



A Service Concept for an Internal IT Service

Katja Varjela

2025 Laurea



Laurea University of Applied Sciences

A Service Concept for an Internal IT Service

Katja Varjela
Service Innovation and Design
Thesis
May, 2025

Katja Varjela

A Service Concept for an Internal IT Service

Year	2025	Number of pages	74
------	------	-----------------	----

This thesis studies the application of service design methods to develop a service concept for internal IT system service. The study aims to address the challenges of fragmented and inefficient IT services within organizations. The objective was to create a service concept for an existing internal IT system within a case company. The case company is a global IT corporation operating in Finland. The developed service concept will serve as a template for standardizing and improving the internal IT system services. The beneficiaries are the organization and its employees, who will experience improved IT system services.

The research was a case study. Document analysis, preliminary interviews, discovery workshops, and stakeholder interviews were used to gather qualitative data. Service design methods, including stakeholder mapping and prototyping, were applied to develop service concept templates. The study focused on understanding users' and stakeholders' perceptions of internal IT services and identifying areas for improvement.

The research resulted in a service concept template and supporting templates (system stakeholder map, system service components map, advisor persona, and employee development plan). Key findings highlighted the importance of technology, communication and collaboration, people and resources, unified service processes and channels, and value of IT to the business. The study concludes that implementing a well-defined service concept can lead to increased user satisfaction and cost-effectiveness. Successful implementation requires strong management support and effective change management. The templates provide a practical framework for organizations to map services, identify improvements, and build a shared understanding of the value of internal IT services.

Keywords: Service design, service concept, IT service management

Katja Varjela

A Service Concept for an Internal IT Service

Vuosi

2025

Sivumäärä 74

Tämä opinnäytetyö tutkii palvelumuotoilumenetelmien soveltamista sisäisen IT-järjestelmäpalvelun palvelukonseptin kehittämiseen. Tutkimuksen tavoitteena on vastata organisaatioiden haasteisiin, jotka liittyvät pirstaloituneisiin ja tehottomiin IT-palveluihin. Tavoitteena oli luoda palvelukonsepti olemassa olevalle sisäiselle IT-järjestelmälle case-yrityksessä. Case-yritys on globaali IT-alan yritys, joka toimii Suomessa. Kehitetty palvelukonsepti toimii mallina sisäisten IT-järjestelmäpalveluiden standardisoinnille ja parantamiselle. Organisaatio ja sen työntekijät hyötyvät parantuneista IT-järjestelmäpalveluista.

Tutkimus toteutettiin tapaustutkimuksena. Dokumenttianalyysiä, alustavia haastatteluja, työpajoja ja sidosryhmähaastatteluja käytettiin kvalitatiivisen datan keräämiseen. Palvelumuotoilumenetelmiä, mukaan lukien sidosryhmäkartoitus ja prototyypin luominen, sovellettiin palvelukonseptin kehittämiseen. Tutkimus keskittyi ymmärtämään käyttäjien ja sidosryhmien näkemyksiä sisäisistä IT-palveluista ja tunnistamaan kehityskohteita.

Tutkimuksen tuloksena syntyi palvelukonseptin mallipohja ja sitä tukevat mallipohjat (järjestelmän sidosryhmäkartta, järjestelmän palvelukomponenttikartta, neuvonantajan persoona ja työntekijän kehityssuunnitelma). Keskeiset löydökset korostivat teknologian, kommunikaation ja yhteistyön, ihmisten ja resurssien, yhtenäisten palveluprosessien ja -kanavien sekä IT:n arvoa liiketoiminnalle. Tutkimus osoitti, että hyvin määritellyn palvelukonseptin toteuttaminen voi johtaa lisääntyneeseen käyttäjätyytyväisyyteen ja kustannustehokkuuteen. Onnistunut toteutus edellyttää vahvaa johdon tukea ja tehokasta muutoksenhallintaa. Palvelukonseptin mallipohjat tarjoavat käytännöllisen viitekehyksen organisaatioille palveluiden kartoittamiseen, parannuskohteiden tunnistamiseen ja sisäisten IT-palveluiden arvon yhteisen ymmärryksen rakentamiseen.

Contents

1	Introduction	6
2	Service Concept as a Tool in Delivering Good Services	9
2.1	Service	9
2.2	Value Creation	12
2.3	Special Characteristics of IT services	13
2.4	Service Concept	17
2.5	Perspectives on Implementing Service Design Ideas	23
3	Research Methods	25
3.1	Description of the Case Study	26
3.2	Data Collection Methods	28
3.2.1	Preliminary Research	29
3.2.2	Workshops	30
3.2.3	Stakeholder Interviews	32
3.3	Data Analysing Methods	34
3.3.1	Analysing the Preliminary Research Data	34
3.3.2	Analysing the Interviews.....	36
3.4	Research and Development Process	38
4	Results	41
4.1	Stakeholders' Perspectives to Internal System Services.....	43
4.2	The Service Concept Templates	45
4.2.1	System Stakeholder Map Template	46
4.2.2	System Service Components Mapping Template	47
4.2.3	Service Concept Template	48
4.2.4	Skills Development Templates.....	48
5	Conclusion.....	50
5.1	Applying Service Design Methods to Develop a Service Concept	51
5.2	Potential Benefits of Implementing a Service Concept	51
5.3	Considerations for Successful Implementation.....	52
5.4	Reflection	52
	References.....	54
	Figures	57
	Pictures	57
	Tables	57
	Appendices	58

1 Introduction

During the last three decades, digitalization has changed workplaces. Statistics show that in 2018, 90% of employees in Finland were using digital applications at work (Official Statistics of Finland 2019). Since 2010s Finnish workplaces have largely adapted the use of virtual meetings, online chats and digital community services (Gassen 2022). A digital work environment has become standard practice (Kokshagina & Schneider 2022). Therefore, good digital work environments and a positive user experience with the workplace IT (information technology) systems are important.

According to Kokshagina and Schneider (2022) organizations benefit from digital tools in many ways. Digital tools can increase the speed of change and organizational efficiency and enable faster communication (Kokshagina & Schneider 2022). Korunka and Vartiainen (2017) add those digital technologies ease collaboration, coordination and co-creation. Digital tools have had a positive financial impact on the organizations through increasing productivity and lowering costs (Korunka & Vartiainen 2017) but also helped to increase service quality (Korunka & Hoonakkker 2014, 208).

Streamlined service processes contribute to both operational efficiency and a positive user experience (Polaine, Løvlie and Reason 2013, 152-153). Polaine et al. (2013, 158-159) suggest that optimized service delivery and increased self-service can lead to substantial cost savings. These cost efficiencies, when combined with improvements in service quality, result in more value for the user (Polaine et al. 2013, 158-159). In IT system service context of this thesis, this means that good company IT services can boost employee productivity.

The benefits of digital tools are plentiful for employees as well. Digital tools help the employees with routine tasks and free up their time to more productive endeavors (Kokshagina & Schneider 2022). At their work, employees can experience greater autonomy, as digital tools make information readily available (Korunka & Vartiainen 2017). Digital tools even enable employees to do their work from any location, which has reduced the time employees use for commuting. (Korunka & Vartiainen 2017). Therefore, it seems reasonable to suggest that positive digital employee experience will impact not only employee efficiency but also their well-being. It can be claimed that good IT services are essential for positive employee experience.

However, despite all the benefits of digitalization, there are also costs. Kokshagina and Schneider (2022) describe how a digital work environment can be complex and navigating a digital work environment can be challenging. With the increased availability of information, employees are expected to assimilate and learn quickly, which adds to their cognitive load

(Kokshagina & Schneider 2022). Korunka and Hoonakkker (2014, 208) list several problems that employees can experience; for example, technical problems cause frustration, work is intense, and it suffers from interruptions.

Polaine, Løvlie and Reason (2013, 36) expand on that statement by observing that internal IT services have a big impact on frontline, customer-facing employees. If the internal IT services are ineffective and do not support smooth operations for customer-facing staff, their job becomes more difficult, which can result in poor customer service. On the other hand, Voima, Heinonen and Strandvik (2010, 7) emphasize that users can experience value outside of the actual service scope, for example employee well-being reflecting to their personal life.

These challenges highlight a fundamental issue in service design: Downe (2020, 33; 35) points out that services are not necessarily designed rationally but evolved accidentally. According to Downe this means the service may not be useful for the user nor efficient to deliver. Patrício, Fisk, Cunha and Constantine (2011, 2) claim companies have come up with multichannel digital services without giving a proper consideration for customer experience, and this has led to fragmented, poor services.

Therefore, these challenges call attention to service design, particularly in the context of internal IT systems within the workplace. A well-defined service concept could provide a framework for intentionally designing internal IT services that are both user-friendly and efficient to deliver. Goldstein, Johnston, Duffy and Rao (2002, 121) claim that while the term "service concept" is commonly used in everyday language when discussing services, there is a relative lack of academic research defining what a service concept really is and how service providers could benefit from them.

Without a clear definition of the service concept organizations are missing opportunities to redesign their legacy IT services, which have often evolved organically over time. As organizations increasingly rely on digital technologies to boost their efficiency, the need for a well-designed service concept becomes more evident. A well-designed service concept could help to harmonize fragmented legacy systems into a consolidated service. A defined service concept could provide a framework not only for achieving better user-friendliness and cost-efficiency in internal IT services, but also for addressing possible challenges in the implementation of service design proposals. While organizations recognize these challenges, they often lack a clear framework for addressing them, particularly in the context of internal IT services. This creates a need for further research in this area.

This thesis contributes to filling this gap by exploring how service design methods can be used to create a service concept for an internal IT service provider. I intend to provide the organizations with a practical framework to help them intentionally design and implement internal IT services that are both user-centered and cost-effective.

The aim of this research is to identify the needs and expectations of users and stakeholders regarding internal IT system services. The purpose of this study is to develop a service concept for internal IT service systems, utilizing service design methods to address the identified needs and expectations. The goal of this thesis is to create a service concept for an existing internal IT system within the case company, which can then be adapted as a template for other internal IT systems within the organization. This service concept aims to enable the organization to deliver standardized, high-quality service across all internal IT systems.

To achieve this aim and purpose, the following research questions will be addressed:

1. How can service design methods be applied to develop a service concept for internal IT service delivery systems that meets the needs and expectations of users and stakeholders?
2. What are the potential benefits of implementing a well-defined service concept for internal IT service delivery, in terms of user satisfaction, efficiency, and cost-effectiveness?
3. What factors need to be considered regarding the successful implementation of service design proposals for internal IT service delivery systems?

Furthermore, a literature review will be conducted to explore existing knowledge on services, value creation, service concept, and service design implementation, as these concepts are important in designing effective IT services. I focus specifically on the domain of internal IT services which is the subject of the case study.

Service design methods will be applied to construct a prototype of a service concept for the selected internal IT system service. The findings will provide practical guidance for IT system managers and service designers who are aiming to improve the user experience and effectiveness of internal IT service delivery.

This thesis is structured as follows: Section 2 presents a literature review of services, value creation, service concept, and service design implementation frameworks. Section 3 outlines the research methodology, including the case study design and service design methods employed. Section 4 presents the findings from the case study and the prototype service concept. Finally, Section 5 discusses the implications of the findings, offers recommendations for practice, and suggestions for future research.

2 Service Concept as a Tool in Delivering Good Services

This section provides a literature review that establishes a foundation of the key concepts of this thesis. The review begins by exploring established definitions of service from the service design and IT service management literature. Particular attention is then given to the specific characteristics of internal IT services, providing a necessary context for the case study presented in this thesis.

Furthermore, the section examines the notion of a "service concept". Finally, the section reviews key aspects of implementing service design ideas, addressing the potential challenges and considerations in translating design ideas into practical actions in implementing services or service improvements. This literature review serves as a foundation for the research and analysis presented in the following sections of this thesis.

2.1 Service

Lusch and Vargo (2014, 12) consider service as an opposite of goods; goods are tangible, service is intangible. Enhancing that, Lusch and Vargo (2014, 12) explain the service is a process of doing something that requires skills and knowledge of another actor to their benefit. According to Lusch and Vargo (2014, 56-57) key components of a concept called service are actors, resources, service and value. In their model, Lusch and Vargo (2014, 10; 186) move beyond the conventional idea of producers and consumers where companies produce services and consumers consume them by emphasizing the actors are the key players.

Downe (2020, 27) takes somewhat similar perspective by claiming that service is something that helps a person to achieve a goal. No matter if their goal is small or big, service is a set of actions that helps the user to achieve their goal. Downe continues explaining that these actions constitute a process, and processes can be complex and require multiple organizations. (Downe 2020, 27).

Hunnbeck, Hanna, Taylor, Rudd and Lacy (2011, 13) state that service is a way to deliver value to a customer. It should be noted that there is a difference between delivering value and value co-creation. Value-creation is addressed in the next chapter of this thesis. Hunnbeck et al. (2011, 13) determine service means technology, people and processes together.

To conclude the previous, I propose the service has key components that are process, goal fulfillment and resources. Elaborating that, resources can be people or technologies, and goal fulfillment is the value that user is gaining from using the service.

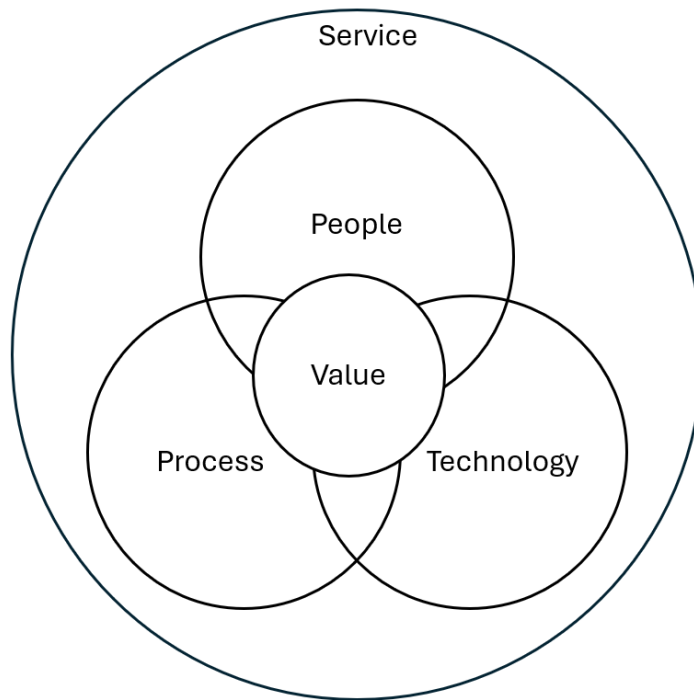


Figure 1 Proposed key components of service

Conversely, Lusch and Vargo (2014, 56) argue that while service is application of resources for the benefit of another actor, there are two types of resources when it comes to services: operant and operand resources. By operant resources Lusch and Vargo (2014, 57) comprehend intangible features, meaning skills and capabilities the people and organizations involved in the service process possess. By operand resources they refer to tangible resources that static, like natural resources. (Lusch & Vargo 2014, 56-57). Lusch and Vargo (2014, 57-58) state actors have operant resources i.e., knowledge and skills, that they can develop, apply and exchange in form of service. For this service exchange to happen, there must be a social system which allows the actors to connect and to cooperate (Lusch & Vargo 2014, 57-58)

Also, goods play a role in this construction of service. Lusch and Vargo (2014, 65) claim operant resources are needed to use operand resources (e.g. natural resources). This means operant resources apply their knowledge and skills to produce goods. Therefore, goods are medium for service (Lusch & Vargo 2014, 63). Mirroring the figure 1 Proposed key concepts of service, I claim that goods as described by Vargo and Lusch can be conceptually aligned with technology component of the figure. This is because technology is embedded with knowledge and skills that were used developing it.

However, putting together all components of a service as presented before, does still not guarantee a service would be great or even good. Hence, next paragraphs investigate what makes a service good.

Downe (2020, 37) defines a good service as being sustainable from multiple perspectives. For the user, this means the service that is both useful and effectively addresses their needs. For the service provider, sustainability means operational efficiency and financial viability, ensuring the continuity of the service delivery. Also, a sustainable service should be socially responsible, minimizing any negative impacts on the wider community. (Downe 2020, 37.)

Polaine et al. (2013, 22) add on that by reminding that if service is developed in the silos, the individual user touch points might be well designed, but the overall service might still not be good for the user.

Downe (2020, 171), proposes key characteristics a good service must have. They include predictability, understandability, operability and accessibility, and consistency. Predictability allows users to have realistic expectations and plan their actions accordingly. When a service is predictable, users feel confident in their ability to interact with it successfully. Understandability focuses on the ease with which users can comprehend the service's purpose, processes, instructions and options the service offers. Operability and accessibility refer on the ease of use and functionality of the service. Users should be able to navigate the service and complete their tasks without encountering unnecessary obstacles. Finally, consistency is essential for building positive experiences. A consistent service delivers a similar level of quality and performance across all service touchpoints. Downe summarises a good service as easy to find and easy to use. (Downe 2020, 41; 171).

When it comes to designing services, Downe (2020, 180) promotes a holistic approach stating that a good service should be beneficial not only for the user, but also for the employees producing the service and the company offering it, and to the world in general. Downe (2020, 180) advises to consider all these aspects when designing a service.

Nonetheless, a good service still does not mean the service is valuable to the user or to the organization that is providing it. Like Lusch and Vargo (2014, 69) declare, unsold goods have economical value, but unconsumed service has no value at all. The next chapter investigates how value is created in services context.

2.2 Value Creation

In service-dominant logic, the companies cannot create value independently (Lusch & Vargo 2014, 71), regardless of how great services they offer. According to Lusch and Vargo (2014) companies can only propose potential value through their services. This value proposition is an invitation for another actor to consume a service. Value is then created when service is used and it benefits its user i.e., actor. Therefore, actors co-create the value. (Lusch and Vargo 2014, 69; 71; 187.)

According to Lusch and Vargo (2014, 186) value is not tangible like goods. In service-dominant logic, value lies in application of knowledge and skills into a service, and value is co-created only when exchanging services. Interactions between actors (i.e., service producer and user) in exchange activities co-create value (Lusch & Vargo 2014, 73-74).

Lusch and Vargo (2014, 187) define value proposition as communication about the resources offered. They also state that a value proposition represents the promised benefits minus the expected costs (Lusch & Vargo 2014, 71). Several factors influence a value proposition, such as brand, warranty, and competitor prices (Lusch & Vargo 2014, 71). Even external conditions like weather can play a role (Lusch & Vargo 2014, 71); summer heat, for example, likely increases ice cream sales compared to October rain.

Lusch and Vargo (2014, 78) state that value created is always uniquely experienced by the beneficiary and continue asserting this makes value difficult to measure. Organizations can measure economic efficiency of a service, or productivity of the service delivery employees but they cannot assess the actual value the user has experienced when using the service (Lusch & Vargo 2014, 78).

Grönroos (2017, 133) agrees that good services have positive emotional impact on user level, but those emotional impressions are difficult to measure. Grönroos (2008, 303) mentions that value that is created is usually measured financially, but from the user perspective there is also different kind of value: use of service can evoke positive feelings like trust or affection. Comfortable and easy to use services may be valuable for the user as such (Grönroos 2008, 303). Voima et al. (2010, 7) observe that value is not limited within the scope of the service, but for example mental value can affect the users life in many ways, and this means there is not only value-in-use or value-in-exchange, but service can have value in context of the user's life.

However, Grönroos (2011, 242) offers yet another perspective by suggesting that service provider can participate in customer value creation process by having a positive impact on the customer's financial results. A service provider might help to generate growth and revenue, and this way help to enable new business opportunities. Service provider has an

impact on customer's costs, and they can help the customer to lower operative and administrative costs. (Grönroos 2011, 242; 2017, 133).

Even though Hunnbeck et al. (2011, 17) agree that value is determined by the user of the service, they stress that service is valuable for the organization if its cost is lower than the experienced value.

When using services, users consume resources offered by the service provider but also add their own resources like information and skills in the process (Grönroos 2008, 302-303). Grönroos (2017, 128) explains that value is only created during the process of the user using these resources. Grönroos (2017, 128) calls this value-in-use. This is how users co-create value with service providers. If users do not have necessary skills to use the service, the value created is low (Grönroos 2008, 303).

Finally, Grönroos (2008, 305) states that service providers can be seen as value facilitators, and the better they are able to facilitate the value creation process, more value is created. Service providers should aim to understand how their users use their services to create value for themselves, so that the providers can better support the users' value creation process (Grönroos 2008, 306). To be defined as a value co-creator, the service provider needs to actively engage and influence user's value creation process by developing service interactions with the user (Grönroos 2008, 307; 310).

Having reviewed the core concept of service and how value is created we now move to a more concrete level by examining how service is understood within the IT sector. The next chapter will provide an overview of IT services and how IT services create value. Special attention is paid to internal IT services that are particularly relevant for the case study.

2.3 Special Characteristics of IT services

IT services are information technology services that organizations utilize to achieve their business outcomes. IT services consist of business applications, computer software and all the infrastructure that is needed to run it. IT services can be seen as a business assets that provide value to the organization. IT services offer tools for employees to complete their tasks, and thus provide value for users. IT services also have an impact on the organization's revenue and profit. (Hunnbeck & al. 2011, 16.)

There are many frameworks that offer organizations guidance on how to organize and manage their IT services. The purpose of these frameworks is to provide the organizations with guidance on how to align their IT services with the strategy (Schmidt, Brenner & Schaaf 2019). ITIL (Information Technology Infrastructure Library) and COBIT (Control Objectives for Information and Related Technologies) are the two most widely used IT service management

frameworks globally (Sahibudin, Sharifi & Ayat 2008; Schmidt & al. 2019), hence this study leans on ITIL and COBIT definitions.

Moeller outlines valuable outcomes of good IT services. Great IT services help the organization to realize the promised returns of investments in IT services. IT will potentially assist on optimizing risks and resources, ensuring the organization is safe from attacks and accidents and their resources are allocated efficiently. (Moeller 2013, 91.)

Hunnbeck et al. (2011) list more benefits in how organizations realize the value of well-planned IT services. Increased efficiency can be achieved with the help of IT, for example by automating repetitive tasks, or consolidating and optimizing IT systems that can bring cost savings. Proactive monitoring can improve service performance. Clear responsibilities and well-defined, smooth processes drive high quality of service governance, and good quality data serves business decision making. (Hunnbeck & al. 2011 4-5.)

While the benefits of IT services are plenty, there are challenges and risks hidden in managing them. Legacy IT systems are old systems and technologies, that the organization continues to use because they are critical to the business. Legacy systems are often difficult to integrate with modern technologies, and they can be expensive to maintain. Legacy systems make the IT environments complex, which results in challenges in planning changes. If this is accompanied by ambiguous or changing business requirements, the resistance to changing IT systems can be very high, making any renewals nearly impossible. However, complex IT environments cause waste and inefficiency, not only of IT employees but across the organization employees are wasting work time struggling with inefficient systems. (Hunnbeck & al. 2011, 293.)

To avoid this unpleasant scenario, the organizations should pay attention to planning and designing their IT services. That is how organizations ensure that their IT services support and align with the company strategy (Hunnbeck & al. 2011, 4). Cannon, Wheeldon, Lacy and Hanna (2011, 171) emphasize the investments in IT services should always be compared to business benefits. Hunnbeck et al. (2011, 16) alerts the organizations to treat IT costs as business investment costs and advise to evaluate the investments in IT services against three criteria.

1. The service functionality and outcome must meet the customer business requirements.
2. The performance of the service must meet the business requirements.
3. The cost of the service must be lower than the value the service provides.

If the organization estimates the risk of managing IT services to be high, there is an option to outsource the services. This allows the organization to obtain the benefits that support the

business outcomes, but not to bear the cost of the risks all by themselves. IT service providers are specialized in managing IT and the related risks. (Hunnbeck & al. 2011, 14.)

In practice, IT service providers can for example offer the customers 24/7 support in a fixed fee, so that the customer does not have to employ the personnel to man rotating work shifts all day, all year round. Another example is information security, where IT service providers can offer the customer the best knowledge and solutions without the customer having to hire the expertise themselves.

IT service providers might be internal or external. External IT service providers are specialized companies that offer their services to other organizations, i.e., their external customers. Internal IT service providers work within the organization. Internal providers are shared service units operating inside the organization and providing their services to several business units, i.e., their internal customers. (Hunnbeck & al. 2011, 15-16.)

This thesis is executed by the commission of an internal IT provider, so comprehending the special qualities of an internal IT service is essential. Internal service provider serves internal customer. Internal IT service does not bring any income streams for the organization, but costs are usually covered by means of user fees or service charges that are carried from the business units (Hunnbeck & al. 2011, 17).

Even though serving internal customers does not create any real revenue, it benefits the business in other ways. The most importantly, internal IT services offer the business units tools and means that enable the business to serve the external customer. (Cannon & al. 2011 42; 106.)

Hunnbeck et al. (2011, 24) clarify that there are two kinds of IT services. Customer-facing IT services are visible to the customer, which means customer users are directly interacting with the services. However, not all IT services are visible to the external customer. These are called supporting IT services and are needed in the service organization to deliver customer-facing services. (Hunnbeck & al. 2011, 24.)

Hunnbeck et al. (2011) and Cannon et al. (2011) agree in making a clear distinction between users, and internal and external customers. The user is the one who is using the service, i.e., wants to achieve a goal by using the service. The customer is the one who is paying for the service and negotiating the service terms with the service provider. (Hunnbeck & al. 2011, 17; Cannon & al. 2011, 41-42.)

Building on this, Cannon et al. (2011, 42) go on clarifying internal customers are employed by the same organization that is delivering the service, as opposed to external customers who are not employed by the same service organization. Cannon et al. (2011, 43-45) highlight

another difference between internal and external customers that is their roles. For external customers their role, obligations and level of involvement in service delivery are defined by the service contract. For internal customers, roles are often more loosely defined. Therefore, internal customers may take part in service development, testing and specification and improvement activities. (Cannon & al. 2011, 42-45.)

So, how does an internal customer perceive and define value of an IT service? According to Cannon et al. (2011, 171) this requires collaboration with internal service provider and business units. Cannon et al. (2011, 55) emphasize the customer does not buy applications and servers, but they invest in IT to gain business benefits through IT services. The customer defines value of the IT service based on the business outcomes the customer gets by using the service. Evaluating the value of the IT investment should be continuous activity in the organization. The internal service providers should ensure the customer understands how the IT services enable them to accomplish their objectives. To facilitate this understanding, the customer should clearly define what are the outcomes that matter to them, and make sure the internal service provider has understood the priorities. (Cannon & al. 2011, 55-57; 171.) In summary, the value for the customer is to achieve its business goals (Cannon & al. 2011, 61).

Another aspect of value creation within IT services context is value for the user. The user who is interacting with the IT service does not necessarily think of business outcomes when pursuing their daily tasks. Hunnbeck et al. (2011, 18) claims that value creation for IT service user is a combination of utility and warranty.

Utility means the service is fit for purpose (Cannon & al. 2011, 61) i.e., the software is doing what the user needs to do with it. Utility covers what the service does and how does the service manage to support the user needs (Hunnbeck & al. 2011, 18). Shortly, it means the organization is able to offer the users the digital tools they need to do their job.

Warranty, on the other hand, means the service is fit for use (Cannon & al. 2011, 61). This may sound a bit ambiguous or overlapping with utility, but there is a distinction. Cannon et al. (2011, 69-70) states the warranty includes service availability, capacity, reliability, continuity, and security, and Hunnbeck et al. (2018, 18) add usability to the list. To conclude, all aspects of the warranty have to do with the service being available for the user reliably and securely.

When the organization wants to boost the value of internal IT services, they should address utility and warranty of their service. Cannon et al. (2011, 61) claims utility and warranty should be purposefully designed for IT services, if the organization wants to increase the value of the service (Cannon & al. 2011, 64). Polaine et al. (2013, 118) remind us that when designing improvements for an existing service, focus areas should rise from research insights

and company strategy, and these should be analyzed together to find improvement topics. Next chapter investigates how service concept could help to align organizational resources with the strategy to improve IT services.

2.4 Service Concept

Ideally, all organization's assets, including employees, products, processes and services, should be purposefully designed, selected and organized to support the strategy (Hunnbeck & al. 2011, 6). These organizational assets can also be called capabilities. According to Barney and Hesterly (2020, 86-87), the company's capabilities and resources are all the tangible and intangible assets that the company possesses. Examples of those are financial resources like capital, and physical resources like devices, or human resources, i.e., all the skills and knowledge of individual employees (Barney & Hesterly 2020, 86-87).

Cannon et al. (2011) investigate organizational asset types in more detail. Management reflects values and culture of the organization, and it includes administration policies and performance indicators. Organization is both social and physical. The organization includes people, applications, infrastructure and processes. The processes include the procedures and routines of the organization as well as the people and automation that are running the processes. Tacit knowledge is embedded in people in the form of experience, skills and talent. In addition to that people hold many other valuable qualities like creativity, empathy, trust, communication, learning abilities, perception and tolerance. Knowledge can also be found in visible formats like documents, contracts and reports, including intellectual property and patents. (Cannon & al. 2011, 381)

Moeller (2013, 88) calls these assets organizational enablers. According to Moeller the enablers are processes, principles and policies, organizational structures, skills and competences, culture and behavior, service capabilities, and information. Hunnbeck et al. (2011, 20-21) add applications and data to the list.

Hunnbeck et al (2011, 21). observe that organizational assets are needed to deliver a service and claim that out of two organizations having similar resources, one can be able to deliver high quality services more efficiently because of their outstanding capabilities. Additionally, Cannon et al. (2011, 96) state that activities, interactions and resources are all parts of the service. Moreover, Patrício et al. (2011, 2) identify technology, interfaces, service process and people and their roles as integral parts of the service. Goldstein et al. (2002,121) state that service consists of process, skills and materials. To achieve them to work together as a service they must be organized in an adequate manner (Goldstein et al. 2002, 121).

The above-mentioned sources imply that various organizational assets contribute to the service and service delivery. In the next paragraphs I intend to explore how the assets can be

organized into a service concept, and how a service concept could help to manage and develop IT services.

Firstly, Goldstein et al. (2002, 121) denote that investment in improving service is a continuous process, that many organizations do daily. They renew their infrastructure, invest in upgrading the skills of their employees and plan and apply improvements in their service processes. The improvement process requires decisions, small and big, to be made in all levels of the organization. Goldstein et al. (2002, 121-123) argue that service concept can be used to facilitate and drive these decisions to make sure all the decisions related to the service are aligned with the customer requirements and organizational needs and the strategy.

Secondly, Goldstein et al. (2002, 121-122) continue explaining, that from the organization point of view, the service concept can be perceived as a combination of service components, of which the service is constructed. Meanwhile, the customer does not experience the service by its components, but the customer evaluates the value of the whole service experience (Goldstein et al. 2002, 124).

According to Johnston Clark and Shulver (2012), the service concept should consider three key aspects: the organizing idea, the service provided by the service organization and the service received by the customer. Johnston et al. propose the service concept is a summary of these key aspects, as seen in figure 3 Aspect of service concept according to Johnston et al. 2012. (Johnston & al. 2012, 48-49.)

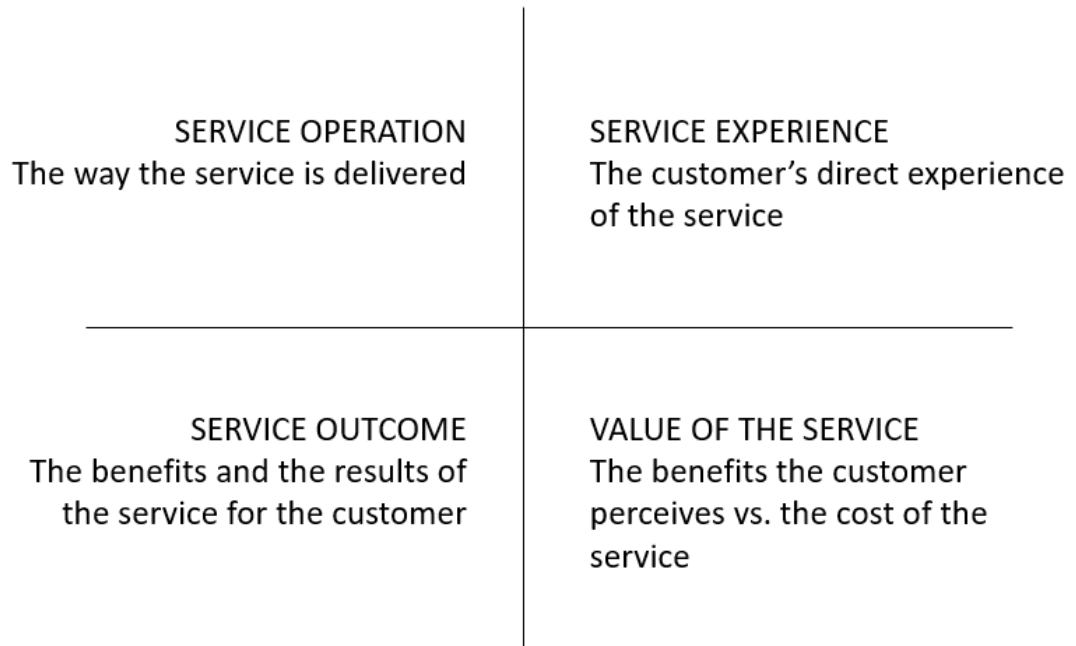


Figure 2 Aspects of service concept according to Johnston et al. 2012

Goldstein et al. (2002) validate the key elements of the service concept as displayed by Johnston, Clark and Shulver, but emphasize the service concept should define *how* and *what* of the service. According to Goldstein et al. (2002) defining how and what enable discussion and comparison against the customer requirements. How and what are strategic elements of the service concept, which is illustrated in figure 2 Aspects of service concepts according to Goldstein et al. 2002. In this construct, *what* explains what to deliver to the customer and *how* describes how the strategy is executed in implementing the service (Goldstein et al. 2002, 124; 126).

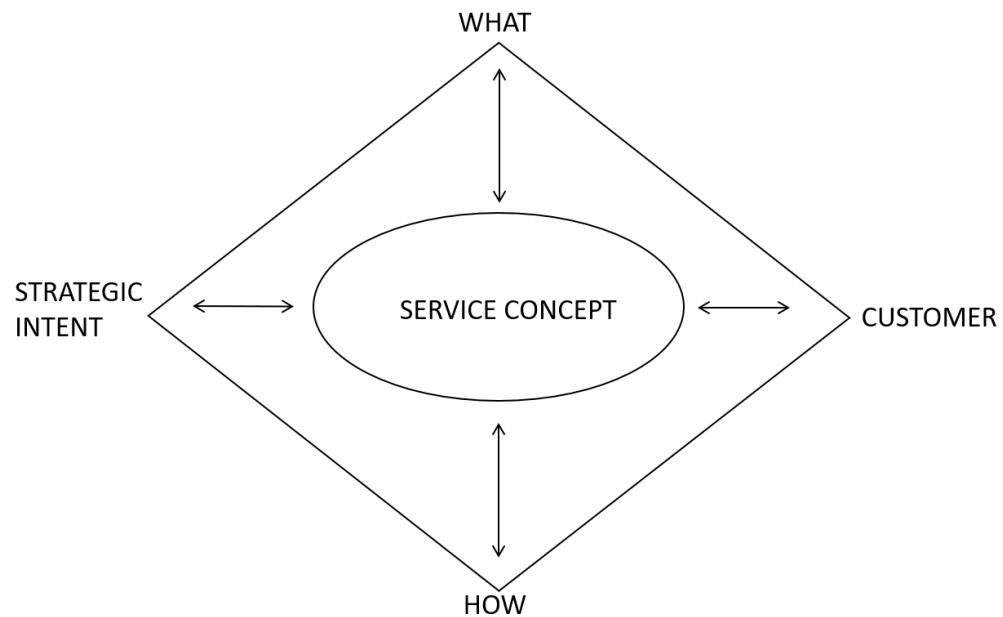


Figure 3 Aspects of service concept according to Goldstein et al. 2002.

Johnston et al. (2021, 50) argue the service concept should focus around organizing idea of the service. The organizing idea should clearly state what is important for the customers, i.e., what are they buying when they are buying the service (Johnston et al. 2012, 50). In other words, the focus should be on customer value and how it is created. According to Johnston et al. (2021, 50) this helps the organization to focus on what is important.

To summarize, the service concept describes how organizational assets are arranged to achieve strategic goals in delivering a service, and how these services enable customer value creation. Researchers use a varied terminology, e.g., service offering, service concept, service package, service system etc. to describe a conceptual construct of what is the service the organization is offering. For the purposes of clarity and conciseness, I have used the term service concept in this thesis. Having examined what the service concept is, let's investigate what advice the research provides in designing a service concept.

Patricio et al. (2011) advise designing service offerings on different levels. On an organizational level, a service concept should focus on customer value creation. Second level is organization's service system, that is focused on customer service experience, designing service system architecture and how the customer is supposed to navigate the services. The lowest level is service encounter design. The service encounter design plans customer interactions in detail, for example with help of service experience blueprint. (Patricio et al. (2011,2; 6.)

To start with, Cannon et al. (2011, 171) propose to know the services, and understand what is being delivered. This is a key for organizational design. Next, Cannon et al. (2011, 171) urge to investigate and optimize the service processes and select optimal tools for service delivery. However, this viewpoint looks the service concept design within the organization, focusing on internal factors.

An opposing view is presented by Normann (2002, 78) who prompts to start with analysing customer expectations. Downe (2020, 71-72) agrees by describing the need to recognize and manage users' expectations and assumptions. To do that, Downe (2020, 82) emphasizes on understanding what the user's goal is. When the goal is known, it can be clarified what the user exactly needs to reach their goal, and who else or what other supplementary services are needed. Then a scope of the service concept and development can be defined, and incremental improvements on your service can be planned. (Downe 2020, 82.)

Downe (2020, 83) suggests planning and designing the service end to end, from start to finish. Downe observes it is equally important to plan front end, customer-facing processes as well as backstage service supporting processes. Normann (2002, 82) instructs to consider following components when designing the service concept: First, design what is the capacity that is needed to produce the service. Second, the interactions between the service delivery employees and the user need to be planned. Third, what knowledge and skills are needed in producing the service, and finally, how to organize and manage the service delivery.

Normann (2002) makes a distinction between what is the service that is being delivered by the service organization and what is the service that is being received by the user. In addition to mere description of the service that is delivered, Normann puts customer on the focus by advising to analyse the received service. Normann proposes to evaluate the received service by its two key aspects: the customer experience and the service outcomes. According to Normann these need to be assessed from two viewpoints: the users' and the stakeholders' perspectives. (Normann 2002, 82.)

To be able to manage user expectations, Downe (2020, 58) recommends explaining to the users what the service does. Regarding user expectations, Normann (2002, 78) warns the customers might have too high expectations, or they may not even be sure of what they want. Downe (2020, 71-72) accompanies that by reminding that user expectations can change quite rapidly. Therefore, it is important to inform the user realistically what the service does for them.

Enhancing the user's perspective of what the service is, Downe (2020, 61) guides to examine what is the functionality and the outcome of the service for the user. According to Downe (2020, 61) the service concept should describe how the service works and why does the service exist. It's also important to define for whom the service is intended to, and to whom

the service is not suitable for (Downe 2020, 61). Hunnbeck et al. (2011, 24) summarize this as planning the intended usage of the service.

From the organizations's point of view, Downe (2020, 61) recommends clarifying how the service is funded and what are the benefits of the service for the organization who is producing the service. Additionally, Hunnbeck et al. (2011, 24) suggests assessing what the service enables for the organization and what supporting functions does the service delivery need. Downe (2020, 113) endorses awareness of the organization structure and silos, as they vastly effect on what kind of services the organization is able to develop.

There is a consensus that designing service channels is important. Downe (2020, 83), Cannon et al. (2011, 176) and Polaine et al. (2013, 138) all highlight the service channels design is crucial for the user experience. Downe (2020, 129) states the service must be consistent through all the channels and interactions, and this includes language, visual appearance, and service staff behaviour. Also, Polaine et al. (2013, 138) claim that the language should be consistent through all the service channels.

To drive unified experience through all the service channels, Downe (2020, 112) proposes to create a taxonomy of terms for the organization. Polaine et al. (2013, 7) reminds that maintaining multiple service channels require more effort to support and manage them. From the organization's perspective this means the multiple channels generate more costs.

Completing the picture, Downe (2020, 122) notes the users want to reach their goal as fast and as efficiently as possible. Yet this is not always possible, and sometimes it happens that the service fails. Downe (2020, 214) strongly recommends planning how to handle situations of failure and what are the user's contact channels in that case.

As described above, the service concept has many aspects that need to be considered when designing it. Nonetheless, the service concept provides many benefits in guiding the organizations in developing their services. Cannon et al. (2011,96) summarize the advantages to the organization as follows. Firstly, the service concept shows how the value is created. Secondly, it helps the organization to identify critical components of the service and understand what resources and assets are needed to deliver the service and what are their relationships. Thirdly, the service concept works as a starting point for designing new services and helps to assess the impact of changes to the existing services.

Johnston et al. (2012, 54) describe the benefits of the service concepts for the organization through presenting how management can leverage the service concept. They state the management can use the service concept to crystallize and communicate the core of the service to the employees (Johnston et al. 2012, 54). Johnston et al. (2012 48-49) define a

service concept as a collectively shared and explicitly expressed idea of the nature of the service.

Goldstein et al. (2002) imply benefits of service concept are closely linked to the organization's strategy. Service concept offers managers a foundation that enables them to be consistent in their decision-making. Service concept can be used not only to assess, design and develop aspects and components of the service, but also and perhaps more importantly, to align all levels of organization towards the same strategic intent. (Goldstein & al. 2002 124; 132)

2.5 Perspectives on Implementing Service Design Ideas

From the organizational standpoint it is essential that designed service concept is applied in practice. However, Raun (2017, 15) claims that there are both academical and practical implications that implementation is a challenge in service design. Almqvist (2020, 76) supports the view by claiming that implementation has not been given much thought in research and literature either. Therefore, examination of perspectives on translating service design ideas into practice is addressed next.

Raun (2017, 73) sees the implementation of service design proposals in the scope of an organizational change. Simply, deliverables of the design are handed to the organization and from there on, the implementation is of the responsibility of the organization (Raun 2017, 73). Stickdorn et al. (2018, 274-275) back this view by stating that implementation requires change management and should be planned as a separate project. However, Anderson (2024, 88) recommends planning for implementation from the beginning of the service design project to ensure you have the commitment for the implementation from the management.

Anderson (2024, 88) summarizes the challenges in implementing service design ideas into three categories. Understanding of what service design is and what service designers do might be poor. Designers may be isolated in organizational silos with no proper support from the surrounding organization. Lack of management commitment may show as lack of time and funding for service design. (Anderson 2024, 88.)

Also, Grossmann and Hermes (2024, 31) underline the importance of management support in the organization. Grossman and Hermes (2024, 35) emphasize focusing on user experience is not sufficient, but a strong business case is needed to achieve buy-in and commitment from the stakeholders. They suggest starting with implementation of minimum viable product i.e., minimum scope of the service that is feasible to produce. Prior to launch of the service, they recommend building prototypes, both to evaluate the service functionality and to communicate to the stakeholders how the service will be like. (Grossmann and Hermes 2024, 31; 35.)

Raun (2017, 81) agrees the importance of ensuring that service solution is implementable. Raun states that designers only concern should not be is the service is desirable from the user point of view, but they need to make sure the service is also financially viable and feasible to implement. This is visualized in the figure below.

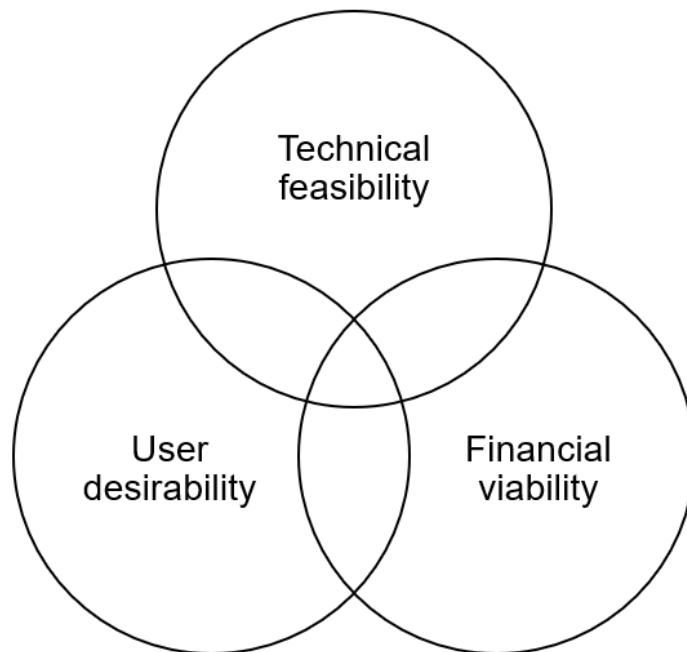


Figure 4 Solution Implementation Aspects based in Raun (2017, 81)

To facilitate the understanding around implementation, Raun (2017, 108) presents a conceptual model of implementation considerations. To start with, consideration of the context and the circumstances for the service design proposals need to be understood, because they form the foundation for implementing the changes. Then, there are two implementation strategies that can be applied. First one is content related, and it refers to all designer activities which aim to ensure the design will be feasible to implement. The second is people-related, and it refers to all designer activities that aim to ensure the people in the organization are able and willing to implement the designed changes. (Raun 2017, 108.)

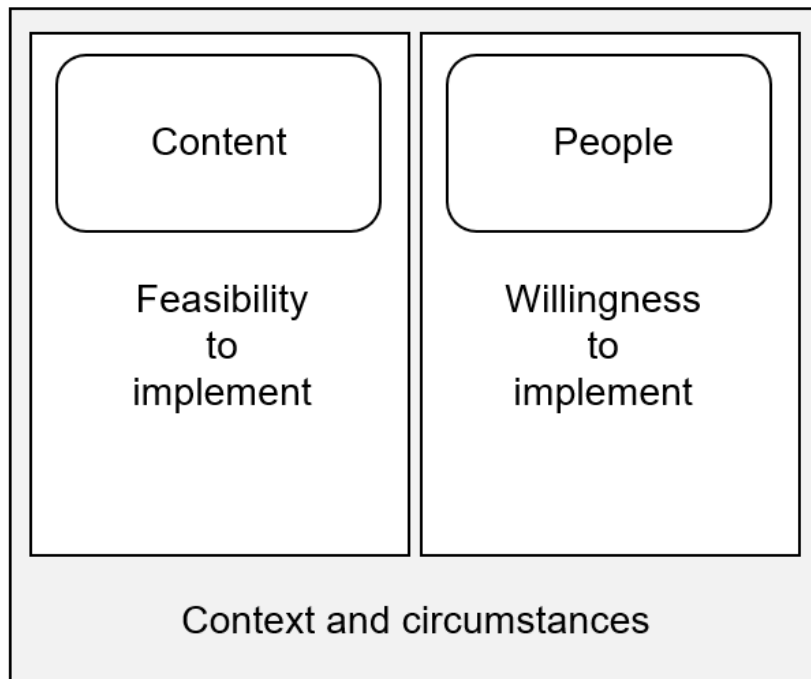


Figure 5 Service Design Implementation Considerations according to Raun (2017, 108)

Raun (2017, 110) concludes the designers cannot make the designed change to happen, but the change needs to happen within the people in the organization, and this usually means the people's interactions need to change. Stickdorn et al. (2018, 275) agree the organizations as such do not change, but the people need to change their behaviors. This implies the organization must enable adopting new behaviors and enforce different ways of working. It underlines the need for a well-defined organizational change management plan to support this transition.

3 Research Methods

The purpose of this study is to develop a service concept for internal IT service systems, and this section describes the methods used in the research. This study aims to explore users' and stakeholders' perceptions of internal IT services, and to create a service concept for such a service. This kind of study requires gaining deep understanding of the subject to generate ideas for development work. With this intention, case study was selected to be the most appropriate approach. Case study examines a particular instance of a certain matter (Saldana 2011, 10). Case study is commonly used in business administration research, and it is a useful approach when the research is intended to produce information of a certain real-life subject such as a company or a service (Ojasalo, Moilanen & Ritalahti 2009, 52).

Case study approach is usually excellent in finding answers to “what”, “why” and “how” questions (Saunders, Lewis, & Thornhill 2009, 146), which makes it an ideal approach for this study as the research questions of the study are formulated “how can service design methods be applied to develop a service concept”, “what are the potential benefits of service concept” and “what factors need to be considered regarding the successful implementation of service design proposal”.

Both qualitative and quantitative methods can be applied to gain a deep, holistic understanding of the subject of the study, state Ojasalo et al. (2009, 55). This study is qualitative study, but codes from the data are also quantified as a part of analysing the findings.

3.1 Description of the Case Study

The need for a unified service concept has risen in the discussions at my workplace in the last few years. In my work as a manager and system owner I have faced concrete challenges with fragmented services and the confusion it is causing among our users. Therefore, the organization I work for was excellent match for a case study of this research. Next, the case organization and the current situation are described. The information provided in this next chapters is based on my knowledge at work and informal discussions with the thesis commissioner.

The commissioner has requested the case organization to stay anonymous. For that reason, the case company is referred to as ‘organization A’ and their internal IT department is referred as ‘department B’. An IT system that is the subject of thorough study is referred to as ‘system C’.

The case organization A is a global corporation which operates in IT sector locally in Finland. Even though global IT systems are used in the organization, there are also locally maintained systems for Finland service delivery due to customer requirements. The organization A has customers with contractual requirements for e.g. data residency and data visibility within Finland. These local IT systems are developed and maintained by an internal IT department B within the organization A.

Department B supports, maintains and develops 31 systems and employs 75 persons. Some of the systems are used only internally within the organization A to provide service for the customers, and some systems are also used by the customer end users.

Practices, responsibilities and processes have evolved over time separately for each system. Different practices confuse users and other stakeholders raising varying expectations which can be unrealistic. From management point of view this reduces predictability and creates

overhead. Varied queries from users add to the workload of both managers and system specialists.

However, IT systems are critical for the organization A's business. Any disruptions in critical IT systems mean service delivery for their customers is downgraded. For the customers this can mean minor harm or wasted work time, but in the worst-case scenario the outage can have a severe impact on the customer business or can cause risk to information security or even pose a risk to people's health. For the organization A this can lead to financial losses and an obligation to pay notable compensation fees to the customers.

Working and reliable IT systems are the basis for the organization A's ability to deliver services to their customers. Service breaks in IT systems can also cause significant reputational damage, which may affect future sales deals. Poorly working IT systems effect on customer's services and have a direct impact on customer satisfaction.

The management of the organization A expects department B to produce IT systems reliably and cost efficiently. To be able to achieve these goals, the department B has already done a lot of work to consolidate IT systems and to control costs. Some of these impactful actions have, however, been pinpointed to certain areas or systems, and not much attention has been paid to what is the overall experience of the internal IT systems.

To set a starting point for the research, system C was selected by the commissioner of the thesis to be explored in more detail. Intention is to study system C and develop prototype template of a service concept for the system C, and then extend the findings to create a service concept that will benefit the overall system services of department B.

The focus of the case study is the service the department B offers. The aspects of system development, working methods, and technical requirements are out of the scope of the study. The study does not comment technical roadmaps of the systems nor system technologies.

When deciding which tools to use in research activities, I decided to use organization A basic toolset. This means the tools used in the case study are Microsoft Office tools. This is both for the convenience of the employees participating the study and the needs of future development of the deliverables of the study, as all the organization A employees have access and are comfortable using Microsoft tools. This allows all organization A employees to easily contribute to developing the deliverables of this thesis in the future.

3.2 Data Collection Methods

Case study research typically uses mixed methods for data collection (Saunders, Lewis, & Thornhill 2009, 146). Typical methods used in a case study include document analysis, interviews and brainstorming (Ojasalo & al. 2009, 55).

According to Ojasalo et al. (2009, 54) it is typical for a case study that preliminary research is needed before the final subject of the research and the development task can be defined accurately. Based on this specific feature of case study, the research was planned to follow abductive process exploring the case study.

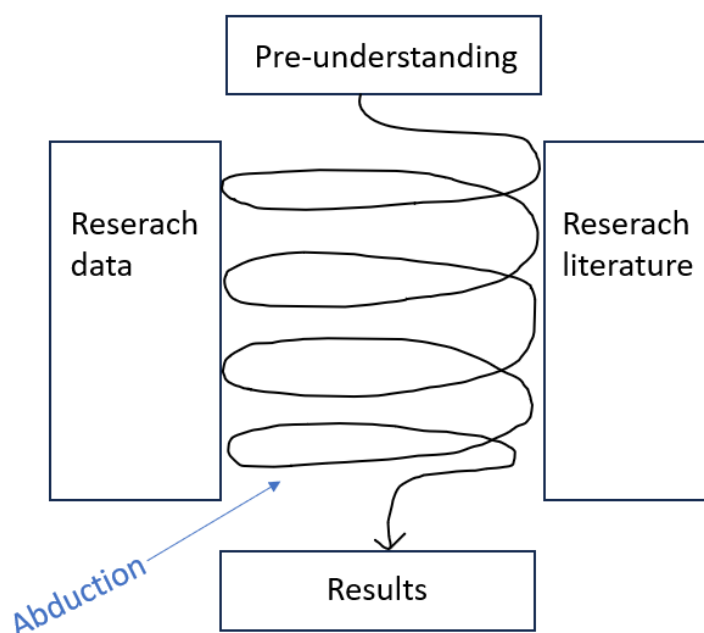


Figure 6 Hermeneutical cycle and abduction, source Ojasalo J. 2023

I selected research methods for the research to be interviews, discovery workshops, and document analysis to collect knowledge and insight of the research subject. To create a service concept, service design is applied to develop on the findings. Key approach is to use service design methods to create prototypes of service concept templates and develop them iteratively based on the feedback from the commissioner. To summarize, selected service design tools are stakeholder mapping, personas and prototyping.

To ensure trustworthiness and reliability of the research, triangulation is used (Saldana (2011, 75-76). Method triangulation is ensured by using document analysis, interviews, workshops and prototyping, and data triangulation is ensured using selecting interviewees from different stakeholder groups and reflecting information back to research literature. (Stickdorn, Lawrence, Hormess & Schneider 2018, 107-108).

When planning data collection methods, I also planned how to manage the data during the thesis project. I created a data management plan for the thesis, paying special attention to analyze if any GDPR requirements needs to be addressed. The plan considers what data is obtained, where it is stored, how it is handled and if it contains any sensitive data. No personal or sensitive data was collected in this research. The data management plan can be found in appendix 1.

Besides the GDPR related data management concerns, I needed to address the case company requirements. The organization A has their own data management policies and data security classifications, and it is essential to always comply with them. I carefully assessed all the data I collected during the project and classified it according to company data classification policy. Aspects like technical information and business criticality were considered when doing the classification. According to the organization A's policy, confidential data can only be stored and processed in the company environment and on company devices. As my data contained some confidential data, I decided to anonymize the data in work files to be able to work on the research on my own laptop.

3.2.1 Preliminary Research

To gather pre-understanding of the research topic, I held a short initial meeting with system C system owner. Based on the information from that discussion, I planned a semi-structured interview of system architect of system C. The interview took place in October 2024, and it was transcribed using Microsoft Teams with the permission of the interviewee.

These two sessions, a discussion with the system owner and the interview with the architect, gave me basic understanding about the system C service and where the potential challenges may lie. I used this information to design and plan my research.

To complete the preliminary research, I used document analysis. Usually, large number of documents is produced at a workplace, and they commonly contain information that is extremely useful for development activities (Ojasalo et al. 2009, 43). That being the case in the department B as well, document analysis was selected as a method to obtain background information about the system C.

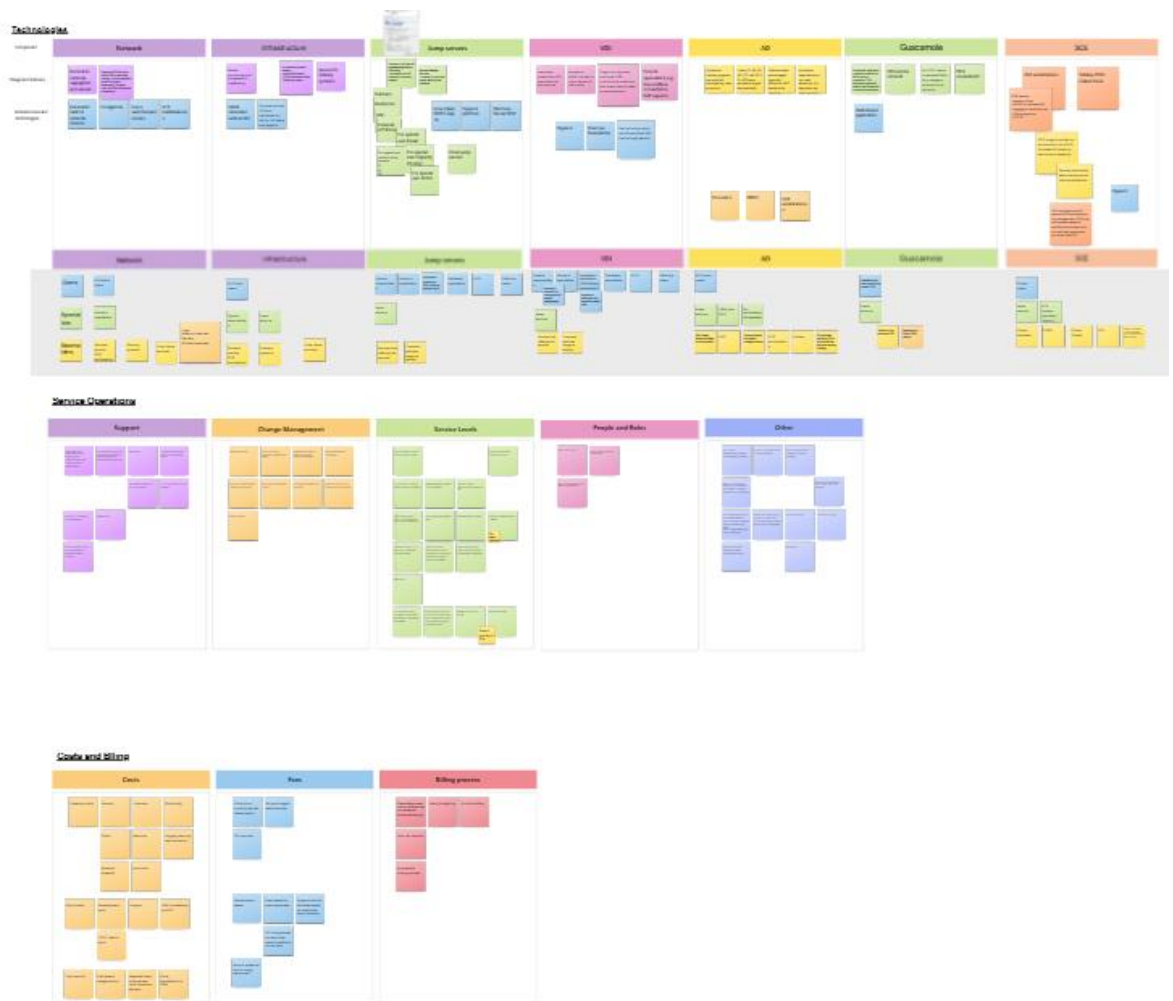
The scope of the document analysis is the existing documentation of system C. This consists of nine electronic documents, out of which three process descriptions, three documentative descriptions, two user instructions, and one technical architecture description.

3.2.2 Workshops

I chose to conduct workshops as a part of my research to bring the knowledge of a group into a room (Stickdorn & al. 2018, 125). Workshops are great tool in visualizing participants' thinking and encouraging participants to build on each other's ideas (Penin 2018, 240).

I planned and arranged three workshops around system C concept in spring 2024. The workshops lasted two hours each. The workshops were held online using Microsoft Teams as an online meeting platform. Teams Whiteboard was used as a collaboration tool. Before the workshops, I planned templates to use in Whiteboard. I chose the areas to work on based on the literature review, and paid attention to use colors meaningfully and consistently in the Whiteboard templates. As system C was strange to me, this gave me an opportunity to familiarize myself with different dimensions of C service: technical, process, resources and stakeholders. I worked solely as a facilitator in the workshops.

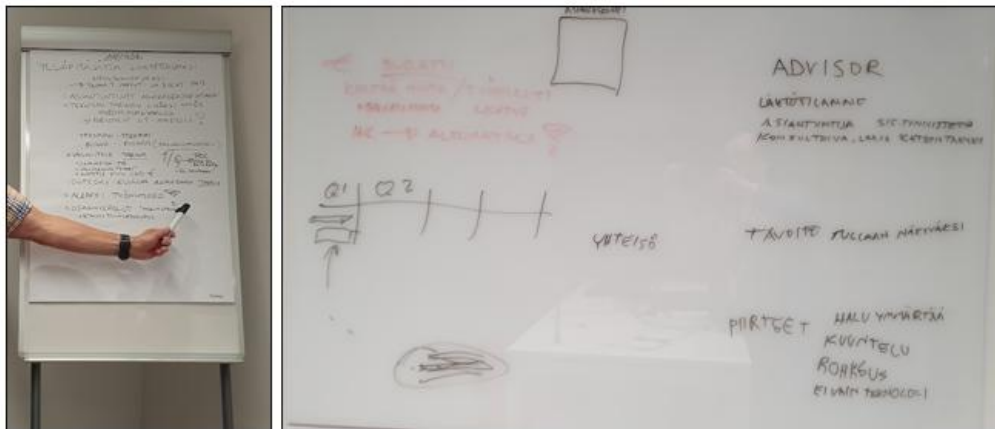
These discovery workshops served both as a data collection tool and an ideation tool. The preliminary purpose of the first workshop was to gather data and deepen understanding around system C service. Based on the knowledge accumulated in the first workshop, I planned other two workshops to further develop ideas around system C service. I organized the workshops around the components of the service as presented in the literature review: technology, people and processes.



Picture 1 System C workshop in Whiteboard

The system C discovery workshops produced information about service components of system C service. Workshops revealed the areas where service was ambiguous and not clearly defined. The participants openly brought pain points to the daylight.

In addition to the discovery workshops around system C, another workshop was arranged in April 2025 around employee skills development in the department B. The skills workshop used brainstorming and co-creation techniques. The workshop was held face to face in an office meeting room. I and two of my manager colleagues from the department B participated. I acted as a facilitator but also contributed to the ideation in the workshop.



Picture 2 Pictures from the skills workshop

The main goal of the skills development workshop was to define what kind of knowledge and skills are required in the future to ensure department B can fully support strategic objectives of organization A. During the workshop, a vision of a future skills was created. The vision states how would a future employee, “trusted advisor” be like, and what qualities, skills and behaviours should they have. The vision was mapped to organization A strategy. Practical ways to progress skills development was discussed reflecting to customer requirements, financials, and employee experience. It was decided that I would create a persona of a future “trusted advisor” and develop a template for discussing skills development with employees.

3.2.3 Stakeholder Interviews

Interviewing users is one of the most used data collection methods (Ojasalo et al. 2009, 95) and it is a great method to gather input to feed design projects (Portigal 2013, 11). Portigal (2013, 11) and Ojasalo et al. (2009, 95) agree that interviewing allows users to express their own thoughts freely, which is beneficial in finding new insights and perspectives. Ojasalo et al. (2009, 95) recommend using interviewing together with other data collection methods. In this research, document analysis and discovery workshops support interviewing.

I did not want to set any preliminary expectations on interviewees, and I chose to use thematic, semi-structured interview. Ojasalo et al. (2009, 41) affirm that semi-structured interview is appropriate when you do not want to guide users too much but want to find out what they really think. I created a field guide for the interviews, see appendix 2 Field guide.

In the selection of the interviewees, I considered two perspectives. First, I wanted to know what the users and stakeholders think. Secondly, I felt it was important to hear to voices of the employees that are responsible for delivering the system services. The reason for this is the subject of the research, the internal IT system service offered by department B is an

existing service, and this study is not developing a new service but rather aims to propose means to improve the existing service.

My choice to interview also employees who are delivering the service is supported by Polaine et al. (2013, 41) who argue that when the service already exists, research can focus on finding users pain points and improvement ideas. The focus can be more on user-facing staff who generally have a lot of knowledge of users' problems and challenges (Polaine et al. 2013, 41). Polaine et al. (2013, 44) explain the employees have a massive amount of expertise, and including them in designing the service improvement makes them perceive their job more positively. Polaine et al. (2013, 44) continue asserting that employee involvement also increases their engagement and enables them to continue to improve the service through its life cycle.

I used information I gained from the discovery workshops to identify stakeholder types of system services. Based on that insight I could select informants for interviews so that they represent diverse stakeholder groups. The purpose of the interviews was to gain deeper knowledge about how they perceive system services, what they are happy with and what are their needs, expectations and pain points.

The table below displays the informant's role in the organization and the stakeholder group they represent. To mention, three out of six interviewees were male and three were women. They all work in different teams and present three different organizational departments.

Table 1: Interview participants

Interviewee code	Role in the organization	Stakeholder group
I1	Team Manager	Management
I2	System Manager	Delivery
I3	Communication Specialist	User
I4	System Manager	Delivery
I5	Head of a unit	Management
I6	Group Coordinator	User

Invites for the interviews were sent in April 2024 and I conducted the interviews in May 2024. See the invitation in appendix 3. The interviews were held in a workplace setting that was familiar to all interviewees, using familiar tools (Microsoft Teams) and during working hours, so I did not anticipate any major uncertainties related to actual interviews. I knew we could always reschedule the interview in case of any technical difficulties or other obstacles.

I conducted the interviews by myself. Five out of six interviews were held face-to-face. One interview was held online. For all the interviews, Microsoft Teams was used to record a transcript of the interview for a later analysis. No technical difficulties occurred during the interviews. All the interviewees were on time, and most of them expressed being happy to be interviewed.

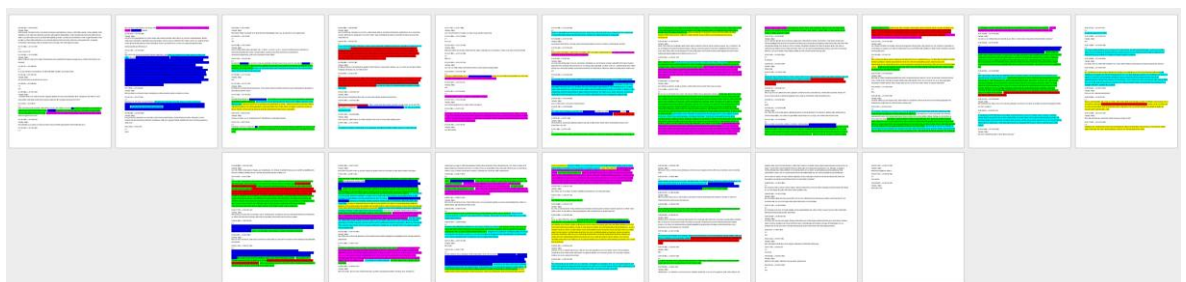
3.3 Data Analysing Methods

The main method used to analyse the gathered qualitative data was coding. Coding is used to both interview transcripts and documents. As Quirkos (2019) and Linneberg and Korsgaard (2019) indicate, coding is about getting to know your data. Linneberg and Korsgaard (2019) continue explaining that coding is about identifying segments of meaning in your data.

It is recommended to apply coding as an iterative process (Dr Dee 2018; Quirkos 2019; Gramenz 2014). Linneberg and Korsgaard (2019) suggest that the first round of coding should be finding out what the data is about, and the following coding rounds should then add more abstract layers to the coding through classifying, prioritizing, synthesizing, and conceptualizing the codes.

3.3.1 Analysing the Preliminary Research Data

First, I coded the transcript of the preliminary interview with system C architect. The transcript was only 18 pages, so I did coding solely using Microsoft Word. Linneberg and Korsgaard (2019) state coding methods are inductive, deductive, and abductive. I started by using inductive coding that is based on grounded theory, and it starts with no predefined codes, but the codes are formed from the data. (Linneberg & Korsgaard 2019.)



Picture 3 Coding in MS Word

I did the first round of coding “in-vivo” to familiarize myself with the data (Saldana 2011, 99). I identified five codes:

- Service level and criticality
- Technical
- Roles and responsibilities
- Service development
- Process

To enhance my coding I decided to find relations to research literature. This is when my coding changed from inductive to abductive. The key term regarding my thesis is service concept, therefore I decided to focus on it. I checked my codes against Goldstein et al.’s. (2002, 121) description of service components. I noticed I have missed a code related to skills and capabilities even though I remembered the interviewee talked about those. Hence, I decided to include skills as a new code.

Goldstein et al. (2002) also describe front room service encounters and backroom service support. I noticed my initial code Service level and criticality corresponds and is better described with front room service encounter, and service development corresponds with backstage service actions. This reminded me of service blueprints, so I referred to Stickdorn and Schneider (2011, 204-207) and based on their description of service blueprinting I decided to include elements of service blueprints and create two codes for it to describe front stage and backstage service activities. The table 2 displays final codes of the preliminary research refined by research literature.

Table 2: Preliminary research data analysis in coding

Code	Description
PROCESS	A service component according to Goldstein et al. (2002, 121)
ROLES	People - a service component according to Goldstein et al. (2002, 121)
SKILLS	A service component according to Goldstein et al. (2002, 121)
TECH	Materials - a service component according to Goldstein et al. (2002, 121)

FRONT	<p>Front room service encounter, Goldstein et al. (2002, 121)</p> <p>Frontstage, Stickdorn and Scheider (2011, 206)</p>
BACK	<p>Back room service support, Goldstein et al. (2002, 121)</p> <p>Backstage, Stickdorn and Scheider (2011, 206)</p>

The codes from the preliminary research acted as a starting point for analysing and coding the six stakeholder interview transcripts.

3.3.2 Analysing the Interviews

Right after the interviews, on the same day, I read through the transcript of each interview. I wanted to proofread the transcripts while I still freshly remembered what was being said in the interviews, so I could manually correct few words the automatic transcript had missed. The general quality of the transcripts was very good. For each interview, I made a short summary of what the participant had shared to enable me to quickly go back to the contents later.

I followed Kent Löfgren's (2013) practical advice on how to do the data coding and analyzing process. He encourages the researcher to read the documented data and make notes before starting the actual coding. In the first phase of coding the researcher should try to find relevant pieces of information and code them. The next phase is to form categories from the codes. This includes finding the most important codes and grouping them into categories. Next, the categories are named and the connections and relationships between the categories are described. Finally, the researcher should interpret the results in relation to the previous study. (Kent Löfgren 2013.)

I analysed the interview transcripts using descriptive coding (Saldana 2011, 104). I used codes from my preliminary research as a starting point in the first round of coding, but working further on the data, I came to understand the preliminary codes were not descriptive enough to capture the nuances of information, and new codes started to emerge from the data. First round of coding resulted in several codes with small number of mentions, and one dominant code "service contents" which had a huge number of mentions. I realized I needed to refine my coding to more accurate terms i.e. codes. I did four rounds of coding until I was content with the results, and new round did not seem to bring any changes to codes anymore.

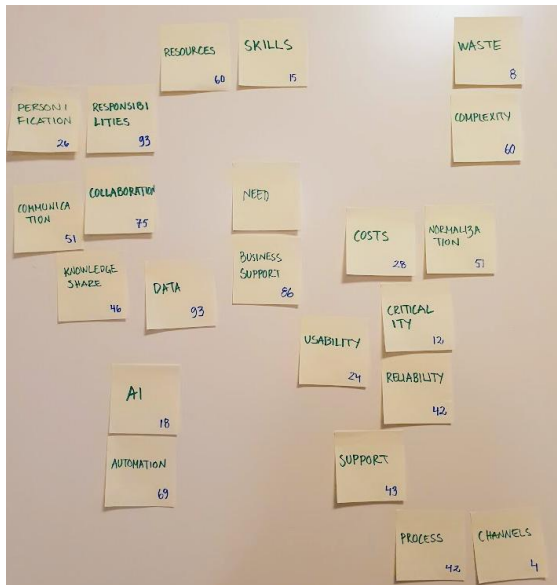
I chose to do the coding using Microsoft Excel, because it is a very familiar tool to me, and I estimated my data corpus is small enough to be handled in Excel. I used color-coding to separate different codes visually. This turned out to be a good choice and I did not experience any notable challenges managing my data in Excel.

40	automaatiojärjestön toteuttaminen lamakkaista	Usability	Automation	
41	järjestelmän toiminnan seuranta ja ohjeistus. Tärkeä on nähdä, että järjestelmän käyttö onnistuu, että se	Usability	Automation	Skills
42	huolehdittavista, että mitään ei ole järjestelmällä ja mitään ei ole järjestelmällä tuotettu, niin ne mitään	Usability	Support	Service contents
43	järjestelmän toiminnan seuranta ja ohjeistus, niin järjestelmän käyttö onnistuu ja tuotetaan, että mitään	Usability	Support	Criticality
44	työvälineiden käyttö ja ohjeistus, että mitään ei ole järjestelmällä tuotettu, niin ne mitään	Usability	Support	
45	jakaminen sivustolla tai liittyy 5 muokkaukseen järjestelmän toimintaan, jotta mitään ei ole järjestelmällä	Complexity	Communication	Collaboration
46	ei ole mitään mitään käyttöä, että mitään ei ole järjestelmällä tuotettu, niin ne mitään	Complexity	Service contents	
47	rahaa, että mitään ei ole järjestelmällä tuotettu, niin ne mitään	Resources	Process	Responsibilities
48	jakaminen sivustolla tai liittyy 5 muokkaukseen järjestelmän toimintaan, jotta mitään ei ole järjestelmällä	Complexity	Support	
49	työvälineiden käyttö ja ohjeistus, että mitään ei ole järjestelmällä tuotettu, niin ne mitään	Automation	Support	
50	työvälineiden käyttö ja ohjeistus, että mitään ei ole järjestelmällä tuotettu, niin ne mitään	Automation	Support	
51	työvälineiden käyttö ja ohjeistus, että mitään ei ole järjestelmällä tuotettu, niin ne mitään	Collaboration	Resources	Knowledge share
52	ei ole mitään mitään käyttöä, että mitään ei ole järjestelmällä tuotettu, niin ne mitään	Resources	Knowledge share	Communication
53	Hyvin määriteltäviä ajantavalla. Hyvin määriteltäviä ajantavalla, jotta mitään ei ole järjestelmällä	Communication	Knowledge share	
54	toiminnat ovat nähtävissä, jotta mitään ei ole järjestelmällä tuotettu, niin ne mitään	Knowledge share	Communication	Collaboration
55	työvälineiden käyttö ja ohjeistus, että mitään ei ole järjestelmällä tuotettu, niin ne mitään	Service contents	Normalisation	
56	huolehdittavista ja palveluiden toiminnat	Usability	Service contents	Support
57	työvälineiden käyttö ja ohjeistus, että mitään ei ole järjestelmällä tuotettu, niin ne mitään	Automation	Support	Service contents
58	palvelun on oltava toiminnalla, jotta mitään ei ole järjestelmällä tuotettu, niin ne mitään	Service contents	Support	Service contents
59	palvelun toiminta on nähtävissä, jotta mitään ei ole järjestelmällä tuotettu, niin ne mitään	Service contents	Support	Service contents
60	työvälineiden käyttö ja ohjeistus, että mitään ei ole järjestelmällä tuotettu, niin ne mitään	Automation	Support	Service contents
61	työvälineiden käyttö ja ohjeistus, että mitään ei ole järjestelmällä tuotettu, niin ne mitään	Service contents		
62	työvälineiden käyttö ja ohjeistus, että mitään ei ole järjestelmällä tuotettu, niin ne mitään	Personification	Resources	
63	työvälineiden käyttö ja ohjeistus, että mitään ei ole järjestelmällä tuotettu, niin ne mitään	Responsibilities	Resources	Service contents
64	työvälineiden käyttö ja ohjeistus, että mitään ei ole järjestelmällä tuotettu, niin ne mitään	Personification	Resources	
65	työvälineiden käyttö ja ohjeistus, että mitään ei ole järjestelmällä tuotettu, niin ne mitään	Resources	Responsibilities	Support
66	työvälineiden käyttö ja ohjeistus, että mitään ei ole järjestelmällä tuotettu, niin ne mitään	Resources	Personification	
67	työvälineiden käyttö ja ohjeistus, että mitään ei ole järjestelmällä tuotettu, niin ne mitään	Complexity	Knowledge share	Resources

Picture 4 Working on coding in MS Excel

After the four coding rounds, I moved on to clustering the codes. I followed Gioia method in grouping and theming. Gioia, Corley, and Hamilton (2013) present a model where first order codes from the data are sorted and grouped to themes in the data. These second order themes are used to formulate high level concepts. (Gioia et al. 2013, 20-21.)

First, investigated the 1st order codes to find similarities or patterns. I grouped 1st order codes into 2nd order themes. Based on the themes I developed high level concepts, which I called categories. I did the final grouping of codes in the excel but also stimulated my thinking in writing the codes on paper and putting them on the wall. Writing codes on paper and visually mapping them on a wall helped me to enhance the analytical process.



Picture 5 Tangible visualization of codes

To enhance my analysis, I did a small statistical analysis of the codes. Quantifying diverges perspective of qualitative analysis and is useful in highlighting what is important or repetitive in the data (Ojasalo & al. 2007, 128). I counted the number of occurrences of each code to find out which topics gained the most mentions from the interviewees. Lastly, using my interview notes, I did a tone analysis for each coded sequence to understand if comments were neutral, positive or negative.

3.4 Research and Development Process

The process of the research followed double diamond design process (Stickdorn et al. 2018, 89). The timeline of the diagram in the figure below shows the progress was not linear, but there were pauses in the work.

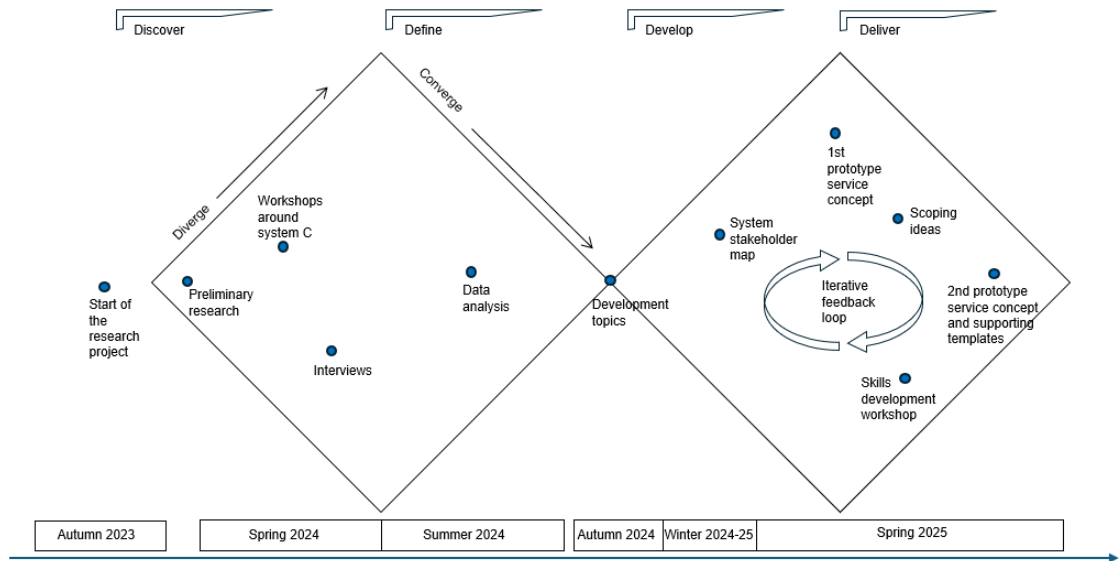
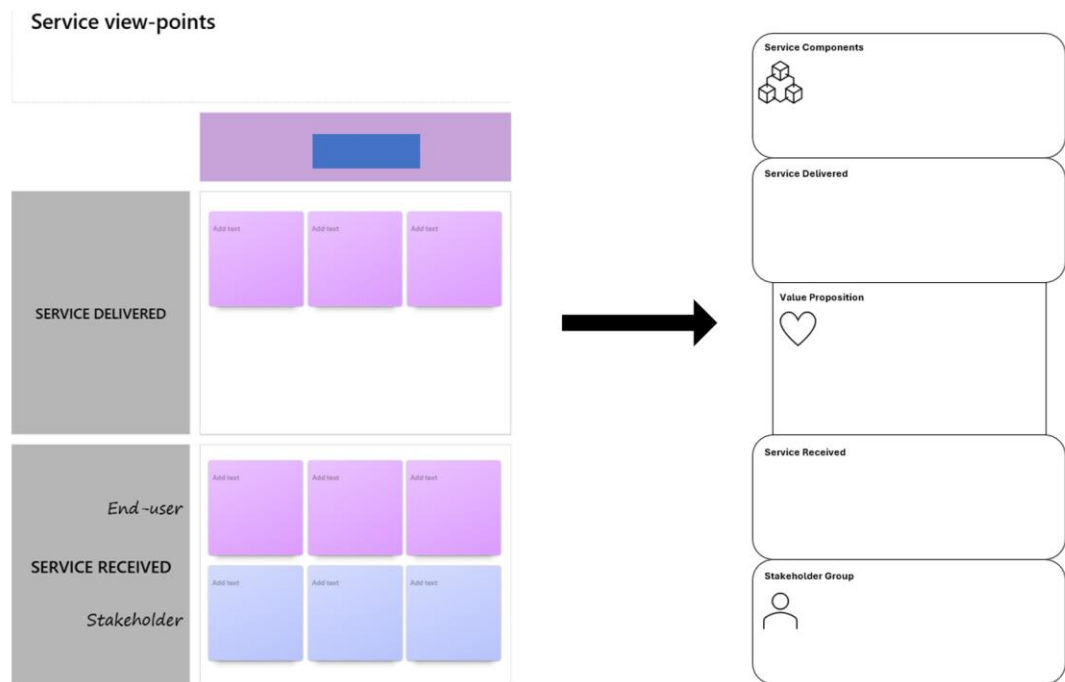


Figure 7 Research process

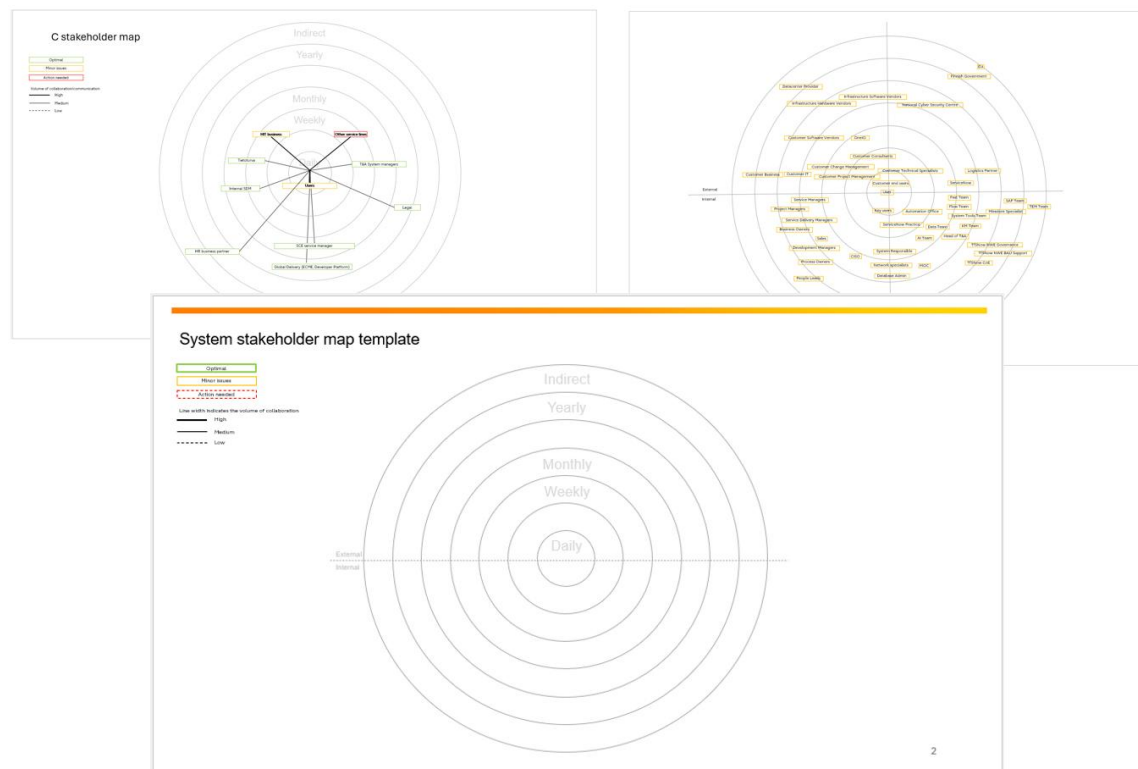
In the discovery phase I did preliminary research discussing with system C owner and interviewing their architect. I also did a document analysis of the existing system C documents. Based on the information gathered I planned and conducted interviews.

In the definition phase I analysed the data from the interviews. I presented the results from the interviews to the commissioner, highlighting areas of positive feedback and summarizing areas that gained negative attention. Based on the analysis I identified possible development topics. In a collaborative discussion with the commissioner, we selected the relevant topics that would be feasible for further development, and agreed prototyping would be the most appropriate approach, allowing the commissioner to provide me with early and continuous feedback. Picture below shows the evolution of a service concept template.



Picture 6 Development of service concept

Development and delivery phases consisted of developing prototypes. The process was iterative with feedback from the commissioner and the head of department B and then iterating back to prototype development. In practice, I arranged informal feedback sessions with the commissioner on a regular basis, and they commented on my proposals and suggested improvement. They also evaluated viability of my proposals and decided into which direction I should steer my development work. The picture below shows the iterative versions of stakeholder map template.



Picture 7 Evolutive versions of stakeholder mapping

The commissioner did not enforce any tools or methods in prototyping, so I had the privilege in trying different service design tools to explore which of them would work for this case study. The final deliverables were presented to the commissioner and to the head of department B in May 2024.

4 Results

This chapter presents the results of the research. First, data from the interviews is presented, and the picture is enhanced by analysing the themes and categories that raised from the data. Finally, I will present the deliverables of a service concept templates for department B.

A summary of results from the interviews can be presented through quantification of the data. Quantification of codes from the data analysis show that data, responsibilities, collaboration and business-related matters gained multiple mentions in the participants' answers.

Table 3: Number of codes

Code	Number of occurrences
Data	93
Responsibilities	93
Business support	86
Collaboration	75
Automation	69
Resources	60
Complexity	60
Harmonization	51
Communication	51
Knowledge share	46
Support	43
Process	42
Reliability	42
Costs	28
Personification	26
Usability	24
AI (Artificial Intelligence)	18
Skills	16
Criticality	12
Waste	8

Channels	4
Total sum	947

When the tone of the participants' answers was analyzed, it was shown that responsibilities gathered the most negative sentiment comments. This finding suggests there is a lack of clarity in defined responsibilities. Furthermore, the complexity of the service also emerged as a potential concern. The results indicate a potential correlation between unclear responsibilities and perceived complexity.

Table 4: Top 3 codes with negative mentions

Code	Number of negative mentions
Responsibilities	40
Complexity	23
Process	16

Areas associated with positive sentiment included collaboration and communication, which were frequently cited by participants. However, it is noteworthy that the overall number of positive comments was smaller than number of negative comments.

Table 5: Top 3 codes with positive mentions

Code	Number of positive mentions
Collaboration	28
Communication	17
Process	13
Resources	13
Costs	13

4.1 Stakeholders' Perspectives to Internal System Services

Beyond the quantitative analysis of coded data, interviews provided valuable insights of what users, service personnel and internal customer really think about department B system

services. The internal customer is very satisfied with the solid foundation of internal IT services. They stated the costs are under control and there are no major problems in availability of the services. A quote from a participant highlights this: “We have very few errors or deviations with our tools. The foundation is clearly in a very good shape.”

The service personnel were proud of the quality of the service as they did not experience any reoccurring problems. They also evaluated the collaboration within the IT expert community of the department B very positively.

The users reported positive experiences with the speed and accuracy of request fulfilment. On the negative side, the users’ pain points were related to complexity and ambiguity. They expressed they often experience difficulties in finding the instructions or finding the correct channel to place a request. A user pinpointed it by saying:” But just when you find the correct electronic form and get it filled in, all is delivered fast, and it works very well.”

Service personnel especially were concerned about personification of knowledge of certain IT systems. They indicated that experienced system experts have a lot of tacit knowledge that is not easily transferable to others. The users had also noticed this and one of them admitted they are requesting service “under the desk” so directly from the expert and not following the official process. “I don’t even know what the official procedure is!” exclaimed one user.

To summarize the interviews, participants asked for four key improvements:

- Clear responsibilities
- Unified service channels for all department B systems
- More automation and AI
- Deeper collaboration with business units

The interviewees expect clearly defined roles and responsibilities to reduce confusion and increase the ownership of tasks. The users requested for unified service channels to ease their navigation in internal IT services. Service delivery employees especially hope automation to reduce their workload, while management sees automation and AI as tools to increase efficiency and lower the costs. Service delivery employees asked for more collaboration with organization A’s business units in hope of receiving more input from business requirements for system development.

These insights from the interviews are supported by the findings in analyzing the data with coding. Clustering the codes resulted in finding in six key categories:

- Technological expectations
- Communication

- People
- Business value
- Unified operations
- Inefficiency

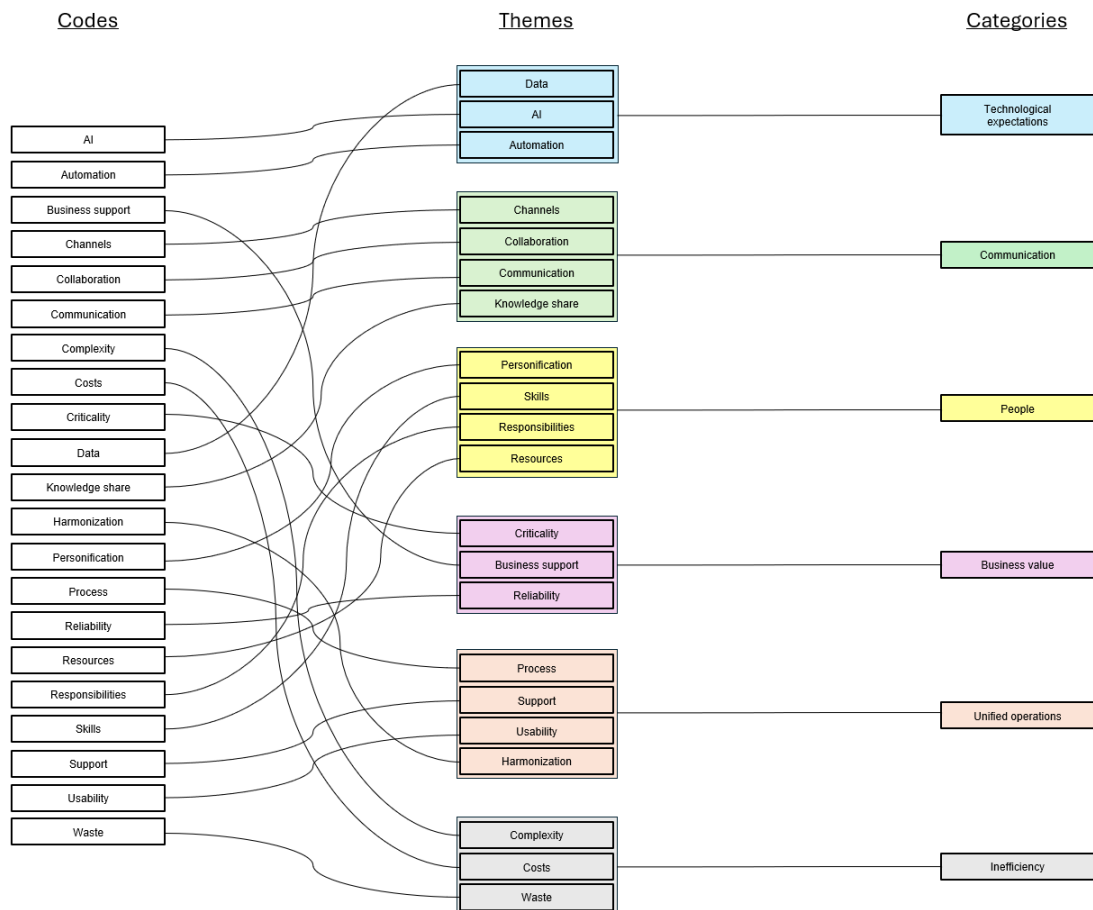


Figure 8 Clustered codes form themes and categories

The results from the research were used to develop a service concept template and supporting templates for organization B.

4.2 The Service Concept Templates

The findings from the research were used to create service concept templates for the department B. I created the templates using design thinking and prototyping, and active feedback from the commissioner and the head of department B had a significant impact on the deliverables. All the templates can be found in the Appendices section of this thesis.

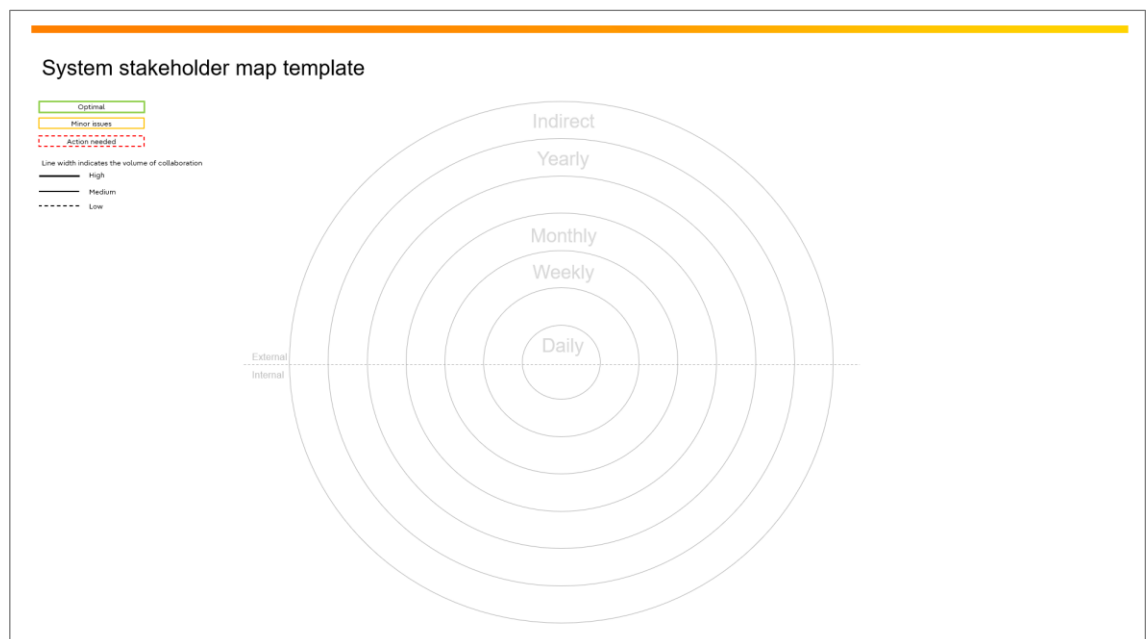
Communication, people, business value, unified processes, inefficiency and technological expectations were key categories of insights from the interviews. The deliverables address

these categories by providing the department B templates to further map and identify components of their service and plan development activities. Technology was out of the scope of this study, but it is embedded in people category in a form of skills development that includes technical competences.

The final deliverables for the commissioner consist of a library of templates. The purpose of the templates is to enable mapping of all system services of organization B into a unified service concept.

4.2.1 System Stakeholder Map Template

To address the ask for improved communication and collaboration with business units, I created a system stakeholder map template. The purpose of the system stakeholder map template is to map and visualize various stakeholder groups related to the system service. The dimensions of the template enable mapping internal and external stakeholder, and to evaluate frequency of the collaboration as well as perceived volume and quality of the collaboration.



Picture 8 System stakeholder map template

Prerequisite of using the system stakeholder map template is a list of identified stakeholders. I recommend facilitating a group session to map stakeholders using the template. Collaborative approach should encourage discussion about collaboration. The resulting stakeholder map should then be used to develop an action plan that improves communication and collaboration with the stakeholders.

4.2.2 System Service Components Mapping Template

To facilitate the mapping of system service components, I developed a template that is designed for use with collaborative tools such as Miro or Microsoft Teams Whiteboard. The template incorporates categories identified during the qualitative analysis of interviews. It enables users to categorize components of the service related to technology, communication, people, business value, unified operations, and inefficiency.



Picture 9 System service components template

Using this template requires a facilitated workshop. The categories are not self-explanatory and require guidance for effective use. The guidance for categories is:

- **Technology:** This category encompasses both legacy and future technologies, as well as technological change requisites.
- **People:** This category includes resourcing, skills, and competencies.
- **Communication:** This category covers communication channels, instructions, documentation, and knowledge sharing.
- **Operations:** This category addresses current maintenance and support practices, along with areas for improvement.
- **Inefficiency:** This category captures elements that contribute to waste, complexity, and overall inefficiency.
- **Business Value:** This category encompasses all items that enable value creation for users and stakeholders.

Workshopping a system service using this template will inform the creation of the actual service concept for the system.

4.2.3 Service Concept Template

The service concept template I developed emphasizes the business value of the system service because business value was one of the key categories in the research results.




Picture 10 Service concept template

In the context of internal IT services, the service delivery perspective is essential. Therefore, this service concept template encompasses both an internal view in form of description of service delivered, and an external view. The template encourages analysis of the external view by prompting users to identify the target stakeholder and the service they receive. A careful comparison of these two viewpoints should highlight any differences between the intended service delivery and the actual service experience. Combining these two perspectives, in the middle of the template is the value proposition of the service.

4.2.4 Skills Development Templates

Research insights highlighted a concern regarding resourcing, skills and knowledge sharing. Addressing this, I used information and ideas from skills workshop to create a persona card for an advisor. The advisor describes skills, competences and behaviours the management of the department B envisions the employees to have in the future.



Trusted Advisor

Quote: "My goal is to empower my clients to leverage technology to achieve their business objectives. I don't just want to sell them a solution; I want to partner with them to build a sustainable and successful future."

Key skills:

- Business orientation
- Communication
- Technological competence

Background: Strong foundation in technical education and several years of hands-on experience as a system specialist / developer / architect. Certified in their own area of expertise. Masters one or more relevant methodologies.

Competences and skills:

- Presentation skills
- Resilience and stress management
- Passionate about technology
- Facilitation
- Negotiation skills
- Reliable
- Technological competence

Communication skills:

- Empathetic listener
- Asking insightful questions
- Clear and concise communication
- Communicates in timely manner
- Communicates clearly with experts and C-levels
- Transparent and realistic in building expectations

Working style:

- Prioritizes the customer
- Aspires for continuous improvement
- Communicates complex concepts in a simple way
- Positive attitude
- Enthusiastic and supportive
- Leverages AI assisted work when feasible

Picture 11 Advisor persona

The persona can be used in discussions with employees to communicate what kind of skillset is viable and to coach them on the direction of their skills development.

To enable employees to create accurate and practical skills development plans, I developed a template for a personal development plan. The template helps the employee to assess their current strengths, formulate their long-term and short-term goals, link their development needs to the company strategy, select methods to develop their skills and to write a personal development plan with concrete actions and deadlines.

Personal Development Plan FY2025

Development plan template

Name: _____
Date: Click or tap to enter a date

The purpose of this template is to support setting your own development goals and create your personal development plan.

Strengths and Skills
What are my strengths? What am I naturally good at? What skills do I have? What kind of work tasks do I enjoy, and from what do I get a sense of accomplishment? What motivates me?

Long-term goals
What career goals do I have? What kind of role do I want to be in 3-5 years from now? How do I want my colleagues to perceive me? What kind of expertise does that require? What skills do I need to develop to achieve my goals? Consider both technical and non-technical skills.

Short-term development goals
In what areas do I need to improve over the next year? What skills and knowledge should I develop?

Linking development goals to company strategy
How do my development goals link to company strategy? Are my goals aligned with company objectives and team goals?

Ways of Development

"There are many ways to develop your own skills. The methods work better the more accurately you identify your own development needs and areas of interest. Competence development requires perseverance.

Most of the learning takes place in everyday life by working, trying out challenging tasks, for example, participating in projects going next to a friend to learn, changing tasks, teaching others.

Part of the learning takes place in interaction with others, for example through mentoring or coaching, peer learning or feedback received in different ways, and part of the learning takes place as self-study online, in classrooms, reading or by reading."

HR Finland

My concrete development plan

What do I need to do in to achieve my short-term development goals this year? What do I need to do in practice? Instead of saying "develop ServiceNow expertise," be more specific about what expertise, from what area, and by what means. Describe precisely what you intend to do and set a goal for yourself!

Write at least the following:

- List the skills you want to develop
- List the methods you will use
- Describe precisely what you intend to do
- Set a target date for yourself!
- Write down what you need to progress your plan

Examples and inspiration

Examples of variety of skills. Note that these are just examples. Reflect on skills that are relevant to your personal development.

<p>Company values</p> <p>Adaptation</p> <p>Business orientation</p> <p>Customer Focus</p> <p>Collaboration</p> <p>Information Retrieval</p> <p>Sales Support</p> <p>Resilience</p> <p>Problem Solving</p> <p>Coaching Skills</p> <p>Teamwork</p> <p>Facilitation</p> <p>Flexibility</p> <p>Change Management</p> <p>Empathy</p> <p>Planning</p>	<p>Empathy</p> <p>Trust</p> <p>Change Readiness</p> <p>Conflict Resolution Skills</p> <p>Language Skills</p> <p>Oral Communication</p> <p>Documentation</p> <p>Presentation Skills</p> <p>Self Leadership</p> <p>Team Management</p> <p>Resilience</p> <p>Facilitation</p> <p>Self-Assessment</p> <p>Written Communication</p> <p>Giving Feedback</p> <p>Planning</p>	<p>Continuous Learning</p> <p>Quality Thinking</p> <p>Financial Literacy</p> <p>Active Learning</p> <p>Leadership</p> <p>Achieving Results</p> <p>Learning Ability</p> <p>Regulatory Skills</p> <p>Project Planning</p> <p>Organizational Skills</p> <p>Responsibility</p> <p>Creativity</p>
--	---	--

Methodological Competences

<p>ITIL</p> <p>Agile</p> <p>SaaS</p> <p>TOGAF</p> <p>Lean</p>	<p>DevOps</p> <p>Process Management</p> <p>Software Development</p>	<p>MSD Server</p> <p>Business Analytics</p> <p>Service Now</p> <p>Learning path: Application Developer (CS-Certification)</p> <p>Learning path: ITSM Implementer (CS-ITSM certification)</p> <p>Other: Certified Implementation Specialist certification</p>
---	---	--

Technical Competences (System specific)

<p>ITSM</p> <p>Head Service Management (HSM)</p> <p>ITIL4</p> <p>CISSP</p> <p>OSM</p> <p>Scrum</p> <p>Flow Designer</p>	<p>UI and Forms</p> <p>Service Catalog</p> <p>Service Now</p> <p>Mobile App</p> <p>Applicant</p> <p>Integration Hub</p>	<p>MSD Server</p> <p>Business Analytics</p> <p>Learning path: Application Developer (CS-Certification)</p> <p>Learning path: ITSM Implementer (CS-ITSM certification)</p> <p>Other: Certified Implementation Specialist certification</p>
---	---	---

Picture 12 Employee development plan template

During the development work, I also created a draft versions of business model canvas for system C, but it was evaluated not to be useful by the commissioner. I also tried blueprinting system C service, but comprehensive blueprint turned out to be too complicated to draw, and it also seemed to be difficult to generalize for other systems, so it was decided not to use more time on blueprinting. The decision is backed by Patricio, Fisk and Cunha (2008, 320) stating that service blueprinting is not viable for multichannel digital services as it was developed for personal service encounters.

The research results strongly indicated the need to harmonize systems service channels. This would help the users to reach their goals faster, making it simpler to identify the correct channels to find information and instructions, place requests or report issues. However, this study did not encompass the service channels due to limited time and resources. I strongly recommend the department B to make an improvement plan to create unified service channels for all the systems.

Addressing the service channel development needs requires strong management support. Improvement activities should be planned as a change management project, because it can be expected that the service channel harmonization will need both technological changes and changes in work processes and employee behaviour.

5 Conclusion

This thesis intended to explore how service design methods can be leveraged to develop a service concept for internal IT service delivery systems. The underlying motivation came from the observation that, despite the numerous benefits of digitalization, many organizations struggle with fragmented and inefficient internal IT services, leading to frustration for employees and overall productivity challenges. The purpose of this study was to develop a service concept for internal IT service systems, utilizing service design methods to address the identified needs and expectations of users and stakeholders. This service concept, prototyped for a specific IT system (system C) within the case company (organization A), aimed to serve as a template for standardizing and improving the quality of internal IT services across the organization.

The research was guided by three key questions:

1. How can service design methods be applied to develop a service concept for internal IT service delivery systems that meets the needs and expectations of users and stakeholders?

2. What are the potential benefits of implementing a well-defined service concept for internal IT service delivery, in terms of user satisfaction, efficiency, and cost-effectiveness?
3. What factors need to be considered regarding the successful implementation of service design proposals for internal IT service delivery systems?

This chapter will synthesize the findings of the literature review, the case study, and the development process to provide answers to these questions.

5.1 Applying Service Design Methods to Develop a Service Concept

The development process began with research of the existing services through document analysis, preliminary interviews, and discovery workshops. This helped to identify the key stakeholders, their needs and expectations, and the pain points associated with the current IT service delivery system.

Preliminary research provided information based on which stakeholder interviews were planned. The interviews were valuable in investigating perspectives of users, service personnel, and internal customers. Thematic analysis of the interview transcripts, using a combination of inductive and deductive coding, revealed recurring themes that were related to six key categories: technological expectations, communication, people, business value, unified operations and inefficiency.

Building on these insights, service design methods such as stakeholder mapping and prototyping were used to develop a service concept. The stakeholder map template facilitated the visualization of stakeholder relationships and the identification of opportunities for improved communication and collaboration. The service component mapping template provided a framework for categorizing the various elements of the IT service which helps to create a holistic understanding of the service. Finally, the service concept template examines the service from internal and customer perspectives focusing on value proposition of the service.

5.2 Potential Benefits of Implementing a Service Concept

The research suggests that implementing a well-defined service concept for internal IT service delivery can create significant benefits in terms of user satisfaction, efficiency, and cost-effectiveness.

By addressing the identified pain points related to complexity and ambiguity, a well-defined service concept can enhance user satisfaction. Clearer responsibilities, unified service channels, and improved communication can reduce frustration and enable users to access the IT services they need more easily.

A well-defined service concept can contribute to cost savings. Technologies like automation and AI can reduce the workload of service personnel. A well-defined service concept can provide a roadmap for implementing these technologies in a strategic and effective manner. Optimizing IT service delivery processes can reduce inefficiencies. Furthermore, improved collaboration with business units can ensure that IT investments are aligned with business needs.

The development of skills development templates, including the "Trusted Advisor" persona and the personal development plan template, also contributes to these benefits. By investing in the skills development of the personnel, the organization can ensure that it has the competent personnel that is needed to deliver the services efficiently.

5.3 Considerations for Successful Implementation

The research highlights several factors that need to be considered for the successful implementation of service design proposals for internal IT service delivery systems.

Strong management support is essential for securing the resources and commitment needed to implement service design proposals. This includes providing time and funding for service design and implantation activities. Also Implementing service design proposals often requires significant organizational change. Hence, a change management plan is needed.

Service design can be done as an iterative process, and implementation should be approached in a similar manner. Starting with a minimum viable product and iterating based on user feedback can help to ensure that the final solution meets the needs of all stakeholders.

Additionally, service design proposals should be feasible to implement, viable financially and desired by the users. The deliverables of this project addresses those basic requirements. The templates are technically feasible, as common software was used to create the templates, making them easy to edit for further development needs. Desirability of the templates was ensured using iterative prototyping and constant feedback. Using the templates do not require huge financial investment, so they are financially viable, too. However, willingness to use the templates is crucial. That can be enforced with strong management support.

5.4 Reflection

While this thesis provides insights into the application of service design methods for internal IT service delivery, the case study was conducted only within a single organization, and the findings may not be generalizable to other contexts. Also, further testing and refinement of the service concept are needed. To explore long-term benefits of internal IT service concept, future research could conduct several case studies in various organizations.

The study was conducted following ethical principles for research. All participants were made aware of the purpose of the data collection and how the data was stored and handled, and all participants gave their consent to contribute. I paid attention to maintain integrity and confidentiality of the data throughout the research. Also, as a researcher, I reflected on my own bias, aiming for objectivity.

Feedback from the commissioner proved the deliverables of the research are useful and will be used and developed further in the case organization. I have had three discussions with employees who have used personal development plan template, and their comments were very positive. They found that the development plan template helped their thinking and was useful tool in setting short-term and long-term development goals. The feedback from the case organization proves the thesis work was useful.

To conclude, this thesis suggests that service design methods can improve internal IT service delivery, leading to increased user satisfaction, efficiency, and cost reduction. However, successful implementation requires management support and change management. The thesis provides practical templates to help organizations map existing services, identify improvements, and build a shared understanding of value of its internal IT services.

References

- Almqvist, F. 2020. Service design in the later phases: Exploring user insights, handovers, and service design roadmapping in the transition from service concept to implemented service. PhD. The Oslo School of Architecture and Design. Accessed 4 February 2024. <https://aho.brage.unit.no/aho-xmlui/handle/11250/2657504>
- Anderson, K. 2024. Building Foundations for Successful Service Design Implementation. In *Touchpoint*, (14) 3, 97-89. doi: 10.30819/touchpoint.14-3.16
- Barney, J. & Hesterly, W. 2020. *Strategic Management and Competitive Advantage, Concepts*. Sixth Edition. Harlow: Pearson Education.
- Cannon, D., Wheeldon, D., Lacy, S., Hanna, A. & Great Britain. Cabinet Office. 2011. *ITIL service strategy*. 2nd edition. London: TSO (The Stationery Office).
- Dr Dee. 2018. How to analyse qualitative data for an interview I semi-structured interview. Accessed 8 October 2023. <https://www.youtube.com/watch?v=1OGhiXIKX-o>
- Downe, L. 2020. *Good services: How to design services that work*. Amsterdam: BIS Publishers.
- Gary Gramenz. 2014. How to code a document and create themes. Accessed 8 October 2023. <https://www.youtube.com/watch?v=sHv3RzKWNcQ>
- Gassen, R. 2022. *Digitaalinen työympäristö: Näin taivutat teknologian yrityksen tarpeisiin*. Helsinki: Alma Talent.
- Gioia, D., Corley, G., & Hamilton, A. 2013. Seeking qualitative rigor. In *Inductive Research: Notes on the Gioia methodology*. *Organizational research methods*, 16 (1), 15-31. doi: <https://doi-org.nelli.laurea.fi/10.1177/1094428112452151>
- Goldstein, S., Johnston, R., Duffy, J. & Rao, J. 2002. The service concept: the missing link in service design research? In *Journal of Operations Management*, 20 (2), 121-134. doi: 10.1016/S0272-6963(01)00090-0
- Grossmann, N. & Hermes, T. 2024. Navigating the Service Lifecycle: Design, Implementation and Scale. In *Touchpoint*, 14 (3), 30-35. doi: 10.30819/touchpoint.14-3.06
- Grönroos, C., 2008. Service logic revisited: who creates value? And who co-creates? Article from *European Business Review*. 20 (4), 298-314. doi:10.1108/09555340810886585
- Grönroos, C. 2011. A service perspective on business relationships: The value creation, interaction and marketing interface. In *Industrial Marketing Management*, 40 (2), 240-247. doi:10.1016/j.indmarman.2010.06.036
- Grönroos, C. 2017. On Value and Value Creation in Service: A Management Perspective. In *Journal of Creating Value*. 3 (2), 125-141. doi:10.1177/2394964317727196
- Hunnbeck, L., Hanna, A., Taylor, S., Rudd, C., Lacy, S. & Great Britain. Cabinet Office. 2011. *ITIL service design*. 2nd edition. London: TSO (The Stationery Office).
- Johnston, R., Shulver, M., Slack, N. & Clark, G. 2021. *Service operations management: Improving service delivery*. 5th edition. Harlow: Pearson.
- Karpen, I., Gemser, G. & Calabretta, G. 2017. A multilevel consideration of service design conditions: Towards a portfolio of organisational capabilities, interactive practices and individual abilities. *Journal of Service Theory and Practice*, 27 (2), 384-407. doi: 10.1108/JSTP-05-2015-0121

- Kent Löfgren. 2013. Qualitative analysis of interview data: A step-by-step guide for coding/indexing. Accessed 8 October 2023. <https://www.youtube.com/watch?v=DRL4PF2u9XA>
- Kokshagina, O., & Schneider, S. 2022. The Digital Workplace: Navigating in a Jungle of Paradoxical Tensions. *California Management Review*, 65 (2), 129-155. Accessed 10 February 2025. <https://doi-org.nelli.laurea.fi/10.1177/00081256221137720>
- Korunka, C., Hoonakker, P. 2014. *The impact of ICT on quality of working life*. Dordrecht: Springer.
- Korunka, C. & Vartiainen, M. 2017. Digital technologies at work are great, aren't they? The development of information and communication technologies (ICT) and their relevance in the world of work. In: Chmiel, N., Fraccaroli, F. & Sverke, M. (eds) *An Introduction to Work and Organizational Psychology: An International Perspective*. Third edition. Hoboken: John Wiley & Sons, 102-120.
- Linneberg, M. & Korsgaard, S. 2019. Coding qualitative data: A synthesis guiding the novice. In *Qualitative research journal*, 19(3), 259-270. <https://doi-org.nelli.laurea.fi/10.1108/QRJ-12-2018-0012>
- Lusch, R. & Vargo, S. 2014. *Service-dominant logic: Premises, perspectives, possibilities*. Cambridge: Cambridge University Press.
- Normann, R. 2002. *Service management: Strategy and leadership in service business*. 3rd edition. Chichester: Wiley.
- Moeller, R. 2013. *Executive's Guide to IT Governance: Improving Systems Processes with Service Management, COBIT, and ITIL*. Ebook. New York: John Wiley & Sons.
- Ojasalo, K., Moilanen, T. & Ritalahti, J. 2009. *Kehittämistyön menetelmät: Uudenlaista osaamista liiketoimintaan*. Helsinki: WSOYpro.
- Patricio, L, Fisk, R. & Cunha, J. 2008. Designing Multi-Interface Service Experiences: The Service Experience Blueprint. *Journal of Service Research*, 10 (4), 318-334. doi: 10.1177/1094670508314264
- Patrício, L., Fisk, R., Falcão e Cunha, J., & Constantine, L. 2011. Multilevel service design: from customer value constellation to service experience blueprinting. *Journal of service Research*, 14 (2), 180-200. doi: 10.1177/1094670511401901
- Penin, L. 2018. *An introduction to service design: Designing the invisible*. London: Bloomsbury Visual Arts.
- Polaine, A., Løvlie, L., & Reason, B. 2013. *Service design: From insight to implementation*. New York: Rosenfeld media.
- Portigal, S. 2013. *Interviewing users. How to uncover compelling insights*. Ebook. New York: Basic Books.
- Raun, L. 2017, *Designing for Service Change: A study on how designers address implementation during service design projects for hospitals*. PhD. Department of Architecture, Design and Media Technology. Aalborg Universitet. doi: 10.5278/vbn.phd.tech.00017
- Sahibudin, S., Sharifi, M. & Ayat, M. 2008. Combining ITIL, COBIT and ISO/IEC 27002 in order to design a comprehensive IT framework in organizations. In: 2008 Second Asia International Conference on Modelling & Simulation (AMS). IEEE. Accessed 10 January 2025. <https://www.researchgate.net/profile/Mohammad-Sharifi->

5/publication/325846466_Combining_ITIL_COBIT_and_ISOIEC_27002_in_Order_to_Design_a_C
omprehensive_IT_Framework_in_Organizations/links/5b28b69a45851509895cd855/Combining-
ITIL-COBIT-and-ISO-IEC-27002-in-Order-to-Design-a-Comprehensive-IT-Framework-in-
Organizations.pdf

Saldana, J. 2011. *Fundamentals of Qualitative Research*. New York: Oxford University Press.

Saunders, M., Lewis, P. & Thornhill, A. 2009. *Research Methods for Business Students*. Harlow: Pearson Education.

Schmidt, M., Brenner, M. & Schaaf, T. 2019. IT Service Management Frameworks Compared - Simplifying Service Portfolio Management. In: 2019 IFIP/IEEE International Symposium on Integrated Network Management (IM2019): Mini-Conference. Accessed 10 January 2025. <https://dl.ifip.org/db/conf/im/im2019mini/189285.pdf>

Stickdorn, M. & Scheider, J. 2011. *This Is Service Design Thinking*. Hoboken: John Wiley & Sons.

Stickdorn, M., Lawrence, A., Hormess, M. & Schneider, J. 2018. *This is Service Design Doing: Applying service design thinking in the real world: a practitioner's handbook*. Sebastopol: O'Reilly Media

Voima, P., Heinonen, K., & Strandvik, T. 2010. Exploring customer value formation: a customer dominant logic perspective. Hanken School of Economics. <https://helda.helsinki.fi/bitstream/10227/630/1/552-978-952-232-088-9.pdf>

Quirkos. 2019. *Beginners guide to coding qualitative data*. Accessed 8 October 2023. <https://www.youtube.com/watch?v=lYzhgMZii3o>

Unpublished

Ojasalo, J. 2023. *Master's Thesis Workshop: Analyzing Qualitative Data*. [lecture]. Held on 4 May 2023. Laurea University of Applied Sciences.

Figures

Figure 1 Proposed key components of service.....	10
Figure 2 Aspects of service concept according to Johnston et al. 2012	19
Figure 3 Aspects of service concept according to Goldstein et al. 2002.....	20
Figure 4 Solution Implementation Aspects based in Raun (2017, 81)	24
Figure 5 Service Design Implementation Considerations according to Raun (2017, 108)	25
Figure 6 Hermeneutical cycle and abduction, source Ojasalo J. 2023	28
Figure 7 Research process	39
Figure 8 Clustered codes form themes and categories	45

Pictures

Picture 1 System C workshop in Whiteboard.....	31
Picture 2 Pictures from the skills workshop	32
Picture 3 Coding in MS Word	34
Picture 4 Working on coding in MS Excel	37
Picture 5 Tangible visualization of codes	38
Picture 6 Development of service concept.....	40
Picture 7 Evolutive versions of stakeholder mapping.....	41
Picture 8 System stakeholder map template	46
Picture 9 System service components template	47
Picture 10 Service concept template	48
Picture 11 Advisor persona	49
Picture 12 Employee development plan template	49

Tables

Table 1: Interview participants.....	33
Table 2: Preliminary research data analysis in coding	35
Table 3: Number of codes	42
Table 4: Top 3 codes with negative mentions	43
Table 5: Top 3 codes with positive mentions.....	43

Appendices

Appendix 1: Data Management Plan	59
Appendix 2: Field Guide	65
Appendix 3: Interview invite	67
Appendix 4: System stakeholder map template	68
Appendix 5: System service components workshop template	69
Appendix 6: Service concept template	70
Appendix 7: Advisor persona	71
Appendix 8: Development plan template	72

Appendix 1: Data Management Plan

DATA MANAGEMENT PLAN

Planner(s):	Katja Varjela
Thesis title:	Service Concept for an IT Service Provider
Thesis commissioner: (organisation/project/person, if any)	Company A
Plan preparation date:	1.5.2024

1. General description of the data

See the Guide to [Thesis Data Management](#), [Data Protection and Research Ethics for tips and advice](#)

1.1. Description of the data: Data and materials to be collected or that already exist and their properties

- System documents (pdf, docx, pptx) in company intranet
- Materials produced during workshops in Teams Whiteboard
- Interview recordings and transcriptions (Teams) stored in company

All of the materials may contain technical or business information that is classified as confidential as per company policy. This means that no such information can be transferred, stored or shared outside of the company.

1.2. Ensuring the quality of the data

- System documents are used only for analysis as read-only, no local copies are created.
- Workshop materials are stored in Teams Whiteboard. Screenshots can be taken to report and illustrate workshop activities, but it is important to ensure the screenshots do not contain any confidential information.
- Interview recordings are stored in company personal OneDrive. The recordings are not shared nor copies are created.

Interviews transcriptions: the original data is stored only in company personal OneDrive. Master files remain untouched, as work copies of the files are created for data analysis.

Appendix 1: Data Management Plan

2. Ethical principles, legislation and the processing of personal data

See the [Guide to Thesis Data Management, Data Protection and Research Ethics for tips and advice](#)

2.1. Personal data and data protection considerations

Personal data can be direct (e.g. name, social security number, email address, facial image) or indirect (e.g. voice, telephone number, a particular characteristic or hobby).

Does your data contain direct or indirect personal data?	Yes	▼
Does your data contain sensitive personal data?	No	▼

The interview data contains personal data of the interviewees (direct: name, email; indirect: voice). The master data is stored securely in the company personal OneDrive and will not be shared. The data will be marked as expired after the completion of the thesis. Expiring the data in the company environment means that only admins can retrieve the data. This follows company policy in handling such a data. All work files created from the master files are anonymised when they are created and contain no personal data.

2.2. Main responsibility for the processing of personal data, i.e. controllership

If the thesis data and material contain personal data, the data is a personal register for which a controller must be defined. The controller is the person or organisation that determines for what purpose and how personal data are processed. Please ensure that the controller and the processing of personal data are agreed with the sponsoring organisation, where appropriate.

- Are you working on your thesis independently? If yes, you are the controller, i.e. you are solely responsible for the processing of personal data.
- Are you working independently as a pair or in a group? If yes, you are joint controllers, i.e. you are all jointly responsible for the processing of personal data.
- Are you doing the thesis in cooperation with Laurea? If yes, you may be a joint controller, in which case the responsibility is shared.
- Are you working on a thesis related to a Laurea project or other research and development activity? If yes, the controller is Laurea.
- Are you commissioning the thesis for an organisation? If yes, the controller is the organisation.

The controller of the data is the commissioner, but I am responsible for deactivating the data after the completion on the thesis.

Appendix 1: Data Management Plan

2.3 Notifications required for data privacy


The interviewees have been explained in the invite letter and in the beginning of the interview what data is stored in the transcript, how it will be handled and when it will be deactivated. See 2.1.

2.4 Research settings requiring ethical review in master's thesis

A thesis plan may need a prior ethical review if, for example, it targets minors, people with disabilities or asylum seekers. If the subject of the research is sensitive, delicate, or the handling of the subject may compromise the well-being of the subject or the protection of privacy, an ethical review is often required.

An ethical review is always requested before starting a thesis or research project. Obtaining an ethical review requires careful reading of the guidelines, preparation of all the necessary documents and some time.

Organisations may have their own guidelines regarding the choice of thesis or research topic and the target audience. Read carefully the guidelines of the [Finnish Research Ethics Advisory Board](#) and [The Human Sciences Ethics Committee of the Helsinki Region Universities of Applied Sciences](#)

Is an ethical review needed?	No 
Justification and implementation	The research does not require ethical review as the topic is not sensitive and people nor their sensitive data are not studied.

2.5 How will you manage the rights to the data and materials you use, produce and share?

If you only use the data you collect to build up the results of your own thesis and do not share the data with others, you do not need to agree on the rights to the data. The results and the data are agreed in the thesis contract. If the thesis is done for a Laurea project, the project agreements will be used.

If the commissioner wishes to use the material, you must agree with the commissioner 1) on parallel access rights to the material or 2) on any ownership rights.

The research data will be expired after the thesis completion. I am employed by the commissioner so, the results of the study will be handed over to the commissioner, and they will have ownership of the results.

Appendix 1: Data Management Plan

2.6 Informing participants, consent to participate and further use of the data

If the thesis involves people participating in activities such as interviews, observations, targeted surveys or workshops, the participants must be informed about the purpose and methods of the thesis i.e. a research notification is produced. The research notification informs the person recruited for the thesis about the purpose, aim and implementation of the research and about the processing of personal data.

Participants should also be informed if the thesis data is to be used for further research or as part of marketing material after completion of the thesis, and if the thesis material is to be stored openly in a data archive or otherwise made openly available. If the processing of personal data is based on consent, consent must also be sought for the processing of personal data as part of the participant's consent. Use Laurea's guidelines and templates to help you with this.

I have prepared an informing research notification for subjects/participants	Yes	▼
In the informing research notification, I inform participants about the further use or opening of the material	Yes	▼
I have planned how to ask for consent to participate in the thesis/ research	Yes	▼
I have planned how I will inform the participants about the processing of personal data	Yes	▼
I have planned how to ask for consent to the processing of personal data	Yes	▼

Justification and implementation

See 2.1.

2.7 Research permit

Some organisations require a research permit if the thesis is about the organisation, its members or if the thesis is about using the organisation's data, archival information or, for example, register information from the organisation, such as contact details. Always check before starting the thesis whether the organisation requires research permission and how to apply for it. The thesis can only proceed once the research permit has been granted. Not all organisations require a separate research permit.

Laurea requires a research permit when the research concerns 1. Laurea students, 2. Laurea staff or 3. Laurea as an organisation. Student research permit applications require the signature of the supervisor. With his/her signature, the supervisor certifies that he/she has read and accepted the student's application and the required attachments.

Do I need a research permit?	No	▼
Justification and implementation	The commissioner does not require a reearch permit.	

Appendix 1: Data Management Plan

3. Documenting the data

See the [Guide to Thesis Data Management, Data Protection and Research Ethics for tips and advice](#).

3.1. Documentation of the data during the thesis process

Only anonymised research data is processed and stored in Laurea personal OneDrive. Interviewees are coded, so the data origin is traceable, but only by comparing the data in the original master files that are stored in the commissioner's OneDrive.

3.2. Data order and integrity

Data and files are version controlled, so that it is easy to revert back to an old version. Data analysis phases are stored in separate files that are version controlled.

4. Recording and information security during the thesis process

See the [Guide to Thesis Data Management, Data Protection and Research Ethics for tips and advice](#).

4.1 Saving the information

Original data is stored securely in the commissioner's personal OneDrive. This works as a backup for the work files. Anonymised work data is stored in Laurea personal OneDrive.

4.2. Data protection

Data is stored in my personal OneDrives that are protected by user ID and MFA.

Appendix 1: Data Management Plan

5. After the completion of your thesis: destroying, preserving, or finding further use for and opening data

See the [Guide to Thesis Data Management, Data Protection and Research Ethics for tips and advice](#)

The participants must be informed in a comprehensible way about the further use of the data before the data are collected. It is recommended that consent to open the data for further use is obtained at the time of participation.

The data will be marked as deleted in OneDrive, so it cannot be viewed or shared by users.

6. Tasks and responsibilities

See the [Guide to Thesis Data Management, Data Protection and Research Ethics for tips and advice](#)

My commissioner is the data controller, but I am personally responsible to act ethically and make sure the data is always processed securely and according to agreements.

Interviews on System Services

Field Guide

Katja Varjela 29.4.2024

The goal of the interviews is to collect insights, experiences and expectations regarding department B system services.

Settings

All interviews are conducted in the office meeting rooms during work hours. All participants are employees of the company, and they have accepted to participate in the interviews. The office environment and recording tools are familiar for all the participants.

Recording

All interviews are recorded and transcribed using company Microsoft Teams.

Data Management

Recordings and transcriptions are stored in company One Drive. Only the interviewer and company system admins have access to the files. Recordings are used to check transcriptions and transcriptions are anonymized before they are handled any further. Data will be deactivated after the completion of the thesis.

Interview Guide

1. Introduction
 - a. Thank you for participating this interview.
 - b. My name is Katja Varjela and I am doing a thesis for B department.
 - c. The purpose of the thesis is to develop a system service concept for B department. That should help us to improve our service.
 - d. The purpose of this interview is to hear your opinion, and your experiences and expectations of B system services.
2. Consent, confidentiality and data

Ask for a consent for the interview recording and transcription!

Tell the participant that she/he can interrupt the interview any time.

The interview is confidential and nobody else will have access to the data. The data used for thesis will be anonymized.

3. Questions – example questions, follow the flow of the discussion instead of strictly following the manuscript.
 - When you think about system services what comes to your mind?
 - How do you understand the service?
 - What is your experience of system support services? In case you have a problem.
 - **What do you get from the service?**
 - What are the benefits from your point of view?
 - What is working fine?
 - **What is easy?**
 - **What is not working?**
 - What are the challenges?
 - What are the biggest challenges from your perspective?
 - **What is important to you?**
 - What would help you to get more benefits from the systems?
 - What would help you?
 - What more could we do for you?
 - If you forget all the blockers and restrictions we have, what would **your dream state** of service look like?
 - **Anything else** you would like to add before we close this?
4. Thank you

Thank you for your time!

I really appreciate you sharing your thoughts with me. This will help us to develop our service.

Note-Taking

Transcription and recording are used, so there is no need for extensive note-taking. However, have the interview questions printed on paper with room for notes just in case.

Appendix 3: Interview invite

Hi,

I would like to interview you regarding the system services of the B department.

As part of my MBA studies, I am writing my thesis on the topic of "System Service Concept for the B Department." The goal of my thesis is to develop a system service concept that improves the operations of department B services and stakeholder collaboration.

I am very interested in hearing your views on the system services and their development in the B department. Through the interview, I aim to gain valuable information about the needs and expectations towards system services. In the interview, we will discuss, among other things, the following topics:

- Current state and areas for improvement of the system services
- Needs and expectations regarding the system services

I would be very grateful if you could participate in a half-hour interview. I believe that your views would be very valuable for my thesis.

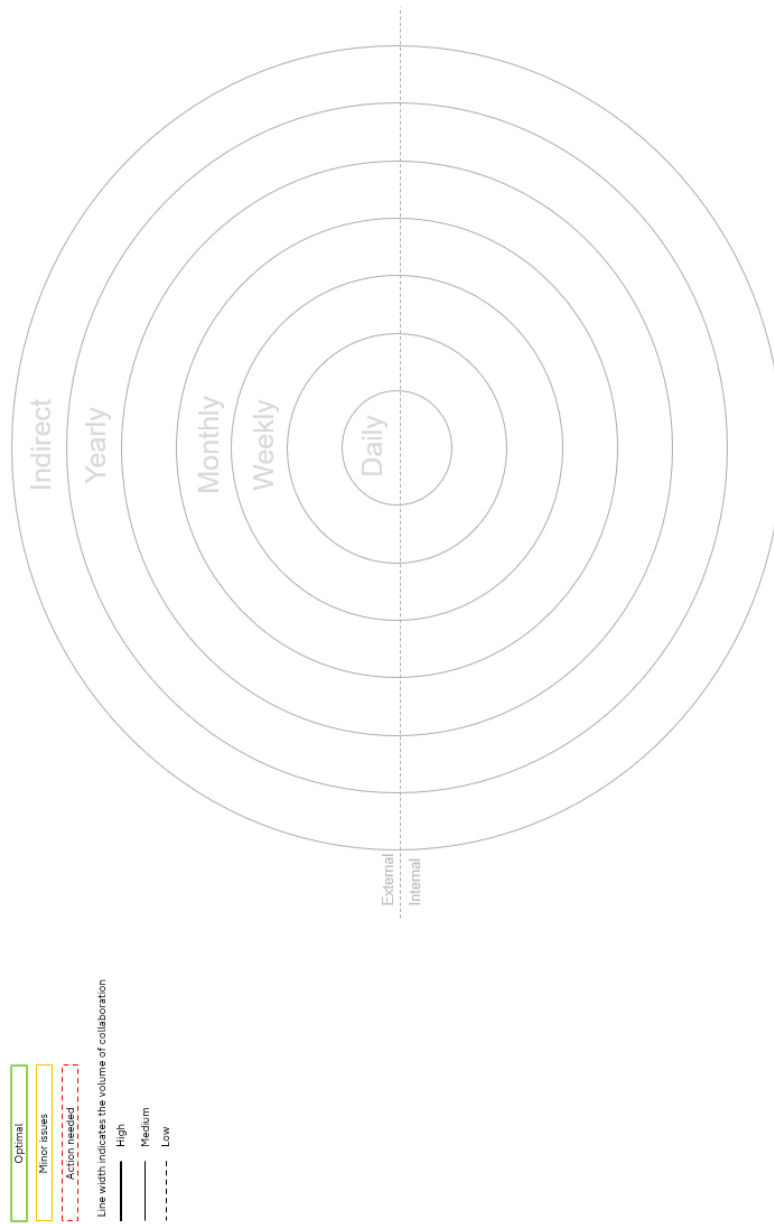
Thank you for your time and assistance!

Sincerely,

Katja Varjela

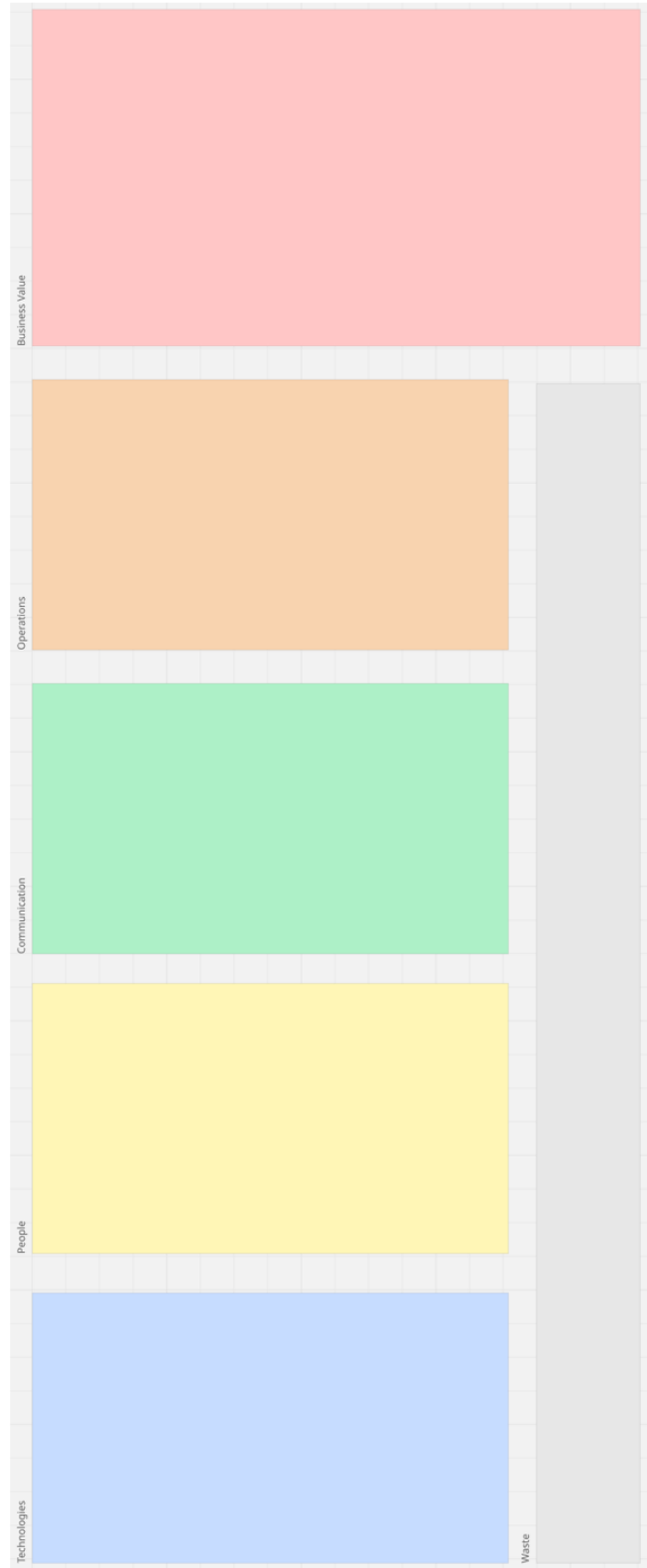
Appendix 4: System stakeholder map template

System stakeholder map template



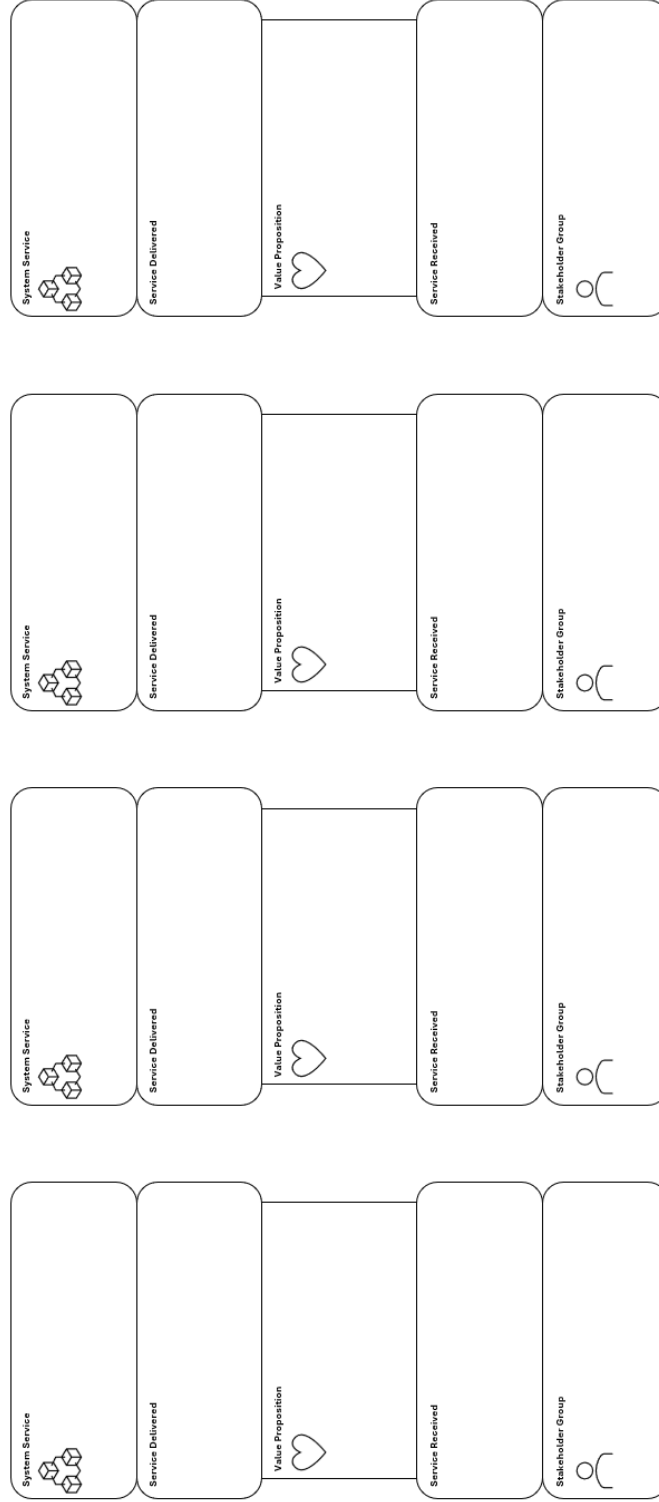
Appendix 5: System service components workshop template

System service components workshop template

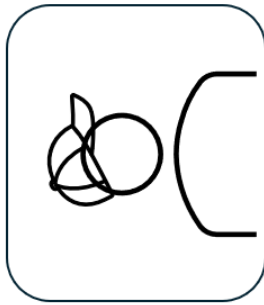


Appendix 6: Service concept template

Service Concept



Appendix 7: Advisor persona



Trusted Advisor

Quote: "My goal is to empower my clients to leverage technology to achieve their business objectives. I don't just want to sell them a solution; I want to partner with them to build a sustainable and successful future."

Key skills:

- Business orientation
- Communication
- Technological competence

Background: Strong foundation in technical education and several years of hands-on experience as a system specialist / developer / architect. Certified in their own area of expertise. Masters one or more relevant methodologies.

Competences and skills:

- Presentation skills
- Resilience and stress management
- Passionate about technology
- Facilitation
- Negotiation skills
- Reliable
- Technological competence

Communication skills:

- Empathetic listener
- Asking insightful questions
- Clear and concise communication
- Communicates in timely manner
- Communicates clearly with experts and C-levels
- Transparent and realistic in building expectations

Working style:

- Prioritizes the customer improvement
- Aspires for continuous improvement
- Communicates complex concepts in a simple way
- Positive attitude
- Enthusiastic and supportive
- Leverages AI assisted work when feasible

Appendix 8: Development plan template

Development plan template

Name:

Date: Click or tap to enter a date.

The purpose of this template is to support setting your own development goals and create your personal development plan.

Strengths and Skills

What are my strengths? What am I naturally good at? What skills do I have? What kind of work tasks do I enjoy, and from what do I get a sense of accomplishment? What motivates me?

Long-term goals

What career goals do I have? What kind of role do I want to be in in 3-6 years from now? How do I want my colleagues to perceive me? What kind of expertise does that require? What skills do I need to develop to achieve my goals? Consider both technical and non-technical skills.

Short-term development goals

In what areas do I need to improve over the next year? What skills and knowledge should I develop?

Linking development goals to company strategy

How do my development goals link to company strategy? Are my goals aligned with company objectives and team goals?

Ways of developments

“There are many ways to develop your own skills. The methods work better the more accurately you identify your own development needs and areas of interest. Competence development requires perseverance.

Most of the learning takes place in everyday life by working, trying out challenging tasks, for example, participating in a project, going next to a friend to learn, changing tasks, teaching others.

Part of the learning takes place in interaction with others, for example through mentoring or coaching, peer sparring or feedback received in different ways, and part of the learning takes place as self-study online, in classroom training or by reading.”

HR Finland

My concrete development plan

What do I need to do in to achieve my short-term development goals this year? What do I need to do in practise? Instead of saying "develop ServiceNow expertise," be more specific about what expertise, from what area, and by what means. Describe precisely what you intend to do and set a goal for yourself.

Write at least the following:

- List the skills you want to develop
- List the methods you will use
- Describe precisely what you intend to do
- Set a target date for yourself
- Write down what you need to progress your plan

Examples and inspiration

Examples of variety of skills. Note that these are just examples. Reflect on skills that are relevant to your personal development.

Company values

Aspiration

Empathy

Trust

General competences

Business orientation
Customer Focus
Collaboration
Information Retrieval
Sales Support
Reliability
Consulting Skills
Problem Solving
Initiative
Teamwork
Flexibility
Interaction
Empathy
Planning

Change Readiness
Conflict Resolution Skills
Oral Communication
Documentation
Presentation Skills
Self-Leadership
Time Management
Resilience
Goal Orientation
Facilitation
Self-Assessment
Written Communication
Giving Feedback

Continuous Learning
Language Skills
Systems Thinking
Financial Literacy
Active Listening
Leadership
Achieving Results
Learning Ability
Negotiation Skills
Process Modeling
Organizational Skills
Responsibility
Creativity

Methodological Competencies

ITIL
Agile
Scrum

SAFe
TOGAF
Lean

DevOps
Release Management
Software Development

Technical Competences (system specific)

ITSM
Field Service Management (TMS)
CMDB
CSDM
SPM
SecOps
Flow Designer

UI and forms
Service Catalog
Service Portal
Mobile App
AppEngine
Integration Hub

MID Server
Performance Analytics
Learning path: Application Developer (CAD certification)
Learning path: ITSM Implementer (CIS-ITSM certification)
Other Certified Implementation Specialist certifications
Learning path: Arcitect (Technical or Master)