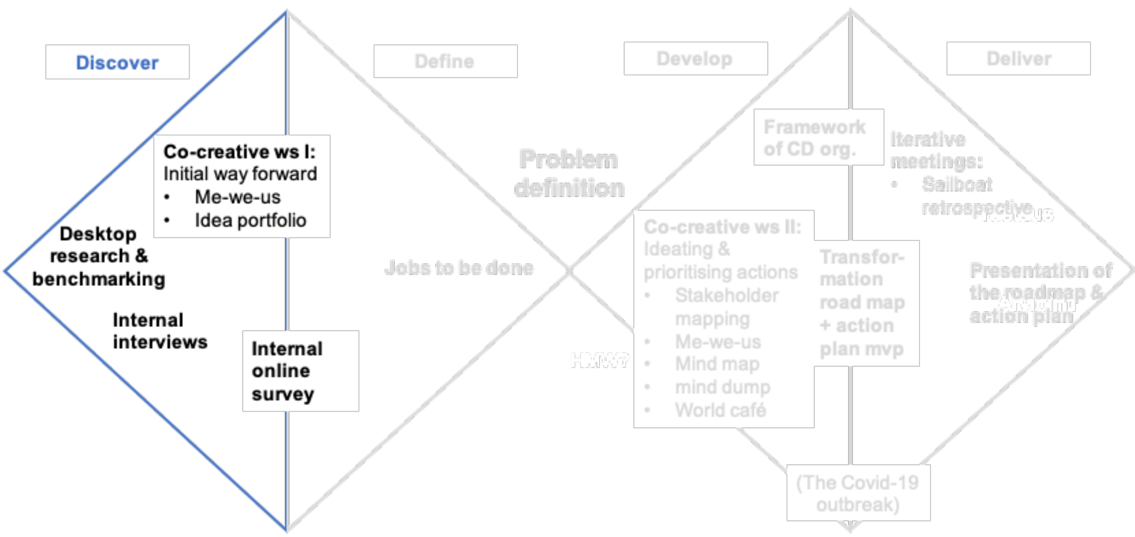

Figure 8: The discover phase of the development task.

The first phase, also called e.g. explore or research (Schneider & Stickdorn 2010, Stickdorn et al. 2018), and map and define (Ojasalo, Koskelo & Nousiainen 2015), is dedicated to getting deep into the customers’ behaviour and needs, in this case Helsinki Marketing’s employees’ behaviours and needs. The profound understanding of customers is the core of service design, and this is why it is essential to pay attention to it and do it thoroughly (Design Council 2005).

6.1.1 Forming initial understanding of the development challenge

The work started by interpreting the initial task for development, how to develop and deepen customer understanding in HM. This was done by diving into the secondary sources and doing desktop research. In order to understand the current state, it was necessary to have a proper overview of the situation, where the organisation was with customer focus, what measures have been taken, what practices are at place and how the customer understanding was perceived and understood in the first place.

Firstly, it was essential to dive into the documentation regarding strategies, yearly operational plans and surveys and other material regarding the development task and relevant theories that would support the initial task of developing customer understanding in HM. The documentation confirmed, for instance, that the issue of developing customer understanding is on the management priority list, as it was stated in the focus areas and operational plans of 2018 and 2019. (Helsinki Marketing 2017 & 2918.) However, it also revealed the need and aim for creating common understanding about the topic and the urge to systemize customer data collection and the use of it. (Ibid. 2017 & 2018.) Relevant documentation regarding this work was also all the material regarding the new service concept of destination management unit. It included e.g. motivational customer profiles and the design project behind that. (Helsinki Marketing 2018) This indicated that in some units a more comprehensive approach of customer understanding was already happening.

Benchmarking was done in an organisation that is one of the most important partners in the network of Helsinki Marketing and operating in the similar field in the public sector but nationally. The main findings were that a customer-driven approach is not considered as a cross-functional, organisational mindset but more as a traditional, although highly developed, business intelligence approach of collecting and sharing systematically consumer data and market research insights. (Manager in Business Intelligence 2019.) The customer-driven thinking was not that present or at least not applied clearly so that there would have been any clear concepts or methods to be considered as something that would fit Helsinki Marketing’s situation and development goals.

6.1.2 In-depth interviews shedding more light to challenges

In the case project, five (5) in-depth interviews were conducted in order to gain basic information about the current state of customer understanding in Helsinki Marketing and how customer-driven the informants perceive it. The interviewees were mostly the unit heads but also the CEO and one manager were interviewed. The interviews took from 45 minutes 80 minutes each and they were voice recorded. The interviews were based on the field guide that is attached as Appendix 1. The interviews were voice recorded and after the interview sessions the recordings were listened to once again and based on those recordings, the field notes were completed.

The fieldnotes were examined in order to find keywords or issues that came up frequently. These keywords and issues were listed and then clustered under eight (8) main headlines: 1. Different perception (about customers and customer understanding) 2. Disunity (regarding e.g. goals, viewpoints, operations) 3. Needs regarding data and insights 4. Tools (for sharing the data and for communication with the customers) 5. CRM (it was listed separately as it was especially pointed out by all the interviewees) 6. Value creation (for both customers and HM) 7. Tacit knowledge (that is not enabled for use) and 8. Resources (especially time resource).

From here on, the clusters were worked on in order to form five (5) main themes: 1. Need for common understanding about customers and customer-driven organisation 2. Need for systemizing (goals, operations, metrics etc.) 3. Deeper understanding of the customer needs through right data and insights in order to create more value for them 4. Documenting and sharing customer understanding and 5. Resources & investments.

Figure 9: Example of clustering from the interviews’ field notes and recordings.

The interviews revealed the differences between the units’ approaches to customer understanding and customer-driven organisation. Some said they understand well their customers, some said they do not know them well enough. Some said they have clear goals in terms of their customer understanding and customer relations, some said that it’s hard to form a clear picture of the goals as there are so many stakeholders with many wishes and all the wishes were not clear, what do they actually mean.

A challenge appeared regarding tapping into the customer needs as the current surveys provided only a little or no information on the customer needs. The value creation for customers and also for the organisation were pointed out, but it was hard to describe what the value exactly is. In addition, the interviews showed that the units have different ways of developing their operations. Some had used a customer-driven approach and used a co-creative approach. Some were struggling with the outdated CRM platform and had needs regarding communication tools and had issues in sharing tacit information. Perhaps the most important notion from the interviews was the fact that people did not have a common understanding of who the customers are when thinking from the perspective of the whole organisation and what is meant by customer-driven organisation and way of working.

The interviews helped identify especially the main challenges around customer understanding and customer-driven organisation but also things that were on a good track. Among them were the fact that most of the customers were happy with the service they get or with the customer relationship (according to the surveys) and that customers get personalized service. There is a lot of tacit knowledge among the employees and partners, which is a great potential. Although the interviews have different assessments of the current state, they all share the urge and ambition to aim for better.

6.1.3 Co-creative workshop to find an initial way forward

The first co-creative workshop of the case project was organised to understand the current situation, challenges and opportunities for developing customer understanding. The workshop was already scheduled and partly planned as the goals and outcomes were set before the project lead (the researcher) had started with the project. The project lead had the chance to take part in planning the content of the two-hour introduction and workshop session and to plan the introduction talk for the workshop. (Appendix 2: the workshop agenda)

The workshop was one of the three workshops organised at the same time in the same event, a kick-off for competence development programme for the whole HM organisation. (Appendix 3: agenda of the competence development event) Customer understanding is one of the three learning streams of this programme and there were 10 persons in the initial learning group of customer understanding when the kick-off took place in February 2019. There was only a one-hour time slot reserved for the actual workshop. The purpose of the workshop was to ideate on what needs to be done in order for the group to reach the (pre-set) goals of learning regarding customer understanding as well as what should the organisation prioritize in order to be more customer-driven and how that would be manifested in the daily work.

The workshop started with an introductive talk about what customer understanding is held by Jukka Kaartinen, Development Manager at Sokos Hotels. The methods used in the workshop were brainstorming ideas using the me-we-us method and an idea portfolio to evaluate the impact and feasibility of the ideas with the whole group. In the ideation phase the me-we-us method was a good way to have all the people contribute. The ideation started with a mind dump with the aim of getting fresh and not the most obvious ideas. The many ideas were collected as in sticky notes, which were then discussed in the group and put on the idea portfolio to suitable positions their feasibility-impact qualities.

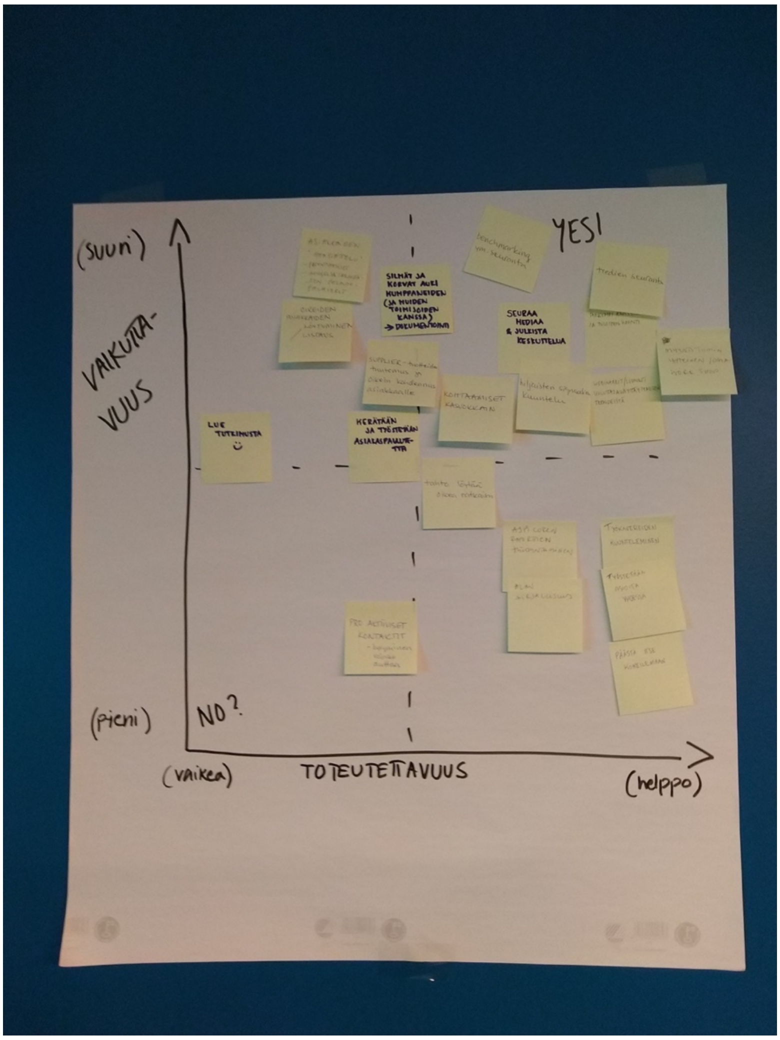

Figure 10: The idea portfolio of one group evaluating the impact and feasibility of the ideas generated by the group.

It became clear that it was rather difficult to ideate on such a big goal as “customer understanding and implementing being everyday work for everyone”. The people in the group were active and they are action-oriented in general, so this difficulty was not a too big barrier for the teamwork but rather manifested in the results. Also, a timeline was used to place the chosen ideas and action points to a two-year timeline in order to help create the road map for the learning and for systemizing customer understanding. The results of the workshop were the initial mapping of the areas we should focus on when learning more about customer understanding and a customer-driven organisation and prioritizing them on the basis of how impactful and feasible the ideas were. They were also set on a timeline to form the initial road map for learning, but which also served for the initial road map for transforming the organisation customer-driven.

As a result of the workshop, the people of the learning group were inspired and felt their knowledge of customer understanding had increased. They felt the outcome was actionable and understandable. The workshop was energetic and successful in terms of creating a common ground for and increasing basic knowledge of customer understanding, but albeit the outcome was partly actionable, many challenges were present in those.

The timing of the workshop was not ideal in terms of the whole development project as there was not enough understanding of the current state before going into ideating on the jobs to be done. Therefore, the order of the actions within the development project was not ideal. Therefore, it was difficult to identify actions needed and in which order things should be developed. This resulted in very different types of actions of very different levels (e.g. customer understanding hashtag included in our internal Facebook group and creating and applying metrics for customer experience). Many areas that were regarded important by the project lead, were not present in the ideation nor the timeline. It was easy to notice that this set of actions and the initial road map were just the beginning of the development project and that the initial plans need to be developed further and then iterated.

6.1.4 Online questionnaire validating the main challenges

An important step in understanding the current state of customer-orientation and to explore further steps of the development process, an online enquiry for the organisation was executed between September 6th and 13th, 2019. The optimal situation would have been to execute this before the first co-creative workshop, but unfortunately that was not possible due to the scheduling that took place already before the project lead took on the role. The online survey was executed as a Surveypal online questionnaire and it was sent to all the employees of Helsinki Marketing that were invited to the second workshop (32 employees). The questionnaire included 12 questions, multiple choices and open-end questions. The online questionnaire is attached as Appendix 4. The answering percent was 77 %, so 24 people out of 32 answered to the survey. The results are presented in Appendix 5.

The results showed, for instance, that 17 respondents said or were not able to say if they get enough information about their own customers. Thirteen (13) respondents said they use surveys to get data about their customers and only one (1) said they would use interviews. Even fourteen (14) said they would get information unofficially during coffee or lunch breaks. Ten said that the customer insight gathering is systematic and thirteen (13) that is somewhat systematic. Ten (10) of the respondents said that the data is saved as it is to folders on a common drive. Fifteen (15) said they would save it in the current CRM system (Aspicore). Nine (9) out of the 24 respondents said they would analyse the data and six (6) said that systematic conclusions are made from the data. Regarding sharing the data, even seventeen (17) said the data and insights are sent by email on-demand. Fifteen (15) said they would generate summaries or reports on-demand for meetings. Eleven (11) said they would share information during a coffee break if the conversation touches the topic.

Twenty (20) respondents said that they are not able to find, or they were not able to say if they find the data and insights other units provide. Nineteen (19) respondents said that they are not able to or were not able to say if they can utilize the data and insights other units provide. Twelwe (12) said they would systematically utilize data to support decision-making. Only six (6) said they could identify customers' new needs or business opportunities based on the data and only seven (7) said they know their current customers' needs well. Only five (5) said they would be able to surprise their customers positively. The biggest challenges were, according to the survey, the inability to document and share tacit information (18 respondents) and that the customer data is not structured, and it is shattered (11 respondents). Also sharing data across units and teams was considered challenging (8 respondents).

The main conclusions from the survey were that there is information about customers, but it's shattered and there are difficulties identifying relevant information. There is not enough deeper understanding of the customers, about their motivations and values. Therefore, it's not easy to identify new business opportunities and it's not easy to be ahead of the customer needs and surprise them positively. Data management and sharing, especially between units and teams, is not at a good level. Processes for analysing and utilizing the data are deficient and not systematic. The CRM system is outdated, and it is used actively only by half of the respondents. Last but not least, tacit information is important but not documented and cannot be shared across the organisation.

6.2 The define phase

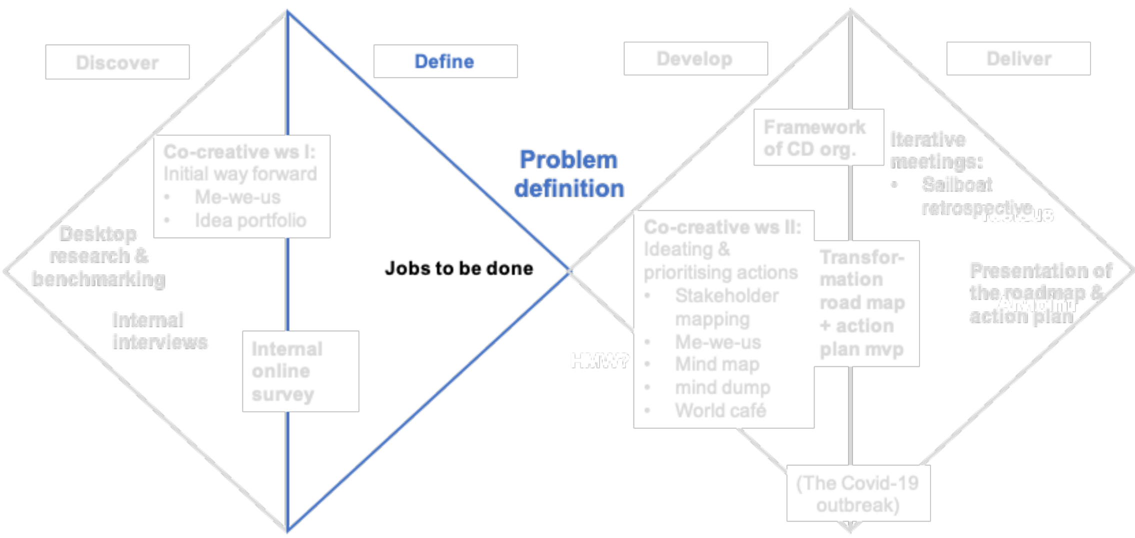

Figure 11: The Define phase of the development task.

The second phase of the Double Diamond process model is about defining the design problem, trying to make sense of all the possibilities and opportunities identified in the first phase (Design Council 2005). It is also the moment to evaluate if the original problem and development task challenge should be re-defined. Designers should make sure they are solving the right problem in order to avoid irrelevant development projects - and also waste money and time. Design process is designed to make sure that the right problem is identified before solving the problem. (Stickdorn et al. 2018.)

At this point, there was a rather good amount of data of the current situation and the biggest challenges in terms of developing customer understanding in HM. Also, there were initial ideas on what should be done to make positive developments. The insights gathered during the research phase were presented and discussed with the extended management team. The data and insights helped form a clearer picture of the main challenges and jobs to be done in order to develop customer understanding and eventually become more customer-driven (the term often used in the case organisation).

The meetings with the extended management team were the arena to discuss the developments of the project. In this phase, it was important to agree where to start the work and what are jobs that should be done in the organisation. First of all, it was clear that it would be most difficult to develop anything without creating first common understanding of the customers that are served across the organisation. The many interpretations of the customer were something that needed to be discussed together and a common view on what does the organisation mean with customers and what kind of segments there are, needed to be done together with all the employees. Secondly, the plans that had been made in the first workshop to develop customer understanding needed to be elaborated on the basis of the online survey results that were available. There were challenges with understanding the customer more deeply and with the processes of making sense of the data and sharing it across the units. Therefore, the second workshop was planned to serve in both forming the common understanding but also to develop further the plan for developing customer understanding that was created in the first workshop. The process and data sharing development were something that would come next in line.

Thirdly, it became clear that there will be many levels and phases in the development process from small and practical actions to larger initiatives and acquisitions. The challenge at hand was extensive covering the whole operations of the organisation: systems, data types and collection, information sharing, data management platforms, customer relation management, to name a few. Lastly, one of the most important jobs that should be done was the need for change in behavior and mindset to support the daily business routines of a customer-dominant organisation.

From the perspective of the thesis process, this was the momentum of defining the design challenge, and it was modified from developing customer understanding to developing a customer-dominant (or customer-driven) organisation (of HM). As a result of these discussions and the insights gathered, the need for a framework of a customer-dominant organisation was identified. It was here when the project lead started to prepare the framework for a customer-dominant organisation, which would eventually structure the transformation roadmap and the overall action plan.

6.3 The develop phase

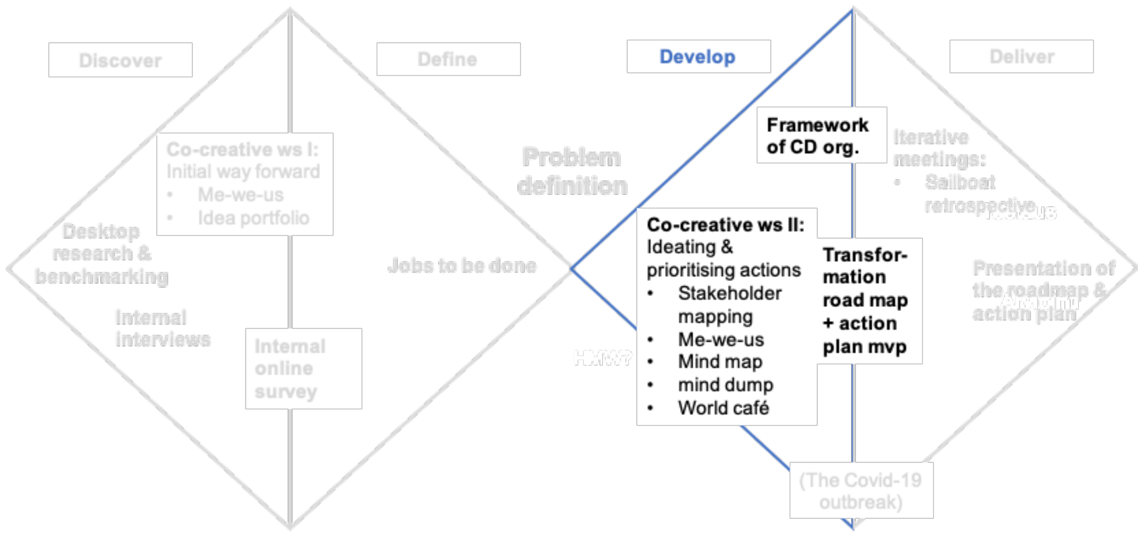

Figure 12: The develop phase of the development task.

The Double Diamond model now diverges again, in order to develop ideas further. In the development phase, it is essential to prototype or test the selected ideas. (Design Council) Prototyping or testing is used to explore and evaluate the service concept that is being developed. (Stickdorn et al. 2018)

In the case project, this phase was used to develop further the approach for the customer-dominant organisation framework and the actual roadmap and action plans. The most important action here was the co-creative workshop that engaged the majority of the employees. This phase also covers identifying the needs and initial actions of development through the customer-dominant organisation framework that was designed by the project lead/researcher.

6.3.1 Co-creative workshop for creating common ground and developing the road map

Based on the information from the interviews and the online survey, there was already information about the main challenges of what comes to be a customer-driven organisation one of them being the common understanding of customer understanding. It was clear that the concept of customer was understood similarly internally, as it was not clear what exactly was meant by customers and what is the relation of customers with partners. Therefore, the purpose of the second workshop was two-folded: firstly, it served for creating common understanding of customer understanding and secondly, it served for generating ideas of what needs to be done in order to deepen the customer understanding of the organisation. These were the basis for creating the long-term road map and more detailed action plans for the coming three years.

To serve the first purpose, the concept of the customer in Helsinki Marketing needed to be examined in detail. There was a need to outline Helsinki Marketing's customers by mapping the customer segments from each unit's perspective. In order to create a common understanding and full perspective on things, it was necessary to engage as many co-workers from the organisation as possible to the workshop.

The first half of the second workshop was dedicated to the mapping work which was done by using a stakeholder mapping method. The second half of the workshop was dedicated to ideating how it could be possible to deepen the customer understanding and to be more customer-driven. This was done by brainstorming and creating many ideas, using also the information from the survey that was done prior to the workshop. (Appendix 6: the agenda for the workshop)

The first exercise part of the workshop was kicked off with a common discussion regarding the roles and definition of customer and partner. These two groups are overlapping in Helsinki Marketing and their roles are different to many other organisations. One of the main differences being that customers are not paying customers and partners are usually the ones who pay money to have certain services and opportunities. The participants were able to freely express their views and opinions defining customers and partners and the facilitator wrote the ideas on post-its and connected them to the right person on the board. It was important to have this discussion together and write down their features as they were the basis for the descriptions that were defined later on during the process.

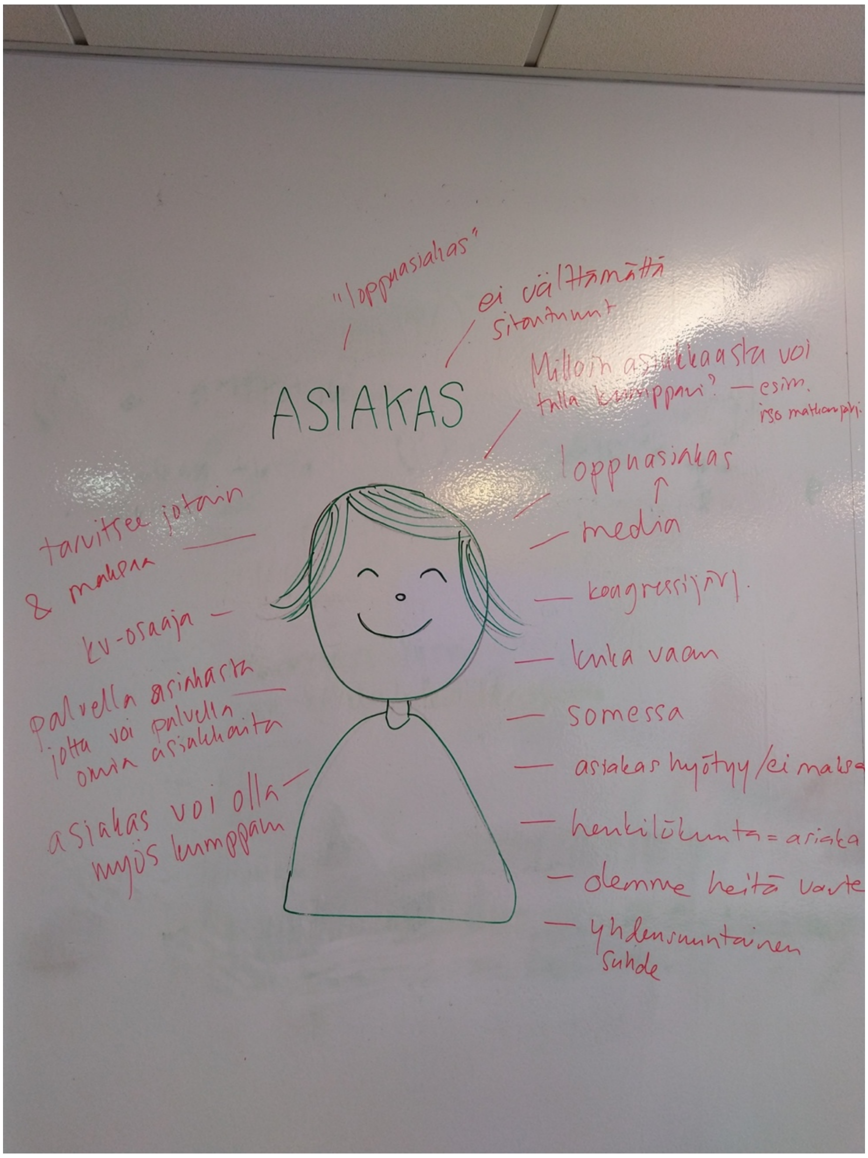

Figure 13: The discussion regarding the characteristics of both customers and partners created common understanding about the overlapping groups.

The first exercise was stakeholder mapping and it was executed in unit-based working groups as it was now important, that they would map the customers from their unit’s perspective. The participants had to prioritize their customers using the map’s “essential”, “important” and “other” circles. Together with the group they had to choose 2-3 most important customer groups and write down what is the service they are offering to the particular customer group. They also had to discuss in the group what is the biggest challenge serving these customers. Finally, all the five groups presented their outputs for all the participants. Figure 11 shows one example of a stakeholder map that was created for the visitor customer group. The exercise was effective, since all the units had their own prioritizing of customer groups and after going through these together, it helped everyone to understand what kinds of customers the different units serve and how they are related to each other. The ground for common understanding was not only seeded but the maps were also visualized.

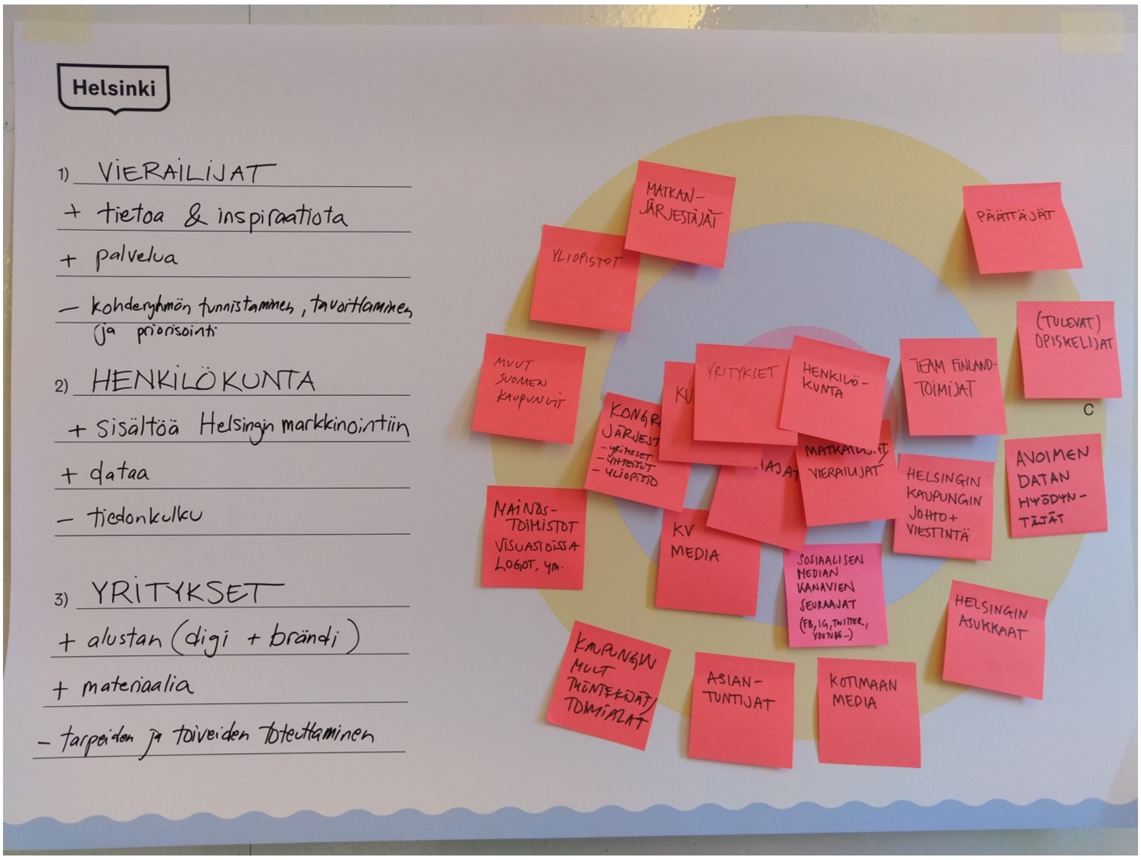

Figure 14: The stakeholder map created for visitor target group.

The second half of the workshop was dedicated to ideating further how the participants could understand better their customers and learn their wishes and needs more deeply. The groups were instructed to use mind map as a tool for this. They had to choose one of the customer groups they had already selected to be the most important ones. The mind map was then crafted from the perspective of that particular customer group. The groups worked on with their ideas and some ideas were partly elaborated further by using the open world cafe method. The groups visited the other groups for five minutes to learn about the ideas to deepen customer understanding within the customer group. They made four five minutes visits to other groups. One of the group members stayed in the same group to present the mind maps to the visitors.

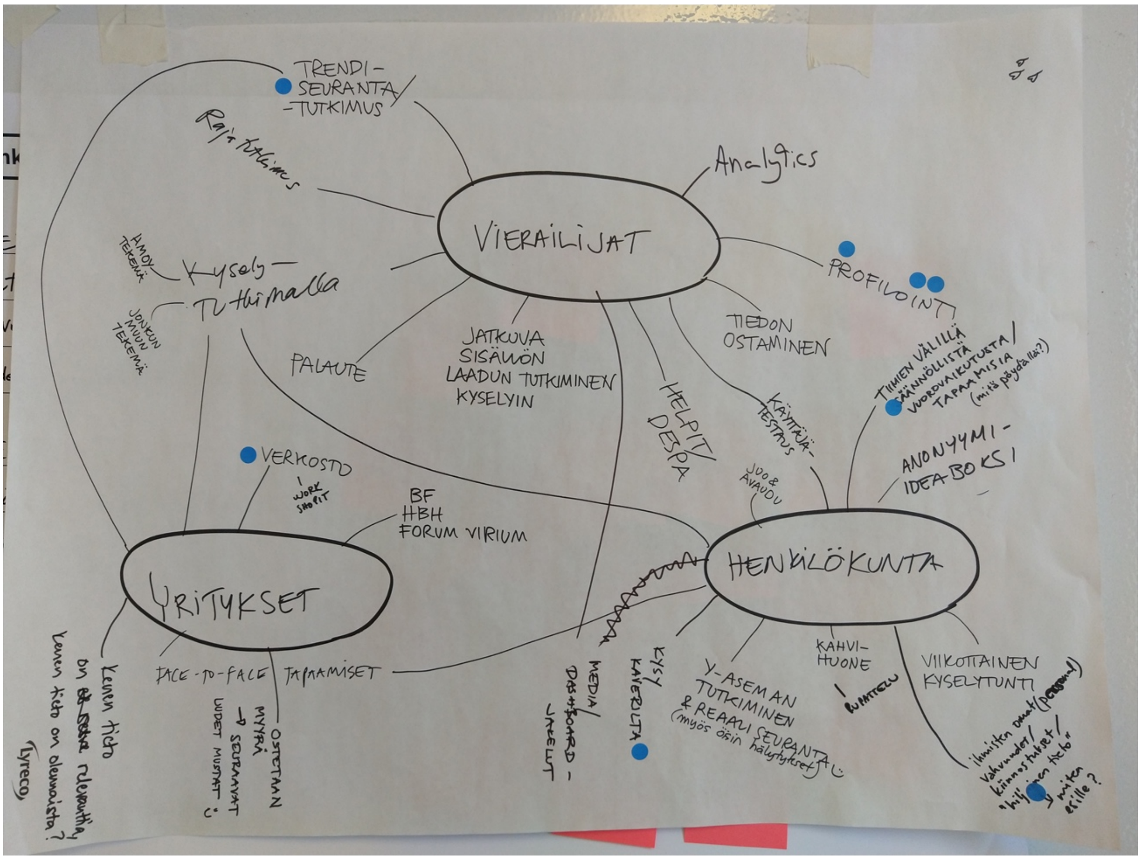

Figure 15: An example of a mind map elaborating on deepening customer understanding from the perspective of the visitor customer group.

After presenting the elaborated mind maps, the ideas were ranked and reduced simply by voting for the three best ideas at the end of the workshop. This way it was possible to engage all the participants as the time frame did not allow to use e.g. idea portfolio method.

	Visitors (B2C)	Users (B2C)	Travel trade (B2B)	Companies & meeting organisers (B2B)	PCOs & organisations (B2B)	Journalists & influencers (B2B)
In-depth interviews	x	x	x	x	x	x
Profiling	x	x				
Trend watch or research	x	x				x
Observation & listening	x	x				
Analytics	x	x				
Developing surveys and ways to give feedback	x					x
Workshops together with customers			x	x	x	
Face-to-face meetings & personal relationships			x	x	x	x
Research, statistics, reports	x		x	x	x	x
Utilizing better stakeholders' and networks' knowledge	x			x		x
New/developed CRM			x	x	x	x
Finding the right encounter touchpoints				x		
Sharing information with external colleagues			x	x	x	x
Enrichening the existing data					x	
Sales/partner visits			x	x	x	
Better tools & digital workspace			x	x	x	
Analysing past cases				x	x	
Work rotation	x			x	x	
Tacit knowledge visible	x		x	x	x	

Table 2: The summary of ideas per each customer group.

The table 2 summarises the ideas per each customer group. The highest ranked ideas (bolded in the table) were profiling, trend watch or research, workshops together with the customers, utilizing better stakeholders' and networks' knowledge, finding the right encounter touchpoints, better tools & digital workspace and tacit knowledge visible.

6.3.2 Transformation map mvp and iterations

After the workshop, an alignment meeting was held with the extended management team. In the first meeting the results of the workshop were presented, and actions were discussed regarding the next year of 2020. It was decided that at this point the actions were spread to the operational plan according to the operative entities.

In the next meeting, the purpose of the third workshop was presented by the project lead and discussed in the extended management group. In the third workshop, set to the date of March 25, 2020, a group of selected participants would have elaborated on the long-term road map and defined the action plans to support it. The covid-19 outbreak in March 2020 changed all these plans thoroughly as the lockdowns around the world affected drastically the work of Helsinki Marketing. The operational plan that was only started to execute, was changed totally and priorities changed. The project lead (= the researcher) was assigned to other projects and the workshops that were already scheduled were cancelled for the moment.

However, during April and May 2020, it was possible for the project lead to adjust the Helsinki Marketing road map and action plans as well as prepare the documentation, but they were not designed in a co-creative manner as it was planned. In May, one of the actions included in the action plans, tapping into the consumer trends, was moved up and kicked off. A foresight project, examining the consumer trends, was executed during May-August 2020. (MyHelsinki 2021) During this project, it became clear that foresight should be a systematic part of customer understanding and a customer-dominant organisation. In a way, this additional project for the year 2020 was also a way to iterate the theoretical framework and road map for customer-dominant organisation.

In a meeting in June 2020, the framework for customer-dominant organisation for Helsinki Marketing with the main focus areas was presented to the extended management group. (Appendix 7) The actions that should be prioritized were discussed. Also, the first version of the long-term road map was presented. At that point it was already known that there will be changes in the company structure in the near future. That had an effect to the priorities and to the overall action plan.

The plans for 2020 and 2021 were aligned to adjust in the current uncertain situation, duration of which was unknown. Many of the actions were re-prioritized or put on hold. However, there was a common understanding that, despite the situation, there is an urgent need to clarify what kind of data and insights flow into the company on a regular basis. Furthermore, it was important to know how all the data was handled and used and what are the possible needs regarding data when aiming to deepen the customer understanding. Also, the information sharing was prioritized high as the main concern of the employees, according to the online survey, was sharing information between units and teams and data management needs. (The data point mapping was executed during autumn 2020.)

During the autumn of 2020, there were two iterative and co-creative meetings with the competence development learning group where the road map and action plan was iterated again to respond to the ever-changing situation. For instance, the sailing boat retrospective method was used in order to analyze where the organisation was on its way towards customer-dominancy when reflecting on the road map and action plans as they were then.

The sailing boat retrospective exercise was executed online via Microsoft teams and using Miro whiteboard. The template of the sailing boat picture was visible via Miro and the team worked first individually placing (virtual) sticky notes to the picture. Using the metaphor of sailing boat sailing at good winds, still having the risk to sail onto a rock or have anchors which are slowing down the teams (or organisations) way towards the end goal they quickly assessed the current state of challenges and pushing forces on different levels.

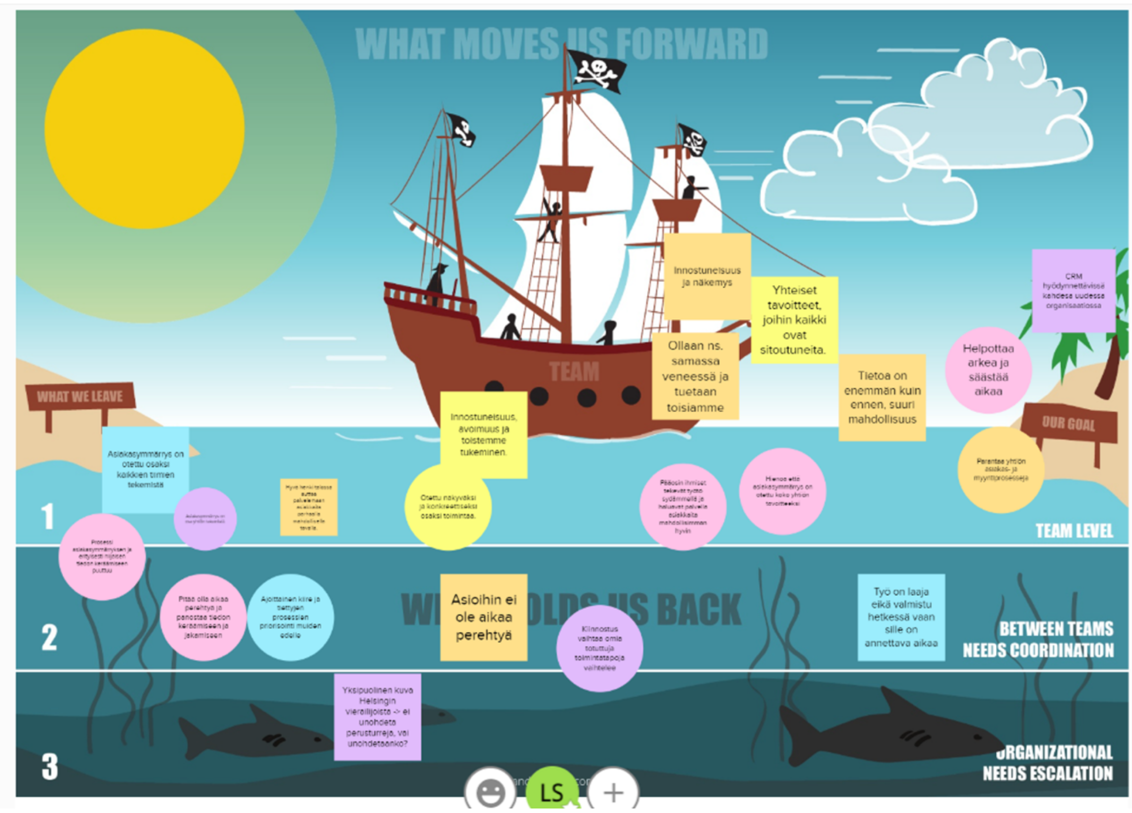

Figure 16: The final output of the sailing boat retrospective.

This was a surprisingly good way to test the road map and action plans and raise discussion of the topic. The participants also felt that the exercise was fun, and it helped them assess the topic from different perspectives. The exercise revealed that the participants felt that a lot of positive developments had already happened regarding customer understanding and a customer-driven organisation. However, as challenges the participants mentioned often the lack of time to put in these topics and personal development. Also, the communication between the units and teams could be better.

6.4 The deliver phase

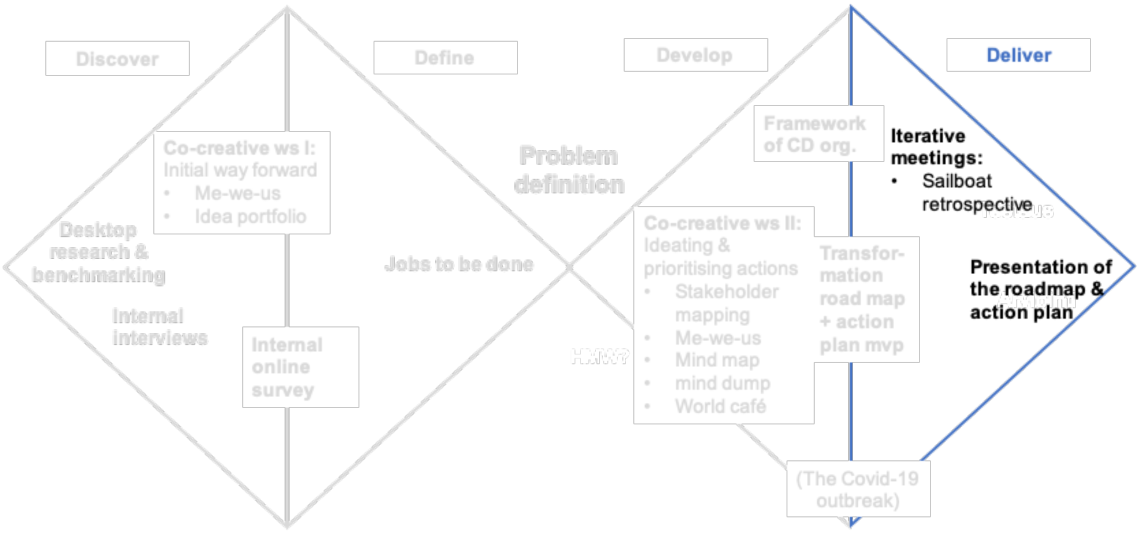

Figure 17: The deliver phase of the development task.

The last phase of the Double Diamond is the delivery. Basically, it is about turning the prototype into a running service and system, implementing it. (Design Council 2005.) The goal is to make the change happen, and that affects end customers, employees, processes, and even the business model. This should be taken into account when delivering and implementing the service. (Reason et al. 2016, Stickdorn et al. 2018.) In this thesis, the concrete action of delivery is considered to be the point where the final outputs, the customer-dominant organisation framework, long-term road map (Appendix 8) and featured overall action plan, were presented to all employees of Helsinki Marketing in January 2021.

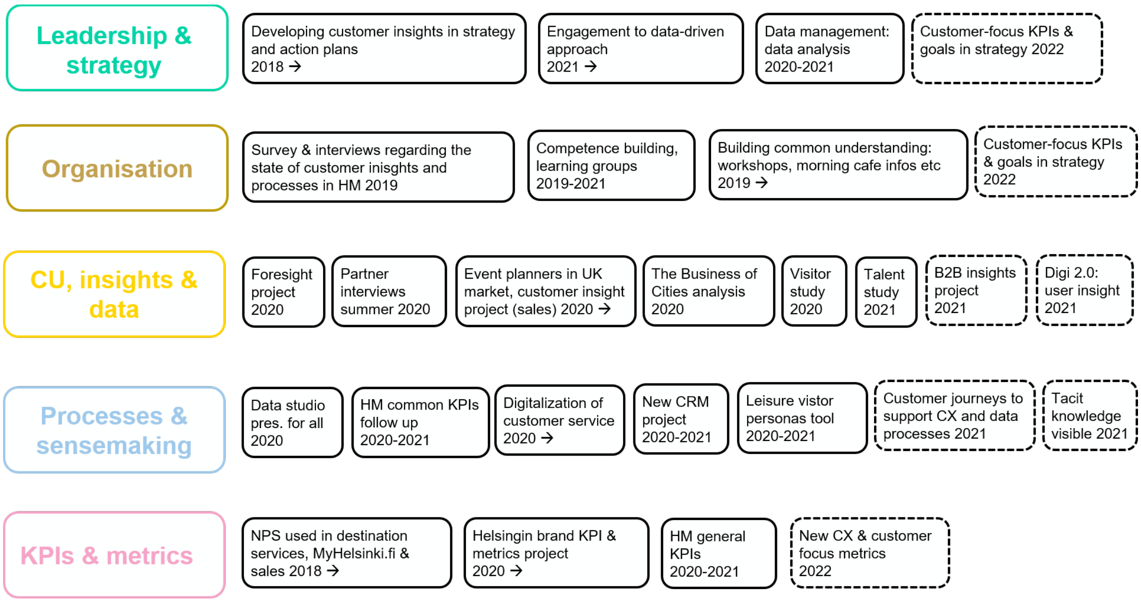

Figure 18: The long-term action plan for main actions on an organisational level.

In the figure 18, the overall action plan summarises the main actions under each cornerstone of the customer-dominant organisation framework. (For the reason of simplifying the figure some cornerstones were combined to cover one block.) At the time of the presentation, the plan included also actions that had already taken place, but it was important to summarise the most important top-level actions, also past, to clearly show to all employees all the important milestones under each cornerstone on the way towards a customer-dominant organisation. The actions include, for instance, definition of the main KPIs for Helsinki Marketing and their follow-up regularly, consumer research in different target groups, persona work with qualitative interviews in visitor target group, enhancement (or even new) CRM tool, a trend-based foresight work as well as tapping into the process of sensemaking. Crating common understanding about customer understanding, customer experience and customer-focused organisation were also important actions included in the plan. The boxes with dashed lines indicate actions that were not yet initiated or approved at the time of presenting the plan. They include, for instance, defining customer-focused KPIs, B2B-focused insight project, defining customer journeys and tapping into the tacit knowledge and ideating how to make it visible.

As the implementation of the road map and action plan can be considered as a long process including fine tuning the organisation’s mindset and change of behavior as well as deciding on large systems and big investments, the implementation of this output is stretching for the years to come. For the mentioned reasons, it is not easy to define where the deliver phase of this development task actually started and where it will end. The delivery is an inherent part of the actual result of the development task. Also, it needs to be pointed out that the deliver phase is greatly overlapping with all the other phases of the double diamond in this particular development process. The deliver phase is hard to separate from the idea of tapping into changing the mindset of the organisation, planning ways to create the shared understanding and utilizing the co-creative approach that increases inclusiveness, with the aim of implementing the customer-dominant approach in the organisation. In addition, some of the actions included in the action plans were already executed before the final delivery or hand-out of the final outputs and many of them already initiated. On the other hand, some actions, like large data system investments, will be executed during the next couple of years.

6.5 Final results

The tangible outcome of the development project is the overall transformation map with focus areas and the roadmap for Helsinki Marketing to help in the transformation towards customer-dominant practices covering the years 2020-2022. In addition, the concrete output is the detailed action plan that is based on the framework for customer-dominant organisation. The final result is an iterative plan that needs to be adapted constantly to the current situation, but not losing the focus on the end goals.

An example of the constantly changing environment is the covid-19 outbreak and state of emergency the world was after that. Another example, a more ordinary one but still transformational from the organisation’s perspective, is the merger of two companies that is currently (2021) taking place. The organisations of Helsinki Marketing and Helsinki Business Hub will be integrated to form a new company that will more effectively work for the international awareness and reputation and global sales of the City of Helsinki. “Customer focus” has been set as one of the primary building blocks in the owner’s strategy. Hopefully, the cornerstones of a customer-dominant organisation developed within this thesis will serve as a framework and basis for the future work towards a customer-dominant organisation.

7 Summary and conclusions

The purpose of this thesis was *to explore what are the cornerstones of a customer-dominant organisation, and to explore how to support the transformation process of the organisation to become customer-dominant in order to maintain the competitiveness of the organisation.* Customer-centricity and customer orientation have been discussed already for decades, but this study aimed even further, to explore what does it mean to be an organisation aiming to follow a customer-dominant logic and to explore how an organisation could eventually become customer-dominant. The study aims to give a new perspective to customer-centricity and customer focus in business, when reaching for customer dominancy in business and organisation.

In this chapter, the findings of the previous chapters are reflected on the theories discussed in the thesis and are turned into conclusions.

7.1 Developing the framework of customer-dominant organisation and the prerequisites for organisational transformation

In this thesis, customer-dominant logic (CDL) provided the theoretical basis for exploring what are the cornerstones of an organisation that is following customer-dominant logic.

The main research question was

What are the cornerstones of an organisation following customer-dominant logic?

This research question required a comprehensive literature review tapping into the concepts of customer-centricity and customer orientation and the theories of customer-dominant logic (discussed in chapter 1.4.) and other dominant logics of business and marketing, goods-dominant logic, service logic and service-dominant logic (presented in chapter 2.1). As a perspective, CDL was very suitable as it is designed to be applicable to commercial and non-commercial settings, consumer and business customers, single customers, and customers consisting of groups or collectives (Heinonen & Sandvik 2018). For the case company, as a publicly owned company and serving many different customer segments, CDL was a good fit. In addition, CDL was a good fit because it does not emphasize the specific contact points but focuses on gaining insight on the meaning of life or business of the customers, and strives to tap into the idiosyncratic customer logic, which drives the choices and decisions of customers (Heinonen & Strandvik 2015). In the case company, the contact points are scattered to cover many organisations or companies and sometimes there can be only one contact point between the organisation and the customer. CDL also recognises the role of marketing as a holistic strategic foundation of the firm rather than a mere function, which suited well this case study (Heinonen & Strandvik 2015).

CDL provided the theoretical focus areas, customer logic, customer experience and value formation (presented in chapters 2.2, 2.3 and 2.4) the organisation should take into consideration when adopting a customer-dominant approach on a strategic and operational level. Furthermore, as CDL represents a managerial approach to business, it therefore suggests applicable managerial implications on the theoretical arguments it states (Heinonen & Strandvik 2015). These managerial implications were summarised in chapter 2.5. From that basis, the cornerstones of an organisation following customer-dominant logic were easier to define and to make actionable. However, the cornerstones draw also from research tradition of customer-centricity since it provided useful frameworks and roadmap propositions to consider along customer-dominanct logic. In addition, public service logic was explored in order to explore the possible special characteristics or challenges a publicly owned company might have in becoming customer-dominant.

The cornerstones that were defined and included in the framework are *strategy and vision*, *leadership*, *processes and systems*, *customer understanding, insights and data*, *sensemaking* and *KPI's and metrics* (presented in chapter 4.1). The framework was not developed before starting the development project, but it was developed during the time of the project, after redefining the challenge and scope of the development project. Furthermore, the purpose of the thesis was *to explore how to support the transformation process of the organisation to become customer-dominant in order to maintain the competitiveness of the organisation.*

Deriving from that purpose, the second research question asked was

What are the prerequisites for an organisational transformation?

In this thesis, the presumption was that design thinking and co-creative approach are useful in an organisational transformation for their inherent qualities of, for instance, decentralising value creation and abductive view on problem solving. Also, their use in the case organisation was on a non-mature level. To identify the prerequisites of organisational transformation, a comprehensive literature review regarding design thinking and co-creative approach in the context of organisational transformation was needed. Also, some relevant literature on change management and especially agile change management suited well the purpose.

Drawing from these theoretical streams, the prerequisites for organisational transformation were identified (presented in the chapter 4.2). They are c*ommitment (leadership & individual), positive and safe environment, human empowerment, common understanding, competence development, multi-level, interdiciplinary collaboration, visual and tangible action plan,* and *agile and iterative approach*. The prerequisites were defined during the development project, since it provided important viewpoints to it along the process. Therefore, answering the second research question was mainly covered in the theoretical part but it was defined during the empirical part.

7.2 Developing the transformation plan

The objective of this thesis was *to develop a framework and a transformation map for the case organisation to help in the transformation towards customer-dominant practices* as well as *to explore design thinking and co-creative approach as enablers of organisational transformation* since their advantages in transformation are acknowledged and they were found interesting but yet rather unexplored approaches in the case company. In order to develop the transformation map, more defined roadmap and the supporting action plans, it was necessary to tap into the challenges the organisation had regarding customer understanding and becoming more customer-centric. It was also necessary to ideate solutions and prioritize them so that the transformation map, roadmap and action plans could be crafted.

The main challenges in the organisation revolved around understanding the customer more deeply so that better customer experience and more engaging content could be created. There was a need to understand better the world and the futures the customer live, and will live in. Also, it was found that the processes that support information sharing and sensemaking should be streamlined. There was also a need for a modern CRM system which would support better in managing the customer data. In addition, the networks and their knowledge were underutilized. It was also identified that there is a need to recheck the KPIs and metrics regarding customer experience. Service design methods and tools were used in the development project as much as the situation permitted (e.g. covin-19 outbreak disruption) and they were found useful especially because of their ability to help creating common understanding and enabling the multilateral and interdisciplinary collaboration. Actually, during the last few months of the project described in this thesis, it was difficult to schedule co-creative sessions as there were so many of them organized by the different units and teams of the organisation. This type of collaboration increased during the development project which can be considered a big step forward in the way the organisation is co-creatively being developed.

7.3 Reflection

The framework for customer-dominant organisation worked well in structuring the work that needed to be done to build customer focus in the case organisation. During the development project, it became clear that even if the leadership commitment is existing and customer focus -related goals are marked in the yearly plans, there needs to be also overall KPIs and goals connected to customer focus (or e.g. customer experience) and measurements linked to those goals in order to really put them on the agenda of the organisation in a way that significant developments can be expected. The organisation has to choose whether it aims for quick fixes or sets the ambition level higher and aims for including customer-related goals in the strategy and sets the right kind of metrics for the goals. In the case organisation, this work is still under process although their significance has been acknowledged. Many improvements can be made in order to be more customer-centric, but if an ornosation wants to reach customer dominancy, customer-focus needs to be manifested in the strategy and goals with metrics need to be connected to it.

Furthermore, the process of this thesis and especially the development task verified the argument that several scholars (e.g. Heinonen et al. 2015) have placed about the urge of addressing many different viewpoints in order to become customer-dominant (or customer-centric). Actually, this thesis suggests that it is necessary to address all the cornerstones of the framework presented in this thesis in order to reach the goal of being an organisation following customer-dominant logic. If one of the cornerstones is disregarded, the possibilities of reaching a customer-dominant organisation are weakened significantly. There is no use of good insights, if there are no sensemaking capabilities of refining, combining and analysing the data for it to become insights and further to make conclusions and eventually decisions and actions on that basis. If there are no working processes at place for the process where this all can happen, the customer understanding is of no use.

What comes to the goal setting and the road map from 2020 to 2022 and the more specific action plan, it was easy to understand that it might not be possible to accomplish all the included actions in the planned time frame. For instance, for the case company, all the cornerstones included actions that demanded pivotal or radical changes related for instance to processes which are connected to a large city-wide ecosystem, big investments (such as a new CRM system), organisational culture change etc. However, at the same time, there were many smaller developments that were possible to accomplish in a faster schedule (e.g. using new methods and tools such as personas, gathering more relevant data etc.). Prioritizing the different-level initiatives and tasks in fast-changing situations was not an easy task and provideded challenges in prioritizing and creating the action plans. As argued by scholars (e.g. Shah et al. 2006, Lamberti 2013 & Korkiakoski 2019), it was confirmed that building a customer-dominant organisation and change the organisation culture will take time, it is going to be a “long path” (Shah et al. 2006) It is not something that can happen overnight.

Grönroos (2018) discussed the challenges the public sector organisation could have versus a private sector organisation in being customer-centric, In the case organisation, the challenges were not present in the context of the agility of the organisation and attitudes towards change. However, the setting of being a part of a bigger city corporation set inevitable challenges on the strategic level and with the larger initiatives included in the action plans. Even if there are markings of customer understanding in the strategy of a city-owned company, it harder to set the customer focus in the core of the strategy with goals and metrics if the owner is not demanding it or if the strategic guidelines of the parent company, in this case the City of Helsinki, does not suggest that clearly enough. If the role of the customer is not emphasized in the core of a particular strategy, it inherently affects the ambition and investment level both in the parent company as well as in the daughter company. Due to this, it could be agreed with Grönroos that there are some specific challenges emerging for publicly owned companies and organisations versus publicly owned companies, but the challenges may not be the proposed ones (referring i.e. to the suggested more rigid way of operating) but others, such as certain restrictions or preconditions that may have far-reaching and significant effects on all the organisations included in the (public) ecosystem.

In addition, in this case, the daughter company is very much tied to different systems at the city level, such as data systems and hubs which inevitably are connected to the case company and form preconditions for certain points of development. A good example of this is the data management platform. In this kind of public sector ecosystem, it is not likely to be possible for the daughter company to act as independently as it would be possible for a private sector company. However, it also provides possibilities to connect to advanced platforms and systems of the ecosystem. It just might take a bit more time to accomplish it than normally.

In this context it needs to be mentioned that one of the emerging challenges was even to begin to understand the role of the customer in a setting where the main purpose of a publicly owned company is to promote the city, a product that is not owned by the provider. This rendered a lot of discussion about the roles of customer of a city-owned company and if the company should serve all customers as well as regarding the possibilities on enhancing the "product" according to customers' needs, which in the case of a city, are very much limited.

By including new kinds of design-driven and ethnographic methods and tools as part of the transformation map and the action plans, such as qualitative interviews and persona tool, could be regarded as one big step forward in the aim of reaching the customer logic and understanding customer experience as not only tied to the touchpoints - and moving towards customer-dominant organisation. However, it will take time to apply systematically relevant data and tools in order to tap into the customer logic and really make a difference to the traditional customer-centric approach embracing the touchpoints.

It is also difficult to state the difference of customer-dominant organisation versus customer-centric or customer-driven organisation on a managerial level. Either the terminology does not support that, since the terms such as "customer-centric" and "customer-driven" are deeply rooted in the business narrative that it seems difficult to change that. In addition, this is even more difficult in an organisation that has Finnish as its working language, since there is no good expression or term for a customer-dominant organisation (customer-dominant might even sound too scary for many companies and businesses).

When reflecting on the transformation process initiated in Helsinki Marketing and the prerequisites of organisational transformation identified in chapter 4.2, the remark of organisations that are made of individuals with different motivations, needs and capabilities made by e.g. Franklin (2014) and Kotter (2012), was emphasized in the case project as well. There were many different understandings, perspectives and opinions regarding the themes of customer understanding which all stemmed from different individuals forming the working community. It was necessary to tap into the logic of these individuals in order to be able to get everybody onboard to the change. Kotter's (2012) argument of understanding and learning being the basis of change and leading the way to changes in thinking and doing, was also considered as one of the most important factors in the change process initiated in Helsinki Marketing. It was essential to create common language around customer focus in general but also to create common understanding about the substance, for instance, what is meant by the customer versus partners, or what is meant by customer understanding versus data-driven approach in general. The diversity of the individuals is one of the most important factors to be considered when planning transformation processes in organisations.

Therefore, the observations made (by the researcher) in the case transformation process offered reasons for emphasizing the human and individual aspect in the prerequisites, also stressed by e.g. Franklin (2014), Eneberg & Svengren Hom (2013) and Yee et al. (2017). Hence, one of the most significant differences between these prerequisites and other change management frameworks (e.g. Kotter 2012) is that communication as a separate prerequisite is missing. That was left out as its own block, since it is seen as a part of safe environment and as a prerequisite for a well-functioning organisation in the first place. By the decision to leave it out, this thesis emphasises the role of commitment, human empowerment and multi-level collaboration in actualising the transformation. Even good communication has no value if the employees are not committed and empowered, ready and willing to take in the information and actually change the way they are thinking, and eventually, doing things. Moreover, communication is seen more as aa dialogue between the members of the organisation as an inherent part of co-creative approach, e.g. multilateral collaboration, and not as top-down communication from the leaders and managers to the employees. This, of course, can be criticized, or, from the other hand, it could be seen as a dimension that is covering all prerequisites proposed in this thesis. Even the obvious might still need wording and visible appearance among the prerequisites.

In the case project, there was a deficiency in forming co-creatively the meaning of customer understanding and customer-dominant (or customer-driven) organisation. The covid-19 outbreak caused disturbances in a critical moment, and it was clearly affecting the rest of the project, since there the understanding in that matter varied depending on the person it was asked from. This also proves the power of co-creation and the meaning of collaborative and interdisciplinary working style. In addition, the project needed to be adapted in the heavily changed circumstances. Therefore, the agility and iterative approach called for Franklin (2014) was emphasized as a prerequisite. Most likely, the disruptive world does not offer stable circumstances for organisations doing business in the future, so it is essential to build the transformation to be flexible and agile to be adaptable to different kinds of situations.

Furthermore, one important remark made during the case project was the importance of making the transformation tangible, also called for by e.g. Yee et al. (2017). This was not the most successful part of the case project, as the co-creative process to produce these documents was disturbed. At the same time, it is proving its importance. Multi-level plans, including many different kinds of actions covering different units and teams are not easy to comprehend if they are not visualized and tangible, visible and accessible for all. This might sound a minor detail, but it seems to be of great importance in actualizing the change as there is no change without actions. Lastly, the thesis suggests that all the prerequisites need to be addressed in order to create a sustainable transformation and actually make the change happen. The prerequisites serve for each other and together they form a comprehensive outlook and favourable conditions for organisational transformation.

The chosen methodology and methods were suitable for the empirical part. Especially fruitful were the interviews, which revealed the different approaches to customer focus and customers in general. However, it would have given a wider perspective if different kinds of people in the organisation (not only manager- and director-level) would have been interviewed as well as some stakeholders or even customers. In addition, the co-creative workshops were essential in creating common understanding. However, challenges emerged because of the covid-19 outbreak, since the project lead (the researcher) was not ready to quickly adapt from the face-to-face workshops to online and master the online facilitation tools and systems. This happened in a critical moment, and because of that the co-creativity of the process suffered significantly. The organisation (including the researcher among fellow colleagues) learned fast the new way of doing things online and adapted to the new online facilitation tools. All in all, the process of using co-creative methods and tool, which was propelled by the project in scope of this thesis started a movement towards multi-lateral collaboration and co-creative way of working, also online, now being “business-as-usual” in the case organisation.

7.4 Discussion

The results of this thesis were adopted and used in the case organisation. The framework of a customer-dominant organisation was utilized as the basis of the development work and it structured the actions under the six cornerstones. The implementation work is on-going (05-2021). However, the case organisation is in the middle of a merger process; a new strategy with new KPIs and goals will be set and a new organisation formed. This means also forming a new company culture. In the new organisation, customer focus is one of the main indicators set by the owner. The framework of customer-dominant organisation will be hopefully utilized when getting into the phase of framing the new strategy. The transformation work that started during the development project, will take a new form when entering the new organisation and new strategy. The co-creative approach and design-driven methods and tools are most likely in key role in all development.

The framework for customer-dominant organisation and prerequisites for an organisational transformation are general and therefore adaptable to different organisations and different contexts, both public and private sector, so that any organisation can use them as a basis for transforming their organisation customer-dominant. Also, the methods and tools can be used in other contexts as well, but as each case and context of a transformation are unique, the methods and palette of tools need to be evaluated case by case. The results of the development work in the empirical part are specific to the case organisation, but they provide good understanding of the challenges and opportunities an organisation can have in such a transformation process.

This thesis aims to give a comprehensive and adoptable set of guidelines for all kinds of organisations on how to start building a customer-dominant organisation and make the transformation happen. However, it would be valuable to research further the applicability in other contexts and different kinds of organisations. Especially interesting would be to tap into the possible differences of public versus private sector organisations, as the case organisation, although being a publicly owned company, probably may not have been the most representative example of a public sector organisation. In addition, more research, through different case studies, is needed in order to further define the managerial implications on how to “go beyond” customer-centricity and emphasize even further the difference of customer-centric and customer-dominant organisation.

As a last remark, it would be also intriguing to develop a new suitable and better adoptable term for a customer-dominant organisation in business environment. A term which is more connected to the business context’s narrative but still a step forward from customer-centricity. Wording the future of customer focus is essential to set the companies’ ambition level higher and to evidence their customer-dominant approach that is something beyond the traditional customer-centric approach.

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Figures

Tables

Appendices

Appendix 1: An example of a field guide of the in-depth interviews.

Field Guide 26.2.2019
Leena Lassila, Sales Director, Global Sales, Helsinki Marketing
Research objectives and goals & Field guide

The main objective:
To collect background information about the customers of Helsinki Marketing.
To have answers to questions such as:
Who are considered to be the customers and what kind of groups they form?
What is known about the customers and how the information is collected? What should be known?
What is the customer strategy of Helsinki Marketing – or is there any?
What is critical to work on/develop regarding customers at the moment?

People-level:
Leena's background in sales and account management in general and working in Helsinki Marketing.
Organisation and responsibilities areas around sales, account management and CRM in Helsinki Marketing.

Practices-level:
Mapping the customer ecosystem/customer groups and prioritizing the groups. Exploring the different viewpoints to customer understanding, customer strategy & operations and their significance to Helsinki Marketing. Exploring the needs, weaknesses and goals in terms of customer strategy and customer understanding.

Structures-level:
The significance of customer orientation/understanding to Helsinki Marketing strategy and also on the City level.

The Interview

1. **Introduction - getting the interview under way**
    a. Handling logistics
    b. Setting expectations: kerro miksi haastattelu tehdään, mihin kokonaisuuteen kuuluu
    c. Timing confirmations: max 1 tunti
    d. Turning on the recorder

2. **The main body – The bulk of the interview**
    a. Create subsections for each of the areas you to be explored
    b. Incl. also the exercises and activities planned to use
    c. Sequence these sections

People-level:

- Oma roolisi Helsinki Marketingissa?
- Miten työ asiakkuuksien (asiakastyön) ja asiakasymmärryksen ympärillä on organisoitunut Helsinki Marketingissa?
- Tuntuuko, että henkilöresurssit ovat kunnossa työtä ajatellen? Ovatko roolit selkeät?

Practices-level:

- Keitä Helsinki Marketingin asiakkaat ovat?

➔ Miten määrittelet asiakkaan Helsinki Marketingin kontekstissa?

- Onko Helsinki Marketingilla asiakasstrategiaa? (tai vastaavaa?)
- Jos ei ole, miksi ei ole?
- Mitkä ovat asiakastyön tavoitteet? Mikä ohjaa työtä myynnin ja asiakkuuksien kanssa? (tulostavoitteet?) Entä miten mittaroidaan?
- Miten asiakasryhmiä priorisoidaan? Voiko sen tehdä esim. HeMan strategian perusteella?
- Mitkä asiat näet olevan hyvin asiakastyössä tällä hetkellä?
- Mitkä asiat mahdollisesti estävät tekemästä hyvää asiakastyötä tällä hetkellä?
- Mitkä asiat ovat tärkeitä myynnin ja asiakastyön onnistumisen kannalta?
- Mitä asiakasymmärrys mielestäsi tarkoittaa? Mitä ymmärrät asiakasymmärryksellä ja mikä merkitys sillä on HeMalle?
- Miten asiakastietoa kerätään HeMassa?
- Entä miten palautetta asiakkailta kerätään?
- Millä tavalla CRM on ratkaistu HeMassa?
- Mitä asioita asiakkaista pitäisi tietää enemmän, jotta asiakastyö ja myynti helpottuisivat?
- Onko HeMassa joitain sisäisiä rajoitteita, mikä rajoittaa myyntityötä tai asiakastyötä?

Structures-level:

- Millä tavalla myynti ja asiakastyö tukevat HeMan strategiaa? → Miten ne voisivat tukea sitä paremmin?

- Millä tavalla asiakassuhde voisi tuottaa lisää arvoa sekä asiakkaalle että HeMalle?
- Miten näet luottamuksen merkityksen myynnissä ja asiakastyössä?
- Miten näet HeMan tekemän asiakastyön kaupunkitasolla? Merkitys kaupungille?
- Entä kansainvälisessä mittakaavassa? Onko työ merkittävää kansainvälisessä mittakaavassa ja miten koet HM:n onnistuvan siinä tällä hetkellä? Entä haasteet kansainvälisesti katsottuna?
- Miten myynti ja asiakastyö koetaan sisäisesti?
    - Ymmärretäänkö merkitys?
    - Onko toimintatavat ja vastuut selvät?
- Mikä sinusta on tärkeintä asiakastyössä?
- Mikä/mitkä ovat suurimmat esteet, ettei asiakastyö toteudu suunnitellusti tai ettei se saavuta toivottuja tuloksia? Yleisesti ottaen tai liittyen spesifisti johonkin asiaan myyntiä ja asiakkuuksia ajatellen.

Projection/dream questions

- Jos saisit muutettua ihan mitä tahansa tämänhetkisessä asiakastyössä (ns. ulkoisesti tai sisäisesti), mihin ongelmaan tai asiaan tarttuisit ensimmäisenä? Miksi?
- Jos saisit toivoa mitä tahansa asiakasymmärrykseen liittyen, mitä se olisi? Miksi toivot sitä?
- Jos keskustelisimme samasta aiheesta viiden vuoden päästä, mikä olisi eri tavalla?

Wrap up – ending with some basic questions and instructions

d. Unohdinko kysyä jotain oleellista?
e. Haluatko kertoa vielä jotain aiheeseen liittyen?
f. Haluatko kysyä jotain?

Shot list – list of the photos you want to capture

g. Head shot of the participant
h. (Establishing shots, interior and exterior)

Appendix 2: Workshop agenda 13 March 2019.

Workshop agenda 13.3.2019

- **Tervetuloa!**
- **Jukka Kaartisen puheenvuoro**
- **Lämmittely: ”cocktail-kutsut”**
  Juttele 3 eri henkilön kanssa 1 min ajan, siitä mitä jäi puheenvuorosta päällimmäisenä mieleen.
- **Tehtävä 1: Ideoidaan keinoja!**
  Ideoi itsenäisesti post it -lapuille mahdollisimman monta keinoa, joilla oppisit polun opittavia sisältöjä ja oppimistavoitteet saavutettaisiin.
  Yksi idea/lappu.
  Aikaa 5 min
- **Tehtävä 2A: Priorisoidaan keinot**
  Aseta omat keinosi (post it –laput) oman ryhmäsi (A tai B) toteutettavuus–vaikuttavuus–kaavioon mielestäsi sopivaan kohtaan.
  Aikaa 5 min, jonka jälkeen jokainen esittelee omat ideansa ja näkemyksensä.
- **Tehtävä 2B:Aseta aikajanalle**
  Työskennelkää ryhminä (A ja B) ja valitkaa aikajanalle 3-5 tänä vuonna toteutettavaa asiaa ja 3-5 vuonna 2020 toteutettavaa asiaa.
  Kirjoittakaa asiat aikajanalle.
  Aikaa 10 min
- **Tauko 5 min**
- **Tehtävä 3: Miten näkyy työn arjessa?**
  ”Asiakasymmärryksen systemaattinen kerääminen ja hyödyntäminen ovat osa jokapäiväistä työtä.”
  Jos em. tavoite olisi totta kolmen vuoden päästä, mitä muutoksia työn arjessasi olisi tapahtunut? Miten tavoitteen toteutuminen näkyisi jokapäiväisessä työssäsi?
  Keskustelkaa pareittain ja listatkaa konkreettisia asioita.
  Yksi asia/lappu.
  Aikaa 10 min
- **Tehtävien purku yhteisesti kaikkien ryhmien kanssa yhteisessä purkusessiossa.**

Appendix 3: The agenda of the competence development event

Tervetuloa osaamisen kehittämisen kick offiin!

Keskiviikko 13.3. klo 8.30–16.00 | Korjaamo | Töölönkatu 51 A–B

Helsinki

Kutsu

Päivä on lähtölaukaus koko yhtiön osaamisen kehittämistyölle ja Sinun henkilökohtaiselle osaamispolullesi. Päivän aikana kuullaan inspiroivia puheenvuoroja mm. itsensä johtamisesta sekä työskennellään työpajoissa oman oppimispolun porukan kanssa.

Inspiroivat puheenvuorot

ITSENSÄ JOHTAMINEN
Saku Tuominen
Saku on pitkän linjan yrittäjä ja yritysjohtaja, jolla on vankkaa kokemusta ja näkemystä sekä käytännön vinkkejä itsensä johtamiseen. Saku on myös kirjoittanut aiheesta mielenkiintoisia teoksia.

DIGITAALISUUS
Mikko Rusama
Mikko on Helsingin kaupungin ensimmäinen digitalisaatiojohtaja. Hän siirtyi viime vuonna tehtäväänsä Yleisradiosta, jossa hän johti Ylen verkkopalveluiden kehittämistä. Hänellä on 20 vuoden monipuolinen kokemus digitaalisten palveluiden kehittämisestä ja johtamisesta.

PROJEKTIJOHTAMINEN
Katarina Asen
Katarina on työskennellyt aiemmin esimiestehtävissä kansainvälisessä ja nopeatempoisessa kasvuyrityksessä. Ihmisten kyky oppia ja kehittyä on aina ollut yksi Katarinan intohimoista ja nykyään hän toimiikin Wise Consultingissa niin johtotehtävissä toimivien henkilöiden kuin koko työyhteisöiden valmentajana

ASIAKASYMMÄRRYS
Jukka Kaartinen
Design thinking, palvelumuotoilu ja asiakaskokemus ovat Jukan inspiraation lähteitä. Työssään SOK ketjuohjauksen kehityspäällikkönä hän työskentelee päivittäin oheisten teemojen parissa entistä paremman asiakaskokemuksen edistämiseksi.

Tervetuloa!

PÄIVÄN OHJELMA

8.30–9.00	Aamukahvit
9.00–9.15	Tervetuloa ja päivän ohjelmasta
9.15–10.30	Asiantuntijaluento oppimispoluittain
10.30–12.00	Workshop oppimispoluittain
12.00–13.00	Lounas
13.00–14.00	Workshopien tuotokset
14.00–14.15	Kahvitauko
14.15–15.15	Itsensä johtamisen asiantuntijapuheenvuoro
15.15–16.00	Miten tästä eteenpäin ja loppusanat

Appendix 4: The online questionnaire

Asiakastietokysely

Hei, mahtavaa, että klikkasit linkkiä ja päätit vastata kyselyyn! Tietosi ja näkemyksesi ovat arvokasta tietoa, jota tullaan hyödyntämään asiakasymmärryksen kehittämisessä.
Vastaa kysymyksiin oman tiimisi tai yksikkösi näkökulmasta käsin. Huomaathan, että tämä kysely kartoittaa nimenomaan asiakkaista saatavaa tietoa. Ota siis huomioon kaikki sellainen tieto, jolla saat/saatte jollakin tavalla arvokasta tietoa asiakkaistanne.

1. Mihin tiimiin kuulut?

- ○ Destinaatiopalvelut
- ○ Hallinto
- ○ Tietokanta, verkostot ja kumppanuudet
- ○ Matkanjärjestäjät
- ○ Kokoukset
- ○ Viestintä ja PR
- ○ Markkinointi
- ○ Sisältö ja digikehitys

2. Keitä ovat oman tiimisi/yksikkösi asiakkaat?
Listaa kaikki tietämäsi tiimillesi/yksilöllesi oleelliset asiakasryhmät.

Asiakastiedon tarpeet ja keinot

Lisää teksti tähän

3. Koetko, että tiimisi/yksikkösi saa riittävästi tietoa omista asiakkaistaan, jotta se voi saavuttaa teille ja yhtiölle asetettuja tavoitteita?

- ☐ Kyllä.
- ☐ En. Perustelethan: ____
- ☐

En osaa sanoa. Voit halutessasi avata vastaustasi:

4. Minkälaista tietoa tiimisi/yksikkösi asiakkaista kerätään? Kerro lyhyesti ja pääpiirteissään se mitä tiedät.

5. Millä tavoilla tiimisi/yksikkösi saa tietoa asiakkaista?
Voit valita useamman kuin yhden vaihtoehdon.

- [ ] Asiakaskokemuskyselyillä (yleisempiä asiakkaille suunnattuja kyselyitä)
- [ ] Palautekyselyillä (esim. tapahtuman jälkeen)
- [ ] Omasta asiakastietojärjestelmästä
- [ ] Verkkoportaaleista tai vastaavista
- [ ] Tilaisuuksissa
- [ ] Kokouksissa
- [ ] Yhteistyökumppaneiden kautta
- [ ] Kahdenvälisissä tapaamisissa
- [ ] Haastatteluilla
- [ ] Epävirallisesti kahvipöydässä esim. muilta kollegoilta
- [ ] Muulla tavoin, miten?

7. Valitse seuraavista sopivat väittämät:

- [ ] Kaikki asiakastiedon kerääminen on säännöllistä.
- [ ] Asiakastiedon kerääminen on osittain säännöllistä.
- [ ]
- [ ] Lisää vaihtoehto...
- [ ]

Keskustelemme asiakkaistiedon tarpeista tiimissäni/yksikössäni yhteisissä palavereissa tai vastaavissa tilanteissa.

☐ Tietoa kerätään asiakkaista tarvepohjaisesti.

6. Minkälaista tietoa asiakkaista kaipaisit enemmän?

Tiedon tallentaminen ja jakaminen

Lisää teksti tähän

7. Mitä tiedolle tapahtuu, kun se on saatu?

Voit valita useamman kuin yhden vaihtoehdon.

☐ Tallennetaan sellaisenaan verkkoasemalle.

☐ Tallennan itselleni (esim. omalle tietokoneelleni/levyasemalleni) joitain itselleni tärkeitä asioita.

☐ Tallennetaan soveltuvaa tietoa asiakastietojärjestelmään (Aspicore).

☐ Jotain muuta, mitä?

☐ Saamme valmiin analyysin esim. yhteistyökumppanilta tai ulkoiselta toimijalta.

☐ Kirjoitetaan esim. tiivistelmä, raportti tai vastaava.

☐ Tiedolle ei tehdä mitään. Kerro miksi?

☐ En osaa sanoa, mitä sille tapahtuu.

8. Jos tiimisi tai yksikkösi jakaa asiakastietoa muulle organisaatiolle, niin miten sitä jaetaan?

Voit valita useamman kuin yhden vaihtoehdon.

☐ Lähetetään pyydettäessä yksittäisiä tietoja sähköpostilla.

☐ Tuotetaan tarvittaessa yhteenvetoja esim. yhteisiin palavereihin.

☐ Jaetaan yhteenvetoja säännöllisesti sähköpostilla tai yhteisissä palavereissa.

☐ Jaetaan tietoa esim. dashboardin kautta (käyttöoikeudet muillakin).

☐ Kerrotaan kahvipöydässä, jos aihe sattuu sitä sivuamaan.

☐ Jollain muulla tavoin, miten?

☐ Tietoa ei jaeta. Osaatko sanoa miksi?

9. Löydätkö muiden tiimien/yksiköiden tuottaman tiedon hyvin?

○ Kyllä.

○ En.

○ En osaa sanoa.

Asiakastiedon hyödyntäminen

Lisää teksti tähän

10. Valitse sopivat väittämät seuraavista:

Voit valita useamman kuin yhden vaihtoehdon.

☐ Asiakkaista saatavaa tietoa analysoidaan tai sitä jalostetaan jollain tavalla eteenpäin (joko itse tai yhdessä).

☐ Hyödynnän Aspicoressa olevaa asiakastietoa jokapäiväisessä työssäni.

☐ Käytän asiakastietoa oman työni tukena (esim. suunnittelussa).

☐ Pystyn käyttämään asiakastietoa päivittäisen päätöksenteon tukena.

☐ Tiimini tai yksikköni hyödyntää asiakastietoa suunnitelmallisesti ja käyttää sitä myös päätöksenteon tukena.

☐ Tiimini tai yksikköni tuottamaa asiakastietoa hyödynnetään yhtiön strategisissa päätöksisissä.

☐ Koen tuntevani asiakkaitteni nykyiset tarpeet hyvin.

☐ Tiimini tai yksikköni pystyy tunnistamaan uusia palvelu- tai liiketoimintamahdollisuuksia saadun asiakastiedon perusteella.

☐ Tiimini tai yksikköni pystyy tunnistamaan asiakkaiden uusia tarpeita saadun tiedon perusteella.

Tunnen olevani askelen edellä asiakkaitani ja pystyväni yllättämään heidät usein positiivisesti.

11. Koetko, että pystyt hyödyntämään muiden yksiköiden keräämää ja hallinnoimaa asiakastietoa omassa työssäsi?

Kyllä.

En. Miksi?

En osaa sanoa. Perustele halutessasi:

12. Minkä koet olevan suurin haaste asiakastiedon hyödyntämisessä ?

Voit valita useamman kuin yhden vaihtoehdon.

Tietoa asiakkaista on liikaa.

Tietoa asiakkaista on liian vähän.

Tieto asiakkaista on vääränlaista tai se ei anna hyödyllistä tietoa.

Tieto asiakkaista on vaikeasti ymmärrettävissä.

Tietoa asiakkaista ei ole jäsennetty, se on pirstaleista.

On vaikea tietää, mikä asiakastieto on relevanttia.

Tietoa asiakkaista ei jaeta riittävästi eri yksiköiden välillä.

En tiedä, mistä tietoa on saatavilla.

Tiedon keräämisestä ja käsittelystä ei ole tullut jokapäiväistä työtäni.

Jokin muu, mikä:

Wohoo, pääsit loppuun asti!
Suuri kiitos vastauksistasi. Nähdään työpajoissa!

Lisää teksti tähän

Appendix 5: The answers of the online survey (a clip over the MS Excel file)

1. Minkä asiakokonaisuuden kanssa teet pääasiallisesti töitä? (Valitse sopivin vaihtoehto.)	Destinaatiopalvelut	5
	Hallinto	1
	Tietokanta, verkostot ja/tai kumppanuudet	4
	Matkanjärjestäjät	3
	Kokoukset	4
	Viestintä ja PR	3
	Markkinointi	1
	Sisältö ja digikehitys	3
2. Keitä ovat tämän asiakokonaisuuden asiakkaat? Listaa kaikki tietämäsi teille oleelliset asiakasryhmät.		24
3. Koetko, että saat/saatte riittävästi tietoa omista asiakkaistanne, jotta voitte saavuttaa teille ja yhtiölle saavutettuja tavoitteita?	Kyllä.	7
	En. Perustelethan:	8
	En osaa sanoa. Perustelethan:	9
4. Minkälaista tietoa asiakkaistanne kerätään? Kerro lyhyesti ja pääpiirteissään se mitä tiedät.		24
5. Millä tavoilla saat/saatte tietoa asiakkaista?Voit valita useamman kuin yhden vaihtoehdon.		
	Haastatteluilla	10
	Kokouksissa	13
	Muulla tavoin, miten?	13
	Asiakaskokemuskyselyillä (yleisempiä asiakkaille suunnattuja kyselyitä)	13
	Kahdenvälisissä tapaamisissa	12
	Tilaisuuksissa	8
	Palautekyselyillä (esim. tapahtuman jälkeen)	17
	Omasta asiakastietojärjestelmästä	11
	Verkkoportaaleista tai vastaavista	1
	Epävirallisesti kahvipöydässä esim. muilta kollegoilta	14
	Yhteistyökumppaneiden kautta	8
6. Valitse seuraavista sopivat väittämät:	Voit perustella tai avata vastaustasi halutessasi tähän:	10
	Tietoa kerätään asiakkaista vain tarvepohjaisesti.	13
	Asiakastiedon kerääminen on säännöllistä.	5
	Minulla/meillä on prosessi tiedon keräämiseksi ja dokumentoimiseksi.	14
	Asiakastiedon kerääminen on jossain määrin säännöllistä.	10
	Keskustelemme asiakkaistiedon tarpeista tiimin/yksikön/projektitiimin yhteisissä palavereissa tai vastaavissa tilanteissa.	3
7. Minkälaista tietoa asiakkaista kaipaisit enemmän?		14
8. Mitä tiedolle tapahtuu, kun se on saatu? Voit valita useamman kuin yhden vaihtoehdon.		
	En osaa sanoa, mitä sille tapahtuu.	10
	Tiedolle ei tehdä mitään. Kerro halutessasi miksi:	6
	Kirjoitetaan esim. tiivistelmä, raportti tai vastaava.	15
	Jotain muuta, mitä?	4
	Tallennan itselleni (esim. omalle tietokoneelleni/levyasemalleni) joitain itselleni tärkeitä asioita.	9
	Saamme valmiin analyysin esim. yhteistyökumppanilta tai ulkoiselta toimijalta.	6
	Asiakkaista saatavasta tiedosta muodostetaan systemaattisesti johtopäätöksiä.	6
	Asiakkaista saatavaa tietoa analysoidaan (analysointi = tiedon jäsentämistä, pilkkomista pienempiin osiin, jotta sitä voidaan hyödyntää paremmin).	5
	Tallennetaan sellaisenaan verkkoasemalle.	2
	Tallennetaan soveltuvaa tietoa asiakastietojärjestelmään (Aspicore).	1

Appendix 6: The agenda of the workshop on 23 September 2019

Helsinki Marketing
Asiakasymmärrys, työpaja I 23.9.2019

Intro – osio yhteensä 20 min

Tervetuloa – 2 min (Laura)

Orientointuminen/alkurituaali – 9 min (Essi)

a) Esittely & työpajaohjeistus 2 min

b) Lämppä: Liikutaan tilassa 6 min

Miksi? Fokusointi – 8 min (Laura)
a) Tavoitteet: Asiakasymmärrys yleensä & työpajan tavoitteet
b) Mitä on asiakasymmärrys?
c) Kyselystä pari sanaa

Osa I: Kuka on asiakas? – 70 min

Tehtävä 1A: Asiakas vai kumppani? 5 min (Laura)

Ryhmiin jako – 1 min (Laura)

Tärkeimmät asiakkaat 40 min (Essi)

Tehtävä 1B: Asiakkaiden kartoitus – 20 min
Menetelmä: Sidosryhmäkartta, canvas
Sijoittakaa asiakasryhmät valmiille pohjalle:
A ensisijaiset
B tärkeät
C muut asiakasryhmät
Aikaa 20 min.

Tehtävä 1C: Asiakkaiden priorisointi ja ongelmakohdat – 20 min
Valitkaa yhdessä 2-3 ryhmänne mielestä tärkeintä asiakasryhmää.
→ Kirjoittakaa asiakasryhmät numeroviivoille
Kirjoittajaa alla oleville viivoille:
→ Mitä palvelua Helsinki Marketing ko. asiakasryhmälle tarjoaa?
→ Mikä on suurin haaste kyseisen asiakasryhmän palvelemisessa hyvin? Mitä toimenpiteitä vaadittaisiin, jotta asiakasryhmää voitaisiin palvella entistä paremmin?
Aikaa 20 min.

Purku – 25 min (6 x 4 min)

Tauko 10 min

Osa II: Asiakasymmärryksen syventäminen ja tiedon jakamisen keinot – 70 min

Tehtävä 2A: Asiakasymmärryksen syventäminen – 10 min (Essi)

Menetelmä: World café
Ryhmä valitsee joukostaan esittelijän, joka jää ryhmään
Listaa ryhmän kanssa lapuille mahdollisimman monta ideaa asiakasymmärryksen syventämiseksi mielikuvakartta-menetelmällä.

Tehtävä 2B: Täydennetään ja syvennetään ideoita edelleen – 25 → 4x 5 min (Essi)

Purku 25 min (6 x 4 min tai riippuen tehtävästä kuinka monta ryhmää on)

Työpajan päätös & palaute 10 min (Essi)

Appendix 7: The cornerstones of a customer-dominant organisation with their main focus areas in Helsinki Marketing

Appendix 8: The long-term road map for customer-driven organisation (Helsinki Marketing)

Road map

2020	2021	2022
Creating common understanding & action plans, gathering data & insights	Applying new customer insights and developing tools & sensemaking processes	New focus areas, customer insights & processes embedded in daily routines, new KPI’s and metrics