



Managing a Change Strategy for a website using Service Design and Human-Centred Design

A case study of Teknos' Designer Services' website

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<p>Abstract:</p> <p>This study is based on the website service development. It analyses how a change strategy may be managed for a website based on user preferences and recommendations. The aim of the study is to provide recommendations as to how a change strategy may be managed, and how a website that offers the best service to users in the target group may be designed based on user preferences and recommendations. The limitation is that this study is based on one media channel touch-point, the designer website. Study focused on Service Design and Human-Centred Design concepts to implement a Change Strategy in Teknos' Designer Service website. "Teknos' Designer Service" is Teknos' own service for architects and designers, which needed to be redesigned to provide architects and designers user friendly customer experience with personalized, targeted and relevant website content. "Service Design" and "Human-Centred Design" are the methods how a change strategy is made for a web design. Service Design concentrates on customer experience touchpoints and excludes any service disturbing features. HCD puts an emphasis on user participation in the system development process, specifying technological solutions and helping by articulating the visual appearance of the service. Therefore this study intends to answer the following questions: <i>"What does a change strategy mean for website design?"</i>, <i>"How are user preferences and recommendations gathered to identify an effective change strategy?"</i>, <i>"Are users satisfied with website designs that accurately reflect their preferences and are there any recommendations for the webpage?"</i> and <i>"To what extent should Media Managers manage information based on study?"</i>. The study was implemented with qualitative research to uncover the aspects of human behaviour that cannot be described in numbers. Sample is relatively small, but qualitative customer research gave significant insight with a small number of respondents. Results are gathered and analysed carefully and presented with evaluation and critical review, and earlier research was basis of this study. Interviews were recorded, transcribed and analysed with text analysis. With the help of SWOT Analysis, could encapsulate the website's strengths, weaknesses, threats and opportunities Results show that the users in this study are satisfied with website design that accurately reflect their preferences and gave recommendations to for the website development, but this research also show that SEO should improve in the further development. My conclusions will cover three areas: the specific website that formed the basis of the research; the implications of the process for the knowledge needs of media managers; and finally the longer term implications of this for companies like Teknos.</p>	
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1 INTRODUCTION

This study is based on the website service development. It analyses how a change strategy may be managed for a website design based on user preferences and recommendations. The aim of the study is to provide recommendations as to how a change strategy may be managed, and how a website that offers the best service to users in the target group may be designed based on user preferences and recommendations.

First, it is important to define the central concepts. “**Teknos’ Designer Service**” is Teknos’ own service for architects and designers, which need to be redesigned to provide architects and designers user friendly customer experience with personalized, targeted and relevant website content. “**Service Design**” and “**Human-Centred Design**” are the methods how a change strategy is made for a website design. Service Design concentrates on customer experience touchpoints and excludes any service disturbing features (Tuulaniemi, 2011, p.26). Human-Centred Design puts an emphasis on user participation in the system development process, specifying technological solutions and helping by articulating the visual appearance of the service (Stickdorn and Scheiner, 2011, p.55-58).

My motivation for the choice of this research topic was my interest in seeing things from the user’s perspective, and Service Design is a good method to bring the user into the centre of the design process. There are many website design tools in the market, but for the purposes of this study, only Human-Centred Design will be discussed.

1.1 Relevance and topic

Due to advances in digitisation, primarily human-delivered service is now divided by technology, and the increased need for Service Design. Technology can help information searches, but at the same time it is more difficult for users to navigate the website. User's expectations have increased because of the opportunities provided. As expectations are higher, the need to understand customer needs and expectations develops in parallel. Service design offers useful tools to humanise technology (Brand F. et al, 2016, p.1-3).

Tuulaniemi (2011, p. 34-45) reminds us that customers' needs and user touchpoints must first be understood and after that one can start to plan services that answer those needs. Customers want to use services to achieve something. Services must be easy to use and easy to find. Product information is not relevant to customers, only their needs.

Architects and designers are an important target group for Teknos. Thus, Teknos wanted to understand architects' needs better to find out how Teknos can become a trusted technical partner for that group. To do that, Teknos needs to define different customer personas and journeys and a content strategy according to different customer groups. Based this understanding, Teknos wants to reform and productize its Design Service. Teknos wants to provide architects and designers with a user-friendly customer experience that is personalized, targeted and offers relevant website content. This study is for multi-part use. The aim of this study is to research and design the suggested or recommended template in Finland and provide solutions to other countries.

1.2 Background of the study

Teknos is a global coatings company providing smart, technically advanced paint and coating solutions to protect and prolong surfaces. Teknos was established in 1948 and is one of Finland's largest family-owned businesses. The company employs approximately 1,700 people (Teknos 2018 in brief). Teknos' vision is to be sustainable coating solution provider close to its customers (Strategy for 2019-2025).

Teknos has written Statement of Non-financial information (NFI) for 2018 in accordance with the requirements stated in EU Directive 2014/95/EU. This Statement includes information regarding, Teknos' mission, business model and operating environment, Management approach, Materiality, CSR Program focus areas, Environmental aspects, Social and employee aspects, Human Rights and Anti-corruption and bribery. Teknos' mission is to create longer-lasting solutions and services for its clients by helping its customers find the ideal solution to suit their requirements. Teknos works in close cooperation with its clients and the basis for its success is the company's long-lasting customer relationships. (Teknos Non-Financial Statement, 2018).

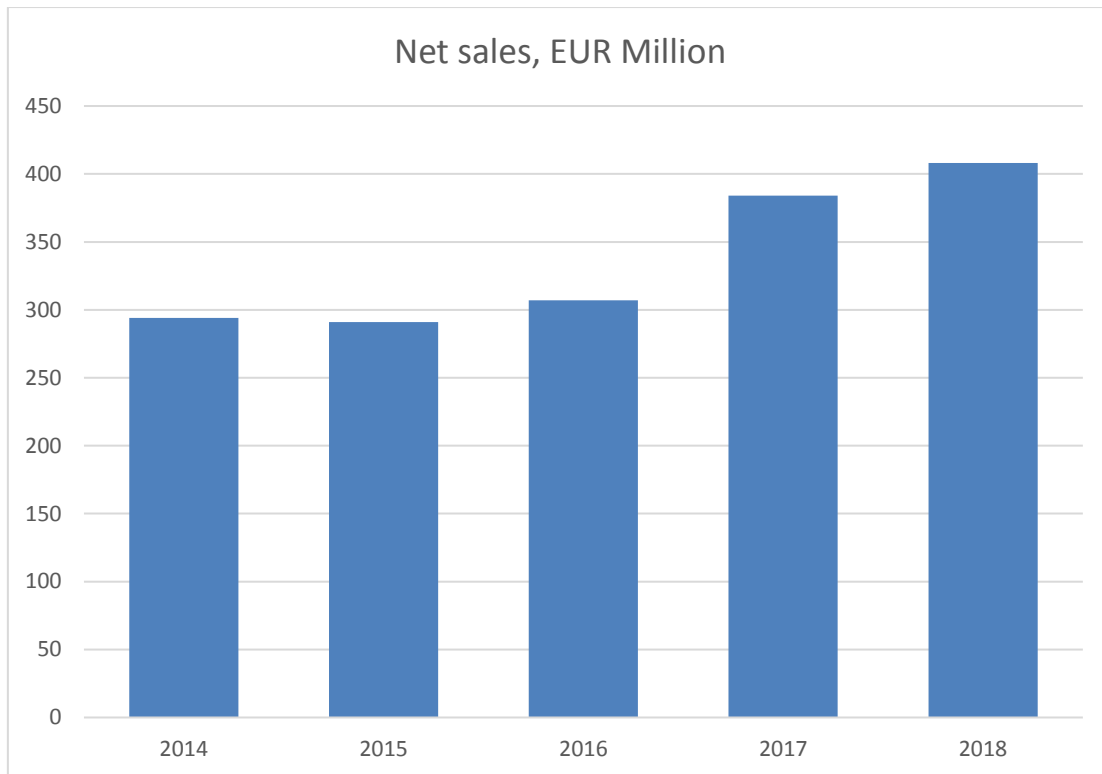


Figure 1. Teknos Group net sales, EUR million (Teknos 2018 in brief).

Figure 1 shows that Teknos' net sales for 2018 was EUR 408 million (Teknos 2018 in brief). Teknos' target is to reach 1 billion euros net sales in 2025. There are five strategic initiatives which are customer experience, balance, sustainability, continuous improvement culture and innovations. Teknos focus on its customers. To achieve strategic goals and ensure customer satisfaction Teknos need to continuously improve and become a learning organization. Teknos run improvement projects to learn more and develop processes in all countries and functions. Aim to offer a unique customer experience by working closely with customers providing reliable service tailored to local needs (Strategy for 2019-2025). The goal is to increase sales by helping customers succeed by providing personalized, targeted and relevant information.

Segment

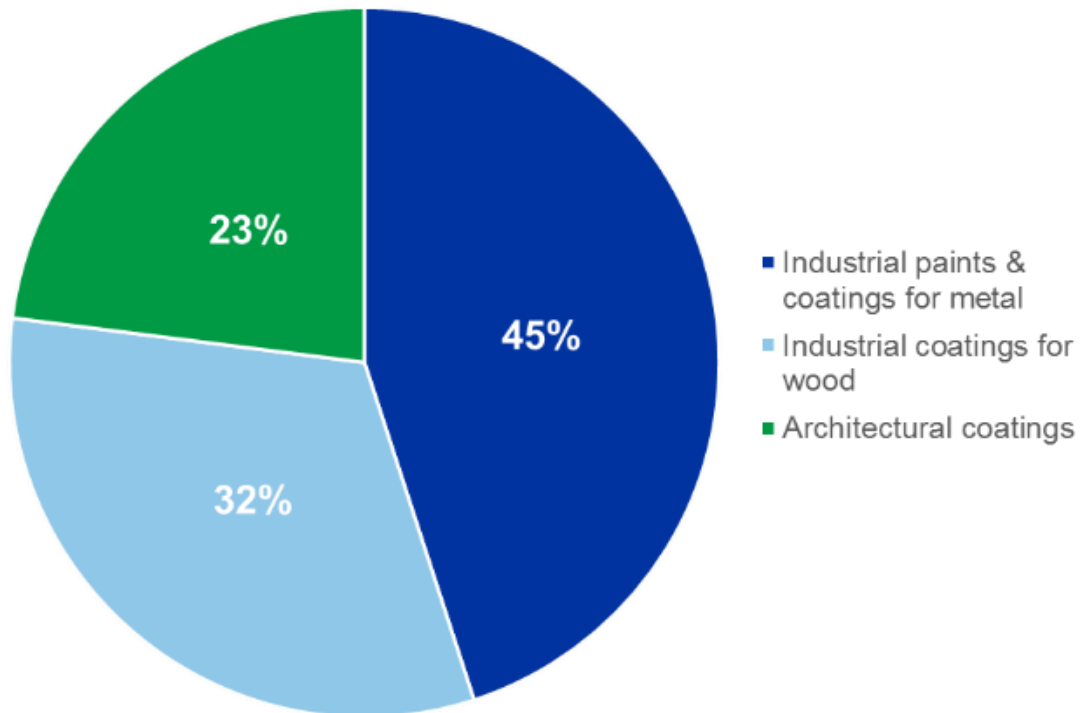


Figure 2. Teknos Group segments (Teknos)

Teknos has several customer groups and one of the key target group is architects and designers. They are influencers and key decision makers in the choice to the purchase decision. This target group needs advice from Teknos' specialists, but the digital service has not been planned clearly. For example, "Designer service" was made for architectural coating segments, although architects and designers are working with industrial coatings too. Figure 2 shows that architectural coating segment is only 23% and 77% is industrial. This service development needed to go across segments to serve its key target group.

Geographical Area

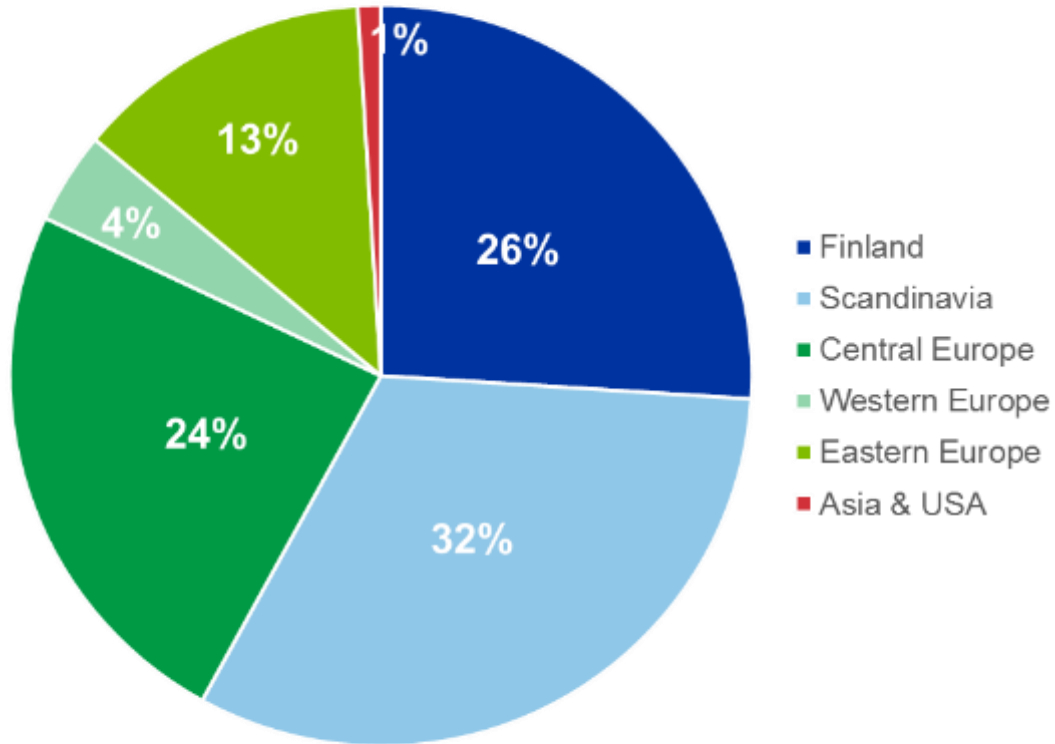


Figure 3. Teknos Group geographical area (Teknos)

Teknos has operations in more than 24 countries in Europe, Asia, and the USA (figure 3). Teknos serves its customers locally even though it is a global company (Teknos 2018 in brief). Balance also means balance between different target customer groups and geographical balance of Teknos operations (Strategy for 2019-2025). The aim of this study is to research and design the suggested or recommended template in Finland and provide solutions to other countries.

1.3 Aim of the Study

Knowing that the architect and designer -target group needs specific information across segments, there is a need for change strategy for Designer Service. This study analyses how a change strategy was managed for a Designer Service website based on user preferences and recommendations.

The aim of the study is to provide recommendations as how a change strategy may be managed, and how a website that offers the best service to users in the architect and designers field may be designed based on user preferences and recommendations. The aim is to research and design the suggested or recommended template in Finland and provide solutions to other countries.

1.3.1 Research Questions

1. What does a change strategy mean for website design? (Conceptual framework)
2. How are user preferences and recommendations gathered to identify an effective change strategy? (Method)
3. Are users satisfied with website designs that accurately reflect their preferences and are there any recommendations for the webpage? (Study)
4. To what extent should Media Managers manage information based on study? (Conclusion and recommendations)

1.3.2 Limitations

The limitation is that this study is based on one media channel touch-point, which is the designer website. However, the steps may be implemented in other studies in order to determine how this approach may be improved going forward.

1.4 Structure of thesis

Structure of thesis is designed to be logical and readability, and necessary parts are included. This thesis is divided into six parts. Chapter 1 introduces the background of study, my motivation to choose of research topic and case company Teknos. Relevance, topic, aim of the study, method and research questions are explained with limitations and definitions of the central concepts I use in the conceptual framework. Chapter 2 presents the conceptual framework about managing the change strategy and website design using service design and human-centred design. Their processes and toolboxes are discussed. Chapter 3 describes research method and ethical considerations. Chapter 4 explores key results and findings of background research, current stage of website and suggestions for website redesign. Chapter 5 discovers user perspectives and recommendations for the new website using SWOT analyses. In chapter 6 I present my conclusions, which will cover three areas: the specific website that formed the basis of the research; the implications of the process for the knowledge needs of media managers; and finally, the longer term implications of this for companies like Teknos.

2 CONCEPTUAL FRAMEWORK: MANAGING CHANGE STRATEGY FOR A WEBSITE DESIGN

This chapter discusses what a change strategy means for website design using Service Design and Human-Centred Design methods. Design for services are able to support the innovation process, providing the tools and methods to visualise strategies and develop service prototypes for user testing says Bailey S. (2012, p.5). These design methods, process and tools will be in use during the process to build website that is based on user preferences and recommendations.

2.1 Managing a Change Strategy for a Website Design by using Service Design and Human-Centred Design

The only constant thing in today's world is change and companies are forced to rethink the ways they do things. Managers must be prepared to lead their organizations through constant change processes, and leading change is difficult (Sylvie et al. 2008 p. 41). The Change Management is "the planning and introducing of new processes, methods of working, etc. in a company or organisation" (Cambridge Business English Dictionary 2019).

Service is the key element of any business. Gemmel, Looy and Dierdonick (2013, p.10-29) define that

A service is an activity that normally takes place in interactions between the customer and service employees or goods and systems of the service provider, which are provided as solutions to customer problems.

They also point out that to understand the nature of service management, it is also important to understand how to create value for customers in a service business.

2.1.1 Competitive Advance Creation and Effectivity to Organization

Seeing the business through customers' eyes can help to make better decisions when developing customer service. Taking an outside-in perspective to resolve customer-related challenges is balanced with business drivers and organisations' capabilities. Service design as an approach bring a lot of visual and creative methods to solve business challenges. Service Design offers a perspective, method and tools to achieve business results and to drive organisational change. (Brand F. et al, 2016, p.6-12).

At the beginning of this study, designer website was more product orientation rather than solution orientation. Purpose of this study is to change this point of view inside of the

company and take an outside-in perspective to resolve customer-related challenges. Service Design offers method and tools to achieve this goal.

Stickdorn and Schneider (2011, p. 46-49) support that service design focuses on humans rather than organisations and helps organisations and stakeholders co-create value. They think that like other management fields, marketing theory and practice have changed over time and are influenced by social and economic developments. The main change was when marketing moved from product orientation to a marketing orientation. Marketers want to understand what customers might want and then produce that, not as product orientation.

Service Design creates a competitive advance and effectivity for the organization. Companies' duty and the aim of the operations is to generate profit for owners with the lowest amount of investment. Value is not only about the relation between profit and cost, it is also the stakeholders experience of utility. People want to achieve something or solve problems (Tuulaniemi, 2011, p.30-33).

Stickdorn and Schneider (2011, p.98-100) explains that wherever reductions in cost are realised within the value chain, the higher the resulting margin for the company. If customer service is ranked at the end of this chain, any savings are being realised at the end and not at the top, for example R&D. They also mention that adaptation of service design concepts into the logic of management thinking might bring the field closer to the boardroom. They recommend integrating service design into management models.

Service design's business benefits relate to the organization's strategic direction, focusing on operation user friendly, internal processes improvement and brand and customer relationship deepening. Service design helps perceive new business opportunities and creates services that are strategically sensible, and which creates value to customers. It is a process which helps to understand where, when and how organization can make its service more valuable to customers and itself (Tuulaniemi, 2011, p.95-96).

2.1.2 Service Designer's Experience

“Designing a valuable website is a specialist job” says Jefferson and Tanton (2013, p. 108). Decision is key in change management. Behind change management is marketing strategy. All starts with the marketing strategy and those marketing actions must be based on this chosen strategy. Marketing can be good only if it is based on a good company strategy. Marketing professionals need to manage this change inside the company. Sometimes it is hard to change things in organisations if things have been done same way for years.

Marketing has changed over the years although marketing principals are still the same. Marketing professionals need to have knowledge of traditional communication, marketing and media management, but also knowledge of website content building, publishing, blogging, SEM, SEO and social media user experience. Marketers need to update their knowledge all the time and be able to change marketing strategies as the world around us changes, reminds Jefferson and Tanton (2013, p. 108).

In this study, collecting customers 'needs with research was just a top of the iceberg. Behind to scene (website design) is a team of employees with different backgrounds and roles working together. I need to work with different specialists from different business fields and need to communicate with user's language to succeed. Therefore, I need to have a broad experience of planning, concepting and business economies to develop services and create value to business. I also need to update my professional knowledge of website content building and SEM/SEO.

There is some doubt if a marketer can be a service designer, because of business and art education backgrounds. Stickdorn and Schneider (2011, p. 50-51) point out that even if it's hard to identify marketing and design fields, there are some differences, shaped in part by the influences of the social sciences within marketing and by educational backgrounds of many service designers in art and design schools. They claim that marketing is about organisations creating and building relationships with customers to co-create value and

design aims to put stakeholders at the centre of designing services and have developed tools and concepts including blueprints, service evidence and focus on the service encounter. They also believe that marketing has a view of new service developments that is shaped by problem-solving and design professionals who understand an iterative design process that involves exploring possibilities and being open to serendipity and surprise.

Tuulaniemi (2011, p.64-70) emphasizes that service designers need to have knowledge of a business to develop services and create value to business. Service designers have acquired a broad experience of planning, concepting and business economies. They need to work in groups with different specialists from different business fields and need to communicate with different people. They know processes, because service design is all about process. They need to have a good understanding of the big picture but be interested in detail if needed, because many things need simplifying. Service designers needs to be interested in people, business, teamwork and results.

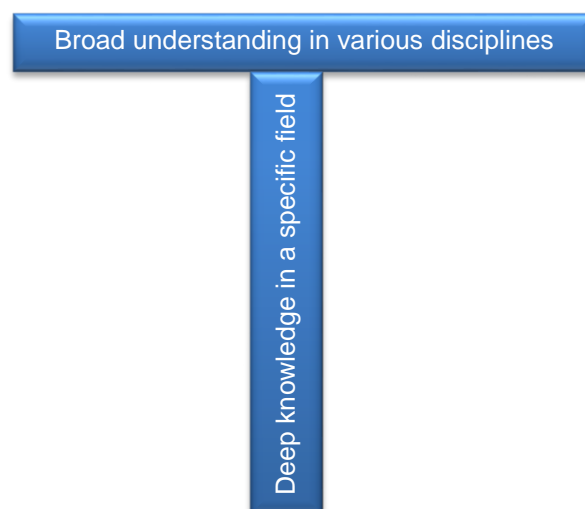


Figure 4. The T-shaped person (Stickdorn and Schneider, 2011, p.111)

Stickdorn and Schneider (2011, p.110-113) state that service design is an inter-discipline where T-shaped people collaborate (figure 4). This indicates that most professionals have both a deep expertise in a given field and a broad understanding of other fields they encounter in their work. Various T-shaped people with different backgrounds and roles need to work together as part of the same design team. Usually there may be a notable overlap between the various specialists, but they need to understand one another and be able to collaborate.

2.2 Service Design Thinking

People are always core to the service design, and the customer is always part of the service. The aim of the service design is to optimize customer experience satisfaction, concentrate on customer experience touchpoints by optimizing service processes, working methods and interaction, and to exclude any service-disturbing features (Tuulaniemi, 2011, p.26).



Figure 5. Design Thinking mindset (Kurokawa, 2015)

Kurokawa's (2015, p.13) experience is that Service Design thinking is a mindset that need to develop and maintain to provide great service. Figure 5 shows that you need to think business, human aspects and technology.

This Service Design Thinking mindset has been major force in this study. At the beginning need to gather user insights and then customer needs can map to customer journey. After customer needs and customer journey has defined, can start build website that reflects to user's needs.

Service design offers methods to develop and test customer engagement approaches in a way that create customer value and business efficiency. By mapping customer needs to a customer journey and then defining an engagement that will meet these needs, organizations can take control of this challenging task (Brand F. et al, p.62).

Modelling exists in a service's ecosystem (all service-related actors, organizations, environment and touchpoints). With the modelling, a company can observe factors that brings value for the customers, such as which factors are missing from services and which are useless. When a customer's needs and expectations are understood, existing service can start to develop an answer to customer's and service provider needs even more than before (Tuulaniemi, 2011, p.99).

Stickdorn (2011, p. 34-66) introduces five principles of Service Design: Service Design is user-centred, co-creative, sequencing, evidencing and holistic. User-centred means gaining user insights with Service Design tools enable service designer to see things on user's perspective and understand individual service experience and its wider context. Being co-creative and integrating stakeholders as early as possible in the project development process is key to successful service design project. It is also necessary for everyone in the organization to understand this interdisciplinary way of working and what business logic demands. The service should be visualised as a sequence of interrelated actions. There is not only the front of stage actions, it also includes multiple backstage processes. Evidencing means that intangible services should be visualised in terms of physical artefacts. Holistic means that the intention should always be seen in the wider context in which a service process takes place and reminds us that there are always a number an alternative touchpoints and approaches that need to be considered.

2.2.1 Service Design Processes

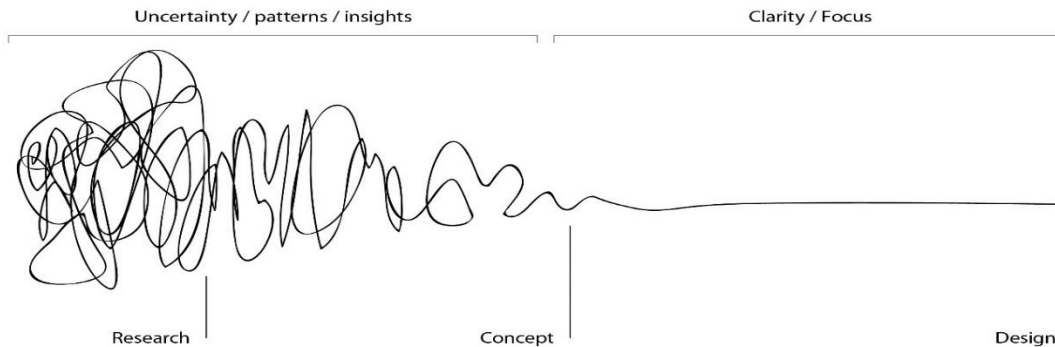


Figure 6. *The Squiggle* (Stickdorn and Schneider, 2011, p. 125).

Although design processes are not always linear (figure 6), it is possible to articulate an outline structure. It is important to understand that this structure is iterative in its approach (Stickdorn and Schneider, 2011, p. 122-125). There are many different design processes which may depend on the size, scale and nature of the problem. Design processes are difficult to standardise, because user's needs vary a lot (Design Council 2007).

Although there is no best design process, there are activities which can be adapted to a project (Design Council 2007). Sometimes there is a need to go forward and backward, or you need to jump to other steps to see if the current step is in a good state or not. "That is entirely okay, as this is the learning process in discovery" says Kurokawa (2015, p.16). Stickdorn and Schneider (2011, p. 61) notes that there must be a cycle of design, testing and measurement, then redesign, repeated if necessary.

This study's process model follows mostly The Double Diamond -model, but there are similarities with other models. Process starts with background research. Based on these explorations, there need to articulate the organisational problem from the perspective of the customer.

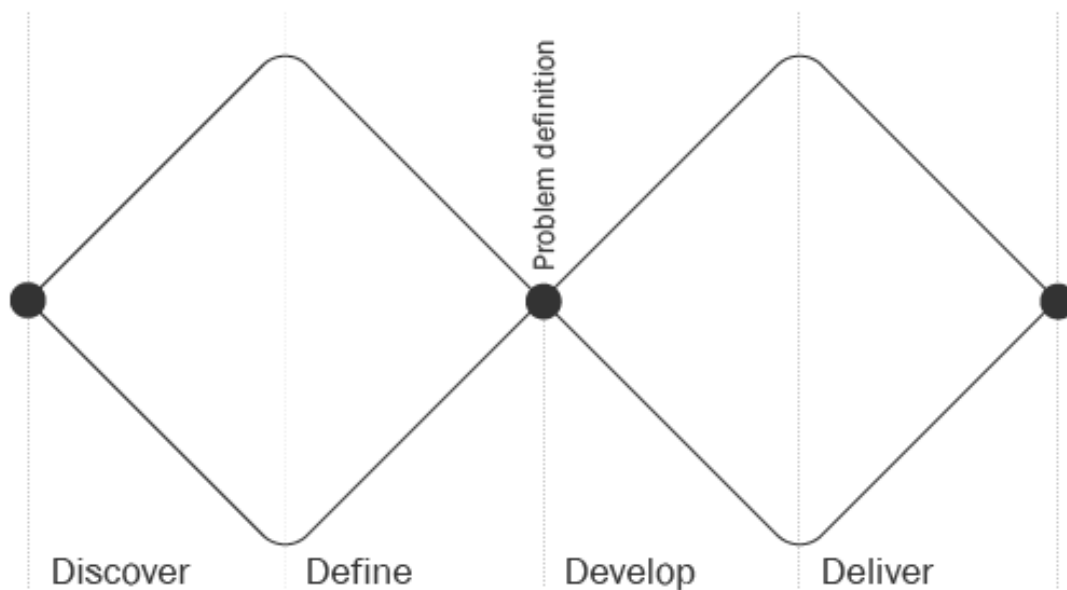


Figure 7. The Double Diamond (British Design Council, 2005, p.6)

The British Design Council (2005, p.6-25) developed The Double Diamond (figure 7) to describe the design process. The double diamond is divided into four distinct phases, Discover, Define, Develop and Deliver. Everything begins with an idea or inspiration. In this discover part, market and user research come along. During the initial Discover stage of the design process it is important to keep a broad perspective and open mind in order to identify a problem. The Define stage ends with a clear definition of the problem(s) and a plan for how to address this through service. Design development methods include methods such as brainstorming, visualisation, prototyping and testing. The final part of the double diamond model is the delivery stage, where the resulting service is finalised and launched in the relevant market.



Figure 8. The interactive process of service design thinking (Stickdorn and Schneider, 2011, p. 122-123).

Stickdorn and Schneider (2011, p. 122-123) introduce the interactive process of service design thinking (figure 8). There is company's view of the problem where company wants to get a solution. A service designer's role is in articulating the organisational problem from the perspective of the customer. Service design starts with market research. Based on these explorations, designers start to create ideas.

Through various design sketches, a fundamental idea takes form. Based on the creation of a first design concept, technical components need to be integrated and various aspects of the concept need to be re-modelled and improved. As the prototype is build, testing starts (Stickdorn and Schneider, 2011, p. 122-123).

When it is the time to test already build ideas and concepts, it is important to prototype service concepts and identify customers' needs, motivations, expectations and the service processes. The customer journey and sequence of touchpoints must be illustrated. It is important to keep in mind for whom you are doing the service. You can use sticky-notes, visualise processes, illustrate associations, do workshops and brainstorming sessions. There are a different kind of methods and tools for doing this (Stickdorn and Schneider, 2011, p. 122-123).

Change management is important in implementation. Employees motivation and engagement is crucial for a sustainable service implementation. Involving employees from the beginning of a service process helps them to be motivated and engage with the process. Employees must understand the concept and support it (Stickdorn and Schneider, 2011, p. 122-123).

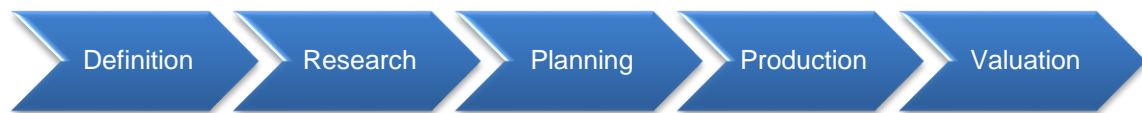


Figure 9. Service Design process (Tuulaniemi, 2011, p. 127).

Tuulaniemi (2011, p. 127-128) thinks there are five stages in Service Design process (figure 9). Tuulaniemi explains that service design process starts with definition where one asks questions such as “What problem needs to be solved?” and “What is the aim of the service design?”. The aim is to create comprehension of service producer and its goal, so ‘how is that achieved?’.

Creating customer knowledge (customer’s expectations, needs, goals) is the main critical stage of the service design. Only by doing customer research, can customer needs really be answered (Tuulaniemi, 2011, p. 142-144). In chapters 4 and 5 of this study, customer research is used to create customer knowledge.

After all ideas are collected and the goal is clear, can service be prototyped. Prototyping can be used to test if a service is functional, attractive or is it utilizable: does it fit to company’s strategy and is it profitable? (Tuulaniemi, 2011, p. 194-195).

The last stage of service design is valuating. Tuulaniemi (2011, p. 224-227) recommend measuring successfulness with KPI’s (Key Performance Indicators) or NPS (Net Promoter Score). Web-services are measurable because every movement in the website can be tracked. Key knowledge is how a person came to website, how he/she is moved in the website, and how long they stayed. Another valuable tool is ROI (return on investment). NPS (Net Promoter Score) tells us how willing the customer is to recommend the service to others (Tuulaniemi, 2011, p. 239-243).



Figure 10. Five-Stage Project Control -model by Grieves (2010, p.77).

Grieves (2010, p.77-78) thinks implementation is a very important part of the project management and key to managing strategic organization-wide change and includes it in his Five-Stage Project Control -model (figure 10).

2.2.2 Service Design Toolbox

There are many kinds of service design tools and Stickdorn and Schneider (2011, p.148-213) mention that these tools can be used almost in any combination. In this study, I use many design tools to manage the change strategy, such as brainstorming and mind-maps to gather even random ideas that may help to get solutions, the Business Model Canvas for evaluating value of the project, interviews as part of qualitative research and the Customer Map to analyse and record customer's needs. The Gantt chart can help detailing timing and tasks complemented in phases, and a Critical Path Analysis chart to show tasks and processes.

Tuulaniemi (2011, p. 140-141) and Schneider (2011, p.148-213) both recommend brainstorming and using mind-map at the beginning of the project.

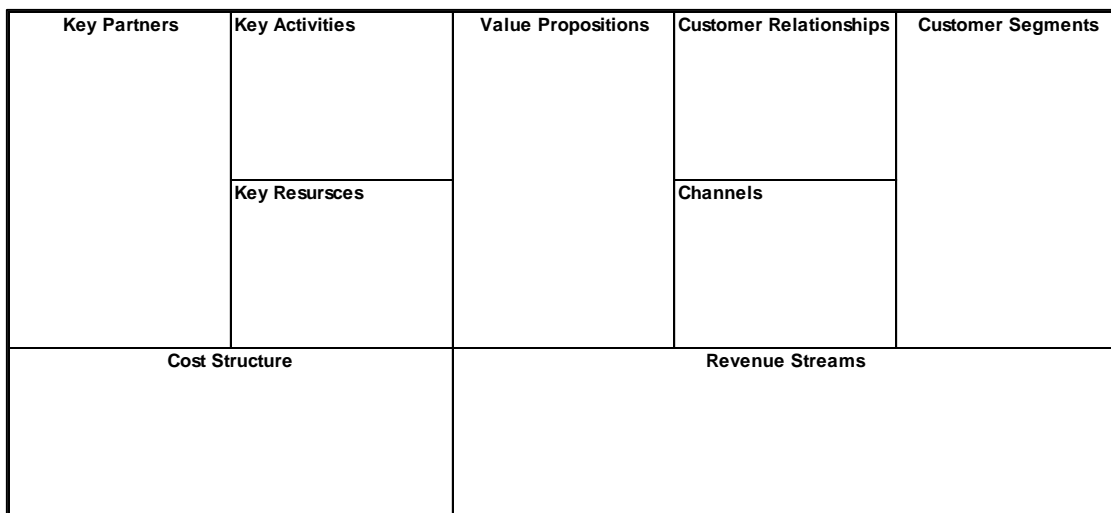


Figure 11. Business Model Canvas (Tuulaniemi, 2011, p. 175-179).

Tuulaniemi (2011, p. 175-179) adds that with help of Business Model Canvas (figure 11) it is possible to show how the organization can create added value to the customer.

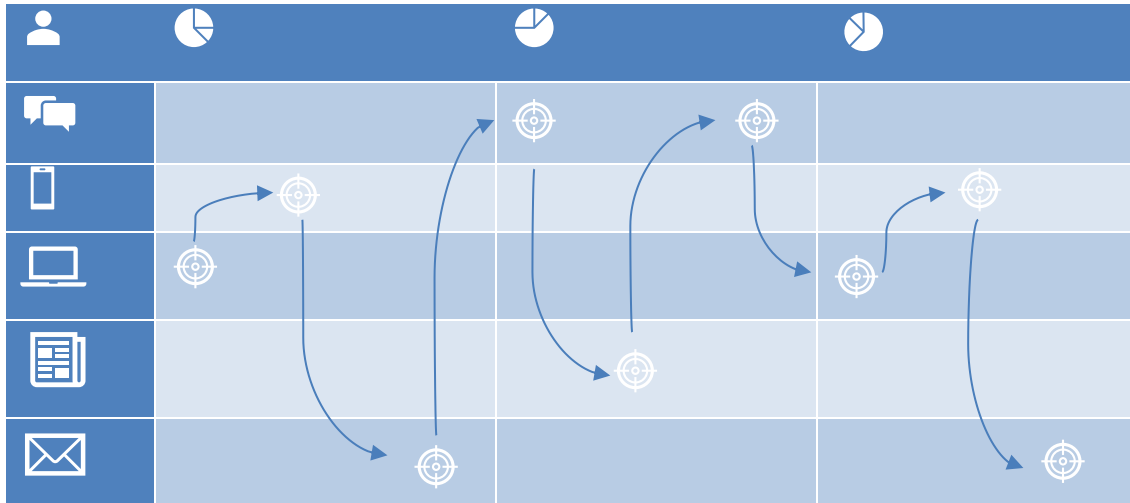


Figure 12. The Customer Journey Map (Schneider and Stickdorn, 2012, p 153).

The Customer Journey Map (figure 12) shows a vivid but structured visualisation of user’s service experience. A typical customer journey is shown to be multi-channelled and time-based. Customers get their information from various sources; some can be beyond a service provider’s control. Creating a customer journey map involves defining touchpoints generated by user insights. Interviews are good way to discover them, but maps can also be documented by customers themselves. When the customers touchpoints have been identified, they can be connected in a visual representation of the overall experience (Stickdorn and Schneider, 2012, p.151-153).

Services are a series of interactions between customers and the service systems. There are many different touchpoints during the customer journey. Understanding the interactions what users experience and viewing your service through the customers’ eyes is valuable (Stickdorn and Schneider, 2011, p. 80).

It is important to not only visualise the path of the customer journey – encapsulated via a series of touchpoints – but also to collect stories that explain why the journey happened as it did. What were the circumstances, motivations and experiences that resulted in this process? (Stickdorn and Schneider, 2012, p.154).

Table 1. Gantt chart detailing timing and tasks complemented in phases (Grieves et al, 2010, p.79).

Month	1	2	3	4	5	6	7	8
Phase 1	Communicate change to staff							
Phase 2		Set up task groups						
Phase 3			Identify processes critical to change					
Phase 4				Identify overlaps with other departments				
Phase 5						Rewrite quality manual		
Phase 6							Complete project	

Projects can be managed using a Gantt chart (table 1) which is well known tool for task allocation (Grieves et al 2010, p.82).

Table 2. CPA (Critical Path Analysis) chart illustrating task and processes (Grieves, 2010, p.82).

Task	Start	Complete	Parallel processes that must be achieved
Task 1	Day/week/month X	X days/week/month	
Task 2	Day/week/month X	X days/week/month	
Task 3	Day/week/month X	X days/week/month	
Task 4	Day/week/month X	X days/week/month	
Task 5	Day/week/month X	X days/week/month	

Grieves et al (2010, p.82) admit that although projects can be managed using a Gantt chart (table 1), the CPA (Critical Path Analysis) (table 2) also establishes how much time each stage requires.

2.3 Human-Centred Design

The Human Centred Design (HCD) emphasis on user participation in the system development process and can be applied to organise and interpretation, development and evaluation phases (Stickdorn and Schneider, 2011, p. 55-58).

Core of this study is the customer's experience of the service. Offering solutions to customers rather than product and company information request the user participation in the development process and is key element in this study for corporate communications.

Stickdorn and Schneider (2011, p. 60-61) says that the use of human-centred design tools characterizes the product design project and can be used for corporate communications, brand building, technology development and marketing.

Conceptual product design focuses on combining several product design perspectives: a human-centred design approach, a variety of qualitative and quantitative research and data gathering approaches, and visualization techniques such as sketching, imaging and prototyping. Product design aims towards a product launch, but conceptual design can support a company's business objectives and organizational processes (Stickdorn and Schneider2011, p. 61).

The user is in the forefront in the user-centred design (Wolfram 2015, p.42). The purpose is finding user's motives, goals, needs and limitations of service and taking them into consideration during the conception and design work.


Activity	What does the user concretely do in that time frame?
Location	E.g. office, bus, park
Environment	Private, public environment, on the go
Needs	Motives, wishes/desires and values
Channel	Internet, radio, print, television
Device Touchpoint	

Figure 13. Touchpoint Matrix (Wolfram. N, 2015, p.42)

Wolfram (2015, p.42) introduces the Touchpoint Matrix (figure 14), which is a very detailed variant of a user map. It captures user's daily routine with the focus on device usage, user needs and context of use. This map helps to design a holistic service experience, and therefore encompasses and touches on a service design approach. With the help of Touchpoint Matrix, the user experience with service experience and the media usage are visualized and described. Similar methods for analysing and depicting user's routines within service is the customer journey map (figure 11) by Schneider and Stickdorn (2012, p.153).

The designer needs to communicate messages in the most effective way. It must be easy to navigate around the page and make the pages distinctive, attractive, eye-catching and entertaining (Pipes, 2011, p. 23).

Website content should be built in the way that adds to product and company information. It offers solutions to customer's problems and that this all is done in a user and search engine friendly way (Jefferson and Tanton, 2013, p. 108).

2.3.1 Customer Experience

Building a good customer experience by properly matching content media channels with the customers' position in their journey is very challenging. It's even harder to ensure all customer-facing employees are working off the same page when it comes to delivering a consistent customer experience across all interaction points (Cundari A., 2015, p.21).

To offer a good user experience, this study tries to reach to desirability and cover these three basic elements; utility, usability and pleasurability. One of the problems was that Teknos offered whole product range, not solution in specific problem. Second problem was to ensure inside of the company that there is need for website design. Therefore, this study is important to gather real user insight of needed content, not to include all product information to the website.

“Your website is the base for all your valuable content and the heart of your business communications” (Jefferson and Tanton 2013, p. 108). Websites need to embody customer-focused attitudes. Websites needs to be written and designed from the customer's point of view. “Not this is what we do but here is how we help you” clarify Jefferson and Tanton (2013, p. 108).

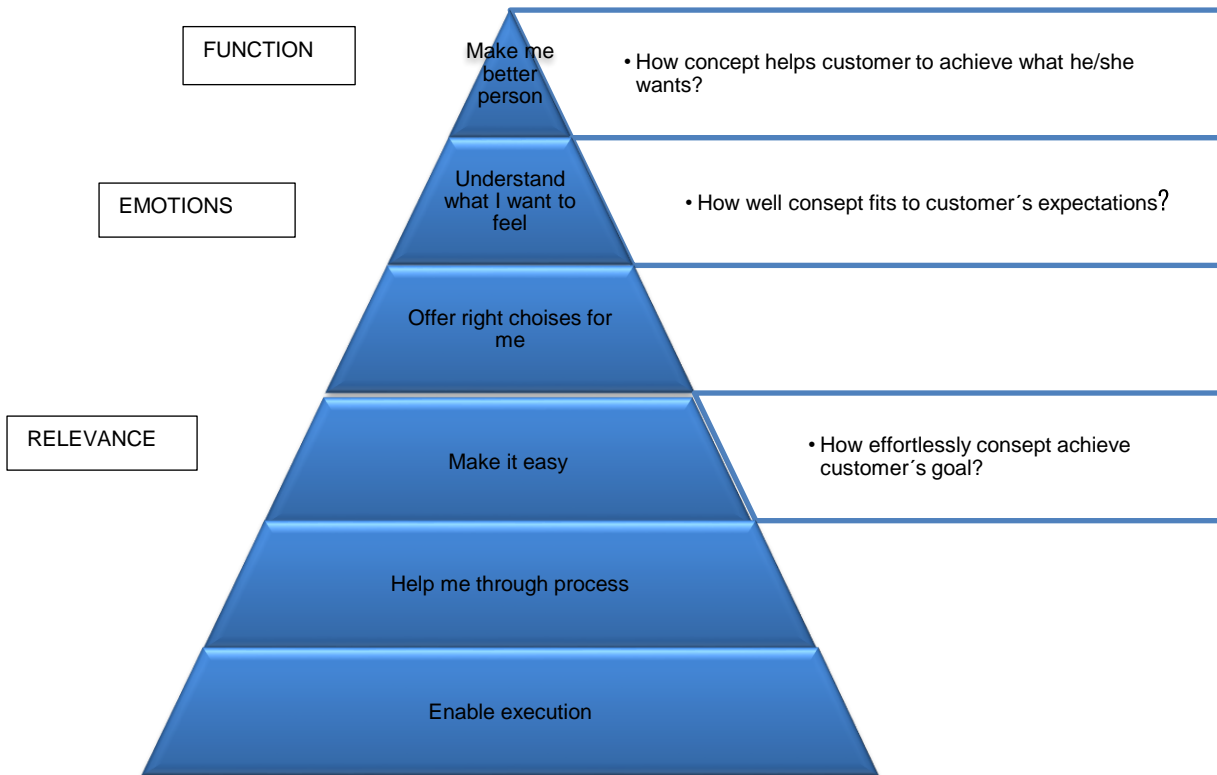


Figure 14. Pyramid of increase in value (Tuulaniemi, 2011, p.74).

This user experience covers whole company's supply: advertising and all contact before service, quality of service, service features, easiness of using and reliability. Excellent service experience can be planned and served only when one understands where and when people encounter a company's offering. Customer experience can be split in three levels (figure 15): functional, emotional and relevance. Function level's requirements need to be filled so that services can exist (for example usability and effectiveness). Emotional level means customer's personal feeling and experiences; interest, amiability, style etc. Relevance level reflect user experience's insight (Tuulaniemi, 2011, p.74-75).

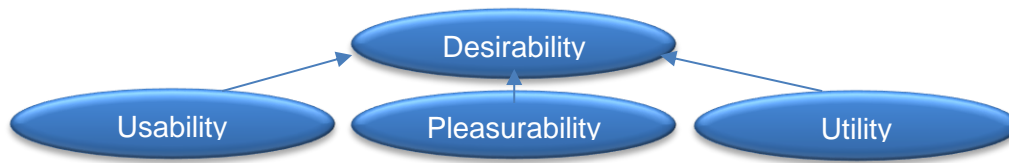


Figure 15. Desirability is made up of three basic elements; utility, usability and pleasurability (Stick-dorn and Schneider, 2011, p. 82).

User experience consists of many aspects (figure 16) such as utility (what the service offers for the customers at the functional level), usability (how easy it is to interact with the service) and pleasurability (how pleasurable the interaction is at the emotional level). These three elements create desirability. A high level of desirability requires strong internal alignment, a strong brand and a good knowledge of managing design (Stickdorn and Schneider, 2011, p. 86-87).

To get the best utility of service, the service provider needs to offer the user what they need but no more. Information needs to be simple. While utility is about what, usability is about how. Information needs to be easy to find when using the service. User wants to find his or her needed information quickly and it relates to how smoothly customer can move through the service journey. A website needs to be structured according to the customers' expectations of structure (Stickdorn and Schneider, 2011, p. 82-85).

Juslén (2011, p.25-26) suggests that one defines the website business unit role and goals before website building. It should be defined as to what kind of content is needed and what actions customers need to do on the website. To create interest, remarkable content is needed.

Back in the days, the paper brochure was handed out at trade shows and stuffed into envelopes for mailing to prospects. When the Internet came into play, this same brochure was handed to a web designer who turned it into a beautiful website. Brochures were static, the web was new and mostly static, and companies had spent lots of money to have these brochures designed. However, having a “brochureware” website is where the trouble starts for many businesses today (Halligan and Shah, 2014, p.33).

Website is more than online brochure; it helps customers to solve the challenges they face. A valuable website attempts to answer every client question, and there can be many pages. More pages mean more useful information for visitor and more fodder for the search engines to index too. Large content needs an organized and structured website. The key is to make the website simple for visitors to find what they are looking for (Jefferson and Tanton, 2013, p. 110).

Characteristic of a traditional, brochure-style website

- All about the company. Menu does not mention the customer. Nothing valuable on the site to help customers solve their problems.
- No clear message. No clear story for the customer, just a meaningless image. Customer cannot easily see what is in it for them.
- Self-oriented wording. It is all about the company and how great they are.
- Generalist. Trying to be everything to everyone (and catching no one in the process)
- Selling, not helping. Sales brochure is only downloaded.
- Company news. Internal-looking news of no real interest to the customer and news may be out of date.

The earlier description of traditional, brochure-style website is much like how the Teknos' Desiner Service website looked at the start of the study, and it needs to have more characteristics of a valuable, lead-generating website as Jefferson and Tanton (2013, p. 110) introduce in below to provide architects and designers user friendly customer experience with personalized, targeted and relevant website content.

Characteristics of a valuable, lead-generating website

- Created for customer. The whole website is designed and written around the needs of the customer. Valuable content is prioritized.
- Clear message. Sets the scene and gives a good picture of what the company is all about and what it will do for the customer.

- Customer-focused wording. Engages with customer's issues and tells them they are in the right place.
- Niche. Not for every business. They can laser in on the needs of a focused market.
- Engaging, helpful content in a variety of formats. Covers all requirements.
- Deep content. Helps to establish company as an expert in customers' eyes
- Monthly newspaper to maintain contact and build relationships.
- Highlights case studies. Still important credibility-builders today.
- Good balance. Mix of information about the company and helpful content.
- Blog articles. Lots of fresh, useful content. Customers and search engines like.
- Is it you? Gets the customer to information that is relevant to their challenge, fast.
- Need for search function. Because there is so much great content on the site need a way of finding it!

What Jefferson and Tanton calls brochure-style website, Halligan and Shah (2014, p.33) calls it "megaphone". They recommends to build "hub" instead of megaphone. Build from a one-way sales message to a collaborative, living, breathing hub for your market-place.

Jefferson and Tanton (2013, p. 116) advise designers to follow these steps when planning a website:

1. What you want to accomplish with your website and which customers you want to attract.
2. Ask your customers what they want from their visit to your website
3. Identify what content each part of the site needs to have and what it needs to say to respond to your customers' requirements.
4. Build your wireframe; a non-graphical layout of each page of your site. This will enable you to organize the content and test the layout before you start building the site.

Jefferson and Tanton (2013, p. 117-118) then give tips for a good website

- A fully content-management site.
- A content-centred site rather than highly visual experience. Any movement, sounds, blocks and imagery should fulfil a specific purpose.
- Simple intuitive navigation and layout designed around target visitor`s needs. It must be very easy for people to find the information they want.
- Integrated, fully functioning and well-designed blog
- An engaging home page that prioritizes valuable content and pulls visitors in.
- The ability to upload, store, highlight deeper content easily.
- Search engine fundamentals. A logical URL structure and metadata.
- Analytics
- Engagement tools, e.g. social share, ability to comment
- Integration with email-marketing tool
- Ability to show related content on every page. No dead-end pages.
- Strong visual design.
- Mobile-friendly.
- Search capability
- Clear contact details.

When a website is ready, it is not actually done. Adding fresh content regularly will show that the website is ‘‘alive and gives visitors a reason to come back. Also search engines rate the sites with fresh relevant content better. Write and design each page knowing that someone might land on it without having seen any other pages on your website. There must be clear calls to action across the site are key. When the website has got customers interest – what do you want them to do? Because people can arrive to a website, whatever part of the website, every page needs to have a clear call to action. No page should be a dead end. Every page should open a door to further useful and engaging content (Jefferson and Tanton, 2013, p. 113-115).

3 METHOD

In this method chapter, it is explained how user preferences and recommendations are gathered to identify an effective change strategy. I chose to approach this study through a qualitative method as it is one of the Service Design tools to uncover the aspects of human behaviour that cannot be described in numbers. I interviewed key stakeholders, in this instance architects. I needed to understand my target group better and get answers to the question “what” rather than “how many” or yes/no. I therefore interviewed all participants.

I did semi-structured interviews. My question pattern (appendix 1&2) started with background questions. Then participants were shown the old website and asked to comment. Then I showed a new website blueprint and asked participants to give additional comments. Interviews were recorded, transcribed (appendix 3) and then text was analysed. I analysed the interviews with consideration of a qualitative text analysis. With the help of SWOT Analysis, I encapsulate the website’s strengths, weaknesses, threats and opportunities.

This study only shows one aspect of the process, research. Behind the scenes (website design) is a team of employees with different backgrounds and roles working together. Usually there may be a no-table overlap between the specialists, but they need to understand one another and be able to collaborate (Stickdorn and Schneider, 2011, p.110-113). Managers must be prepared to lead their organisations through constant change processes and accept that leading change is difficult (Sylvie et al. 2008, p. 41).

I used many Service- and Human-Centred Design tools to manage the change strategy for this study, such as brainstorming, mind-maps, the Business Model Canvas for illustrating projects, interviews as part of qualitative research and the Customer Map to analyse and record customer’s needs. I recommend using the Gantt chart detailing timing and tasks complemented in phases, and a Critical Path Analysis chart to show tasks and processes.

3.1 Qualitative method and the semi-structured interview

Services have traditionally been measured with quantitative methods. After using services, customers have been asked to evaluate service numerically. The problem of this approach is that the customer is asked to give a number to service but not to suggest improvements (Tuulaniemi, 2011, p.72).

Qualitative research helps to uncover the aspects of human behaviour that cannot be described in numbers. Diving deep into a few customers' actual experiences will reveal the motivations for their actions and expose other things they do that cannot be explained in a quantitative questionnaire. Qualitative customer research can give significant insight with a small number of respondents. Combining market facts with inspiring insights about the humans who actually use the service increases the chances of achieving success in the market (Brand F. et al, 2016, p.6-7).

In qualitative research, the main focus of analyses is in opinions, as well as the cause and consequence of these opinions. Instead of distribution and averages, the approach focuses on making conclusions from multivariate data. Qualitative research answers questions as what, why and how. Received data describes and gives valuable answers. Qualitative method is suitable for increasing customer knowledge, but both qualitative and quantitative methods can supplement each other. Quantitative method fits better in valuating success of service. Tuulaniemi (2011, p.144) adds that even this division is not black and white. This method is applied always when needed.

Choosing whom to talk to, where and what to observe, when to go to a setting, and which type of event – as well as which visual image to record and what document to select is determined by the process of sampling (Phillips, 2014, p.56).

The goal of qualitative interview is to get a full, detailed study. The interviewer can ask “yes or no” -type of questions or ask “how satisfied” interviewees are in some scale just like in surveys. Although Phillips (2014, p.67-70) says that a good qualitative question

avoids yes/no replies, and a researcher needs to encourage respondents to tell their thoughts with depth and breadth. Qualitative interviews permit and encourage interviewees to offer more fully developed and context-laden responses. An important rule for researchers is listening. Researchers need to allow the interviewee time to answer fully, to reflect deeply and to generate richer insights.

According to Phillips (2014, p.68), the qualitative research interview path is

1. Create questions
2. Select a setting
3. Set up an appointment
4. Conduct the consent process
5. Guide the interview
6. Listen and take careful notes
7. Organize and summarize
8. Transcribe
9. Code

Developing questions and structuring the interview are very important. Questions can be poorly worded and might have a big influence on what kind of answers the interviewer will get. Questions should be organized into thematic content areas (Phillips, 2014, p.69-72).

Customers prefer that service is useful, logical and desirable. These features can be approached with questions distinguishable (Tuulaniemi, 2011, p.101):

- Usefulness: How well service answers to your expectations?
- Availability: Which delivery channels works best?
- Disposal: How easy is to use this service?
- Experience: What kind of user experience was?
- Deposition: How to make distinguishable, unique and impressive service?

The questionnaire for this study may be found in the Appendices. The interviews were conducted in Finnish and translated for this study. All efforts have been made to stay true to the actual wording and meaning used by the participants.

3.2 Sample

This study's process model followed The Double Diamond -model, but separated in two different stage. Stage 1 covered discover and define parts. In this discover part, market and user research came along. The Define stage ended with a clear definition of the problem and a plan for how to address this through service. Stage 2 covered develop and deliver parts. Design development included methods such as brainstorming, visualisation, prototyping and testing. The final part of the study was the delivery stage, where the resulting service is finalised and launched in the relevant market.

In Stage 1, Teknos did some background research among Architect and Designers -target group to increase customer knowledge. The research was conducted by consultancy agency SKOG Helsinki with eight in-depth interviews with architects in Helsinki, Oulu and Tampere in November 2016.

SKOG Helsinki outlined the Architect project leader process, and current status of the designer contact. Based on this understanding, Teknos wanted to renew and productize its designer service. As SKOG Helsinki had studied the target group's need, expectations, routines and habits, this study's purpose was to gather target group's user experience and suggestions of the improvements.

In the stage 2, I made four semi-structured interviews with architects in Helsinki and Turku in February 2018. Architects are from Teknos' CRM and they were willing to participate for the study.

I studied the target the groups' user experience of the website and how well their needs have been regarded. Questions were tested in the architect office in Turku in January 2018 before the interviews. After the pilot test, I altered some of my questions to better assess their needs.

3.3 Ethical Considerations

When conducting the interviews, participants were asked permission to use their name and comments in the thesis. All interviewees agreed and gave permission. Interviews were audio recorded with their permission. I needed to build an objective overview for the status of Teknos' website. The data I collected and the research I analysed was used to understand Architect and Designer -target group's needs.

“Because qualitative research inevitably involves contact with human subjects in the “field”, ethical problems are not usually far away” reminds Silverman (2010, p.152). Validity is another word for truth says Silverman (2010, p.275-287) and it has to take part of the ethical considerations as well as reliability.

The interviewer needs to try act as normal as possible, knowing the presence of interviewer does have some effect on the responses. The same goes with the tape recorder and note making. The most natural communication situation possible is the best solution so that interviewee's real needs, desire, attitude, problems and motivations comes up (Tuulaniemi, 2011, p.148).

Preparation is very important thing and I was prepared well before interviews. I contacted architects by calling and arranging interviews. I planned my semi-structured questionnaire and tested it. At beginning of the interview, I introduced the study and how Teknos is using the results.

4 STUDY 1: RESULTS OF BACKGROUND STUDY AND USER PREFERENCES AND RECOMMENDATIONS FOR WEBSITE

As mentioned earlier, this study followed The Double Diamond process, but is separated in two different stage. Stage 1, covered discover and define parts. Teknos did some background research among Architects and Designers -target group to increase customer knowledge in 2016. In this discover part, user research came along as a background research. The Define stage ended with a clear definition of the problem and a plan for how to address this through service. In this chapter 4, I present key website related findings that were made in the background research conducted by SKOG Helsinki.

4.1 Key results and findings of background research

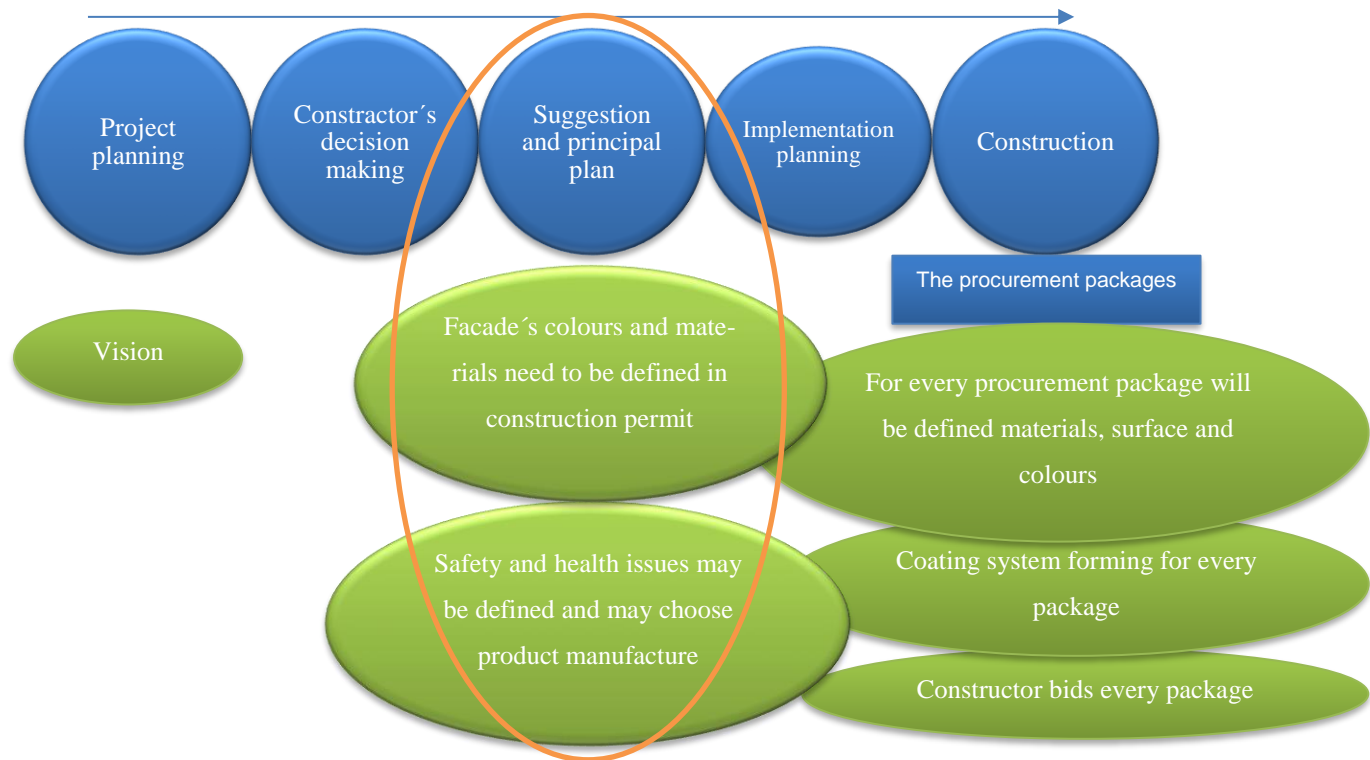


Figure 16. Architect project leader process; coating and colours. (SKOG Helsinki, 2016)

Figure 17 shows that architects and designers make coating and colour decisions, and then suggest them to the constructor. The constructor has the power to revalue product decisions, but if architect has a good argument or certificates, constructors use it in many cases. Constructors can propose a new product, but the architect must agree it is an equivalent (SKOG Helsinki).

One of the SKOG Helsinki study's findings was that the website is the best service channel for architects. Outsourcing technical expertise to the paint manufacturer allows architects to focus on design. The paint manufacturer's websites are the most important source of information for architects and they often visit them. But Teknos' current website does not service architects and designers because this target group needs more specialized knowledge. The main outcome of the SKOG Helsinki background study was that the website needs to change. Teknos needed to know what architects and designers want, and how it should be shown in the website, what there needed to be and how to navigate (SKOG Helsinki)

4.1.1 Users' feedback from old website

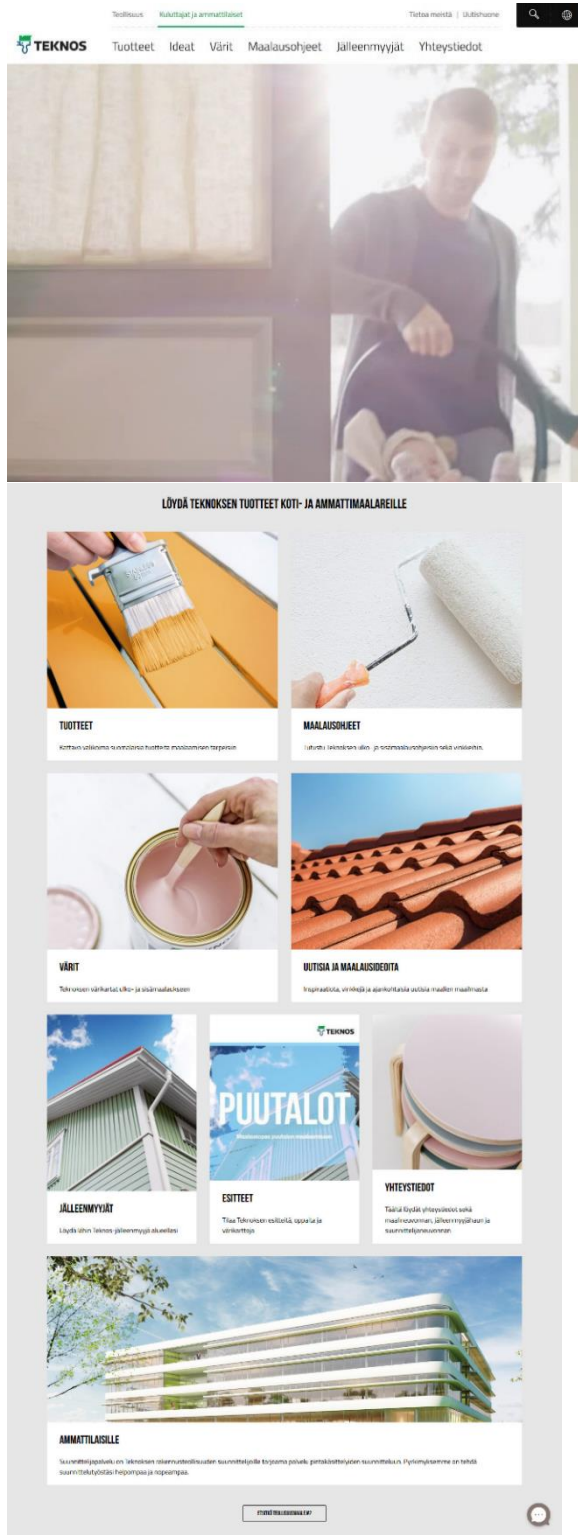


Figure 17. Teknos.fi old frontpage

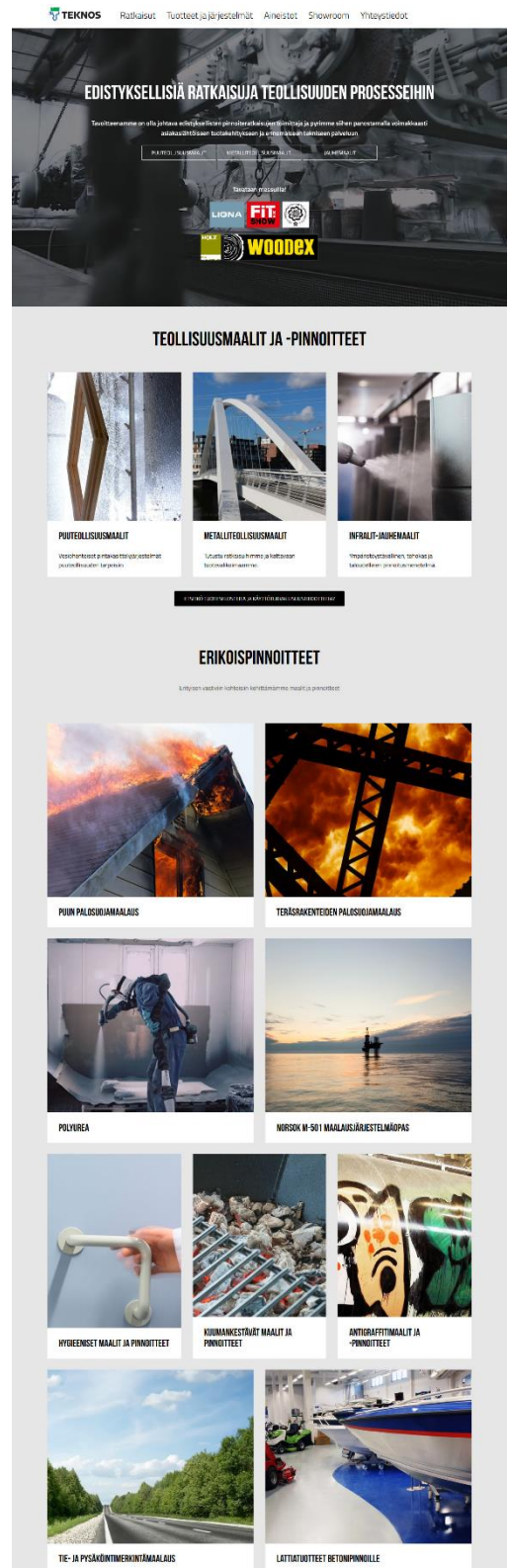


Figure 18. Teknos.fi industry website part

At the end of the front page of tekno.fi is a link to the Architects and designer's content (figure 18), but the user must scroll way down, and the link goes to the industry website part (figure 19). Because of Tekno's segment separation, useful information and content was both in architecture coating and industry website parts. This was irrelevant to the architect and designers because they do not care about segment separating, only finding the right solutions for their customer. Tekno's external communications of the design team were primarily passive contact sharing on the website connecting to the Contact information on Architects and designers -tab. There is not even a service description. On the Contact tab, there are many phone numbers, so it is hard to understand where to call. Internal communications from design services are also limited: other segment may not know about the existence of the additional service (SKOG Helsinki). The current state of the website was much like the tradition brochure model website discussed by Jefferson and Tanton (2013, p. 110) and needed more characteristics of a valuable, lead-generating website.

4.1.2 Users' suggestions for the new website

The architects are critical, quality conscious and professional information searchers. Problem solving and learning new skills is part of their daily life. Outsourcing technical expertise to the paint manufacturer allows architects to focus on design (SKOG Helsinki).

Comments on the content

- Offer narrowed product range and colour pallets to help faster decision making. They do not need wide product range and long product information but prefer more ready-made solutions for specific problems. Painting systems are strictly followed. Make everything ready-form and allow copy-paste (SKOG Helsinki).
- User-centric becomes a particularly important criterion when architects design their work. End-of-user's needs start with the designing. That is why product life cycle is very important criterion. Ecological products are in demand and demand is growing (SKOG Helsinki).

- Interaction with all stakeholders is critical. 3D-modelling allows users to inspect the whole picture (SKOG Helsinki).
- References are inspirations for the architects and insure choices. Experience leads choice. Using products that are proven to be good in the past makes them more likely to be chosen again (SKOG Helsinki).

User experience and the key criteria for website

- Designers need their own site and updated information (SKOG Helsinki).
- Quick and clear navigation. Architect's expectation is to get an "one-seat" painting system and product. They do not want to read every product detail because of their limited time. They do not like to dig in every information just to find the right product or painting system. Make information easy to find and easy to use (SKOG Helsinki).
- One phone number for professionals to contact. The contact must be found quickly so that the problem can be resolved as soon as possible (SKOG Helsinki).
- Detailed product information needs to be obtained as easily as possible (product information should not need to be searched from paper brochures) (SKOG Helsinki).
- The visualise of web pages is positive, but for the professional it is secondary. The paint manufacturer's websites are the most important source of information for architects and they often visit them (SKOG Helsinki).

5 STUDY 2: RESULTS OF TESTING WEBSITE DESIGN BASED USER PERSPECTIVES AND RECOMMENDATIONS

As mentioned earlier, this study followed The Double Diamond process. SKOG Helsinki discover and define the problems. Last two stage of the design process was my responsible. Design development methods include methods such as brainstorming, visualisation, prototyping and testing. The final part of the double diamond model is the delivery stage, where the resulting service is finalised and launched in the relevant market.

In this chapter, the key results of my own research are presented. I did four interviews with architects in Helsinki and Turku in February 2018. This research gave answers for questions about website demand, content, layout and utility. Most important is that users are satisfied with website designs that accurately reflect their preferences, and which recommendations they have for the webpage to assist that aim.

5.1 Information search and website usage

In the first stage, interviewees did not yet know about the designed website. They were asked background questions such as how often they need to find information for coating solutions, what are most important media channels to find information for coating solutions, and which delivery channels works best. Then they were showed the old tekno.fi websites and asked if have they visit tekno.fi, what kind of user experience it was and are they able to get needed information.

Based on my findings, architects and designers need to find information of coating solutions many times in month. Not often, but when the time comes, information needs to be found fast. For example, when they need deeper information from special coating like fire retardant paint. Mostly in cases, when it is needed to produce a “coating work document”, they need to find substitute solutions and they need to compare features. Some

designers rarely want only colour binders for colour choosing, and not product information at all. This depends very much on the designer's profession/occupation. Mostly architects do need deeper information than just what product brochures give.

Based on the interviews, the most important media channels to find information for coating solutions is mostly Internet, especially Google. But also, they prefer to speak to a reliable contact person, and architects are willing to call to a specialist if their phone number is easily found. It has not been very easy in the past, because there are many specialists and phone numbers to call. Contact information should be easier to find.

Architects have visited Teknos webpage, but notably a competitor's website is more in use. The competitor has a more Google optimized page. Architects do not easily find relevant content from teknos.fi, because the frontpage is for general consumers and architects do not find right path for solutions they need. Separating industry and consumer/professional pages is confusing. They are not able to find relevant content. They felt that the page is designed for Teknos itself, not for users. In contrast, the competitor's website and painting systems tools are well known, and easy to navigate. Interviewees do not think there is a significant difference between the two paint manufactures' product quality, and because of that the final decision is based more on visibility and online services.

But the most important thing is that architects do not want to go through all product information. Architects are looking for easy solutions and ready paths for the solutions, and that is what Teknos needs to offer; not all product information, but easy solutions for their design work. This mindset needs to change inside the company and design website towards solution orientation.

5.2 Website content

After the background questions, I introduced the new upcoming website draft which was designed based on user preferences and recommendations from previous research. Here they were asked whether they were able to get needed information, would they like to add something to website, is there missing something helpful, what parts are the most valuable on the website and what parts are the most invaluable on the website.

Interviewees think that the needed information is on the new website. They think the page design is beneficial, and that the search tool is easy to find. The website is better than just colour samples and binders but liked that someone from Teknos is visiting and updating binders too. Physical colour samples are still needed.

The most valuable parts on the website are the tabs: Object of design, Painting systems, Prodlib, Contact information and Colours. Least valuable on the website is Product information.

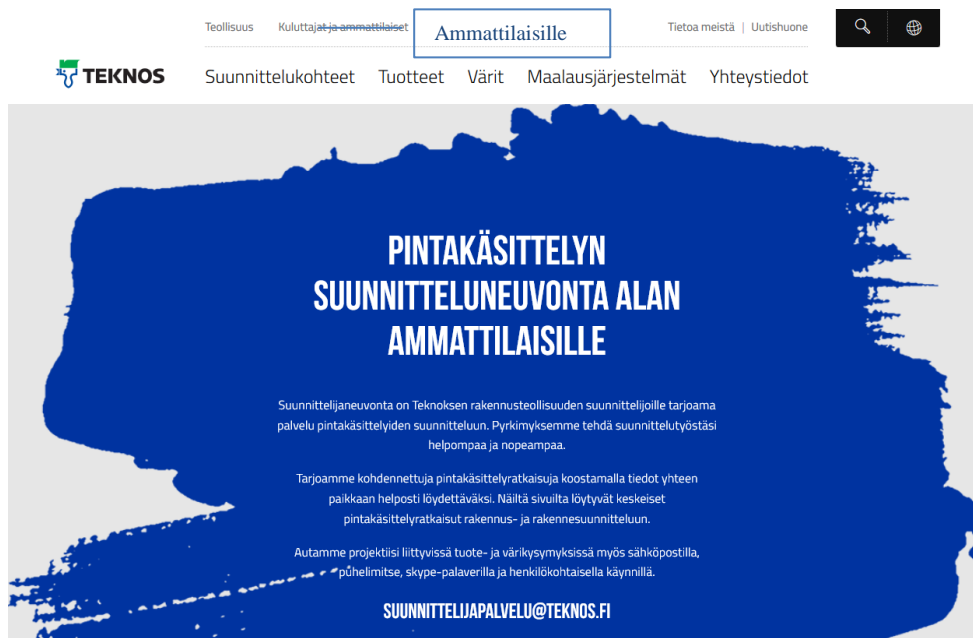


Figure 19. Front site (service description) vol.1.

Interviewees were glad that the website is designed for architects and designers. Now they can go directly to this site and find relevant content easily without going through all the rest of the information. They thought the service description in the front site (figure 20) shows a good ambition. There is a massive opportunity to expand architects, paint manufacture and customers cooperation.

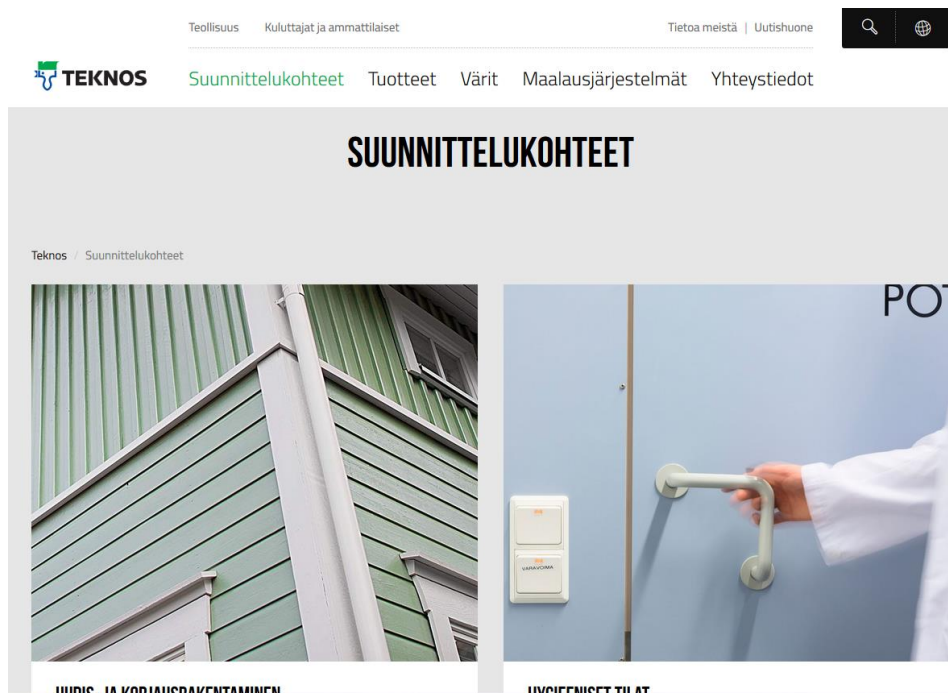


Figure 20. Object of design - first page vol.1.

Interviewees liked the Object of design (figure 21) path, which was designed to be solution oriented. This path starts with the surface or the place where architects need to find right coating solutions and ends with a suitable solution. However, all interviewees agreed that pictures are too big and because of that they need to scroll to see everything. If pictures would be smaller, content could be seen at first look.

UUDIS- JA KORJAUSRAKENTAMINEN

Uudis- ja korjausrakentamisen osio käsittelee rakennusten pintakäsittelyä kohdealueittain ulko- ja sisätiloissa. Maalausohjeet ja lisätiedot koskevat sekä rakennuspaikalla tehtäviä että teollisia maalausjärjestelmiä. Rakennuspaikalla tehtävää pintakäsittelyä määrittää MaalausRYL2012-ohjeistus, teollinen maalaus jakaantuu useisiin eri maalausjärjestelmiin kohteesta ja tuotteesta riippuen

Teknos MaalausRYL 2012
Teknos HuoltomaalausRYL 2012

Teollinen maalaus - teräs- ja alumiinirakenteet
Teollinen maalaus - puurakenteet

JAA

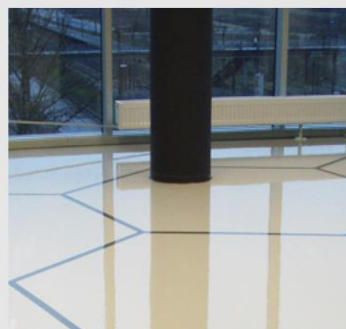


Figure 21. Object of design - new and renovating construction vol. 1.

Interviewees thought that they still need to choose lots of steps on the path. Interviewees asked if they could fill a “coating work document” to shorten the path. In some cases, there were a couple of solutions to choose because they all were suitable for that surface. Interviewees were still looking for more specific recommendations about what to use, because architects are looking for easy solutions such as “This is what you need”. At the same time, if the path only showed just one product, they wanted to know if there are options or is it only one. Recommendations are good, but also would need information if there are other solutions. Comparison table etc. would be helpful. One interviewee wondered why new and renovating constructions are put together as they had different needs.



TUOTETIETOA NOPEASTI

Teknos / Tuotteet



CE-MERKITUT TUOTTEET

Figure 22. Products vol.1.





Interviewees thought “Products” page was okay. There is no need to put product information for every product, because the search function should give product information when searching by product name. One interviewee said a change for the structure of content: “Functionals products” would be better in this case than “products” (figure 23). Fire retardant paint would fit under functional products. ”Products” tells qualities/features of product and fire protection is quality/feature of product. Fire retardant paint is not an object of design (figure 22).



Teollisuus | Kuluttajat ja ammattilaiset | Tietoa meistä | Uutishuone

TEKNOS | Suunnittelukohteet | Tuotteet | **Värit** | Maalausjärjestelmät | Yhteystiedot


Teknos / Värit

VÄRIT


JAA    


50-LUVUN SISÄVÄRIT




60-LUVUN SISÄVÄRIT



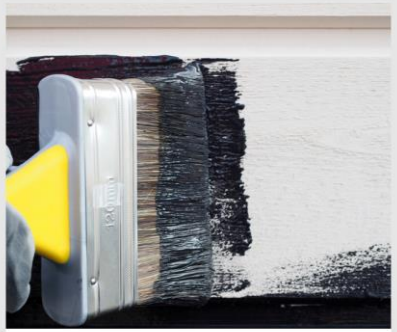
70-LUVUN SISÄVÄRIT




80-LUVUN SISÄVÄRIT



NCS VÄRIJÄRJESTELMÄ



VÄRI- JA PINTAMALLIEN TILAUS



PRODLIB TUOTEKIRJASTO SUUNNITTELIJOILLE




Figure 23. Colours vol.1.

As the previous research indicated, wide colour selection is good, but curated colour charts help colour choosing. This is why Teknos chose to add curated colour charts (figure 24). First by decades and later, other types of curated colour charts. This was a very wanted feature, because interviewees felt like there are too many colours to choose from. They say they need more help for colour choosing. There is also a need for colour combinations. The NCS is a good tool. It would be good to find NCS colour matching if possible. Colour correspondence tool would also be helpful.

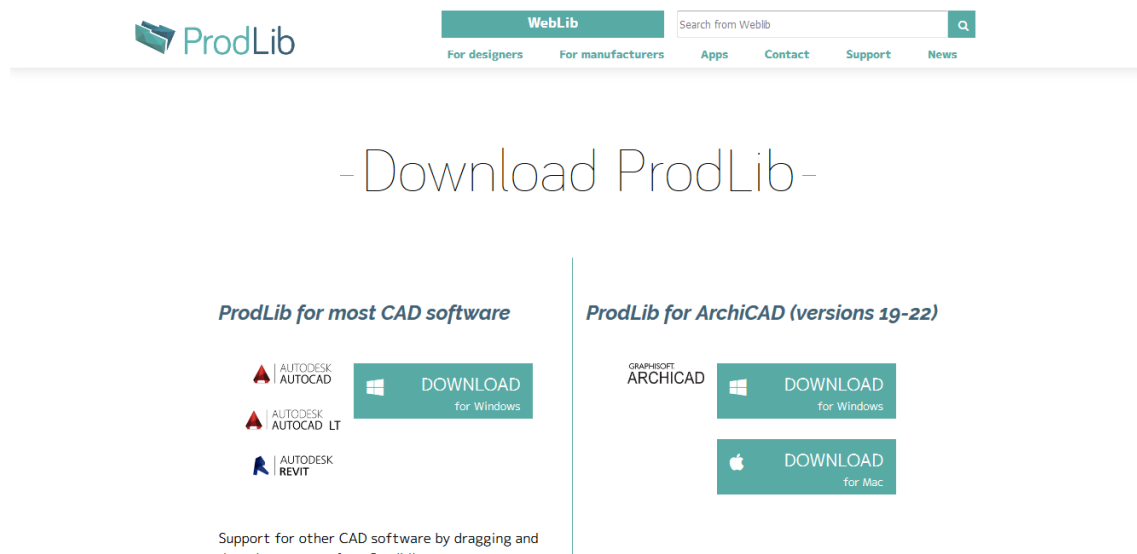


Figure 24. Colours – Prodlib vol.1.

Prodlib (figure 25) was very interesting for interviewees. This service is very useful for architects and designers and it has real-life demand. 3D-modelling is nowadays a working tool and it allows users to inspect the whole picture. All stakeholders thought that ‘interactivity’ is critical. They think it would be nice if “coating work document” would be in Prodlib.

VARI- JA PINTAMALLIEN TILAUS

Jos et löydä lomakkeelta kaipaamaasi mallia, voit tilata sen Suunnittelijaneuvonnan kautta numerosta (09) 5060 9560 tai sähköpostitse suunnittelijaneuvonta@tekno.fi.

Mallipalojen tilauslomake

Täytä oheinen lomake tilataksesi mallipaloja. Yhden maalatun mallin hinta on 12,00€ (ALV 0%)

*Pakollinen

Ulkomaalimallit

Alusta ulkotuotteille

Valitse ▼

Tuotteet ulkopinnoille

Valitse ▼

Väri

Figure 25. Colours - colour sample orders vol.1.

Colour sample ordering (figure 26) is deemed a good service. Interviewees suggested to add shopping basket for colour sample ordering. When ordering colour samples, one week is max. waiting time that would be acceptable to the users.

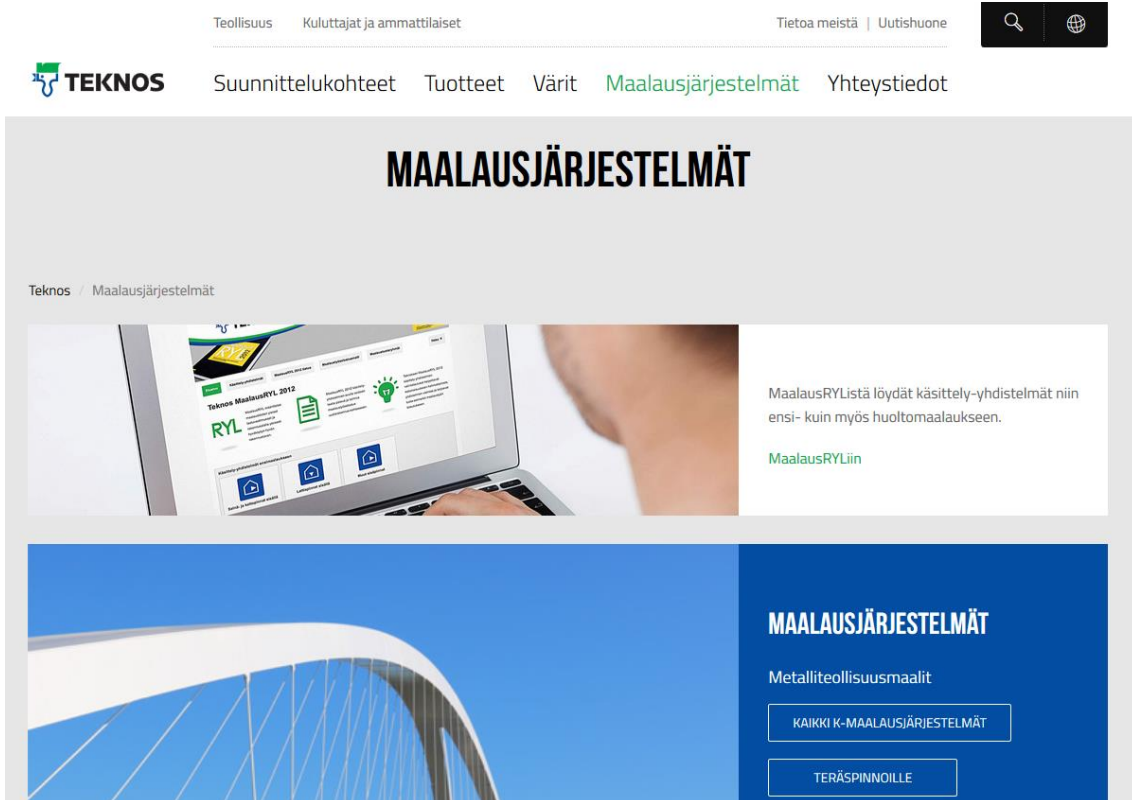


Figure 26. Painting systems vol.1.

At 'painting systems' (figure 27) the text should be more vernacular. It also needs more explanation. There are still too many steps according to interviewees. MaalausRYL code should be explained as to what it means and how it may be used.

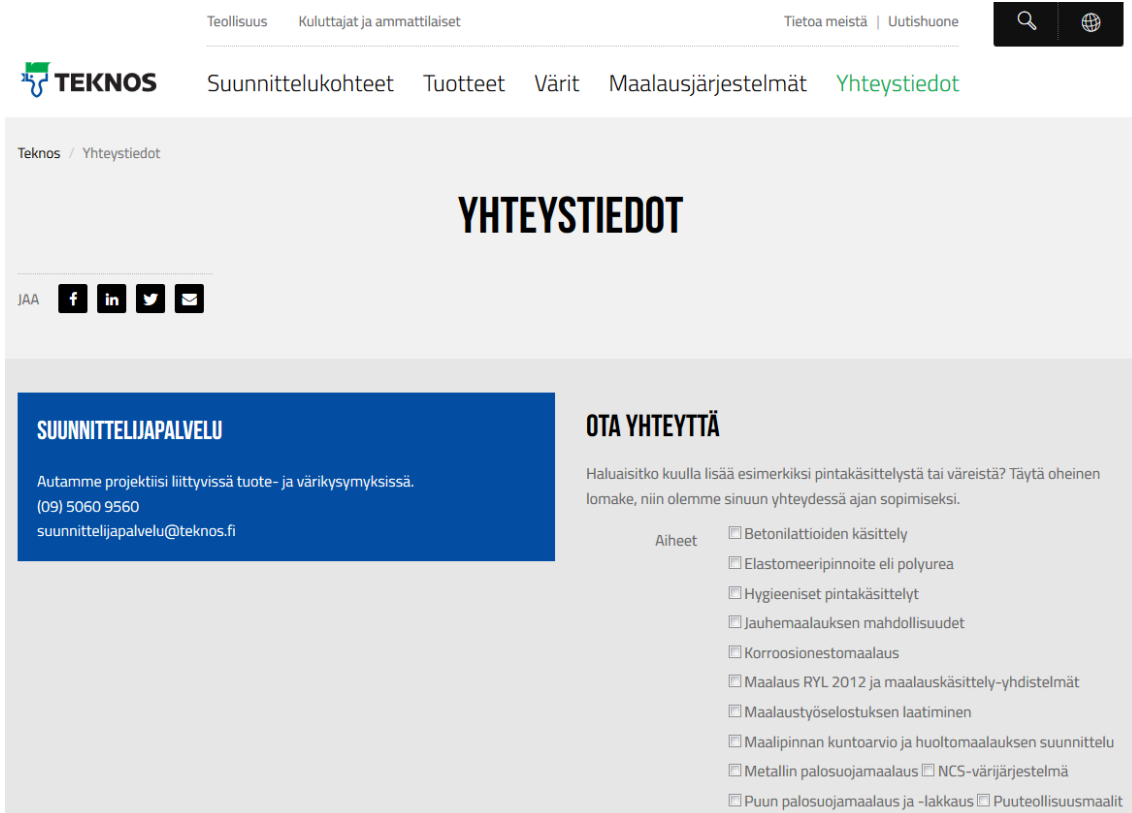


Figure 27. Contact information vol.1.

Interviewees think it would be better to have just one contact information (figure 28), because the problem has been that there have been too many phone numbers to choose from.

5.3 Website layout and utility

I studied website layout and utility asking by how well the new service met their expectations, how easy is to use this service, is the needed information easy to get, do they think they will use teknos.fi website often in the future and how likely they recommend Teknos Designer Service and its website to their colleagues.

According to interviewees, the page has been well developed based on user preferences and the service is easy to use. There is a logical path and “Search” is always option. They

assume that webpage is HTML5/scalable - as it is. Only the pictures could be smaller, as now they are too big.

Interviewees said they are very likely use tekno.fi website in the future and recommend to colleagues. Of course, they need to test it in daily work and best practise comes that way. Some interviewees though that tekno.fi website is better than what competitor has on offer and will more likely use Teknos' in the future, but some think they will use both equally.

5.4 Free comments of the website

The interview ended with the possibility for interviewees to add any other comments.

The new upcoming website was a positive surprise for interviewees. Interviewees were impressed with the new design and that it included working tools for architects. They think it is useful website, and was likely to use it in the future.

Environmental awareness is one area to be included, and more information on product durability. It was interesting that it was less important for architects as to whether they use Teknos' or a competitor's product. It was more important that there is reliable information and it is easy to get. There is a demand for service presentation.

5.5 SWOT Analysis of Summary of Results and Findings

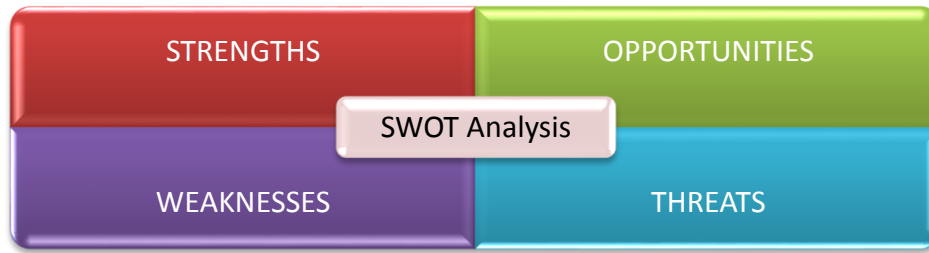


Figure 28. SWOT Analyses.

A SWOT analysis (figure 29) is one of the Service Design tools of identifying how the external forces for change can be addressed by the potential within an organization. SWOT Analyses will be used to illustrate the key findings of my study concerning the new Teknos' Architects and Designers website.

5.5.1 Strengths

Architects and designers think the website is the most important media channel for them when they search for information on coating solutions. Now they have their own website part where there is relevant content for them based on their preferences and recommendations. Teknos' Designer Service website has been designed for architects and designers successfully using Service Design and Human-Centred design methods. Interviewees think it is a useful website and a real working tool for architects, which was the aim of the process. Users think the page design is beneficial, which means great website desirability. Interviewees are very likely use tekno.fi website in the future and recommend it to colleagues.

Interviewees think that needed information is on the website. Most valuable parts on the website are Object of design, Painting systems, Prodlib, Contact information and Colours. Colour sample ordering is good service, and interviewees suggested to add shopping basket for colour sample ordering. When ordering colour sample, one week is the maximum waiting time. Interviewees liked Object of design -path. This path starts with surface or place where architects need to find the right coating solution and ends with this suitable

solution as architects wish for. There was a need for colour combinations and curated colour charts to help colour choosing. Proplib was very interesting for interviewees. This service is very useful for architects and designers and it has real-life demand.

5.5.2 Weaknesses

As with every website, a search tool is needed, and it must work. The challenge was behind the scenes, because website platform and PIM system did not work as they should when the site was being demonstrated. This problem needs to be fixed as soon as possible.

All interviewees agreed that pictures are too big and because of that they need to scroll to see everything. If pictures would be smaller, content could be seen at first look.

This problem is how Teknos' website design was designed years ago. This problem concerns the whole website, not just the Designer Service website part.

Least valuable on the website is Product information according to interviewees. They thought Object of design -path was delightful (clicking more on the path you can move forward, and in the end, you will have the suitable solution) interviewees though that there still need to choose lots of steps on the path. This is however necessary that user will get the right solution from various other solutions.

One interviewee thinks there maybe needs a change of content by including "functional products". This is very good point and needs to be changed.

At painting systems text should be more vernacular. It would also need more explanation. Interviewees think there should just be one contact information.

The competitor is a more familiar brand and that is why users might use competitor's website more often. This proves how important brand awareness is and that marketing and communication need to focus more SEO (Search Engine Optimizing) to optimise Google search.

5.5.3 Opportunities

Interviewees do not think there is significant difference between paint manufacture's product quality and because of that visibility and services rise the central competition factor. This is good news because Teknos is rising brand awareness and service productization is already taken seriously. Interviewees had several service suggestions that the organisation could productise.

For example, colour correspondence tool or service would be helpful. Prodlib service is very useful for architects and designers and it has real-life demand. 3D-modelling is now a days working tool and it allows to inspect whole picture. Interaction with all stakeholders are critical. They think it would be nice if "coating work document" would be in Prodlib. Need to work on that. Interviewees also asked if they could to fill "coating work document" as going through object of design -path. This was very good suggestion and needs another project to work on.

Architects and designers are very likely to use in the future and recommends to colleagues. Focusing on SEO (Search Engine Optimizing) is also opportune to get more leads.

5.5.4 Threats

Interviewees are very likely use teknos.fi website in the future and recommends to colleagues. Of course, they need to test it in daily work and best practise comes that way. Threat can be that thought interviewees liked introduced upcoming website, it needs regular updating, or it might be less attractive later.

The competitor has a more Google optimized page. If Teknos do not focus on SEO, it will lose potential customers.

6 DISCUSSION AND CONCLUSION: MANAGING A CHANGE STRATEGY FOR A WEBSITE DESIGN

The aim of the study was to provide recommendations as how a change strategy may be managed, and how a website that offers the best service to users in the architect and designers field may be designed based on user preferences and recommendations. The aim is to research, plan and test the suggested or recommended template in Finland and provide solutions to other countries.

My conclusions will cover three areas: the specific website that formed the basis of the research; the implications of the process for the knowledge needs of media managers; and finally, the longer-term implications of this for companies like Teknos.

6.1 The specific website that formed the basis of the research

To be clear, there is no actual final version of a website. As Jefferson and Tanton (2013, p. 113) says “When website is ready, it is not done”. Websites need to be updated all the time that there is relevant information. Also search engines can score regularly updated content for freshness differently from content that doesn’t change (Fishkin, Høgenhaven and Høgenhaven, 2013, p.66).

This study will only present the website service development process and analyses how a change strategy may be managed for a website based on user preferences and recommendations. The aim of the study is to provide recommendations as to how a change strategy may be managed, and how a website that offers the best service to users in the target group may be designed based on user preferences and recommendations. This study does not go deeper in search engine optimizing although it needs to involve in website building.

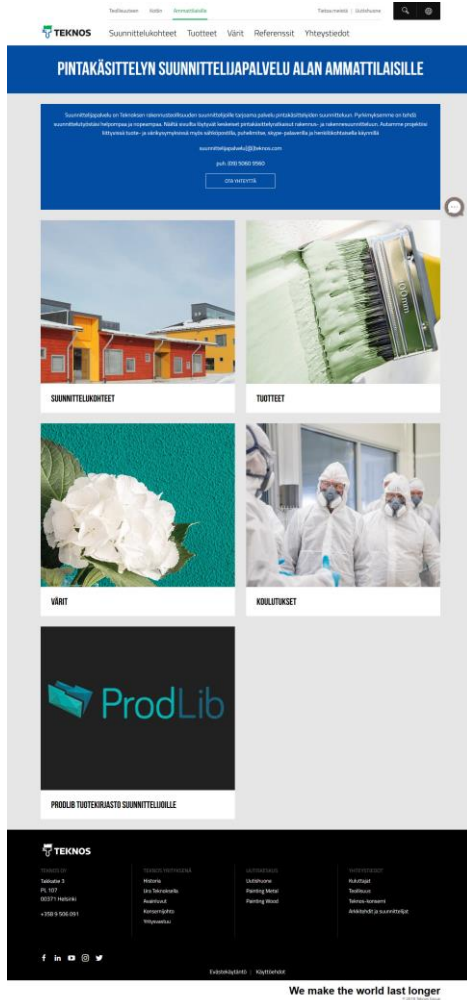


Figure 29. Front page of Teknos' Designer Service website vol.2.

First of all, architects and designers got their own website part as they asked for on the top of teknos.fi landing site (figure 30). They do not need to go through both industry and architectural coatings products. The new website is designed for users and content is created based their preferences and recommendations, which was aim of the study.

Painting systems was removed because they come with Object of design. Instead references are put at the front, because they were prioritised in the interviews. There is a lack of space and because of that approximately five sections can be in the upper panel depending on word length. In service description on the front site there is contact information, but that contact information is found in upper panel too for easy access.

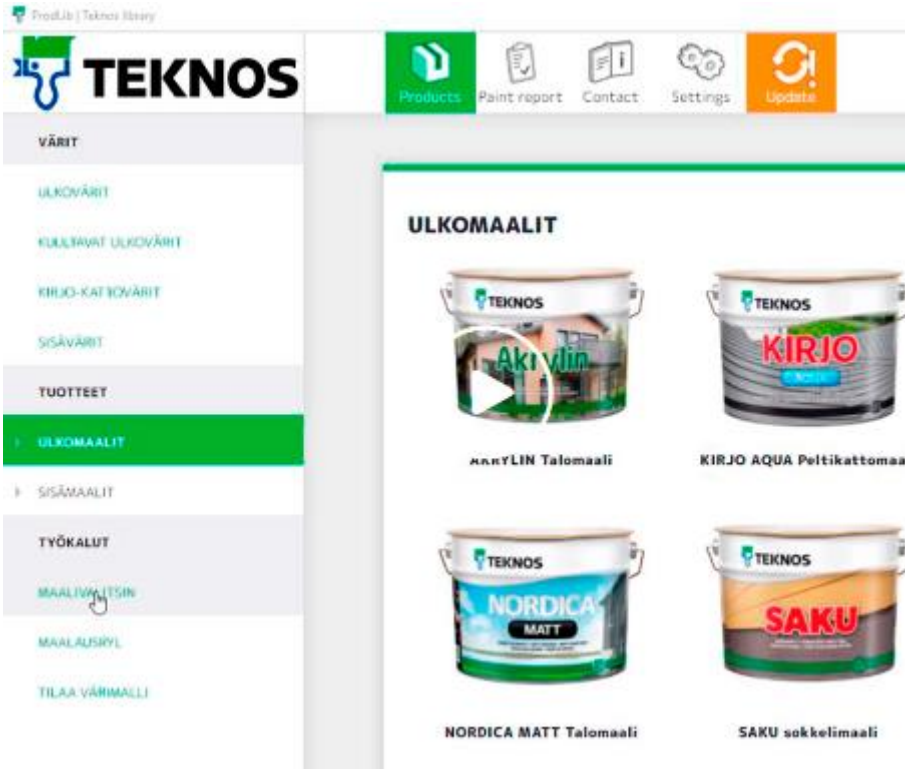


Figure 30. Prodlib - new

Because interviewees thought that Prodlib is very useful working tool, it is on the front page now. Prodlib is totally new service for architects and designers and its need defined in background study. It need tested in this study. Prodlib is product library of different manufactures' products such as Teknos' products and colours, and the library includes BIM and CAD models, product information and design support material for architects and designers. Through Prodlib, architects and designers can add Teknos' products in their design work with the most popular design software such as AutoCAD, Revit and ArchiCAD (Prodlib, 2019).

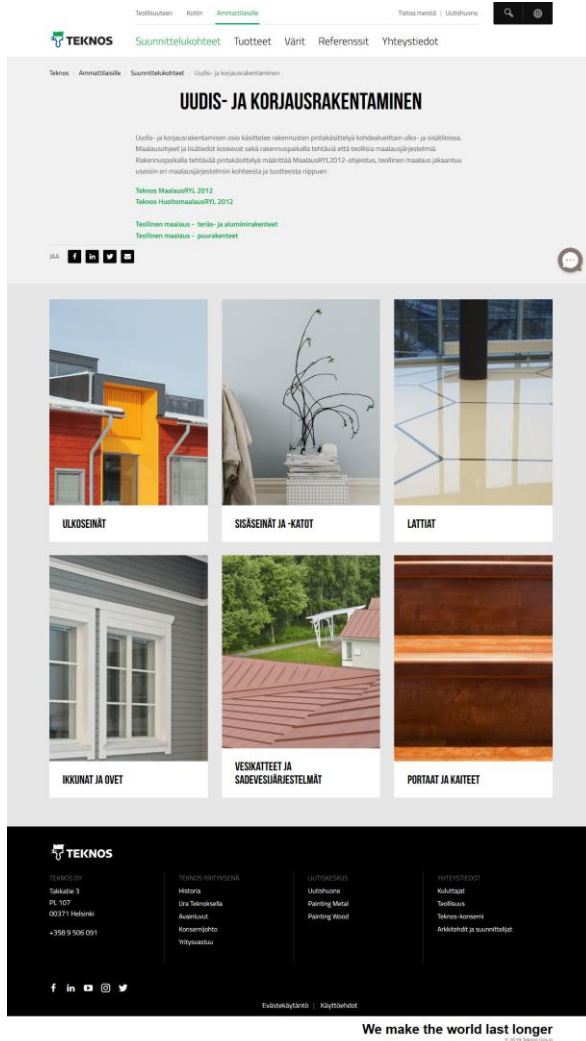


Figure 31. Object of design – first page v2.

Object of design (figure 31) was one of the most valuable part according to interviewees. Jefferson and Tanton (2013, p. 108) recommended to offer solutions to customer’s problems, not just talk about product range. Here it is, Teknos is offering solutions, but to get to the right solution, some steps need to go through. Object of design -path has the most content and content creating took the most time. This path starts with surface or place where architects need to find right coating solution and ends to this suitable solution as architects wish for. Basically, clicking more on the path you can move forward, and in the end, you will have the suitable solution.

To get the best utility of service, the service provider needs to offer the user what they need but no more. This was one of the problems at the beginning of this study when Teknos offered whole product range not solution in specific problem. While utility is about what, usability is about how, and it relates to how smoothly customer can move through the service journey. A website needs to be structured according to the customers' expectations of structure (Stickdorn and Schneider, 2011, p. 82-85).

Interviewees thought that there still need to choose lots of steps on the path. This is however necessary that user will get the right solution from various other solutions. Interviewees asked if they could to fill "coating work document" as going through path. This was very good suggestion and needs another project to work on it.

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M1-LUOKITELLUT TUOTTEET

HYGIENISET TILAT

PALSUOJAUS

TERÄSRAKENTAMINEN

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Figure 32. Products vol.2

According to interviewees there is enough product information. Interviewees thought “Product” page (figure 32) was fine. There is no need to put product information of every products, because search function should give product information when searching by product name.

One interviewee said that maybe need a change for structure of content meaning Fire-retardant paint would fit under functional products. This was a very good point and Fire-retardant paints were moved accordingly.

Interviewees were interested environmental issues. Teknos have noticed that its clients’ and society have an increased interest in products and services that are less harmful for both environment and human health and for products that last longer and need less repainting and raw materials. Teknos invests heavily in R&D to develop products from secondary raw materials and bio based raw materials to ensure its product portfolio answers to today’s demanding market. (Teknos Non-Financial Statement, 2018). Sustainability is very important issue for Teknos and “Environment building” -part could contain more deeper information of sustainability and product portfolio around it.

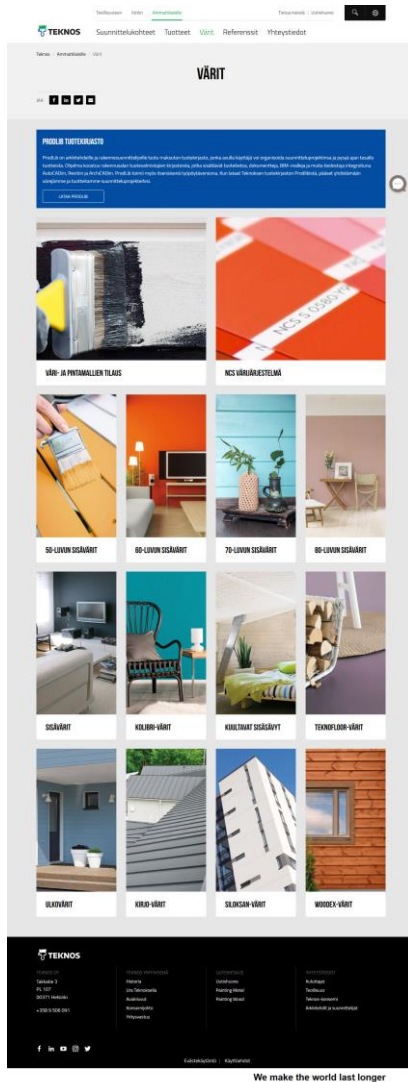


Figure 33. Colours vol.2.

There is need for more colour combinations as there is now collect curated colour charts by decades (figure 33). Colour correspondence tool would be helpful. Some kind of colour correspondence service would have demand.

Interviewees suggested to add shopping basket for colour sample ordering. Ordering tools should be better, more professional web shop. But it needs other project and in the meanwhile, this order tool answer to the purpose.

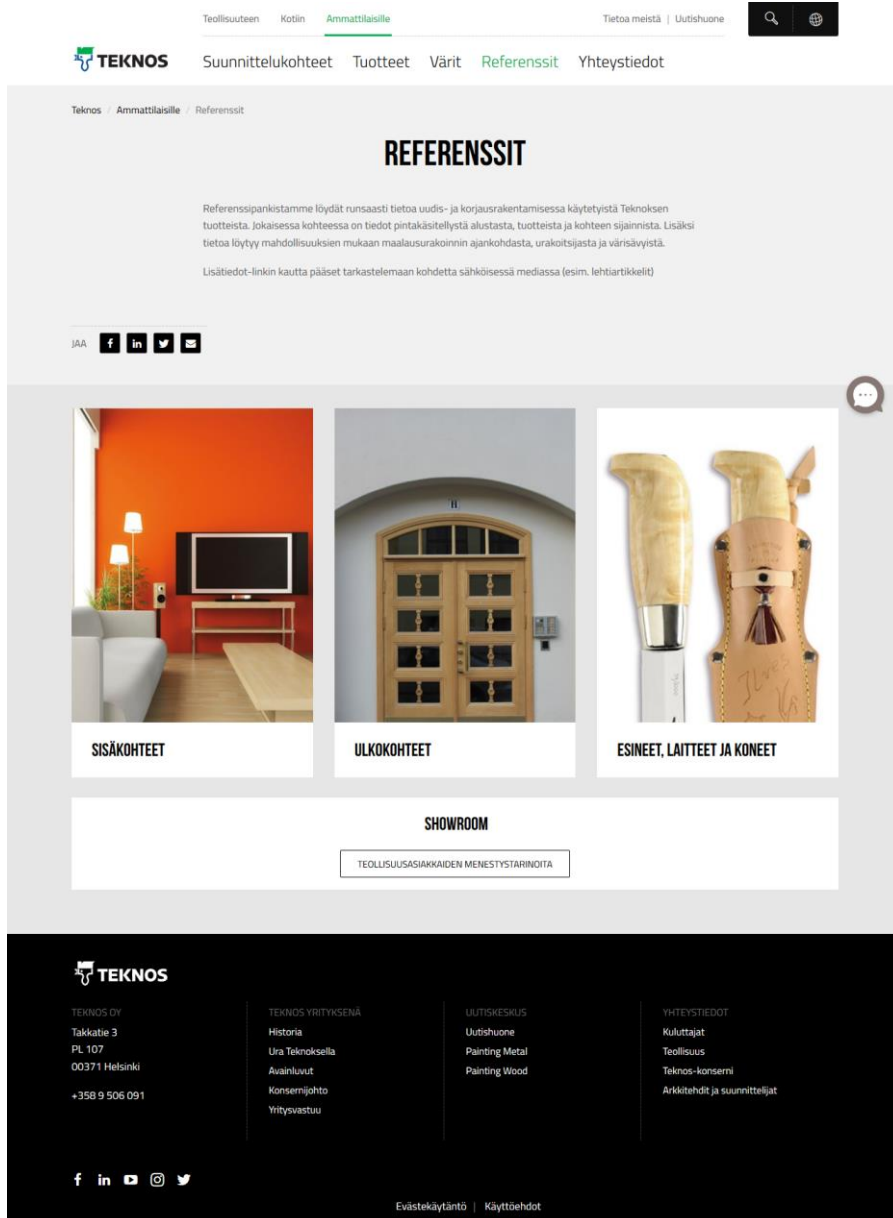


Figure 34. References – new.

References (figure 34) are a totally new section but has been included as interviewees said that references would be helpful in decision making. More references are added in future.

6.1.1 Suggestions for further development

Now the relevant content for target group is on website, but actions need to be done that target audience will notice the content. Thought, in implementation stage email message of the new website was sent to architects and designers who are at Teknos' CRM contact list by Apsis email marketing tool. But as this study showed it is recommended to focus more on SEO (Search Engine Optimization). Study brought up that competitor's website is more search optimized. Teknos has done SEO and it has been part of this web design project, but more needed to be done and it need to cover whole Teknos Group website globally.

I recommend more Inbound Marketing (organic earned marketing) to be involved because as this study proved that Teknos has knowledge that target group needs and they like to get access to it via internet. Inbound Marketing is things you can do on the web that earn traffic and attention, but don't directly cost money explains Fishkin, Høgenhaven and Høgenhaven, (2013, p. 3). Teknos is using Inbound marketing such as newsletters and social media, but more Inbound marketing could bring along. For example, I recommend start writing a blog, where relevant topics for target group are discussed. There are many reasons for it. For example, Halligan and Shah (2014, p.53) says that a blog will help establish company as a thought leader in market. Blog will change website from an online brochure to a living, breathing hub for your marketplace. Blog will improve search engine ranking. Blog is a great way to create more pages on site (each article is a page), and the more pages Google has, the more the site shows up in the search engine results pages (SERPs) for dozens of keywords. Because search engines like to see sites linking to one another, a blog helps your search engine results because people are more likely to link to a remarkable blog article about your industry than to the products page on your website. Remember to market that content through e-mail, RSS, and the social mediasphere and measure subscribers to the blog, measure blog conversion to leads, and measure individual blog articles for best practices. Other solutions would be "White papers". Papers that educate your marketplace on an industry trend, challenge, etc. White

papers shouldn't be about products says Halligan and Shah (2014, p.48-67). Other suggestions would be present in forums (comment marketing and arrange webinars) and set up Q+A site.

After Inbound marketing has completed, I recommend starting build Marketing Automation. With help of marketing automation, you can drive more value out of your website by knowing every page a prospect looks at. This is helping to identify hot leads based on the prospect's level of engagement with key pages. Marketing automation allows to track leads and report on the ROI (return on investment) of marketing activities. (Sweezey M., 2014, p.10-19).

There are lots of knowledge and content inside the company, but none of the content are useful if there are not found. Of course, Teknos could buy visibility with SEM (Search Engineering Marketing) which is paid advertising but help of SEO and Inbound Marketing target audience can reach to knowledge and consider Teknos as technically advance coating company much lower cost. Of course, making relevant content and getting SEO and Inbound marketing straight will cost working hours, but content will be more relevant for the target audience and have savings in (PPC) pay-per-click ads and increase conversion rate. PPC works that you offer to pay Google a certain cost per click (CPC) anytime your ad is shown to searchers based on what keyword they searched on. You pay for how often people click on your ad and visit your website — not how often your ad is shown (impressions) (Halligan and Shah, 2014, p.70). Conversion rate is the number of times a user completes a goal divided by your site traffic (Moz.com).

For further research I suggest to valuating success of the service and to set KPI's and measure the results using quotate research to gather larger sample of users. Qualitative method is suitable for increasing customer knowledge and quantitate method fits better in valuating success of service. Both qualitative and quantitative methods can supplement each other.

6.2 The implications of the process for the knowledge needs of Media Managers

Conclusion of the study is that Media Managers need to have highly specialised knowledge as the basis for original thinking and research. In this case study, gather user experience and manage a change, because the purpose of the study was to develop service for specific users. Media Manager need to put an emphasis on user participation in the system development process, concentrate on customer experience touchpoints, excludes any service disturbing features, specifying technological solutions and helping by articulating the visual appearance of the service.

6.2.1 Change Management and Leadership skills

Study proved that change management is hard. It is hard to change things in an organisation if things have been done the same way for years says Jefferson and Tanton (2013, p. 108). But the only constant thing in today's world is change, and companies are forced to rethink the ways they do things. Managers must be prepared to lead their organizations through constant change processes, and leading change is difficult (Sylvie et al. 2008 p. 41). You have to recognize employees' components and different management and leadership requirements says Tuominen (2016. P.30).

Leadership skills are abilities that can be developed with training and effort. Central among the required leadership skills are communication and listening skills, empowerment, coaching, delegation, problem solving, goal setting, conflict management and negotiation. Communication is the most important skill a leader must have. Leaders need to communicate their vision, goals, and instructions clearly and in terms that motivate and inspire. (Sylvie, George, et al., 2009, p. 2-30).

Stickdorn and Schneider (2011, p.110-113) state that service design is a very wide field that includes many disciplines; the various expertise of strategy, technology and design. Managers must have both a deep expertise in a given field and a broad understanding of

other fields they encounter in their work. Employees with different backgrounds and roles need to work together as part of the same design team. Usually there may be a notable overlap between the specialists, but they need to understand one another and be able to collaborate.

Tuulaniemi (2011, p.64-70) agree that emphasizes that service designers need to have knowledge of a business to develop services and create value to business. Service designers have acquired a broad experience of planning, concepting and business economies. They need to work in groups with different specialists from different business fields and need to communicate with different people. They know processes, because service design is all about process. They need to have a good understanding of the big picture but be interested in detail if needed, because many things need simplifying. Service designers needs to be interested in people, business, teamwork and results.

6.2.2 Knowledge Creation and Project Management

Service Design and Human-Centred Design is all about research and testing. It is important to prototype service concepts and identify customers' needs, motivations, expectations and the service processes.

Services have traditionally been measured with quantitative methods. (Tuulaniemi, 2011, p.72). But many of the service design approach recommends using qualitative research approach, because, qualitative research helps to uncover the aspects of human behaviour that cannot be described in numbers. Diving deep into a few customers' actual experiences will reveal the motivations for their actions and expose other things they do that cannot be explained in a quantitative questionnaire (Brand F. et al, 2016, p.6-7).

The study proved that the chosen research method a good method to gather improvements of users. Sample is relatively small, but qualitative customer research can give significant insight with a small number of respondents.

Planning is the essence of good management. The planning process always begins with a strong vision supported by a mission statement connected to measurable goals says Sylvie, G. et al., 2008, p. 190). But as Tuominen (2016, p.83) says “Don’t even try to create a perfect plan. Plan, test, plan, test and implement, implement, implement”. This is exactly as Service Design and Human-Centred Design teaches.

6.2.3 Critical Decisions Making

Results show that the users in this study are satisfied with website design that accurately reflect their preferences and it also gave recommendations for the website development. However, results need to analyse carefully and present with evaluation and critical review.

Media Managers has a wide responsible of organizational activities. All activities require decisions, and managers need to know how to make good decisions that organizations can achieve its goals under conditions of uncertainty and risk. Decisions almost always involve resources, they usually address goals or objectives, they always involve people, and the environment in which these people work always affects decisions. (Sylvie, G. et al. 2009, p.1-2).

6.3 Critical Evaluating and the longer-term implications of this for companies like Teknos

Outcome of the study is beneficial for the target group, because now the website offers the best service to its users what was the aim of the study. This study was also for multi-party use. The aim of this study was to research and design the suggested or recommended template in Finland and provide solutions to other countries.

Earlier research was basis of this study, and chosen concept and theories supported the object. Method was chosen by purpose of the study to give the best solutions to gather user perspectives and include users on the process as chosen theories required. As a critical review of results; results should examine with caution, as the sample is relatively

small, and it does not take part among the big mass of users. However, qualitative customer research gave significant insight with a small number of respondents. Results are gathered and analysed carefully and presented with evaluation and critical review. Structure of thesis is designed to be logical and readability, and necessary parts are included. Study follows research ethical formalities.

It is important to remember that this study only shows one aspect of the process. Behind the scenes (website design) is a team of employees with different backgrounds and roles working together. The study proved that change management is hard. I used many Service- and Human-Centred Design tools to manage the change strategy for this study, such as brainstorming, mind-maps, the Business Model Canvas for illustrating projects, interviews as part of qualitative research and the Customer Map to analyse and record customer's needs. After user research has been collected, I recommend using SWOT Analysis to analyse results and findings, the Gantt chart detailing timing and tasks completed in phases, and a Critical Path Analysis chart to show tasks and processes.

Study has allowed me to grow in my professional capacity while actually testing the approach, as I was responsible for managing the change strategy for the website at my place of business. The process and concept developed my own capacity and skills to describe and structure the activities, so that I can contribute to future interaction between the service provider and the customer, and thereby create a valuable online experience.

This study is relevant for those in the Media Management profession as it provides recommendations as to how a change strategy may be planned and implemented. The limitation though is that this study is based on one media channel touch-point, the designer website. However, the steps may be implemented in other studies in the future in order to determine how this approach may be improved going forward.

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APPENDICES

APPENDIX 2. Questionnaire, page 1 (2)



Tutkimuksen esittely

Teknos haluaa palvella arkkitehteja ja suunnittelijoita entistä paremmin ja olemmekin uudelleen muotoilleet Suunnittelijapalvelun vastaamaan paremmin arkkitehtien ja suunnittelijoiden tarpeita. Tavoitteemme on tehdä pintakäsittelyn ja värien suunnittelusta vaivatonta ja avustaa suunnittelun/rakennusprojektin kaikissa vaiheissa.

Osana palvelumuotoilua on ollut nettisivumme. Olemme rakentaneet kokonaan uuden sisällön arkkitehdeille ja suunnittelijoille. Sivut lanseerataan kun olemme varmistuneet siitä että olemme huomioineet kaikki tarpeet. Tässä toivoisimmekin apua ja kaikenlainen palaute on meille tärkeää. Suunnittelupalveluun sisältyy paljon muutakin kuin nettisivut, kuten henkilökohtaiset kohtaamiset, MaalausRYL/maalaustyöselosteet, työmaakäynnit, värimallit, mallipalapalvelu ja digitaalinen väri- ja materiaalkirjasto.

Taustakysymykset

1. Kuinka useasti etsitte/tarvitsette tietoa pintakäsittelystä?
2. Mitkä ovat tärkeimmät kanavat etsiessänne tietoa pintakäsittelystä?
3. Oletteko käyneet Teknos.fi nettisivuilla? (Näyttäen nykyiset sivut)
4. Minkälainen käyttäjäkokemus teillä on Teknos.fi sivuista? Onko sivuilla kaikki tarvittava tieto?

Uuden nettisivun esittely

Etusivu

Suunnittelukohteet

Tuotteet (aakkosellinen luettelo, sertifikoitua tuotetta; CE-merkityt, joutsen-merkityt..)

Värit (värikartat, kuratoidut väriyhdistelmät, väri- ja mallipalatilaukset)

Maalausjärjestelmät (MaalausRYL)

Yhteystiedot

WE MAKE THE WORLD LAST LONGER

Questionare, page 2 (2)



Sisältö

1. Onko sivuilla kaikki tarvittava tieto? Lisäisittekö jotain kyseiselle sivulle? Puuttuuko sieltä jotain oleellista?
2. Mitä osia pidätte tärkeimpänä?
3. Mitä osia pidätte vähiten merkityksettöminä?
4. Miten tehdä erottuva ja houkutteleva nettisivu?

Nettisivun ulkoasu ja käytettävyys

1. Miten hyvin sivut vastasivat odotukseesi?
2. Miten helppoa on käyttää palvelua? Löytyykö etsimänne tieto sivuilta helposti?
3. Luuletteko että käytätte Teknos.fi nettisivua jatkossa?
4. Kuinka todennäköisesti suositteisitte Teknoksen Suunnittelijapalvelua ja sen nettisivua kollegoillenne?

Haastattelun lopetus

Haluan kiittää ajastanne. Annoitte paljon hyviä kommentteja ja parannusehdotuksia, jotka ovat erittäin tärkeitä Teknokselle ja tulevat auttamaan myös teitä tulevaisuudessa.

1. Haluaisitteko lisätä vielä jotain?

Kiitos!

WE MAKE THE WORLD LAST LONGER

APPENDIX 2. Translated questionnaire

Background questions

1. How often do you need to find information of coating solutions?
2. What are most important media channels for you to find information of coating solutions? Which delivery channels works best?
3. Have you visit Teknos.fi website? (Showing current Teknos.fi website)
4. What kind of user experience was? Are you able to get needed information?

Introduction of new upcoming website

Front site (service description)

Object of design

Products (certificates)

Colours (colour charts, colour sample orders)

Painting systems

Contact information

Content

1. Are you able to get needed information? Would you like to add something to website? Is there missing something helpful?
2. What parts are the most valuable on the website?
3. What parts are the most unevaluable on the website?

Website layout and utility

1. How well service answers to your expectations?
2. How easy is to use this service? Is the needed information easy to get?
3. Do you think you will use teknos.fi website often in the future? How likely you would recommend Teknos Designer Service and its website to your colleague?

Ending the interview

I want to thank you for your time. You gave a lot of important comments and improvements suggestions that are very helpful to Teknos and will help you also in the future.

1. Would you like to add something else?

Thank you!

APPENDIX 3. EXAMPLE OF TRANSCRIBED INTERVIEW

Haastateltava: Niklas Kronberg
arkkitehti SAFA
Schauman Arkkitehdit Oy
Haastattelija: Jonna Seilonen
Aika ja paikka: 22.2.2018 Turku

Tutkimuksen esittely

Teknos haluaa palvella arkkitehteja ja suunnittelijoita entistä paremmin ja olemmekin uudelleen muotoilleet Suunnittelijapalvelun vastaamaan paremmin arkkitehtien ja suunnittelijoiden tarpeita. Tavoitteemme on tehdä pintakäsittelyn ja värien suunnittelusta vaivaton ja avustaa suunnittelun/rakennusprojektin kaikissa vaiheissa.

Osana palvelumuotoilua on ollut nettisivumme. Olemme rakentaneet kokonaan uuden sisällön arkkitehdeille ja suunnittelijoille. Sivut lanseerataan, kun olemme varmistuneet siitä että olemme huomioineet kaikki tarpeet. Tässä toivoisimmekin apuasi ja kaikenlainen palaute on meille tärkeää. Suunnittelupalveluun sisältyy paljon muutakin kuin nettisivut, kuten henkilökohtaiset kohtaamiset, MaalausRYL/maalaustyöselosteet, työmaakäynnit, värimallit, mallipal palvelu ja digitaalinen väri- ja materiaalikirjasto.

Taustakysymykset

1. Kuinka useasti etsitte/tarvitsette tietoa pintakäsittelystä?

Se riippuu niin hankkeesta. Kyllähän monet perusasuntotuotanto, niin se ei vaadi kauheasti. Nyt tuli juuri yksi puukerrostalo, niin siellä mä olen tarvinnut tietoa palonsuojakäsittelyistä, sävytyksistä. Kellarin lattian käsittely mahdollisuudesta. Jos mennään ihan perussuunnitteluun siellä ei oikeastaan tarvitse. Aika pitkälti mennään samoilla. Sitten on nämä ääripäät, missä on kovat päästötavoitteet, niin siellä nämä sissarit (sisustussuunnittelijat) tosi tarkkaan on syynännyt näitä. Ne ei ole kelpuuttanut vain sitä, että lukee M1, vaan on mennyt paljon syvemmälle.

Vastauksena sun kysymykseen kuinka usein, niin kyllä niitä tarvitaan. Ei päivittäin, mutta se hetki kun se tarvitaan niin se on aika kriittinen. Sitä ei voi sivuuttaa. Kaikkea tällaista erikoisjuttuja (toiminnalliset tuotteet). Tässä on just se eri näkökulma, et sisustussuunnittelijoilla voi olla eri tulo- ja väri-asiat. Et heitä kiinnostaa värit, lopputulos, struktuuri, kiiltävyyssasteet ja nämä asiat. Ja sitten varmaan päästöluokat ja muut. Niin ne ovat nimenomaan heillä. Ja sitten rakennussuunnittelun puolella ollaan

enemmän tekemisissä luonnonvoimien kanssa, niin itse ehkä olen enemmän joutunut näihin teknisiin puoliin. Toki värit, mutta ei julkisivussa sitä kiiltoastetta samalla tavalla katsota.

2. Mitkä ovat tärkeimmät kanavat etsiessänne tietoa pintakäsittelystä?

No kyllä sinne nettiin mennään. Kotisivulle. Palosuojatuotteissa on ollut aina selviä tuotteita mitä on tiennyt. Nyt esimerkiksi olen hakenut kuul-tosävytettyjä tai värittömiä palosuojatuotteita. Sit myös joissain kohtaa menee rakennesuunnittelijaan aivan ensiksi. Vaikka kysymys oli kellarin lattian käsittelystä, et mitkä ovat käsittelyvaihtoehdot. Siinähan puhuttiin muustakin kuin maaleista, mutta siihenhän se taisi päättyä. Mutta esimerkiksi lattiamateriaaleissa esim. RTV:llä on hyvä paikallinen myyntiedustaja (tykkää henkilöstä). On helppous on siinä. Kunhan se lopputulos on sama. Mullehan on sama onko purkissa Tikkurila vai Teknos – ihan sama, kunhan lopputulos toimii. Mulle se on se helppous. Paras olisi kotisivut pikakuvakkeena tai jos on hyvä ihminen, jolta mä tiedän että luotan hänen ammattitaitoon, niin sitten mä voin soittaa. Esimerkiksi Tomi (RTV:n myyntiedustaja) on sellainen. Mä tiedän että hän totta kai puhuu omien tuotteidensa puolesta ja se mun täytyy ottaa huomioon. Materiaaleissa se merkki on jopa vielä tärkeämpi. Mut noi kaksi (nettisivu ja henkilökohtaiset kontaktit mun mielestä.

Kyllä mä googletan heti ensimmäiseksi.

3. Oletteko käyneet Teknos.fi nettisivuilla? (Näyttäen nykyiset sivut)

Joo, kyllä näyttää tutulta. Teidän ei tarvitse arkkitehdeille myydä. Päinvastoin mä sivuutan nämä (kuluttajapuolella olevat bannerit), vaan mentäisiin asiaan.

4. Minkälainen käyttäjäkokemus teillä on Teknos.fi sivuista? Onko sivuilla kaikki tarvittava tieto?

(Haastattelija antoi tehtäväksi esimerkiksi etsiä tietoa palonsuojauksesta. Tietoa ei löytynyt kuluttajat ja ammattilaiset puolelta, vaan haastattelija vinkkasi sen löytyvän teollisuuspuolelta) Tässä on tämä hankaluus, kun tässä on tämä teollisuus. Mä en olisi mennyt tonne, vaan mä sivuuttaisin sen ihan täysin. Koska se mitä jossain pajalla käytetään niin.. Mä määrittelen sävyn ja kiiltoasteen. Tässä vaiheessa mua varmaan kävisi jo vähän vaivaamaan se että mä en saakaan sitä vaan mä lähtisin ”tuotteisiin”. No sittenhän tässä kohtaa loppuisi jo rakkaus. Sitä ei varmaan edes löydy täältä. Tuli umpikuja.

Uuden nettisivun esittely

Etusivu (palvelukuvaus)

(Esittelyn aikana haastateltava kuunteli kommentoimatta)

Suunnittelukohteet

(Haastattelija näytti mistä kohtaa löytyy tietoa palonsuojauksesta) No sielähän se onkin. Nimenomaan se noin perin täytyykin olla. Ei voi lähteä siitä olettamuksesta, että me tunnetaan teidän tuotteet.. eikä mua itseasiassa edes kiinnosta mikä numero on Teknosafe:n jälkeen, vaan teidän täytyy meille kertoa ”Tätä sinä tarvitset”. Siiten kun te olette heittänyt että tässä voisi olla se tuote, niin sitten me voidaan käydä kahlaamaan. Tietysti meidän täytyy myös kriittisesti tai et täyttääkö tämä ne vaatimukset mitkällä nyt on. Mutta se supistaa sen suppilon heti, jos todetaan että tämä ei täytä. Me voidaan luottaa siihen että teillä on ollut tuolla teidän tarjoamat tuotteet ja hyvä myyjähän myös tunnustaa myös sen että emme voi tarjota nyt tätä ja säästetään kaikkien aikaa.

Tähän nyt, kun mä nyt muistan, niin pari sellaista mitä teidän kannattaa benchmarkata, on Ecophon ja Abloy. Heillä on hirveen hyvät.. Abloyllä on hirveen hyvä Abloyn tuotevalintaopas – ei se ole täydellinen, mutta siellä on onnistuttu aivan käsittämättömästi sotkusta saamaan hyvin tarkka. Eli jos mä en tiedä milaisen oven mä haluan, mutta mä tiedän miten se toimii, niin mä löydän sen kyllä sieltä. Siellä on erilaisia tapoja hakea ja se on netissä. Siellä on kolme tapaa päästä samaan korttiin. Eli mä voin hakea rakennustyyppin mukaan, jolloin se ehdottaa erilaisia tiloja joita tällaisessa rakennuksessa voisi olla ja niiden alla se ehdottaa millaisia ovia siinä tilassa voisi olla. Toinen tapa on suoraa tilatyypeittäin tai sitten voi mennä suoraan oven.. siis jos tietää jo hyvin tarkkaan että on automatisoitu kulunvalvottu. Ja siellä on sitten sellainen kortti mikä sisältää kaikki ne diipadaapat – kaikki mitä se ovi tarvitsee. Mä kopioin meidän suunnitelmiin ainoastaan sen kortin koodin ja kaikki urakoitsijat sitten tietää hankkia tällä koodilla kaikki. Siellä ei ole vain se yksi lukko vaan siellä on se avainpesä ja topparit, ylivientisuoja jne. Se on vaan niin onnistuneesti tehty. Samalla tavalla jos te voisitte tarjota valmiin.. Säkin näit mun reagiinnista, että ketään ei kiinnosta se MaalausRYL --- mutta se on se pakollinen paha. Jos me voidaan luottaa siihen että tarjoatte meille sen valmiin koodin niin se menee ihan suoraan siihen meidän selostuksiin. Ja se on just sitä hyvää palvelua. MaalausRYL:ää voisi vielä vähän avata, et mitäs tämä koodi tarkoittaa.

”Suunnittelukohteet” on sanana hyvä. ”Funktionaaliset tuotteet” -terminä ei kerro yhtään mitään. (”Toiminnalliset tuotteet” olisi parempi).

Klikkauksia liikaa. Ei haittaa että on paljon asiaa, kunhan näkee että asia etenee.

Mä osaa ihan määritellä, mutta jokin tässä ei ole vielä ihan paikallaan. Jaottelu tuntuu siltä, ettei se ole ihan löytänyt.. Vaatii ehkä pari integraatio kierrosta.. Nämä aihealueet ovat.. Ensiksi on kaiken syleilevä ”uudis- ja korjausrakentaminen”, sitten mennään ”hygieeniset tilat”, joka on joku toiminta. Sit tullaan palonsuojaukseen, joka on tekninen eli se kertoo enemmän siitä maalin teknisestä toiminnasta. Ja sitten meillä on teräsrakentaminen, joka tulee enemmän siitä että se teräs on se jota maalataan. Ollaan rakennustyyppissä, tilatyyppissä, maalintoiminnassa ja pohjamateriaalissa. On jo neljä eri. Mulla ei ole nyt valitettavasti vastausta tähän asiaan. – Kyllä mä täältä löytäisin, mutta jos nyt hiotaan niin hiotaan. Jos kysyy, niin saa vastauksen.

Tuotteet (aakkosellinen luettelo, sertifioidut tuotteet; CE-merkityt, joutsen-merkityt..)

Eikös ”tuotteiden” alle voi laittaa palonsuojan? ”Tuotteet” kertoo sen tuotteen ominaisuuksista ja palonsuojaus on yksi ominaisuus sille tuotteelle. Eihän palonsuojaus oli suunnittelukohde. – Sitä olettaa, että kun mennään ”uudisrakentamiseen” niin mennään puurakentamiseen ja sitten tarvitaan palonsuojausta. Sitä kauttahan pitää myös päästä sinne samaan tuotteeseen sitä kauttaan. Kieltämättä tuo ”tuotteet” ei oikein lupaa vielä sitä.

(Haastattelija kysyi kysytäänkö sertifikaattien kautta tuotteita?) - Aika vähän.

(Haastattelija jatkaa, että olisiko parempi että ”Suunnittelukohteet” rakennettaisiin ihan omanaan, jossa on uudis- ja korjausrakentaminen. Ja sitten itse ”tuotteisiin” tulee enemmän funktionaaliset/toiminnalliset?) – Kyllä enemmän lähtisin siihen. Mun mielestä ainakin. Jos tossa lukee sertifikaatit, niin mä en tule ikinä menemään sinne. Mutta se on vain mun mielipide, mutta kai sekin jotain merkkiä. Mutta onko se ”kohteet” ja ”toiminnallisuus” tai joku, niin tuota täytyy vähän kehittää. Mikä se sana on, joka parhaiten kuvaa että sinne löytää. Siinä kannattaa sitä Abloyn tuoteoppaaseen vähän tutustua. Siinä sä voit valita rakennuksen toiminnan mukaan, tilan

toiminnan mukaan tai oven toiminnan mukaan. Tai sitten sä voit ihan suoraan

300 sivua lukituksia jonossa, joka on sitten se kammottavin versio.

(Haastateltava näyttää Abloyn sivustoa) – Mulla on tämä ladattu työpöydälle. Sitä voi hieman vilkaista, että miten he ovat sitä jaotellut. Siellä on ihan hirveä määrä turhaa juttua, mutta kyllä se selvästikin toimii kun sitä viitsii käyttää.

Värit (värikartat, kuratoidut väriyhdistelmät, väri- ja mallipalatilaukset)

(Haastattelija näytti kuinka värimallin saa ladattua itselleen ”Värit” osiossa) – Toihan on hyvä. Mehän joudutaan rakennuslupaan kuviin laittaa se. Se on hyvä että me saadaan se tallennettua, koska me lyödään se rakennuslupakuvaan pieneksi värilätkäksi. Koska mä olen itse tehnyt PhotoShopilla tällaisen puunsyykuvion (näyttäen Woodex kuultavaa värimallia ruudulta) ja sitten mä säädän sitä sävyä layerilla, kun kukaan muu ei osaa sitä käyttää. Mutta tämä on näppärämpi. Ladatkoon tuolta sitten. Tuo on hyvä.

Onko teillä sitten näistä väri .. Yksi aina toistuva on värijärjestelmien vastaavuudet. Joku palvelu. Se on meinaan tosi rasittavaa, koska niin paljon tulee viimeksi tänään.. Meillä on puukerrostalo.. No ensin mulla oli.. oliko se Teknoksen palonsuoja varmaan. Meillä on ensimmäinen kerros palonsuojamaalattu, sitten ylöspäin normaalia maalia ja sitten ne piti yhteensovittaa - ne onnistu hyvin. Ne meni samalla sävyllä. Mutta sitten yhtäkkiä joku kysy mutta mites siihen tulevat ilmanvaihtoräppänät, niin mikä se RAL:n sävy on. Nämä ovat aina niitä, että sitten googlataan että mistä mä löydän ja mikä on vastaava. Se on tosi hankalaa. Näiden värijärjestelmien.. Niin, sitten yleensä soitellaan jonnekin. Sinne sun tänne, ehkä teille.

(Haastatteli kysyi olisiko se parempi, jos olisi jokin taulukko tai voisi soittaa palveluun?) – Mä olen aika usein löytänyt itseni Tikkurilan sivuilta, kun heillä on. (Haastateltava näyttää Tikkurilan sivua). Kato, täällä on ainakin RGB-arvot. --- Näillä on ihan selvästi google-optimointi kunnossa, koska löydän itseni tosi monesti katsomassa näitä.

(Haastattelija esitteli kuratoidut värikartat). - Nämä ovat hyvät. (Haastattelija jatkoi että tulevaisuudessa tulisi enemmän myös väriyhdistelmiä; julkisivu, sokkelit, ikkunanpuitteet) – Ehdottomasti, ehdottomasti. Hyvä. Toi on tosi hyvä. Etenkin nytten Turussa, on 1900-alkupuolelta hirveesti puutaloja ja jatkuvasti niitä maa-

laillaan. Siihen maailman aikaan ei edes ollut hirveesti värejä käytössä. Mun mielestä se olisi teillä hyvä.. Ihan meillekin, mutta taloyhtiöllekin jotka miettivät.. Ihmisethän ovat hölmöjä, eivätkä ymmärrä miten aurinko haalistaa värejä. Kun on ollut kymmenen vuotta siinä ja etsitään millä maalataan, niin maalataan samalla kuin se on nyt. Loppuen lopuksi kaikki on vaaleita harmaita. Se niin kuin haalistuu ja haalistuu. – Te voisitte tarjota, että tätä oli Suomessa käytetty 1910-15 – puutalojen tyyppilliset värit. Sittenpäähän ne seisoo niiden kanssa siellä. Te teette ympäristöteon, kun te pelastatte monta Turun puutaloa. – Ulkovärit löytyy museovirastolta ja mitä näitä nyt onkaan. Kyllä sitä sieltä sitten saa, ihan kysymälläkin. ---

(Haastattelija esittelee Mallipalapalvelun) – Joo, toi on hyvä. --- Kyllä se yleensä aika kiireellä aikataululla tulee. Tai sanotaanko nyttien, ettei seuraavana päivänä, mutta jos maanantaina tilaa niin kyllä se sitten saman viikon aikana pitäisi mielellään olla. – Mä pitäisin viikkoa sellaisena.. Kun ne valitettavasti on sellaisia että lyhyellä aikataululla tarvitaan. Mut se on tosi hyvä, että sellainen on. ---

(Haastattelija esittelee NCS-väri järjestelmän) - Juu, se on hyvä. En mä muuta käyttäisikään, kun se on tosi hyvä. Siellä saa ne pienet säädöt tehtyä. Etenkin kun ollaan korjausrakentamisessa ja arvioidaan joku sävy ja todetaan että jokin sävy on ihan liian kirkas tai kylläinen.. Se on hyvä järjestelmä, mä tykkään siitä.

(Haastattelija esittelee Prodlabin) – Meillä on käytössä ArchiCAT.. tai on meillä myös REVIT, mutta vähentyvissä määrin. – Jos myös käsittely-yhdistelmät saisi tuotua sinne malliin, koska sinne se tieto pitää kaikki saada suoraan tai nopeasti. – Mä ne tiedä saatteko te.. tai että pitääkö se käsittely-yhdistelmä, maalausRYL, sinne käsin kirjoittaa. Sitä voisi tutkia. --- Pitää laittaa meidän arkkitehti vastaville, että tutustuvat.

Maalausjärjestelmät (MaalausRYL)

Toi ”järjestämä” ei ole mulle ihan täysin.. No joo, maalauskäsittely-yhdistelmät voisi olla parempi. Voi olla myös että maalausjärjestelmät on teollisuudelle tuttu, en tiedä. (Haastateltava itse testaa MaalausRYLiä). Tää on hyvä.. tämä on itse asiassa juuri se mitä.. Sulla on nyt kolme vaihtoehtoa ja kiiltoaste, mut muut asiat on lukittu. Vaikuttaa ihan fiksulta. --- Jossain täällä voisi olla pieni selite, että mikä tämä koodi on. Mistä se kostuu. --- Miten nämä liittyy tohon. Mutta mun mielestä vaikuttaa ihan hyvältä.

(Haastattelija kysyi, jos maalaustyöselosteen tekeminen olisi maksullinen palvelu, niin tulisiko sitä käytettyä) – Epäilen vahvasti. Vähän tuntuu siltä, että menee siihen selittämiseen aika. – En ehkä nyt kyllä itse lähtisi. ---

Yhteystiedot

(Haastattelija esitteli yhteystiedot ja haastateltava myötäili)

Sisältö

1. Onko sivuilla kaikki tarvittava tieto? Lisäisittekö jotain kyseiselle sivulle? Puutuuko sieltä jotain oleellista?
Vaikuttaa että se tieto siellä aika hyvin on, että ehkä enemmän se jäsentely on se mitä vielä voi tehdä. Mutta on aika vakuuttavan näköinen tämä kokonaisuus.
2. Mitä osia pidätte tärkeimpänä?
Vaikea tästä.. Ei tässä mikään ollut turha.. Itse tulisin käyttämään pääasiassa tätä ”kohde” tyyppistä.
3. Mitä osia pidätte vähiten merkityksettöminä?
(Vastattu aikaisemmassa kysymyksessä)

Nettisivun ulkoasu ja käytettävyys

1. Miten hyvin sivut vastasivat odotukseesi?
Ihan hyvä tasapaino, ei ole kuivakkaan näköinen, mutta ei taas sellaista asuntomessuhömppää/markkinointia. Siitä tulee sellainen olo, että onko tämä ammattilaiselle tehty. Sellaiset pois vaan. Että ne oli ihan hyvin poissa. Ei tarvitse mainostaa, että tässä on uusi..
2. Miten helppoa on käyttää palvelua? Löytyykö etsimänne tieto sivuilta helposti?
Kommentit huomioiden, mun mielestä ihan ok.
3. Luuletteko että käytätte Teknos.fi nettisivua jatkossa?
Joo. Tämä näytti.. Mä olen positiivisesti yllättynyt. Uskon että tästä voisi tulla hyvinkin sellainen työkalu. – Kyllä mä luulen että tässä olisi potentiaalia, että tästä tulisi sellainen, että pistäisi pikakuvakkeeksi. Kunhan on se yksi paikka mistä me tiedetään, että löytyy.

4. Kuinka todennäköisesti suosittelisitte Teknoksen Suunnittelijapalvelua ja sen nettisivua kollegoillenne?

Hyvin todennäköisesti tai tulenkin suosittelemaan. Pääsääntöisesti talon sisällä, mutta kyllä tuolla muillekin tulee sanottua että tällainen on.

Haastattelun lopetus

Haluan kiittää ajastanne. Annoitte paljon hyviä kommentteja ja parannusehdotuksia, jotka ovat erittäin tärkeitä Teknokselle ja tulevat auttamaan myös teitä tulevaisuudessa.

1. Haluaisitteko lisätä vielä jotain?

Eiks tässä aika hyvin kahlattu. Kuten mä sanoin, niin tämä oli tosi positiivinen. Se mitä pitää muistaa että kaikilla on kiire ja ne haluaa päästä nopeasti ja helposti tavoitteeseensa. Se tilaaja, rakentaja, arkkitehti. Jos te siinä voitte auttaa, niin kyllä sitä ihmiset varmasti käyttää. Jotkut eivät tunnu ymmärtävän sitä asiaa. Niin kuin mä sanoin, niin mulle on ihan sama mitä siinä purkissa lukee kunhan on luotettavaa/faktaa että tämä on oikea tuote.

Voisitte jopa tulla tänne pitämään lyhyen esittelyn tästä. Mun puolesta ainakin. Yleensä mä vähän suhtaudun nihkeästi, mutta tämä on selkeästi sellainen joka auttaa meitä.. siis työskentelyä. Tämä voisi olla meille työkalu. Mä en enää yhtäkään epoksimaalimyyjää halua. Niitä aina välillä juoksee ja kertoo, että nyt meillä olisi tällainen.. – Mutta tämä on nimenomaan just sellainen, joka helpottaa.. just nämä Prodlib ja muut. Tässä on paljon asioita.

(Haastattelijan kysyessä vielä tarvetta fyysisille värimalleille) – Kyllä niitä tarvitaan. En mä luota noihin näyttöihin yhtään. Meillä ei ole kalibroituja näyttöjä. Se on oikeastaan enää ainoa asia mitä tarvitaan silleen fyysisesti. Ei kannata tuoda.. Yksi firma lähetti meille puhelinluettelon paksuiset tuotteopaat joka ikiselle suunnittelijalle--- Me soitettiin että nyt saa olla viimeinen kerta kun te lähetätte näitä. Ensinnäkin jo yksi oli aivan turha, ihmiset hakee netistä sen tiedon. Niin painettuna kyllä mä pitäisin, että värimallit ja on tosihyvä että on se boxi. Itse käytän sitä aika paljon. Viuhkat on ok, et siitä voi kahlata että toi voisi olla, mutta sen jälkeen mennään aina siihen laatikkoon ja otetaan se isompi.

(Haastattelija kysyi pysykö värimallit laatikossa). – No vielä ne on pysynyt jokseenkin. --- (Haastattelija kysyi onko ok, jos meidän edustaja käy päivittämässä värimallilaatikkoa) – Kyllä se sopii. Turhia, hirveä määrä kansioita ei, mutta värimallit täytyy olla. Ne ovat tosi tärkeitä. – Meillä on joitain, esim. valaisinmaahantuoja, niin ei ne välttämättä edes soita.. – Se (erään maahantuojan edustaja) saattaa ilmestyä tänne ja käydä läpi meidän.. Hän tietää missä meidän kansiot on ja hän on meille tuttu henkilö, niin kyllä hän saa tänne meille tullakin. Hän käy läpi ja tsekkaa kaikki on kunnossa.. Hän saattaa.. ei se ole mikään vaatimus.. mutta hän saattaa jättää jonkun konvehtirasian ja huikata ”Terve, kävin päivittää kansion.” Niin, sehän sopii. Se on palvelua sekin. – Värikartat ovat tärkeimmät. Että niitä voi käydä päivittämässä.