

# **What is Service Design?**

A simplified guide to aid in today's confusion about a new discipline of business

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## SYNOPSIS

The aim of this work was to (1) gain a sturdier grasp on what service design encompasses and (2) pose as a resource or handbook for the customer, Kolmas Persoona, on how to become a more global player in the field of service design.

Prior to research, the terms, meanings and definitions surrounding service design were skewed and sometimes misleading to those stumbling upon this new business discipline. This thesis provides a more in depth look at the different aspects surrounding service design, including what it is, how it is done, and examples of a few large companies which use service design in their daily business.

The research conducted was mainly from pieces of literature as well as e-mail interviews with several handpicked service design companies, both in Finland and abroad. Also by a competitor website analysis which was done just before the thesis was started, which was done with Kolmas Persoona's help. The e-mail interviews were of both theoretical and practical use, aiding in advice on topics such as the difference between service design and design thinking, as well as how to grow a service design company.

The thesis writer gained a great deal of information in the area of service design and how to apply it to other works. As a result from this thesis, the customer, Kolmas Persoona, gained a great deal of new knowledge about service design and more ways to use and channel their creativity into a more human-centered experience, as well as how to possibly expand in the near future.

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**Keywords** design thinking, ethnography, service design, service development, service planning

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## **Company's Mentioned within Thesis Work**

### **Caribou Coffee**

A trip to Sable Mountain in Alaska, USA was where the idea came from to start Caribou Coffee in 1990. Now serving more than sixteen (16) states within the USA as well as a view countries abroad, they are trying to spread and share the experience with coffee lovers everywhere. They serve Rainforest Alliance coffees to ensure social and environmental sustainability from their buyers, bringing an even more relaxing feeling to their environment.

Homepage: <http://www.cariboucoffee.com>



### **Engine Group**

Founded in 2000 in London, UK, Engine strives to bring better services, into the lives of end-consumers through research, insight, planning and design. Working internationally in both public and private sectors for companies such as Nokia, MSN, and Mercedes-Benz.

Homepage: <http://www.enginegroup.co.uk>



### **Experientia**

Based out of Italy, Experientia has helped client companies worldwide with envisioning, understanding, design and testing since 2005. They have client companies in nearly every industry from fashion to banking and finance to software to travel and tourism.

Homepage: <http://www.experientia.com>



### **Harley Davidson**

Formed in 1903 in a small shed in downtown Milwaukee, Wisconsin, USA by William S. Harley and Arthur Davidson (Davidson). Best known for their Fat Boys, loud exhaust sounds, and elegant design, Harley Davidson has won the hearts and minds of both fans and nonfans of motorcycles. Harley Davidson is now a world

known brand, which not only sells motorcycles but also a one of a kind experience that no other motorcycle brand can offer.

Homepage: <http://www.harleydavidson.com>



### **Kolmas Persoona**

Tanja Verho, Reetta Keränen, and Anna Kulonen, all of which have graduated from Tampereen ammattikorkeakoulu (TAMK) and the Proakatemia project program started Persoona Oy in 2003. The service design company, Kolmas Persoona was established in April 2010. While conducting their work, they have found out that service design, customer understanding and service developing is something that will be more highly looked upon in great detail in the near future.

Homepage: <http://www.kolmaspersoona.fi>



### **KOMIA Design**

Hailing from Jyväskylä, Finland, KOMIA Design is a global service design company. They offer services from product design to website design to brand strategy and management services.

Homepage: <http://www.komiadesign.fi>



### **KONE Corporation**

Founded in 1910 in Helsinki, Finland KONE has proved itself as a predecessor in technology innovation in its industry. Providing buildings worldwide with escalators and elevators, KONE wants for individuals to encounter a peaceful 'flow experience' while using their products. With its rich history, the company has earned its title through relentless desire of innovation and design.

Homepage: <http://www.kone.com>



## **MRoom**

Toni Kylätasku and Petri Sipiläinen joined forces in 1998 at a hairdresser World Championship in South Korea and had decided to change the barbershop experience for men (M Company Oy). They believed that women need assurance of an appointment to meet their busy schedules, but men do not feel the same way and want to receive a hair cut then and there. Since then, Kylätasku and Sipiläinen have changed the experience and reworked it how their customers would be better suited, no time schedules and lots of fun. Now they have five locations throughout Finland and set a new bar to be challenged.

Homepage: <http://www.mroom.fi>



## **Provoke**

With locations in Helsinki and Turku, Finland and in Tallinn, Estonia, Provoke has managed to create human-centric experiences through their 3i's: insight, innovation and implementation. Established in 2003, they have client companies international with multiple employees from numerous different countries to aid in their globalization.

Homepage: <http://www.provoke.fi>

**PROVOKE**

## **I. Introduction**

The world is changing – peoples buying trends are changing, products and services are evolving, and technology is growing more efficient every day. What can businesses do to keep up with these changing trends? They must innovate their own companies from the inside out. This may seem like an impossible task to complete, however, there is a new discipline of business, service design, which has simplified the process of innovation within a company.

The purpose of this thesis is to find out what service design really is. Finland has just made the step in the direction, while countries including UK, Germany and Sweden have been using it for a handful of years; moreover the United States of America are even further behind. What is service design and what are its processes? Is it a new part of marketing or a new field all together? What can companies gain from using service design? This thesis is both a qualitative and ethnographical work, looking to answer these questions through interviews, observations and literature. The topic has been chosen due to the growing competitiveness within Finland, without a clear understanding as to what this discipline includes.

The intention is to bring information together to create a more cohesive package on what service design is and how it can be used. This work is divided into two sections, the first being a background of service design, the processes in which are used, and also what makes a good service designer. The second part is a mere handbook for the client company, Kolmas Persoona, and for other startup service design companies. It gives examples of large companies that use service design in their line of work and ways to become successful as an emerging competitor.

Limitations to this thesis would be lack of interest of interviewees in answering to a thesis interview, busyness in the work schedules of service design companies, and lack of written literature about service design. Service design is a new discipline and because of that there may be little written work on the subject; including proper written examples on how it can be used.



## II. The Creative World of Service Design

### II.I. What's it all about

“We need new choices.” Tim Brown says in his book, *Change by Design*, technology has not run its course; in fact it is still bringing the world closer together, making it more united. He continues to say that these choices need to balance the needs to individuals and of society as a whole, new ideas that tackle global challenges and new strategies that result in differences that matter. Only then can we proceed with the notion of globalization. Only then can we help developing countries. Only then can we find the cures to deadly diseases. How do we create these new ideas and choices? By reorganizing companies, through service design.

The world of service design has sprouted from the realization that the needs of customers are increasing, as are their demands, at an ever-growing rapid pace. What happens to a company that cannot provide their existing clients with what they want, when they want it? The clients look elsewhere for what they want. Service design is a holistic segment of business, which is about rethinking how a company works, through planning and organizing of people, infrastructure, communication and material components of a service, but also by utilizing the human factor of emotion. In essence, some services (take for example, a cellular service) can be of great quality and innovation now, but five years from now this service can become outdated if it hasn't changed to the growing and changing needs of the customers.

The idea of *Kaizen* fits perfectly in the area of service design, because “many of these necessary and ongoing improvements can be brought into the service through the application of good design (Hollins, Blackman & Shinkins).” In his book, *Kaizen: The Key to Japan's Competitive Success*, Masaaki Imai describes kaizen as a continuous improvement within a workplace. The first part, *kai*, means *change*, while *zen*, means *to become good*. Figure 1 shows the elements of kaizen, as mentioned by Masaaki Imai.



Figure 1: Kaizen elements. Used to describe what Kaizen encompasses.

### II.I.I. Service and Design in one

The terms *service* and *design* need to be mentioned as two separate identities and then how they fit together to create this notion of service design.

A service, as defined by BusinessDictionary.com, is an intangible product that is not a good, such as accounting, banking, cleaning, education, medical treatments, and transportation. When dealing with a service, unlike a product, there is no transfer of possession or ownership when a service is sold. When you think about it, a service is not a product. If you look closer into the matter, one can see that the product of a service is the process in which the consumers go through.

There are five main characteristics of a service: variability, simultaneity, perishability, inseparability, and intangibility. When working with services, no two services are exactly alike, they have different outcomes that relates to the situation that is at hand. They disappear or perish simultaneously when the service is given; used up in a matter of sense because nothing is exchanged. For instance, when you purchase a plane ticket, you are purchasing the service of the flight, not the plane itself; you leave only with the sense of satisfaction or disappointment of the flight you took.

Services cannot be separated from their manufacturer either, seeing that there is no actual product being produced; instead the customers interact and are given an experience when purchasing a service. Lastly, services are not things, which can be felt with the body, but with emotions. You cannot feel the service of a hairdresser, but the end product, which is the haircut. Unlike products, services can be viewed as processes that exist only in time (Shostack, “How to Design a Service” 1982).

When dealing with a service, it is important to remember that it has the same marketing mix as a product; however, it adds three new aspects to the 4Ps: people, process, and physical evidence (Hollins). View Figure 2 for a comparison between the service mix and the marketing mix. One must remember when dealing with services, the emotion people get from the outcome is important (ie. was the consumer satisfied with the experience), the process by which the service happens needs to be realized (ie. was it a smooth and efficient transaction), and since the service is intangible, how can the consumer tell it took place (ie. receipt, end haircut, etc.).

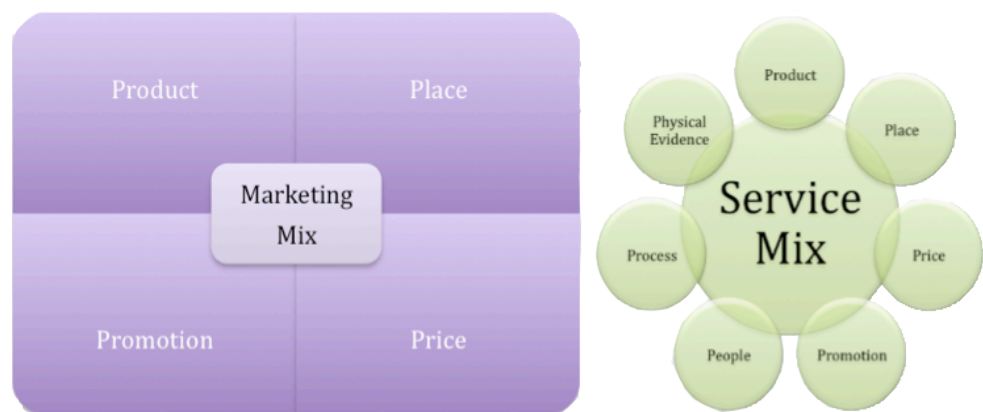


Figure 2: Marketing versus Service Mix

In regards to the second half of the discussion, what do all of these have in common: art, industrial, brand, floral, graphic, interior, architectural, experience, business, service, etc? Just add one word after each of them - *design*. The word design can come with much confusion because it has many different meanings and usages, however in the world of service design, Raymond Turner describes design best: “Design acts as an interface between company and customer, ensuring that the company delivers what the customer wants in a way that adds value to both.”

The objects of design are not merely products applying modern technologies, but experiences and industrial strategies as well, says Tuuli Mattelmäki in her book *Design Probes*. Relationships between products and users have changed throughout the years and this is why design has changed as well. What happens when technology comes to a standstill? What will people turn to next? Most likely experiences they can obtain from the services and products they once found engaging

and also from new creations. Design needs to help bring out these experiences, to better satisfy end-users.

What should also be looked at, is how the idea of *product* has changed; no longer is it just a tangible object but an also refer to ideas and services (this connects to the beginning of section *II.1.1 Service and Design in One*). As the concept of product broadens and the demands on understanding the context escalates, more knowledge of various fields is called for, to be associated with the object of design and to be worked out further (Mattelmäki, 2006). This is one reason why design has changed so much in past decades.

How do you bring design into a company in the modern world? Roger Martin, author of *The Design of Business*, notes four ways on how to do this:

- Set up expectations clearly and upfront, and make sure to get your boss in thinking in the same direction;
- Make sure to get help from outside experts if it is needed;
- Always expect some speed bumps (nothing comes easily); and
- Don't try to explain by talking, demonstrate it some how!

These are just basic ideas, but one must get creative when using design.

### *II.1.1.1 So what is service designing then?*

Upon asking Kolmas Persoona, what they thought service design meant, Anna Kulonen stated it as “a new emerging field of design, which focuses on developing existing services and innovating new ones from the customers/receivers/users point of view.” She goes on to say that it utilizes the methods and principles of design thinking and emphasizes the meaning of customer experience.

“Service design is making something invisible and abstract as service to be visible and understanding. It helps people to use services and gives something extra to the everyday life.” Tanja Verho continues with the idea that service design uses methods from designing and by using different techniques such as “wearing glasses of the customer” to aid in the process. Moreover, she expresses that customer understanding is the key to service design.

The third member of Kolmas Persoona, Reetta Keränen, describes service design as “a way of thinking and a way of developing service concepts.” One can develop these service concepts, she continues, through innovative and customer oriented methods.

After collecting all perspectives on what service design can be defined as, one can clearly see there is no one set definition to describe this new area of business. However, there are several key factors that can be used as ideas regarding what service design provides and what it can do for a company:

- Identifies new value added services for product manufacturers and service providers;
- Improves efficiency and effectiveness of already accessible services;
- It can be both tangible and intangible; and
- Creates inimitable customer experiences.

In the words of Birgit Mager, service design specialist and professor at Köln International School of Design, “Service design addresses services from the perspective of clients. It aims to ensure that service interfaces are useful, usable and desirable from the client’s point of view, and effective, efficient and distinctive from the supplier’s point of view” (Mager).

## **II.II. How did it come about?**

Book after book one will come to find there is no real “Father of Service Design”; cases have shown that G. Lynn Shostack has been recognized as a figure whom has informed the public of service design and blueprinting as we know it today, in the service world. And since then Birgit Mager from Köln International School of Design, amongst others, has been one of the keynote lecturers on the field of service design. However, there were many brilliant minds that have used service design as early as the beginning of time.

The Neanderthals began with the invention of tools which made living easier; irrigation in the Fertile Crescent, Mesopotamia as early as 8000 BC making way for

farming as we know it today; and who could forget the invention of the wheel in 3500 BC also in Mesopotamia; the list could continue for awhile, but what about more modern individual service design thinkers? Amongst them the most famous might include Leonardo da Vinci and Thomas Edison; both contributing enormous creativity and innovative ways of thinking and different services which have improved lifestyles for decades, and even centuries. Did they have what it takes to be acknowledged as “Father of Service Design” or does G. Lynn Shostack still stand at the beginning?

### *II.II.I. Leonardo da Vinci (1452 – 1519)*

Leonardo da Vinci was a big thinker, who thought *out of the box* on many situations. He was not just an artist, moreover, he was an inventor, innovator, and engineer; put these four elements together and you have the foundation to an enlightened service designer. da Vinci created a plethora of new contraptions from flying machines to land vehicles (both for civil and war usage) to robots and parachutes (Keepthinking Ltd & Us Two Ltd); however, he didn’t necessarily have a customer oriented view, but his ideas and ways of thinking were needed to get the service design ball rolling. His ideas were merely prototypes for inventors to one day pick up and reinvent and hopefully set flight to his dreams.

Because of his ability to design, innovate and prototype his ideas into drawings, this made him analyze different situations and think for best-case scenarios. This shows that he had the right mindset to be labeled as a service designer. Leonardo da Vinci once said, “I have been impressed with the urgency of doing. Knowing is not enough; we must apply. Being willing is not enough; we must do (ThinkExist).” Do what is common sense; think as if you are the end consumer. da Vinci may have been making mere prototypes for himself, but did he really not think about the future and what significance his inventions could make?

### *II.II.II. Thomas Edison (1847 – 1931)*

Thomas Edison, the father of the light bulb, movies, and personal music at home can easily be seen as a service designer. All his inventions were made for other Americans to make their lives richer and created a sense of fulfillment (Beals). An

innovative, engineer that had been mainly home-schooled from an early age, grew to be one of the most brilliant minds in the modern world. Patents and more patents piled up showing his creativeness in inventing and reworking his own ideas to make them more worthwhile.

“My principal business consists of giving commercial value to the brilliant, but misdirected, ideas of others.... Accordingly, I never pick up an item without thinking of how I might improve it. (The Edison Innovation Foundation)” This was one of the ways in which Edison lived his life, finding a way to succeed no matter how many times something may have failed. He used his limitations – such as his deafness – as sources of competitive advantages, for example, who would want to imitate an invention that makes sound, which was invented by a deaf man (The Edison Innovation Foundation)? Edison’s attitude toward improvement of his inventions and a knack for creating new ones clearly shows his ability as being a service designer.

### *II.II.III. G. Lynn Shostack (1945 – present)*

G. Lynn Shostack, who was Vice President of Citibank in the US during the 1980’s, managed to turn the page in regards to blueprinting. Blueprinting has been used for ages, when dealing with architecture and engineering, as a detailed plan or simply, a guide. Shostack changed that with her article, *Designing Services That Deliver*, where she laid out that services also need to be looked at in great detail to make sure what is delivered is not just product/service oriented. She has discussed the need for a better service design to make services more powerful, which would provide a better, more “systematic method for design and control.” Shostack’s blueprinting for design and analysis attempts to address the multiplicity of dimensions, later on it would also encompass emotions created by elements of the blueprint (Evenson & Mager); not only that but it would also incorporate the expense and returns of the operations. Sounds a lot like the marketing of services, with a hint of accounting.

Though G. Lynn Shostack has improved a part of the design process, does that make her a true service designer or just a glorified marketing consultant? She had the consumers in mind when taking blueprinting into account, but did she really have

anything to do with the design process itself, or does she have her head more focused on the field of services marketing?

On one side, her article, *How to Design a Service*, Shostack clearly states the differences between products and services, and that they need to be treated accordingly. She used ideas taken from both marketing and business consulting, to mold a design theory for services; this is where she incorporated blueprinting into the service field. She has proposed a way to develop services through blueprinting and the relationships between services, people and their environments (Shostack, “How to Design a Service”, 1982). On the flip side, Shostack never talks about the key ingredients of service design; identifying key actors involved in the service, the types of scenarios which can be taken into account, and means of translating these into a method that others can learn from, a sort of prototyping for a service (i.e. storyboards, scenarios, acting, videos, role-playing, etc.).

### **II.III. A Mixing Pot of Means**

#### *II.III.I. Services Provided*

When interviewing different service design companies on what kinds of services a service design company should not provide, Mikko Kämäräinen - CEO of Provoke – responded with “Why should we try to restrict services? The field is new and open, there is room for many kinds of services, very specific niche services and very broad turn-key services including everything.”

In essence, you want to take people from all areas of work, such as engineers, marketing and branding gurus, sociologists, and others from different areas of business; then you want to put them in a room and let the ideas and imaginations flow. There should be no limit when talking about the educational backgrounds of the individuals in service design everything can be utilized.

Why are analyses and cost calculations areas in which service designers may stay away from? This may give the appearance that the service design company doesn’t know its worth. However, it has more to do with their customers and how much they should ask for a given project. Is it too much? Or maybe too little? If they ask too



much, they may be perceived as greedy or they are paying for the ‘brand’. But if they ask too little, it may seem as if the service design company is unsure of their quality of the end results. This is questionable, but a notion which is worth thinking about. Then again if the service design company is making a new cost calculation for their clients business, this should be left to the clients and what they think would be best. In Table 1 one can find the services in which service designers should and should not offer their customers.

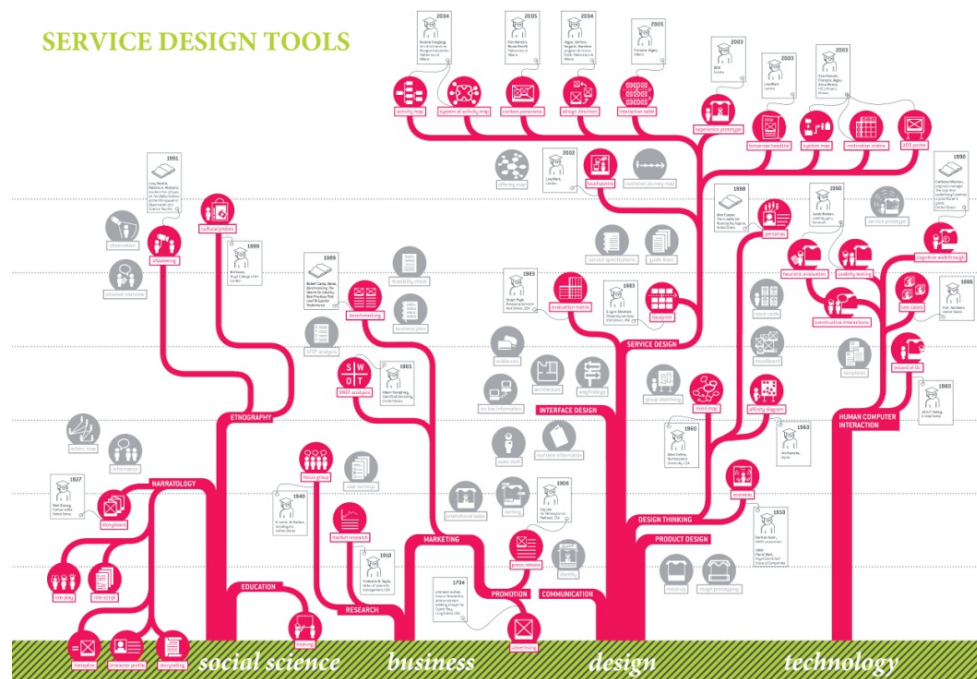
Tom Wynne-Morgan, of Engine, mentions that organizations need to maintain perspective, that if any activity influences one direction too much then it could be detrimental to the entire project. While Camilla Masala, of Experientia, reminds that the whole service offering should be consistent with the company values and the experience should be experiential, valuable and memorable from the user/customer view.

*Table 1: Services that are and are not provided by service designers.*

<b>What to Provide</b>	<b>What not to Provide</b>
<ul style="list-style-type: none"> <li>• Mentoring</li> <li>• Research</li> <li>• Piloting</li> <li>• Consulting</li> <li>• Additional Services               <ul style="list-style-type: none"> <li>○ Industrial design</li> <li>○ Interior design</li> <li>○ Architecture</li> <li>○ Brand design/strategy</li> <li>○ Marketing</li> <li>○ Branding</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Analysis</li> <li>• Cost calculations</li> </ul> <p>But these can make way for a great partnership with other companies or specialists (ie. accounting agencies)</p>

### *II.III.II. Kinds of Tools Used*

There is a plethora of different tools that a service designer possesses. In Figure 4 you'll find a tree map of all the different tools (created by Roberta Tassi, find in Appendix III a larger image), according to the area in which the client company needs improvement. For example, in the social science category one will find the tools of education, narratology, and ethnography, but if you look at the design category one will find communication, product design, design thinking, and interface design. Each of these categories has been broken up into smaller subcategories and some have been dissected even more. In this section a select few of the tools will be looked at in greater detail and expanded on why they can and are used in service design.



*Figure 3: Roberta Tassi's representation of service design tools.*

Ethnography has long been used by anthropologists when looking at today's world and seems like the perfect addition to service design, but is it used? The New Oxford American Dictionary refers to ethnography as "the scientific description of the customs of individual peoples and cultures." To add to it, the Merriam-Webster

Online Dictionary says that it can be viewed as two different things: first, the actual act of studying and observation of human cultures, and secondly, as the actual explanatory work which is produced from this research. Catherina von Koskull explained that ethnographic research also contrives to capture the ‘taken-for-granted’, which in many cases is needed to expand deeper understanding of customers. She also exemplifies ethnographic methodology as being open-ended and flexible, which allows the researcher to focus on the unpredictable remarkable issues as they emerge during the process (von Koskull). This can without doubt help service designers learn about their clients’ customers on how to manage time or processes more efficiently in the their eyes, just through observation of body language. Something to look forward to in the near future of service design.

To give an example of ethnography at work, take a small company in Silicon Valley, California that produces a new type of security software. They want to sell their products within the Chinese market but have no idea how to cater to their needs and need to be careful to not offend them or interfering with traditional habits. To do this the company in Silicon Valley must send an employee to China and observe their culture and habits first hand; this is ethnography.

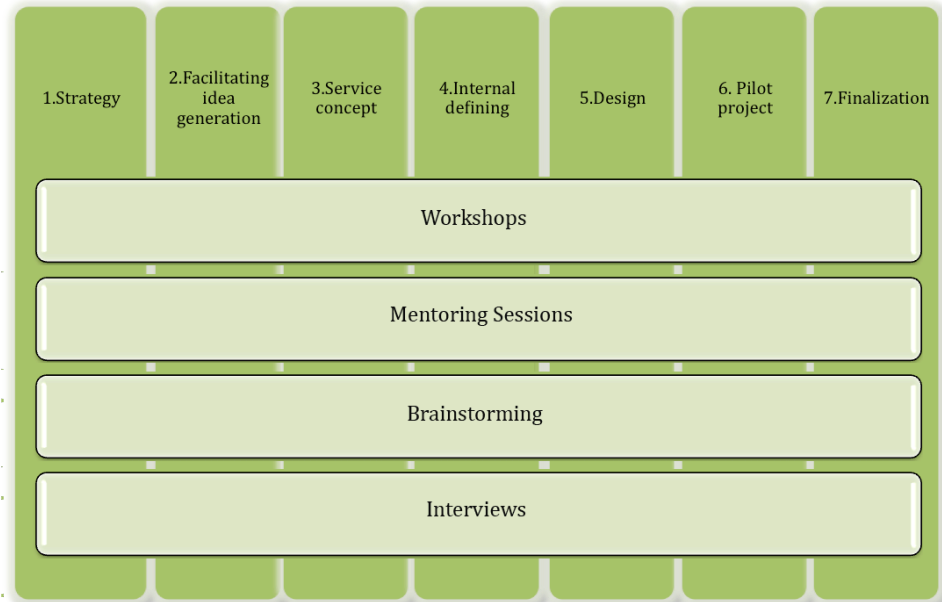
In addition to ethnography, other social sciences have proven to be beneficial in service design. Social science can be referred to as a branch of science that deals with the institutions and executions of human society and with the interpersonal relationships of individuals as members of the populace (Merriam-Webster, Inc). Anthropology, education, history, sociology, management and communication studies are all part of social science which in their own ways could benefit the way service designers do their jobs, at perfecting customer companies. Table 2 gives a few examples from each area of social science that deals with service design and how it can be used.

*Table 2: Social sciences associated with service design.*

<b>Social Science Area</b>	<b>Example within service design</b>
Anthropology	Ethnography to study the cultural backgrounds of clients
Education	When using workshops and mentoring sessions
History	Using trends from past years to make a picture of the future
Sociology	When relating to the clients' customer and their habits, needs and wants
Management	When reorganizing the company to work better internally
Communication	Communication is used in everyday life, whether it be face-to-face or through email or slow mail, or by phone

Besides the help from science there are a number of other methods worth mentioning in the bag of tricks held by service designers and service design companies. One must remember that when referring to service design, it relies on design thinking methods, remembering the importance of the customer/user experiences, the capability of the service design company as a whole and the customers which participate during the developing project (Kulonen). With this being said, there are two huge areas that are used as developing tools in service design: the actual designing process and the understanding and research.

The design process is fairly similar amongst service design companies; in Figure 4 one will find the design process that has been developed by Kolmas Persoona. It has been fashioned by taking different aspects from other service design processes and created into something specifically for Kolmas Persoona and their aims. As one can see from the figure there are seven phases (which can also include titles such as: define, discover, synthesize, analyze, design, build and launch) which take place, each which can be opened up and defined by workshops, mentoring sessions, brainstorming, interviews, etc. It is to be noted that Kolmas Persoona used the basic ideas (seven phases) as guidelines and the sub-phases have been developed according to the needs of their company.



*Figure 4: Kolmas Persoona's service design process.*

When you manage to break down the design process into the different phases, this is where you'll find the second part of service design; the understanding and research part. Workshops and interviews are two of the most important parts of the design process. Why? Because it helps the client see from the end consumer's view, like giving them a walk in their shoes. Workshops are set up and for each customer they are quite different. The world of service design is one of customization, not standardization; each customer should feel their own importance and significance in the processes and also help in the design process himself or herself. It is imperative to remember that in the background, Kolmas Persoona has a very strict basic outline of how the service should be developed, and that it is paramount to make the customers feel special and that the service is specifically customized for them.

Within the idea workshops *customer understanding* is very important. Understanding is a large chunk of service design because the customer company is attempting to reorganize itself in order to meet the end-consumers needs, and to do this they must be able to understand these end-consumers. But how does a service design company help the client understand their customers? Three ways come to

mind: ethnography (which has been previously discussed earlier in this section), fieldwork and probing, and prototyping.

Fieldwork and probing are more interactive with end-consumers, unlike ethnography which is mainly just through observation. The plan of collecting raw data can be done through surveys, questionnaires, interviews, and even mystery shopping. By asking questions, working with end-customers first hand, and experiencing what they experience, service designers can learn a great deal on the needs and wants of them. Only then can they help apply the newly gained insight to their clients company.

A customer journey, as Birgit Mager explains in her *Introduction to Service Design* article, is an “illustration of how a customer perceives and experiences a service interface along the time axis. “ She continues to describe it as an umbrella under which the service is explored, and with various methods, systematized and visualized. In other words, it’s the connection between prototyping and understanding the needs, wants, feelings of customers at a given period of time during a specific service. The customer journey needs to have a specific starting and stopping point and in between these two times is where the service designers focus their creative focuses.

Scenarios, bodystorming, brainstorming, piloting, storyboards, and blueprints are just a few different ways that a service design can create a customer journey for prototyping. Bodystorming is an interesting way of prototyping, which makes the service designer pretend that the service in question really exists, and what they would do with it or use it for (Jones, Kachur & Schleicher). This allows the designers to use their imaginations and to really think about the end results and may also lead to new ideas. Using pilots, which involves both the clients and the customers, is working on a more practical level and can show different outcomes physically instead of just on paper. By introducing a system or procedure on how to accomplish a better service, piloting only allows a strict amount of participants to give feedback, before it is made to be public.

In Figures 5 and 6 you'll find the same customer journey of a visit to the neighborhood bakery depicted in the form of a storyboard and as a blueprint respectively. The starting place is the arrival in the parking lot and the ending point is when the customer leaves the bakery. There are two locations within this example, an exterior (outside the bakery) and an interior (inside the bakery) position.



Figure 5: Example of a storyboard.

A storyboard, as shown above, is a good visual on the basic interactions and happenings during the visit to the bakery. Remember, being able to draw or being artistic is not an important factor, as long as you can get the idea across. It gives only the amount of detail as the drawer depicts, which makes this form of prototyping very limited.

A blueprint, as depicted below, on the other hand, shows every little process. There are two 'stages' presented, a backstage and onstage/frontstage, as well as staff and customer processes. The two stages are divided horizontally by something, Nicola Morelli describes as the *line of visibility*, which makes the backstage as "not directly seen or experienced by customers, but necessary to the performance of service." On the upper half of the blueprint (onstage), these are all the connections, gaining of products of the service, etc; the customer and a staff member in this scenario has interaction, thus the two sections. In Figure 6, the solid boxed ideas are movements or actual actions (which could change an outcome), while the dotted boxes are emotions, expressions, thoughts, contact, etc of the individual at that point in time.

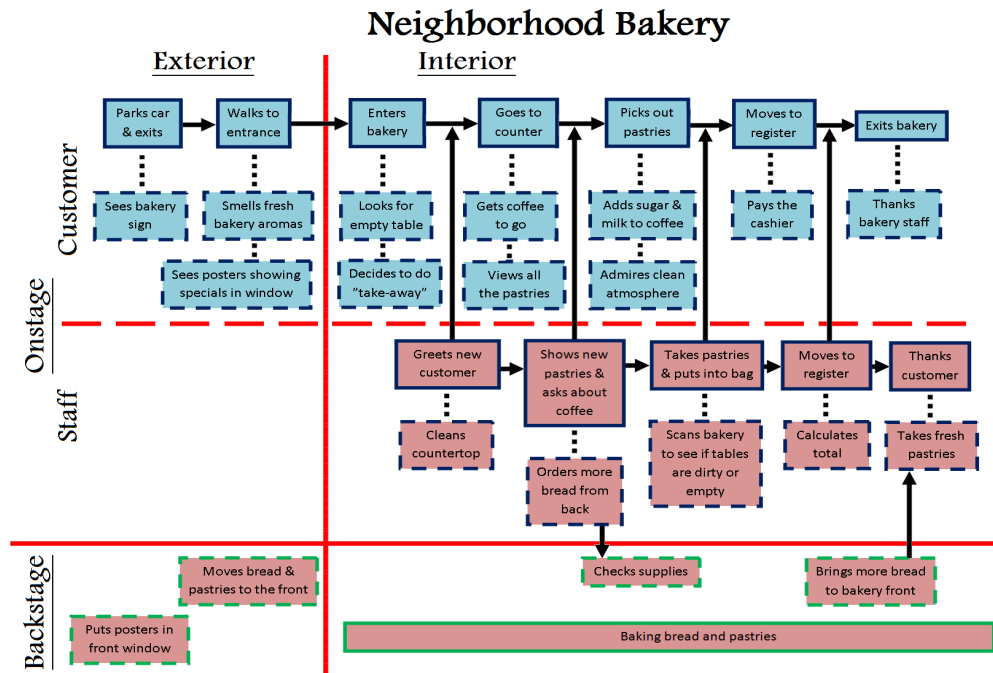


Figure 6: Example of a blueprint.

To go a little bit deeper, one can also look at the touch-points within a service design or customer journey. They can be referred to as the tangibles that make up the total experience of using a service (Live|Work). In the above example of a neighborhood bakery, such touch-points could include the posters in the windows, receipts, possible Word-of-Mouth which led the customer to this particular bakery, the website of the bakery (if they have one), and also the bakery goods the customer purchases.

### II.III.III. Clients as a tool?

Of course there are many other tools that help a service designer do his job, but there is one that is so important that without it, nothing would work. When working, no designer should work alone. The service designing at hand is to benefit the client, so naturally they are one of the greatest and most important tools and assets to a given project. The clients are the ones that make the decisions and set the goals, to be attained. Remember that no one knows the company better than the clients you are serving, they have the expertise of their company while you as a service designer know only how to help and innovate around it (Wynne-Morgan). That way the new ideas that are created are actually actionable.



The optimal level of interaction during a particular project, according to Mikko Kämäräinen, would be one where all the stakeholders are present, including the end-users. This is because, after all, they are the ones that will use the service and keep coming back if it is of good quality and done efficiently. “The service design company can only suggest and offer these ideas,” Camilla Masala of Experientia states, “but it’s the clients that are in charge of implementation and management of such services.” This is why it is crucial to work closely with the clients, to make sure time is not wasted and the end results are useable.

#### II.IV. So why use service design?

Using service design is one of the easiest ways a company can be reorganized, into a much more efficient powerhouse ready to take on the needs of today’s customers. There are three main areas in which service design can nearly instantaneously help a company (view Figure 7): innovation, growth and quality.

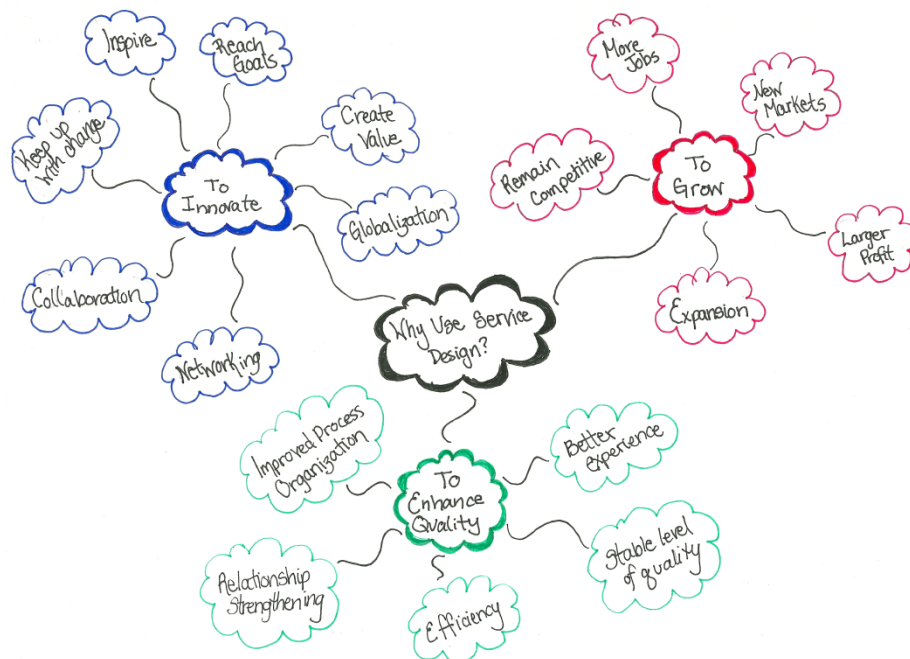


Figure 7: Mindmap on why to use service design.

##### II.IV.I. Innovation

Innovation does not have to have anything to do with technology (Arndt, Berner & Edmondson, 2006), even though we are moving from an industrial mindset into one

of technology. Sluggish development times are being pressured by rapidly-changing customer demands, global outsourcing, and new software's making businesses change gears, only innovation can help companies keep up with this drastic change.

Innovation is the key idea that is shaping corporate life, helping leaders conceive previously unimagined strategic options (Charan & Lafley, 2008). But why should a company innovate? What benefits can it gain? Mainly you will gain something other companies do not possess. Or in two words: To survive (Kämäräinen). The only constant thing in this world is change, and one of the best ways –possibly only way- would be to innovate to keep up with this change.

Tom Wynne-Morgan of Engine reminds that innovation is not essential for every part of a business; change can be disruptive. He continues to say that even though troublesome, for the majority of organizational change is sensationally and the innovation process is one in which this change is envisioned and managed. Innovation comes with many benefits including: new ways to reach goals; creating value for the company; keep up with globalization and change; to inspire both employees and clients; and also to collaborate and nurture networks.

#### ***II.IV.I.I. Effectiveness and Efficiency***

Why is it so difficult for organizations to innovate effectively and efficiently? Reetta Keränen says that it could be because many organizations do not have the right processes or tools to innovate with, or that the business culture itself does not support innovative thinking. This is not the only reason however; it is also dangerous to get too close to your co-workers (Verho). When you work with the same people day after day, with the same routines, creativeness and inspiration have long since vanished. Everyone starts thinking the same way, leading nowhere, making it hard for fresh ideas to be fashioned. Another situation could be that, in today's business world, engineers are everywhere, found throughout an organizations hierarchy. This could pose a huge problem because engineers tend to have more of a technology-oriented view, rather than the customer-oriented view. Is this a bad thing? No, it just means they are not thinking like their customers and innovating towards their needs

or wants as much, but rather fixing their existing products and services which are being sold.

Needless to say, routines need to be broken, think sessions created, and innovation reborn within the company. Or if the common cliché ‘time is money’ applies, that is when service design becomes most handy, because they offer these kinds of detours. New ideas from outside the company working to organize and make a better experience for everyone affected. Only then can a company grow and provide better quality services. Service design gives that little *nudge* in the right direction and gets ideas flowing.

#### *II.IV.II. Growth*

Service design can offer their client company a way to grow, growth regarding inside and outside the company. New markets, new jobs and expansion are three of the main ways service design can help with. However, it can also help with the client to stay competitive and gain more revenue. The client’s company may not necessarily grow in size, but rather with the goal of departments, markets, etc.

#### *II.IV.III. Quality*

The last reason on why to use service design would be to enhance the quality of the client’s services. This of course is why the end users will want to use this company for their advantages, because they offer superb quality services. Once the client company works out their level of quality with a service design company, it becomes a stable process, one that can be used over and over again for the reason that their quality won’t fluctuate anymore. The efficiency and fluidness will increase, which will offer a more positive experience for the customers. These will also aid in the overall improvement of the processes within the organization. When all of these enhancements are made the client-customer relationship will most likely strengthen, giving way to future business.

### **II.V. When should Service Design be used?**

Many companies these days have a great misconception regarding the satisfaction levels of their customers: while eighty-percent (80%) of companies believe that they

offer a great service, only eight-percent (8%) of the customers agree (Koivisto & Miettinen, 2009). Service design is definitely not on the high end of “things to do” in many corporations around the world; but those who do incorporate it into their business inner workings find it most successful and enriching. However, what is service design really like in today’s business world and what can we expect from it in the future?

Looking at two countries in particular, Finland and the United States of America, there is a huge difference in the department of service design. Finland has jumped on the wagon of improving the quality of services they provide (ie. Kone, Nokia, and Sandvik Mining and Construction Finland Oy) to ensure their customers’ customers are getting the best experience as possible. According to Elinkeinoelämän keskusliitto (EK), the ambition-level in internationalization of research, development and innovation activities must be raised in Finland. This requires that actions and resources are combined amongst enterprises, research organizations, funding and service organizations, administration and regions (Elinkeinoelämän keskusliitto). Finland seems to be on the right track to service design and innovation efforts, both within the country and offering services internationally.

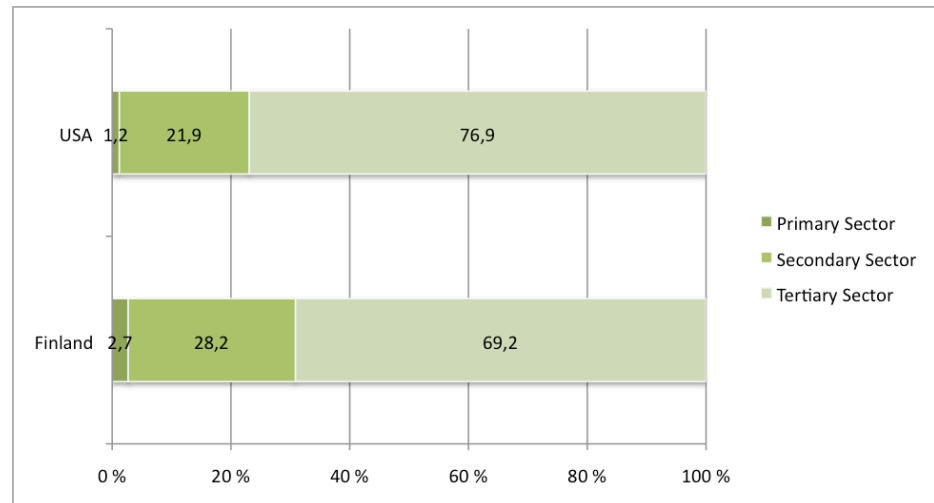
On the other hand, the United States of America has put this particular business service on the back burner while design thinking takes the reigns, but this could be because there are so few public services offered compared to other countries. What they don’t realize though is that design thinking is a tool, which is used by service designers, as was described in the section on service design tools. Why might this be? Humans are animals of habit; they are protective and (even though it takes a great deal of time in some cases) adaptive.

Naturally not everyone likes to be told what to do or how to run their business, and this may create some of the problems for businesses today to accept and implement this powerful discipline. It is a very new idea within the United States of America; in fact there are very few service design companies within the country, unlike Finland. Some things which come to mind on why businesses are hesitant on using service design, it might be that it is unclear on what exactly is done or could be done by

using it, they are unsure if it will really help their company in the long run and also that they might see it as time and money consuming endeavor that is not needed this second.

It is a matter of opinion, but the designers in the United States of America seem eager to start something huge like this, to finally call a part of the company their own and rework it from the ground up, but it might be the businesses that are holding back. Are they too hung up on marketing or are they just scared to try something new and bold, making them stand out from the services crowd? In the United States of America, actual geographic locations can have effect on their attitudes. To illustrate this point, New Yorkers are stressed and unfriendly but intellectually inclined, while people who live in Georgia and Florida are sociable and energetic (Nasaw). Depending on where service design is implemented may have different opinions or attitudes from the companies using it.

Change can also shine a whole new light on different situations. It can have some many reactions including resistance, fear, adaption and even anticipation. In the United States of America, services account for nearly eighty percent (80%) of the GDP (Central Intelligence Agency), while in Finland services hold just over sixty-nine percent (69%) of the GDP (Tilastokeskus), both taken from 2009. With these kinds of statistics it is clear how important services are to these two countries, just imagine if service design was to be incorporated into their businesses. In Figure 8, one can find the drastic differences between the three sectors of both Finland and the United States of America. The primary sector represents agricultural areas of work including fishing, forestry, farming and mining; the secondary sector depicts the manufacturing economy that includes production and construction; lastly, the tertiary sector is the one that encompasses all the services, both public and private.



*Figure 8: The three sectors of an economy in respect to the USA and Finland.*

What does this leave for the future of service design then? In Finland, service design will probably be: 1) adapted into a company and welcomed as one of the departments, 2) it will be used by many more service companies and in many different fields and 3) there will be schools set up for service designing. In the United States of America, on the other hand, it may: 1) replace marketing and advertising of services in the future (or simply fulfilling them), 2) be more of a practical development, or it could 3) take us all by storm and use service designing in all the service and industry businesses.

The future lay uncertain but the world is changing drastically, day-by-day new services are being created, and from the looks of how often the fail, not well. Customers long for simplicity and sometimes even less choice in their hectic lives, while businesses are looking to earn more money and want to be excited about what they do. Service design may be a new and scary idea, but in the future it will definitely become the most competitive advantage a service business can play in their deck of cards.

In a two-minute interview on the topic of the future of service design, John Thackra states that there are two possible outcomes that could happen:

- I. Service design becomes more pragmatic, using step-by-step cases for innovation in developing services; or
- II. Service design will take a step back from the pragmatic viewpoint, and start reworking service companies and rethinking what services are about starting from basic principles.

Schools offering service design may become more abundant in the Scandinavian region, since the demand will be growing. But can service design really be taught? Everyone has been a customer, thus they should have a customer opinion on given services; do schools really need to waste people's time by pointing this out and handing it to students on a plate? Or will service design grow as well in the future, adapting the ways of ethnography, education, history and other areas of study into the curriculum? When will service design be looked at as a mandatory field or degree program, just as marketing is?

Businesses are changing, consumers are changing, attitudes, needs and wants are changing.. to be fair, the entire world is changing. How are businesses going to react to this change if they don't also change themselves and grow, or if they do not rethink what their focus is? They won't survive. Only the future can tell if service design will be welcomed open-armed into businesses, which have accepted the need to change to stay in the game. They can outsource and use a service design company, or they can be like some manufacturing companies that have decided to take services more seriously.

## **II.VI. What makes a good service designer?**

Just as clothes and grooming are important to an interview, a homepage to a website, etc., the personal qualities, characteristics and values are to a service designer. One can look at the characteristics of a good service designer – good grades at an attractive design school, smart, willingness, etc – but what does it take to be a *great* service designer?

Upon interviewing a handful of service design companies, each one had nearly identical ideas on what makes a really great service designer. These characteristics

included: passion, diligence, attitude that nothing is impossible, cleverness, creativity/innovativeness, has open eyes with a humble mind, and most importantly ambition (shown in Figure 9). If one has all of those characteristics, you have yourself a great addition to any service design team. In their collection of articles, Satu Miettinen and Mikko Koivisto, in *Designing Services with Innovative Methods*, mention service designers as “taking a profound plunge into the ecologies of services, into the world of needs and experiences of users and providers.” They continue this idea by pointing out that these service designers visualize, formulate and choreograph solutions to problems that don’t necessarily exist in today’s business world.



*Figure 9: Characteristics of a service designer.*

Why are these attributes so important? Passion to take on new and challenging projects is likely to have less stress since it is something that is being enjoyed, as well as hard work, which helps everyone in any situation. Service design is not easy; you aim to serve, and to think of your customers first. If you don’t have a passion for helping others, this will not be an easy job for you.

Having the mindset of thinking that nothing is impossible enables you to quickly figure out different solutions, which will put you at the head of the game. Anyone can be creative or innovative, as long as they are in the right mindset and the right environment that allows them to utilize and grow their skills. Open eyes and a



humble mind mean that, one hasn't shut their eyes and mind to the world; they *know* they have more to learn and can always better themselves. Once realizing this it makes service designing much easier. A service designer must keep their heads out of the clouds and feet on the ground at all times, but must always bring forth new ideas to share.

Lastly and one of the most important attributes a service designer can have is ambition. Ambition can be defined as the desire for personal advancement and may suggest equally a praiseworthy or an extravagant desire <driven by *ambition*> (Merriam-Webster, Inc). In the case of the service designer, this applies to both themselves and their work. Of course everyone wants to be able to better himself or herself in every which way they can, but also need ambition to advance their work and to keep building upon ideas to make them more rich and fuller. A service designer must continuously learn and never to give up when failure arises. In fact, failure is to be welcomed, as it shows one less alternative to test in a situation and also shows that creativity is flowing. Or as Thomas Edison would say, "I have not failed. I've just found 10,000 ways that won't work." Only then, can someone call himself or herself a *great* service designer.

## **II.VII. Differences between other areas of business**

Confusion, blurred lines and definitions, which through service design into a whirlwind of misinterpretation and importance, can be and has been compared to many other areas of business including marketing and advertising, customer service, and even business consulting.

Marketing, as described in *Marketing: Real People, Real Choices*, is "about the flesh-and-blood people who need to make tough decisions, about the best way to develop a new product, or about how to make a product so irresistible it flies off of store shelves. It's about creating value – for everyone." Whilst advertising, is the way that marketers communicate their products to the customers, by using media such as posters, billboards, and even social media. Service design is also about adding and creating value to services, but in different ways. For one thing, advertisement isn't an area that service design touches, that is definitely for the

marketers. Marketers add meaning when showing people products or services, while service design actually designs the experience that a customer will get from these products and services.

Although, there is one thing to consider thinking about, is service design a new area all together, or is it a new area under marketing? This is a question that can only be answered in the future, once the terms, definitions and ways to use service design develop and grow. Until then, it stands as a matter of opinion.

Customer understanding plays a large part in the role of service designers, they must know the end-users needs, wants and expectations of their own customer. To do this they need to use a lot of observation skills that have been previously discussed in the section about the tools service designers use. Customer service is an actual service that a business can provide. According to BusinessDictionary.com, customer service is “all interactions between a customer and a product/service provider at the time of sale, and thereafter.” Both of these ideas, customer understanding and customer service, both have the human factor on the surface layer; both contain empathy. However, understanding how customers act or think is different from serving them more efficiently.

Last but not least, business consulting in a way is how service designers help their customers; they consult them on actions that could prove beneficial. This is the only thing that a business consultant may provide, is advice on a certain decision, they don't innovate or create ideas like service designers do. Because of this, it is easy to see how the two areas may be confused or used interchangeably.

After distinguishing the different areas of business from service design, you can see that service designers have molded this new field from bits and pieces of other areas. But service design should not be confused with these other areas because they are very different in processes, the ways of thinking and the ways of developing services.

## **II.VIII. Service design = Design Thinking?**

Is service design and design thinking the same thing? This has been a hot topic, trying to unblur the lines between the two ideas.

Service design, as we now realize is, a specific genre of design; and is a physical action being done (Kokkonen). In the words of Mikko Kämäräinen, “it can be seen as yet another horizontal expansion of the field of design.” He goes on to explain that the service design companies differ and split when they decide on how to make their work possible. Are the companies more user-centric or design-centric?

In his book *Design Thinking*, Thomas Lockwood states that, “service design beings with discovering what processes need improvement and how to best serve people’s needs. But the value of design thinking in service design lies beyond that.” This clearly states that service design and design thinking are two totally different ideas or processes, and in fact, you can apply design thinking into a service design model.

In Figure 10, you’ll find the representation of how service design is different from design thinking, according to Paul Thurston and Nick Marsh from UX Brighton. You’ll find on the left side, represents Service Design by *doing* and on the right, Service Design by *thinking*. This further shows that service design and design thinking are similar, but definitely not the same.

Put simply, design thinking is an approach, while service design is a practice (Wynee-Morgan).

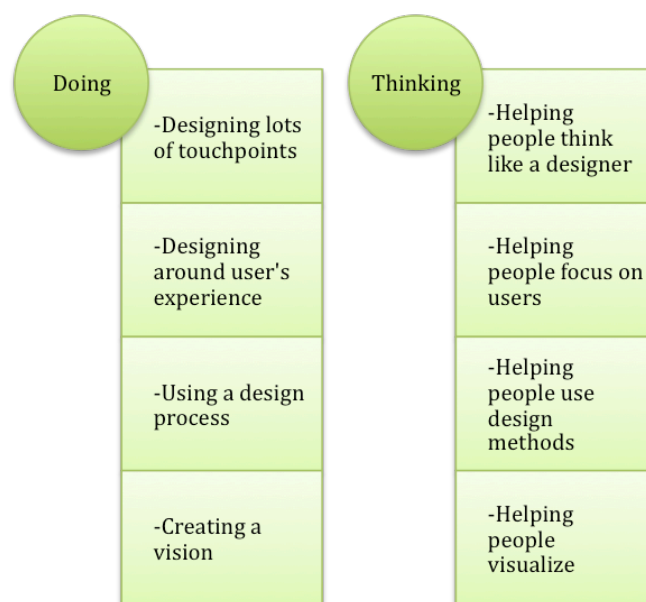


Figure 10: Service design vs. Design thinking

### II.VIII.I. Design Thinking in a Nutshell

Design thinking is an ideology, a way of thinking; (Kokkonen; Kämäräinen). In away it can also be considered a methodology or simply a process to get new ideas.

Design thinking is powered completely by “direct observation, of what people want and need in their lives and what they like or dislike about the way particular products are made, packaged, marketed, sold and supported (Brown, “Design Thinking” 2009).” Depending on what book you read and by what article, you’ll get an array of opinions on how design thinking processes are completed; some will say there are seven stages, some four and others three. The main processes, however, can be considered as researching and defining, creating ideas around the problems that are trying to be defined, prototyping different situations and then implementing them. Through these stages, while combing human empathy, originality and a good sense of judgment, design thinkers can generate new ideas.

It is basically a term created to describe how the methods and way of thinking of designers can be used (outside of traditional design). In this way, it is a meta-level term, not something you do - rather HOW you do something or anything (Kämäräinen). Figure 11, depicts a mind-map of how design thinking flows, according to Tim Brown.

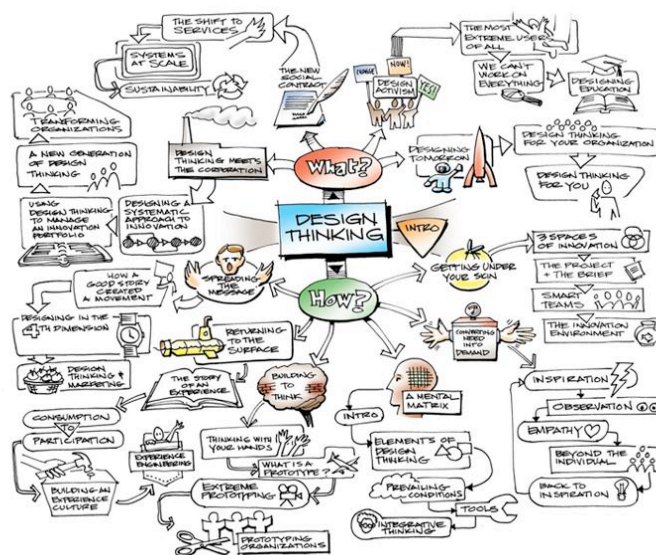


Figure 11: Tim Brown's mindmap of design thinking.

But not anyone can be a designer thinker, just like a service designer; there are different characteristics that put you above the rest. Tim Brown, CEO of IDEO, says that empathy, integrative thinking, optimism, experimentalism and collaboration skills are completely necessary tools a designer thinker must possess. However, you don't need to go to a design school, or have a special education in design to be creative and innovative.

It seems that design thinking is a more common method in the United States to innovate and come up with new ideas, unlike other parts of the world where service design is the main competitive advantage. Harley Earl, Henry Dreyfuss, Walter Dorwin Teague and Donald Desky were amongst the first design thinkers in the United States, and their contributions to developing methods helped to serve the needs of emerging US corporations (Lockwood, 2010). One can argue that design thinking has been around since design has been around, if it is looked at as a utensil for developing products. This *tool* can be useful in nearly every business looked at, and that is why it can be considered an important tool for service designers as well. "This [design thinking] is one of the most powerful competitive advantages (Martin, 2009)." It can make or break a company.

## **II.IX. From a different light**

The discipline of service design is a very new field and often looked over or past when it comes to large corporations. Why is this? Is there something that is not being mentioned that points a clear marker of warning? There are two main reasons that should be looked at: age and credibility.

It should be reminded that, in the grand scheme of commerce, service design is a very new field of working with businesses in a human-centric mindset. Because of this reason, companies both big and small are weary towards what they learn and hear about it, unsure if it really is worth the time, money and effort. The respect is not there yet, nor popularity (Kulonen). It's very hard to put so much into a discipline that doesn't even have a proper definition hitherto. It is very difficult to see how all the processes are working together, while trying to reach an end result (Verho). Change is both risky and expensive, and to trust a new discipline may not

be the first thing on a company's mind, so they leave it up to different parts of the company. This ties into the second downside of the perception of service design, credibility.

As Anna Kulonen stated in her interview, service design has been “trademarked” by designers whom don't necessarily have the credibility in the eyes of a business and profit oriented companies. As mentioned in the section titled *What's it All About*, design is everywhere and is often confused, tangled in a ball of how it can be used or even defined in today's world. Designers and service designers are two different breeds of business people. Designers in a company may work hand-in-hand with the marketing department (forming the research and design department) on how to make services or products better, while service designers typically work outside the client company improving the overall service and satisfaction that the end-users receive. Designers may be stealing the limelight from service designers, but they won't and can't provide the same end products or results. It's about meeting the end-customers needs and wants, but how can designers provide that when sitting behind a desk or in an office all day?

## **II.X. Is service design for every company?**

In one word, yes. The question should be rephrased to, is service design ideal for every company at this exact moment in time? “In every business there should be time to think and rethink about the inner workings and processes as a whole and for the end-user” says Tanja Verho, it's just a matter of when they are willing to make the first step of thinking outside-the-box. If the client business wants to make the change to customer-oriented methods, to ensure the satisfaction of end customers and the experiences they obtain then they are most likely on the right track to start cooperation with a service design company. Anna Kulonen states that “..Of course there are companies, which structures don't necessarily support this kind of approach” due to the hierarchy within the business.

Hierarchy within a company can cause many problems when trying to implement service design within the ranks. In large companies, there is a large hierarchy of different people within the company; shareholders, board of directors, CEO,

president, executive vice president, vice president, general managers, managers, supervisors, and workers. For service design to work within a company of this size, everyone, not just the workers, needs to believe it will work and affect the company as a whole. The higher up in a company hierarchy one reaches, the less flexibility and willingness to change takes place. When discussing about a small company, such as a self-owned photography shop, for example, where there are only a handful of employees: the company owner, maybe a manager or two, and then employees. It is easier for an employee in a small company to get the idea across about the need for improvement in some area, rather than in a large corporation where there are many levels to be convinced. In the end, every company is different, thus having different processes, but every company has customers, so why wouldn't they benefit from using service design?

### **III. Putting Service Design into Perspective**

In Finland, as well as the USA, service design is still at its beginning stages, so it is important to get a comprehensive view in service design and things that big companies have already accomplished. It is important to make note that while service design is new trend in Finland, it has been underway in the United Kingdom, Germany and Sweden for quite some time. Companies such as Apple, IKEA, Mercedes, and Nokia have all become global names, not just for the products they sell, but also because of something more.

This section is divided into two parts; the first part is a look into some big name companies that have become "service designers" in their own behaviors, while the second part is about Kolmas Persoona, what they do, where their clients are located and how to become a big name player in the world of service design.

#### **III.I. The "Best of the Best" and How to get there**

##### *III.I.I. Service/Product providers gone "service design"*

During the 2010 summer event of Service Innovation Circus in Helsinki, the topics ranged from business development to sustainability. One key topic was that of "Service based business and culture evolution in a manufacturing company." In

other words, a manufacturing company which has turned into a service and adventure business (Serve & Tekes). There are many challenges and requirements of these companies that have found the customers need and wants for a new service from these companies. Challenges including but not limited to new power shifts within and outside the company; information systems; means of communications; partnerships and networking; expertise and professional identity; as well as management, both oneself and the company (Lares). These along with the challenges of everyday work life are what face these individual companies, which have made this change or are going through these changes at the present time.

Along with the challenges, there also come requirements that must be fulfilled before a manufacturing company is able to make the switch into the field of service and adventure. Laura Lares, points out that a company must have: imagination; creativity with a customer focus; advanced management on many different concepts; up-to-date in modern technology; quick but efficient; interaction between many outlets; and not afraid to make mistakes.

Four outstanding companies had been chosen for interviews, for this thesis, to help see what it is like from a company's viewpoint on the world of service design and how it affects their business. Also, because these four companies – Harley Davidson, MRoom, KONE Corporation, and Caribou Coffee – have changed paths either within the company itself or going against the grain of what type of services this type of company has provided in the past. However, none of the companies could answer the questions given to them, due to busy schedules or unable to reach the correct individuals.

You will find in the section entitled *Companies Mentioned Within Thesis Work*, the background information for each of these companies involved. Also, when looking at the four companies a strategy canvas is made depicting where their service design takes place compared to other focuses. A strategy canvas is the crucial analytical and action framework for constructing a compelling blue ocean strategy (Kim & Mauborgne, 2005). It shows the different areas of a business compared to its



competitors. In the next examples, the number five (5) represents a high level of concentration on the given idea, while zero (0) represents no concentration at all.

### *III.I.II. Harley-Davidson Inc.*

When individual's purchase a Harley bike, they are not necessarily buying it because of the bike itself, but because the experience which is associated with it. What are the first things to pop into your mind when you think of a Harley bike: excitement, community, lifestyle, quality, and probably much more. They aren't necessarily selling a product anymore, but a dream, which becomes a reality. It's not just in the brand image, even though seeing the black and orange emblem does the thing as well, but it's customer loyalty and experience that sells the motorcycles. Even in their missions statement the thought is brought forward "We fulfill dreams through the experience of motorcycling" (Oosterwal, 2010). In his book, *The Lean Machine*, Dantar Oosterwal describes how product innovation and development is amongst the other competing forces within Harley-Davidson; it is also what fuels the United States of America's economy.

It takes process innovation to product optimization to product development that keep Harley-Davidson as a brand that everyone knows and keeps them in the game today (Teresko). However in the customer's eye you can see a sense of community unlike any other brand, with their Hog Owner Groups (H.O.G.) and the idea of a lifestyle built around this particular brand of motorcycle. In the article, *Technology Leader of the Year*, Jeff Bleustein is quoted by saying that "living the customer experiences is a priority" and that "it provides a basis for innovation". With that he estimates that nearly half of the company's employees ride Harleys. View Figure 12 for the strategy map of Harley-Davidson.

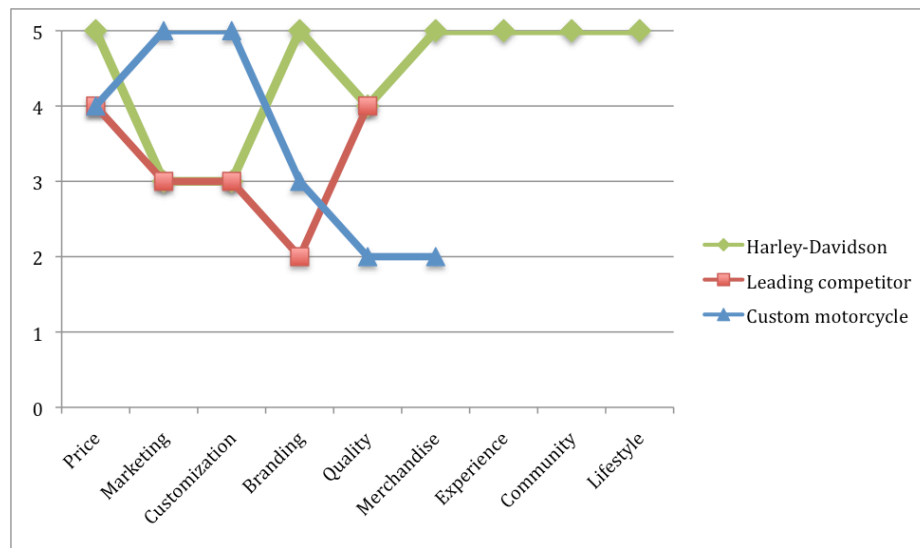


Figure 12: Harley Davidson strategy canvas. \*

\*Harley-Davidson was compared to Indian (leading competitor) and Kawasaki (custom motorcycle)

When looking at Harley-Davidson the touchpoints found include: website, word-of-mouth, Harley Birthday bash, receipts for merchandise and accessories, merchandise and accessories themselves, possible advertisements for an event which they sponsor or take part in (i.e. Summerfest in Milwaukee, Wisconsin, USA), and their warehouse show rooms.

### III.I.III. MRoom

MRoom is not just a barbershop for men; it is *THE* barbershop for men. A trip to the neighborhood hair salon for a man should be quick, easy and in-&-out style, in their opinion. However, they usually have to make an appointment, wait and come back when it is convenient for the stylists just like women do. MRoom has made an almost 'secret' society for men, where there is no queuing and no need for an appointment. Needless to say this is not the only advantage of MRoom, they provide customers with Xbox 360 gaming if there is waiting as well as refreshments; also including three different membership packages.

By looking at Figure 13, one can see that when compared to other places where men can get their hair cut or facial grooming done, MRoom provides a few more services, which help improve the experience. They offer entertainment as previously

mentioned, rentable spaces that include a sauna and meeting room, as well as a membership program. Locations were viewed as the amount of physical shops as well as how many geographic locations were available.

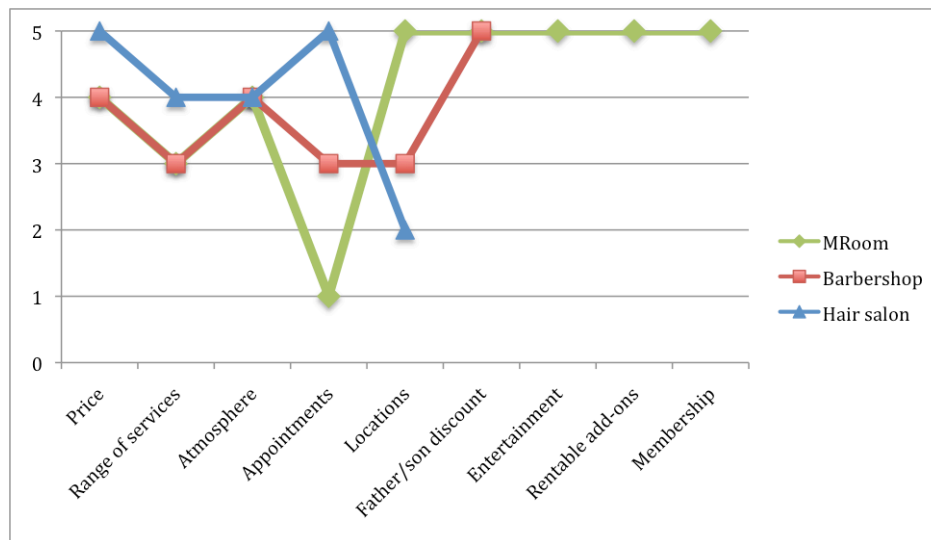


Figure 13: MRoom strategy canvas.\*

\*MRoom was compared to Groom (barbershop) and Tyyli (hair salon)

When looking at MRoom and the touchpoints associated with it, one can find: membership cards, website, posters, word-of-mouth and recommendations, business cards from the barbers, as well as the actual salon.

#### III.I.IV. KONE Corporation

Making a simple elevator trip into an all-encompassing experience is the aim of KONE Corporation, through innovation and ethnography (KONE Corporation). Coming from a simple elevator company into a global leader was no easy task, but through their innovations and solutions they have made it clear that they are not backing down. In the article, *Palveludesign on kuuma aihe*, the lead director of the service innovations department at KONE, Lea Lehtinen, mentions “We attempt to understand the needs of the market as well as the wants of the clients and end users.” She goes on to say that they are able to do this through co-operation with customers, making use of different research methods and also in-house ethnographical studies.

Through their work, they have become to be known as having excellent services, understandings and awareness that puts them ahead of the game. In Figure 14, one

can see KONE Corporation’s strategy canvas. By customizing their elevators to meet the needs of the end-users, they have gained much attention. For example they use themed elevators in the Finnish malls to encourage more usage – “The Incredibles” were a big hit with the children (Nevalainen, 2010). Their maintenance service, which is one of a kind, creates a sense of loyalty between KONE Corporation and their clients. And lastly their loyalty also to their own employees within the United States of America, creating health awareness programs such as *Elevate Your Health*, a co-operative program with WalkingSpree, which provides pedometers and tracks the amount of steps an employee makes each day (KONE Corporation, “Elevator, Escalator Company is Stepping Up To Wellness”).

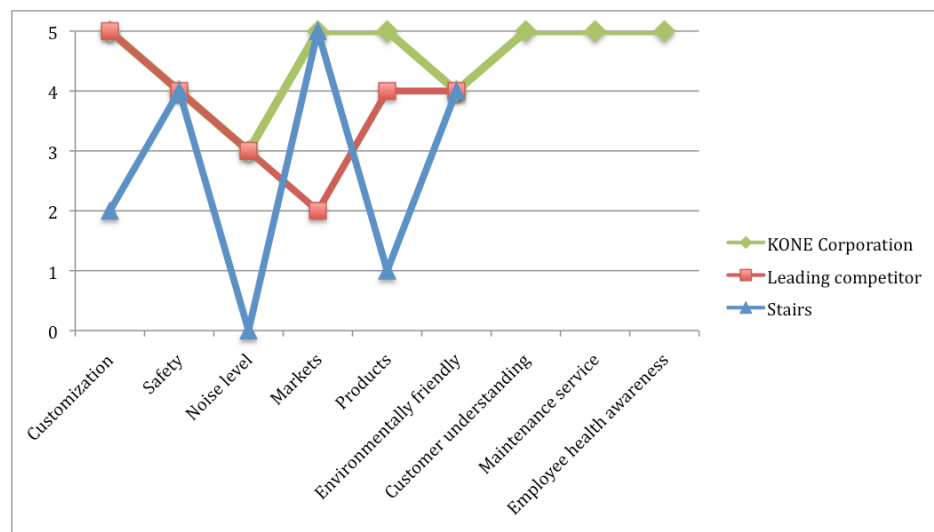


Figure 14: KONE Corporation strategy canvas.\*

\*KONE Corporation was compared to American Crescent (leading competitor) and your average set of stairs

Kone Corporation has an array of touchpoints itself, such as: physical contact with a product in a mall or building, word-of-mouth, news articles, marketing brochures and pamphlets, company website, showrooms and also building fairs and exhibitions.

#### III.IV. Caribou Coffee

Coffee houses today have lost their sense of serenity, being able to have a cup of hot coffee and read a magazine in a peaceful atmosphere. When you walk into most

coffee houses you find yourself amongst over crowded tables and long lines, needless to say there is so much hustle and bustle that one can't hear the music or even a quiet conversation.

The coffee experience is one that should be remembered, the taste, smell and atmosphere. Caribou Coffee offers all of these experiences when you first step inside the doors. You are taken from a busy lifestyle into a cozy log cabin, complete with fireplace and oversized couches. The creators of Caribou Coffee really wanted to provide not only sustainable coffee, but also a sense of being in Denali National Park in Alaska. They have carefully planned each touchpoint within the service, to make the customers feel welcome and have a memorable experience.

In Figure X, one can see the strategy canvas of Caribou Coffee compared to other coffee houses as well as store bought coffee. In Figure 15, the categories of *Fun & adventure* as well as *Customer participation* can be used as the service development within this company. They have gone above and beyond normal expectations of a coffee house, to provide this particular experience for its customers.

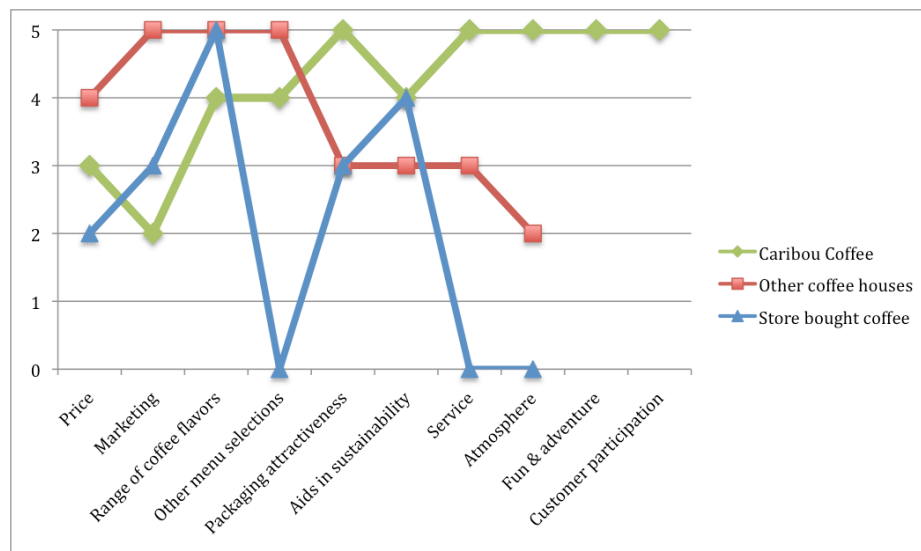


Figure 15: Caribou Coffee strategy canvas.\*

\*Caribou Coffee was compared to Starbucks and Wayne's Coffee (other coffee houses) and a package of coffee bought from the grocery store

Touchpoints for a Caribou Coffee experience include: coffee cups, receipts, website, products sold at grocery stores, gift cards, coffee shops themselves and

### **III.II. Kolmas Persoona**

#### *III.II.I. What They Do*

Kolmas Persoona is a new player in the world of service design, or as Anna Kulonen prefers to call them a service development company. They provide everything a service company should contribute, along with their own few personal touches. A sample view of their design process in Figure 4: *Kolmas Persoona's service design process* is a starting place for their clients. Each client company then takes what they feel is needed and works around to make it a more custom fit. Kolmas Persoona provides workshops, mentoring sessions, prototyping, etc. while also offering their experience in copywriting and branding to their clients. They have focused their target groups into three categories: education, health and wellbeing, and traveling. However, they have touched on some other industries as well including IT.

#### *III.II.II. Future of Kolmas Persoona*

A SWOT analysis (Table 3) was done for Kolmas Persoona to see where they currently stand as a new company. This will both help them view and assess their strengths and weaknesses as well as their opportunities and threats.

The future outlook of Kolmas Persoona seems to be bright. They have many opportunities in the field and have been thinking about looking into a new area of business which most service design companies haven't touched yet: the industrial industry. If they do progress and decide to go this way, there will be endless opportunities for them to partake in.

Kolmas Persoona's strengths and opportunities seem to outweigh their weaknesses and threats, which will serve them well in the future. Although to stay competitive with their competition, they need to revamp their website so it helps explain what they do, how they do it and for whom they do it for. This along with showing a

portfolio of references would help increase their reputation amongst companies within Finland. Growth will be needed to keep up with innovation and creativity as well as working within teams instead of individually on projects because due to the fact that there are few employees.

On the other hand, due to few local competitors they have the possibility to grow and be well known within the Tampere-Pirkkala region in the next few years. Each of the three employees at Kolmas Persoona have continued their education apart from Tampereen ammattikorkeakoulu and have attended courses towards a Masters degree, each from a different school. This will be beneficial as it adds new resources, experience and knowledge to the company.

*Table 3: SWOT Analysis of Kolmas Persoona.*

<p><b><u>Strengths</u></b></p> <ul style="list-style-type: none"> <li>• Small company (i.e. little hierarchy)</li> <li>• New knowledge</li> <li>• From different backgrounds (i.e. continuing education)</li> <li>• Flexibility</li> <li>• Ideal location for client companies working in Tampere region</li> <li>• Ongoing service innovations</li> <li>• Marketing, branding &amp; copywriting</li> </ul>	<p><b><u>Weaknesses</u></b></p> <ul style="list-style-type: none"> <li>• Little experience with service design</li> <li>• Few employees to bounce ideas around with = less room for innovation and creativity</li> <li>• Missing expertise in some areas</li> <li>• Little reputation in market</li> <li>• Website</li> <li>• Little team work</li> </ul>
<p><b><u>Opportunities</u></b></p> <ul style="list-style-type: none"> <li>• Many potential clients in industries which are focused on</li> <li>• Many potential clients in Tampere (local), Finland (national) and the world (global)</li> <li>• Few local competitors</li> <li>• Have capability and resources to grow</li> </ul>	<p><b><u>Threats</u></b></p> <ul style="list-style-type: none"> <li>• More experienced service design competitors with more and bigger references</li> <li>• Most service design companies are ahead and already working in the global market</li> </ul>

### **III.III. How to Get to the Top**

A very short questionnaire was sent to ten (10) different service design companies from around Europe and one in the USA. These companies were: Continuum (USA), Engine Group (United Kingdom), Experientia (Italy), Fjord (United

Kingdom), IDEO (USA/United Kingdom), Komia Design (Finland), Prospect (United Kingdom), Provoke (Finland), Transformator (Sweden), and Valve (Finland). They were picked as the top ten competitors of Kolmas Persoona and were picked from a list of fifty-seven (57) in regards to if they worked globally/internationally, same or similar client base, same or similar services provided and their website design. Each company was given a list of nine (9) questions, which were identical (Appendix I). It's meant to see how Kolmas Persoona is seen compared to their competitors from around the world. However only four companies (Engine Group, Experientia, Komia Design and Provoke) were able to find time enough to answer the questions given to them.

#### *III.III.I. Becoming a Success*

It is said that companies are started on a daily business, and that many of these start-ups tend to fail within their first few months to a year of opening. How does a new company succeed in a market full of service design companies with more years of experience and many projects under their belt, compete and stay a float? There are many things that are important to do to stand out amongst the crowd, including: finding a niche, think big, give an outstanding first impression, build a reputation, positioning, plan for success, and do smart work (Visualized in Figure 16).





*Figure 16: Mindmap on how to become successful as a service design company.*

Being able to find the right niche may be difficult, but once it has been established, it'll be much easier to compete with competitors that may provide the same types of services. You want to be passionate about it, so that it makes it easier to follow and stick with as the company grows.

Although a startup company may be small, it should think big! Just because a company is small in size, does not mean it cannot produce excellent products that will give their competitors a run for their money. There are many advantages in staying small including flexibility, ability to have a quick response to a situation, being able to have more of a personalized relationship with clients and also being able to fail. At Engine Group, Tom Wynne-Morgan commented, “everyone is given permission to fail. Do something and apologize for it later, safe in the knowledge that since we work closely as a team no one will be able to go that far off track.” This is very important to remember in a small company, use your co-workers as buffers to stay on track, but failing only shows you new ways on how not to do things. Take it as a learning experience and laugh from it later on.

Everyone says that the first impression is the most important impression you can give someone and for a small company this is even more true. A company only gets one shot to sell themselves to potential clients, be bold but be yourself, aim for precision

and quality. Make a list of things that potential clients will see first about your company, more often or not your logo is at the top of the list, it should be something catchy that will stay in the back of the mind. The second is usually the company website and then lastly the company environment. Make sure others view your company the way you see it and want it to be remembered as. Being a small company, reputation can play a huge factor on gaining new prospective clients. This ties into the topic of first impressions, as you want quality and knowledge to shine through to gain confidence of clients.

Knowing the positioning the company will take from the beginning helps a great deal. Mikko Kämäräinen, when asked about positioning told, “From day one, we set out to position ourselves as something different – and international.” He went on to tell about the clients they were looking for and how it was difficult with no references. But by doing this Provoke excluded the typical market segment in Finland of design companies, the small domestic companies and small projects (Kämäräinen). They decided where to focus their services and continued to push forward. Without the positioning they would have caught up with competition, but possibly not as quickly. This goes hand in hand with planning for success, because without a roadmap to where your company is going you will never get there. It can be compared to having a winning game plan going into playoffs during hockey season. Know your resources, forecast sales, assess costs, and manage your company’s risks (possibly a risk management plan).

Lastly, do smart work. Never stop innovating, creating, or learning. Improve self-confidence and never doubt self-worth. Build networks and relationships; it is both one of the most difficult parts of starting a company and the most important. Remember, it’s not the amount of work that you do, but how well you do it. Make lists of all the projects and their deadlines, do two big things each day and if you have time continue with one or two small things. Be able to space out your work, otherwise burn out will occur, no matter how much you love your work. Above all, work is extremely important but if you do not allow yourself time to rest it reflects in your work.

When all is said and done, service design companies become successful because they understand how to look both internally at organizations as well as externally. And to do this, relationships need to be made with clients to the point where they can see the full value of what the service design company can offer.

### *III.III.II. Better Websites*

The section, *Better Websites*, is based on all fifty-seven (57) companies that are considered competitors (Appendix II, list of competitors as of October 2010). The website analysis was done by reviewing each competitor's website with five (5) different categories: who, website, customers, foreign friendly and other. *Who* represented the company, what they specialized in and what they did exactly. *Website* looked at the website from a critical viewpoint of layout, ease of usage, colours, etc. It was meant to look at the website as a whole entity. *Customers* were who the company focused their services on, for example the certain fields their customers work in and where they are located in the world. *Foreign Friendly* was meant to look at how user friendly the website and company was in terms of different languages used or branches in other countries (if they worked internationally). Is the company accessible to businesses in other countries? Lastly, *Other* described any other tidbits left over that were found interesting or unique, both positive and negative. (View Appendix III to view the entire competition website analysis).

Five main factors should be taken into account when building a successful company website, you want it to be: reliable, relevant, usable, current and in good performance (i.e. time it takes for the page to load).

The website homepage gives other companies and prospective clients one of the first impression of the service designers company, think of it as the company's business card. It should be eye catching, organized, and get the message across straight away what the company does and who their target market is. This is very important, because it does not waste the company's time or the prospective clients. In Table 4 one can find some good examples on what to include in a service company website, and what to disregard.

Table 4: Website dos and don'ts.

<b><u>Things to Include</u></b>	<b><u>Things to Disregard</u></b>
<ul style="list-style-type: none"> <li>• Interactive graphics</li> <li>• Target market</li> <li>• References</li> <li>• Brief company history</li> <li>• Calendar of events hosting or attending</li> <li>• Blog (as long as it is frequently updated)</li> <li>• Employee biography (i.e. schooling, passions, etc)</li> <li>• Processes which will be utilized</li> </ul>	<ul style="list-style-type: none"> <li>• Scrolling on the front page (or too much scrolling on any page)</li> <li>• Telling every little detail about every little aspect of the company</li> <li>• Too many straight lines – service designs should show creativity</li> </ul>

When searching through different service design websites, even marketing websites, they used a lot of oranges, blacks and grey tones. This should be avoided; to make sure your company stands out from the rest. Another thing to try to remember is the use of straight lines; mindmaps look more creative than a graph or table. Potential clients want to see the creativity and innovativeness of the service design company in question, show them the uniqueness they crave.

Along with these pointers on how to become successful and having a superb website, there is one more way in which to get a service company known: growing and going global (or at least international). This is because Finland's market is so small, that it may be impossible for a service design company, amongst all its competition, to survive without crossing borders.

### *III.III.III. Globalization*

Globalization seems to be another big term that has been haunting businesses for the past handful of years. The global market's gap is shrinking day-by-day, everything being connected by the click of a button and an Internet connection. Today many of the service design companies have established themselves in their country of origin as well as internationally.

There are many steps in which this is to be done, first a service design company must be able to give one-hundred-and-ten percent (110%) to their international customers,

even more so than domestic ones. This is because building relationships internationally is much more difficult and time consuming than one where you can talk face-to-face or easily reach by phone, so the extra effort needs to be made. A competitive analysis of the market in which is being entered should be composed, as well as a list of contacts that can pose as a network within the new market. These can be used as a strategic alliance, where companies in the new market can provide assistance with legal representation as well as promotional opportunities. Mind rules and regulations and never do verbal agreements. Besides these cultural awareness needs to be taken into account including values, customs, language and ethnocentrism (Marshall, Solomon & Stuart, 2005). Meaning that just because certain words, symbols or feelings are okay in the home country of the service design company does not mean it is right or even politically correct in the target market.

Lastly, the best thing to remember when starting an international service design company, you have to expect the unexpected. In his book *Doing Business Anywhere*, Tom Travis, gives examples of different occurrences from natural disasters, terrorist attacks, pandemics and economic crisis that can arise, and how each needs to be looked at when dealing with global business. Every service design company needs to tailor their business plans to fit the markets they wish to reach, doing research on unexpected incidences that may occur and how to deal with them ahead of time. One can never be too prepared when dealing with business.

#### **IV. Conclusion**

This thesis looked at the new discipline of service design including a description, the processes and how companies can use it within their work. The research focuses mainly on the Finnish and United States of America markets and was done through a mixture of literature reviews, interviews and by personal observation (ethnography) of the service design company, Kolmas Persoona. It was meant as an aid to help in today's confusion about this new discipline of service design, trying to give a more meaningful definition than just opinions from those who use it. Due to this reason, it seemed more useable to divide it into two parts for this work, the first being a background on service design trying to gain a better idea on what it is and how it works and the second being a handbook describing how a few large companies are using it.

The results were favorable, however, since service design is so new, there is no one set definition to define it. It is merely characterized by many things in which it is not considered to be or things it could simply include. One can look at it as a holistic discipline of business, which is used to rethink how a company works, through the planning and organization of employees, infrastructure, communication and material components of a service, by utilizing user experiences and more empathetic situations. In the next few years, a more set definition will be created and used to describe service design in a more fulfilling manner.

The exploration began by defining what service and design meant, looking at elements of the marketing versus service mix and the different areas and ways in which design can be applied. It showed that while the marketing mix is still very important to services, three additional P's (people, processes, and physical evidence) are needed to aid in the understanding of how services are developed, this is due to the fact that services are intangible objects. It continued by describing what a company can gain by incorporating service design into their business: innovation, growth and an enhancement in quality. Additionally it gave insight on what type a person one would be dealing with when working with a service designer.

The second half of the research was done by looking at a handful of select companies that utilize service design (Harley-Davidson, Inc., MRoom, KONE Corporation, and Caribou Coffee) and then giving tips on how to stay competitive in the global market. Both a service design look at one aspect of each company represented and also a strategy canvas against competitors were given to show their innovativeness.

Limitations were not as bad of a misshapen as what was initially thought. There is a lot of literature on service design, if you are willing to go through service design company blogs, newsletters, conference readings, etc. There were very few actual books, however, on the subject, but this was easily managed with the aid of seven (7) service designers: Reetta Keränen (Kolmas Persoona), Leo Kokkonen (Komia Design), Anna Kulonen (Kolmas Persoona), Mikko Kämäräinen (Provoke), Camilla Masala (Experientia), Tanja Verho (Kolmas Persoona), and Tom Wynne-Morgan (Engine Group). Many companies were unable to respond to interviews, due to the busy holiday season in December, but were nice enough to point to different reviews or other useful links when possible.

Options for further work on this thesis would be conducting more interviews and company visits to service design companies within Finland and the other high competitor countries (UK, Germany and Sweden) during less busy times of the year. Also, a visit to the Köln International School of Design would aid in further research to gain a more hands on experience with how this discipline is being taught or a visit to the yearly Service Design Network Conference. Furthermore, more look into the difference between service design and marketing could be conducted after service design ages and becomes more popular, to determine how they are connected if at all. A look to see if service design is in fact replacing marketing or merely fulfilling it, or if it will simply be a new discipline of business and work side-by-side with marketing and other areas of business. However, at this point in time, the only new research which could be made would be more ethnography of the service design companies, watching their every moves to get a better picture on what happens when dealing with client companies and seeing how close it works with marketing.

Lastly for a service design company to succeed they need to take chances and even fail at times. If something does not work the way it should the first time, try a new way to conquer the problem. The only true way to fail is by not doing anything at all.



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## VI. Appendices

### Appendix 1: Competitor Interview Questions

1. What, in your opinion, is the difference between service design and design thinking?
2. What kind of services should not be provided by a service design company?
3. Why do you believe service design is a must for the future success of companies? Why is service design important?
4. What part do your clients play in the service you provide?
5. Why do you believe that your company is successful? What has helped you become successful? What obstacles have you had to conquer?
6. Do you do business internationally/globally? If so, was it easy to get started? What has made it difficult? How did your company survive the global economic crisis?
7. Why innovate? What are the greatest benefits to your clients?
8. How are new ideas encouraged in your company?
9. Any other comments about your company or service design in general would be wonderful.

*\*\*your company* was replaced with the competitor company's name which was being interviewed.

#### Kolmas Persoona

1. Why innovate? Why can't most organizations innovate effectively and efficiently?
2. Is service design right for every company?
3. What is social innovation to you?
4. What is bad about service design?
5. What does service design rely on?

## Appendix II: List of Competitors

### Suomessa

1. Aldia Oy - <http://www.aldia.fi/>
2. Differo Oy - <http://www.differo.fi/>
3. Eventaro Finland - <http://www.eventaro.fi/>
4. Ramse Consulting Oy - <http://www.ramse.fi/>
5. Encore Partners - <http://www.encorepartners.fi/>
6. Frannet Oy - <http://www.frannet.fi/>
7. Markk.toimisto Deeper Oy - <http://www.deeper.fi/>
8. Shop'In Research Oy/DMS - <http://www.shopin.fi/yhteystiedot>
9. Arnora Oy - <http://www.arnora.com/>
10. 1st May Marketing - <http://www.1stmay.net/first.htm>
11. Helsingin Yliopisto/Palmenia - <http://www.helsinki.fi/palmenia/>
12. Jutacon Oy - <http://www.jutacon.fi/>
13. Suomen yrittäjäopiston kannatus Oy - <http://www.syo.fi/Pages/Etusivu.aspx>
14. True Creative Society Oy - <http://www.trust.fi/>
15. Elisa Oyj - <http://www.elisa.fi/elisa-oyj/>
16. Igglo - <http://www.igglo.com/>
17. HOK-Elanto - <http://www.hok-elanto.fi/>
18. Culmination Innovation ← found no information nor working website
19. Zone Interactions Oy - <http://www.zoneinteractions.com/>
20. Rekola Design - <http://www.tuotekehitys.info>
21. Provoke Group - [http://www.provoke.fi/Provoke\\_en.html](http://www.provoke.fi/Provoke_en.html)
22. Komia Design - <http://www.komiadesign.fi/>
23. Palmu Inc. - <http://www.palmuinc.fi/>
24. Valve - <http://www.valve.fi/valve/cft>
25. Karpalo Group - <http://www.karpalogroup.fi/index.html>

*Iittala, Nokia, BMW, Senseg, Fiskars*

### Iso-Britanniassa

1. Fjord Limited- <http://www.fjordnet.com/>
2. Engine Creative - <http://www.enginecreative.co.uk/>
3. IDEO - <http://www.ideo.com/>
4. live|work - <http://www.livework.co.uk/>
5. Spirit of Creation - <http://www.spiritofcreation.com/>
6. Thinkpublic - <http://thinkpublic.com/news/>
7. STBY - <http://www.stby.eu/>
8. Engine Service Design - <http://www.enginegroup.co.uk/site/>
9. Radarstation - <http://www.radarstation.co.uk/>

10. Seren Partners Limited - <http://www.seren.com/>
11. Prospect - <http://www.prospect.eu/>

*Virgin Atlantic, BBA, Virgin Holidays, Visa International, Nokia, WWF, NHS, Vodafone*

### **Yhdysvalloissa**

1. IDEO - <http://www.ideo.com/>
2. Peer Insight - <http://www.peerinsight.com/index.php>
3. Design Continuum - <http://www.dcontinuum.com/content/>
4. Adaptive Path - <http://www.adaptivepath.com/>
5. Frontier Service Design - <http://www.frontierservicedesign.com/>

*Bank of America, Siemens, Motorola, Holiday Inn, Dunkin Donuts, Coca-Cola, American Express, Greenpeace, Nike, Sony, Princess Cruises*

- 
1. Tieto - <http://www.tieto.com/> (global)
  2. Transformator - <http://www.transformator.net/> (Ruotsi)
  3. Open Communications - <http://www.open.se/> (Ruotsi)
  4. Ergonomidesign - <http://www.ergonomidesign.com/HOME.aspx> (Ruotsi)
  5. Teaminterface - [http://www.teaminterface.com/EN/main\\_en.asp](http://www.teaminterface.com/EN/main_en.asp) (Korea)
  6. Hygge - <http://www.hygge.ie/> (Irlanti)
  7. Yellow Window Service Design - <http://www.yellowwindow.com/> (Belgia)
  8. MediaCatalyst - <http://www.mediacatalyst.com/> (Alankomaat)
  9. DesignThinkers - <http://www.designthinkers.nl/> (Alankomaat)
  10. 31Volts - <http://www.31v.nl/english/> (Alankomaat)
  11. 1508 - <http://www.1508.dk/english.aspx> (Tanska)
  12. Experientia - <http://experientia.com/> (Italia)
  13. Meld Studios - <http://meldstudios.com.au/> (Australia)
  14. Huddle Design - <http://huddledesign.com/> (Australia)
  15. Snook - <http://www.wearesnook.com/snook/> (Skotlanti)

### Appendix III: Competition Website Analysis

An analysis of fifty-seven competitors' websites and services has been conducted from the viewpoint of a customer. There were companies mainly from Finland, Sweden, USA and the UK, however also some from the Netherlands, Australia, Ireland, Belgian, Denmark, Scotland and Italy (our main focus is on the first four countries).

The analysis was done by reviewing each competitor's website with five different categories: *who*, *website*, *customers*, *foreign friendly* and *other*. *Who* represented the company, what they specialized in and what they did exactly. *Website* looked at the website from a critical viewpoint of layout, ease of usage, colours, etc. It was meant to look at the website as a whole entity. *Customers* were who the company focused their services on, for example the certain fields their customers work in and where they are located in the world. *Foreign Friendly* was meant to look at how user friendly the website and company was in terms of different languages used or branches in other countries. Is the company accessible to businesses in other countries? Lastly, *other* described any other tidbits left over that were found interesting or unique, both positive and negative.

The first thing which was looked at was the first thought when opening up one of the competitors' websites, the first impression. A lot of the companies needed some updates on their webpage's; others hit the head on the nail. Some things that caught my attention where there shouldn't be any scrolling on the front page. It's rather bothersome and you should be able to tell exactly what your company does, how they do it and whom you work for (your clients) in just a paragraph or so. Also something interactive or photos and graphics which really capture the viewer off the bat; something that makes them want to read and learn more about your company.

The second thing ties into the first item, getting a good first impression from the viewer; instead I find it particularly important that a small or startup company must tell right away on the homepage what it does and how it is done. You want to make it clear what Kolmas Persoona does but short, too much detail may bore your potential clients, you just want to capture them and make them want to know more about you. This also helps because they don't want to go on a "wild goose chase" trying to figure out what your company has to offer. They don't want to waste time and patience trying to decide if your company fits their needs or not. Some excellent examples of this were the companies: Differo (Finland), Arnora (Finland), Prospect (UK), and Experientia (Italy).

Next, always mention the types of clients your company aims to help. This also helps to not waste clients' time if you aren't what they are looking for and vice versa. Even a short sentence on the fields you work with will help. Many of the companies



that were looked at had this important feature missing and had very little to no description of their current clients and/or their projects they are working on or have worked on. This doesn't help to give the company a good name, if you don't have references available potential clients may think you aren't capable of handling a large jobs like theirs.

Another topic was looking at the big picture: does your company work with just companies inside its own country or does it think more internationally? Not only mention if Kolmas Persoona works with international companies or not, really make it friendly by having your page done in your native language and then English (or another language which you are looking for business in that country). When making your webpage in another language however, make sure it is just as detailed as in the native language. Don't take shortcuts to make it shorter, if it's longer than the original version, reorganize your page so it fits better. If you want to make your website *super* foreign friendly, have your website designer put in a special code which grabs the information on your potential clients computer and have the website open in either Finnish or in English. If their operating system were in Finnish then it would open the Finnish webpage and vies versa, if your potential clients operating system is in another language have your webpage open in English. The best example for this would be from the company Arnora (Finland), which actually did the optimizing of their webpage to open depending on the operating system of the viewers' computer. When I opened their website from my home laptop (from the USA) it opened their webpage in English, but from work on the laptop there, it opened in Finnish.

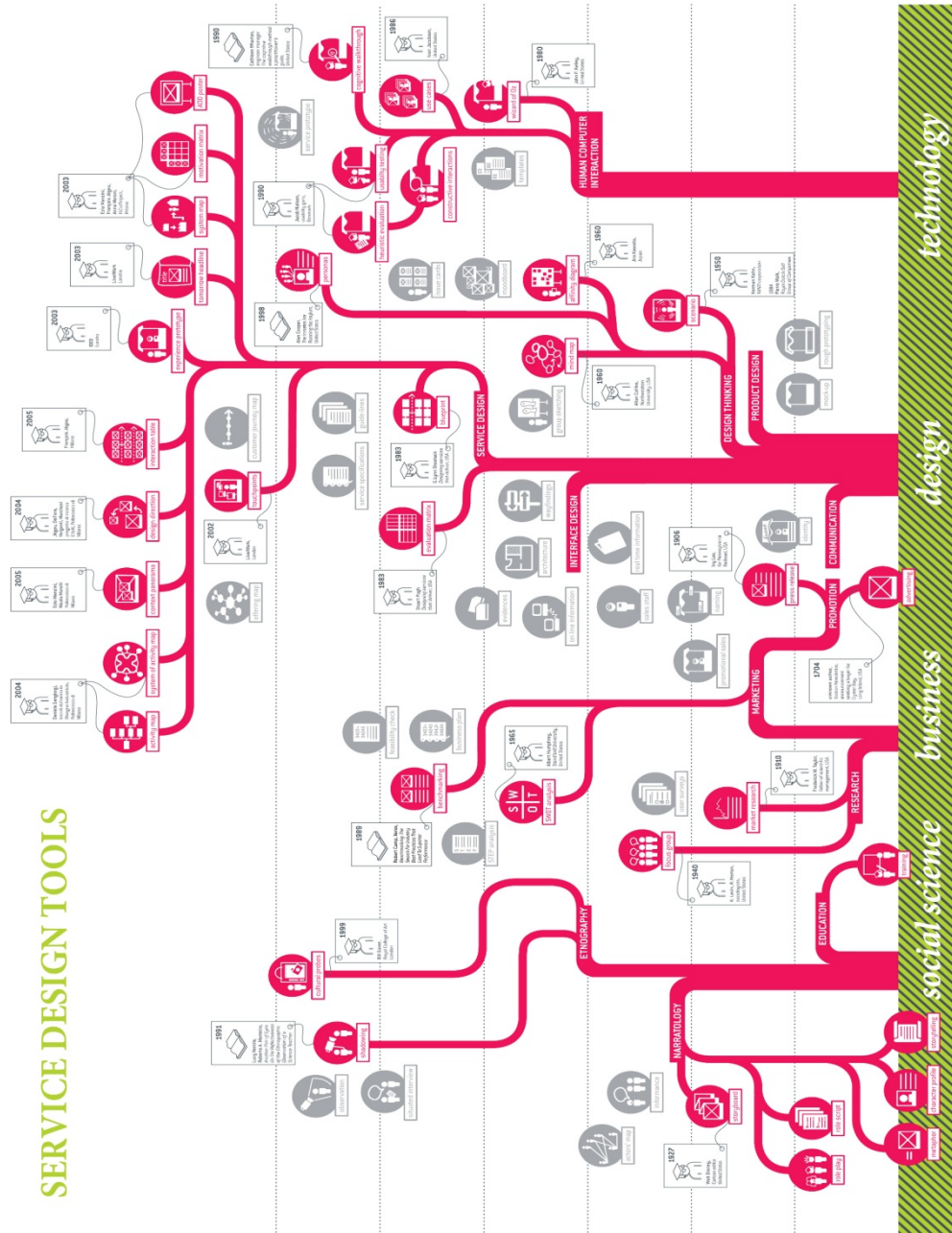
The fifth thing, which should be noted, would be to get creative! Show your company is unique and fun to work with. Some things to add to your page to give it that unique flair might be: a video introduction about your company; interactive graphics which may pertain to your services; calendar which shows evens you're holding or attending (Prospect (UK) did this very nicely); show the projects you are working on, don't just give a description (Valve (Finland) did this very well); tell your companies colourful history, clients really are interested, and lastly, don't be afraid to show your creativity, be bold and take chances (Fjord (UK) uses a black background with really bright changing graphics).

Lastly, some things that should be steered clear of. These are some important tidbits on what should not be done on Kolmas Persoona's webpage because it may give negative impressions for your potential clients. Don't tell *everything* about your company, just enough to make your clients understand what you can do for them; there is such thing as too much information. Then there is the opposite side of the coin, don't have too little information, because you don't want to have your potential clients guessing what you do and lose interest. And lastly, which was mentioned as

one of the first things, scrolling on pages may lose clients' focus or interest. It may come as an information overload, so organize the pages so scrolling isn't necessary; make a flash application, which can scroll or present information, or create interactive graphics which tells different information. Although there very little 'perfect' websites, these websites had a few of the things listed on what not to include or do: Eventaro Finland (Finland), JSL Partners Oy (Finland), Zone Interactions (Finland), STBY (UK) and Design Thinkers (Netherlands).

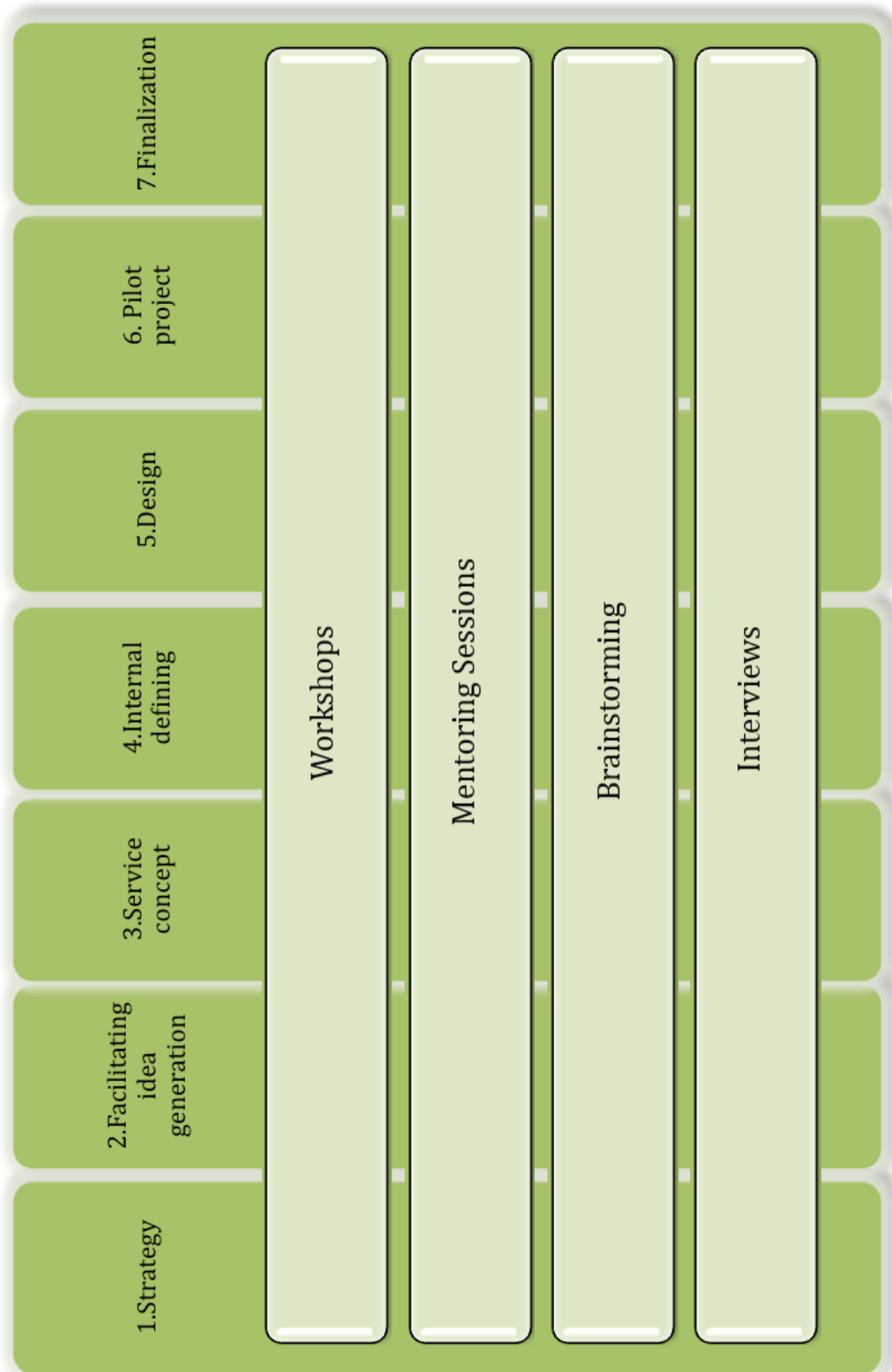
Now what needs to be done is figure out where Kolmas Persoona stands in all the website mumble-jumble. What needs to be done to really make the website user friendly and unique, to make Kolmas Persoona stand out apart from other service design companies out there.

## Appendix IV: Enlarged Figures

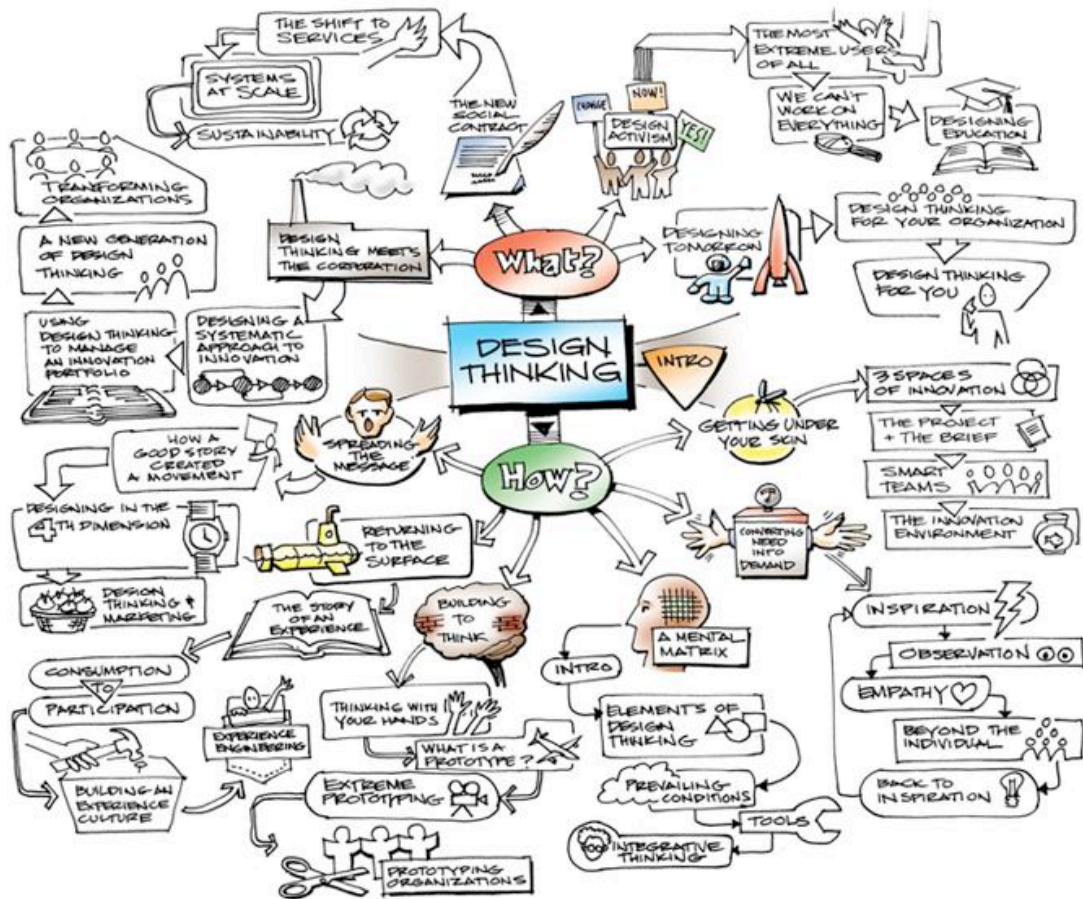


Roberta Tassi's *Service Design Tools* image.

[http://www.servicedesigntools.org/sites/default/files/TOOLS\\_PROVENANCE.jpg](http://www.servicedesigntools.org/sites/default/files/TOOLS_PROVENANCE.jpg)



Kolmas Persoona's service design process.



Mindmap of *design thinking* by Tim Brown.

[http://www.12manage.com/description\\_design\\_thinking.html](http://www.12manage.com/description_design_thinking.html)