



LAUREA
UNIVERSITY OF APPLIED SCIENCES
Together we are stronger

Co-Creative Business Design for an Accounting Company

Pohja, Elina

2015 Laurea Leppävaara



Laurea University of Applied Sciences
Laurea Leppävaara

Co-Creative Business Design for an Accounting Company

Elina Pohja
Degree Programme in Service
Innovation and Design
Master's Thesis
December, 2015

Laurea University of Applied Sciences

Abstract

Laurea Leppävaara

Degree Programme in Service Innovation and Design

Elina Pohja

Co-Creative Business Design for an Accounting Company

Year	2015	Pages	108
------	------	-------	-----

The field of financial administration is going through a major change that is affected by various phenomena: digitalization, automatization, internationalization and changes in the legislation. For accounting companies it is essential to anticipate the future and adopt a new customer-centric perspective: what is the real customer needing in the changing market situation? Solving this question requires new means of interacting with the customers and building the future together with them.

This development work is done for a Finnish micro size accounting company. The company is involved in a project that aims to develop a new innovative business model for SME accounting companies. With the objective to support the company in their task, the study suggests a Service Logic approach on business, and introduces new ways to co-create and interact with the stakeholders in order to learn and better understand the customer needing and future drivers of the business. The development process has been carried out by applying a service innovation process grounded on service design and foresight. New methods from both fields have been applied and tested with the case company's employees, customers and other partners. The design process concludes in a Service Logic Business Model Canvas which builds on the findings from the development process, reflected through literature and prior research.

The findings of the study indicate that the customers want an accounting company that they can trust. They also value well-working routine service and software. Yet their value could be facilitated in various tasks, like helping in pricing, costing and reporting to the authorities. Apart from the practical issues small companies also value the emotional and cognitive support offered by the accounting company. Co-creative activities where different stakeholders get to network and share thoughts were appreciated by the customers and in the new Service Logic Business Model it is strongly recommended to continue these kind of activities and the use of Service Design and Foresight Methods.

Keywords: Accounting, Business Model, Co-Creation, Foresight Service Logic, Service Design

Laurea-ammattikorkeakoulu
Leppävaara

Tiivistelmä

Degree Programme in Service Innovation and Design

Elina Pohja

Yhteiskehittäen liiketoiminnan muotoilua tilitoimistolle

Vuosi	2015	Sivumäärä	108
-------	------	-----------	-----

Taloushallinnon ala käy läpi suurta muutosta, johon vaikuttaa moni tekijä, kuten digitalisatio, automatisoituminen, kansainvälistyminen ja lakimuutokset. Tilitoimistojen tulee omaksua asiakaskeskeisempi ajattelutapa ja ymmärtää sekä ennakoita, mitkä ovat asiakkaan todelliset tarpeet uudistuvassa markkinatilanteessa. Tämä edellyttää uudenlaista vuorovaikutusta ja tulevaisuuden rakentamista yhdessä asiakkaiden ja muiden kumppaneiden kanssa.

Tämä kehittämistyö on tehty suomalaiselle mikroyrityksiin kuuluvalla tilitoimistolle. Yritys on mukana tutkimus- ja kehittämisprojektissa, jossa on tavoitteena luoda Pk-yrityksille menestyä tuottava talouspalveluiden liiketoimintamalli. Kehittämistyön tavoitteena on auttaa yritystä mallin kehittämisessä ehdottamalla näkökulmaksi palvelulogiikkaa (Service Logic) ja tuomalla uusia yhteiskehittämisen ja vuorovaikutuksen keinoja asiakkaan tarpeiden ja tulevaisuuden muutostekijöiden tunnistamiseksi. Prosessissa on sovellettu palvelumuotoilun ja tulevaisuusajattelun menetelmiä. Kehittämistyön prosessi päättyy Service Logic Business Model Canvas -kuvaukseen, joka rakentuu kirjallisuuden ja aikaisemman tutkimuksen kautta pohdittujen prosessin työvaiheiden tulosten ympärille.

Tulokset indikoivat, että asiakkaat haluavat tilitoimiston johon he voivat luottaa. He arvostavat hyvin toimivia rutiinipalveluja ja ohjelmistoja. Asiakkaan arvoa voitaisiin kuitenkin fasilitoida monissa asioissa, kuten auttamalla hinnoittelussa, kustannuslaskennassa ja viranomaisraportoinnissa. Näiden käytännön asioiden lisäksi pienyritykset arvostavat tilitoimiston tarjoamaa emotionaalista ja kognitiivista tukea. Asiakkaat arvostivat järjestettyjä yhteiskehittämisaktiviteetteja, jonka kautta kumppanit pääsivät verkostoitumaan ja vaihtamaan ajatuksia. Uuteen palvelulogiikkaan pohjautuvaan liiketoimintamalliin suositellaankin vahvasti näiden tilaisuuksien jatkamista, sekä palvelumuotoilu- ja tulevaisuusmenetelmien käyttöä.

Asiasanat: ennakointi, laskentatoimi, liiketoimintamalli, palvelulogiikka, palvelumuotoilu yhteiskehittäminen

Table of contents

1	Introduction	7
	1.1 Objective of the study, justification and limitations	8
	1.2 Key concepts	9
	1.3 Structure	10
2	Accounting service business and its current and future challenges.....	11
	2.1 Accounting in general	11
	2.2 The changing legislation	12
	2.3 A micro size accounting company, Company X Ltd.	13
	2.4 Business-to-Business customers.....	15
	2.5 Futures Thinking and Foresight in accounting service business.....	16
3	Service-centered business logics: Service Dominant Logic and Service Logic.....	18
	3.1 Perspectives on value creation	19
	3.2 Accounting in a service perspective	20
	3.3 Service Design and Design Thinking.....	21
	3.4 Co-creation in B2B service business	24
	3.5 New Service Development and Service Innovation	28
	3.6 Business model	29
4	The process and the methodological choices of the development work	30
	4.1 Design process approach.....	31
	4.2 Methods and tools during the Service design process of the case study.....	33
5	Overview of the case project and empirical findings.....	42
	5.1 Mapping and Understanding: an Explorative Co-Creation Workshop with CoCo Cosmos	43
	5.2 Mapping and Understanding: Contextual Interviews with CoCo Cosmos	47
	5.3 Ideating: An Innovative Co-Creation Workshop	54
	5.4 Modeling: Building the Service Logic Business model Canvas	61
	5.5 Forecasting: Co-Creating Futures wheels and Scenarios.....	65
	5.6 Conceptualizing: Reflected findings of the process on the Service Logic Business Model Canvas	73
6	Reflection and conclusions	77
	6.1 Learnings from the co-creation of value and co-production of service perspectives.....	79
	6.2 Learnings on the process and methods used	82
	6.3 Personal learnings of the process	83
	6.4 Applicability and transferability of the development project	84
	6.5 The validity and reliability of the study	84
	6.6 Suggestions for future development	85

References	88
Tables	98
Appendices	99

1 Introduction

The business field of financial management and administration has been going through a major transformation since the 1990 'ies (Metsä-Tokila 2011, 36). The whole business sector is affected not only by the broader phenomena of digitalization and internationalization, but it is also in a turning point where the focus of the business is shifting from just offering traditional statutory financial accounting services into a growing demand for taking part in client company 's business processes. This means offering different kind of consultation and analysis services to help companies in managerial decision making. In Finland the accounting legislation is changing to adapt to the 2013 European Union directive and this will have effects on the business sector from January 2016.

The companies in the field of financial management and administration are realizing the need for knowing better the business of their customers to be able to take part in process of creating value for their customer 's businesses and their customer 's customer 's businesses. The demand of this change of focus reflects the change of paradigm in the meaning of value and the value creation process: they are no longer product and provider-centric, but personified experiences co-created in networks of different stakeholders. Due to the customer role and involvement in the value co-creation process, planning has become more uncertain and companies need new means to figure out how to be involved in the value creation process of their customers.

This case study has been made for a micro size company, referred to as Company X Ltd., that offers traditional accounting services but does not want to be limited by this. The company is interested in the possibilities of co-creation and aims to develop their service business with their customers. They also believe that a key to their success is creating more value for their customer 's business and for the SME entrepreneurs. Company X Ltd. is also involved with a TEKES funded project that aims to create a new business model for the business sector of accounting services.

1.1 Objective of the study, justification and limitations

In Finland in 2013 there were over 283 290 companies, from which over 93%, micro enterprises employing 1 to 9 employees (Suomen Yrittäjät, 2015). The majority of the 4200 accounting companies in Finland are also micro enterprises that employ only one or two people. These small accounting companies have traditionally worked mostly on doing legally defined accounting services for client companies: bookkeeping and financial statements. These companies might also offer salary calculation and turnover tax calculations and accounts ledger if included in the service. (Metsä-Tokila 2011, 15.)

The field of financial administration and management is in a breaking point that is affected by various phenomena. It is essential for accounting companies to anticipate what are the new customer needs in the novel and changing market situation and learn how to engage with customers to understand their business and build the future together.

This case study aims to help a Finnish micro size accounting company in their task to create a new innovative business model for accounting service business. In order to do this, a Service Logic perspective on business is introduced, and means to co-create with the company's customers and other partners in order to achieve a better understanding on the future drivers of business and true customer needing. New methods of service design and foresight are applied in the context of the case company and in the traditionally conservative field of accounting service business. The final objective is to offer new insights for a new business model using the findings of the case study combined with literature and prior research. The new business model suggestions are based on service logic and developed with several methods and tools. The propositions for the business model are drawn up using the Service Logic Business Model Canvas by Ojasalo and Ojasalo (2015) that grounds on the principle that all the elements of the business model are analyzed also from customers' viewpoint, which is based on a authentic, deep customer insight.

Questions guiding the study:

- How to help a micro size accounting company to deeply understand the customer needing and desires?
- How to help the case company to adopt a Service Logic perspective on business?
- How to understand future drivers and their affects and possibilities in the business?
- How to generate suggestions for a new customer-centered business model for the accounting company and especially embed the customers' viewpoint to their business model?
- What are the elements of the customer needing?

- What could the recommendations for the new Service Logic Business Model be?

As limitations for the study the development work concentrates to understand a phenomenon by looking deeply into it through just one case company's perspective. Thus the findings can't be generalized in a wider scale. Lincoln and Guba (2000, according to Hesse-Biber et al. 2011, 262) have argued that there are various possibilities between generality, particularity and total uniqueness in the continuum of perspectives in case studies. They state that *working hypothesis*, by Cronbach 1975, can be used if there is enough similarity in the contexts and thus transferability occurs. They name it fittingness and define it as "the degree of congruence between sending and receiving contexts". Looking at this case study, the working hypothesis can be seen to be relevant instead of generalizability.

1.2 Key concepts

The case study is about developing a service business in a certain field of business, *Accounting*. Accounting can be divided into *Financial Accounting* and *Management Accounting*. Financial Accounting concentrates on the whole business and produces information for external stakeholders of the company. Management Accounting produces information for the company's internal use to support the managerial decision making and it can focus on a chosen area of the business, as a department or a service. (Cinquini and Tenucci 2011, 9.)

Service Logic (SL) is the concept that provides the fundamental perspective for business in this study. Grönroos and Gummerus (2014, 208), define Service Logic as being a multidimensional phenomenon where service is seen as support which facilitates the value creation of an individual or a company. Value in Service Logic is value-in-use that is determined by the customer and also created by the customer during the usage of resources. Service Logic has evolved along with and also from a *Service-Dominant Logic*. In this business logic service is seen to be exchanged for service and goods are seen to be mechanisms for transferring and applying competences. (Lusch, Vargo & O'Brien 2007, 16.)

Service Design is very central in this study: It offers the process and methods used in the development work. Stefan Moritz (2005, 4) defines Service Design as a new, holistic, multiplicative field that integrates research, design, marketing and management. It connects customers and companies in a new way and helps to improve existing services or innovate new ones and aims to ensure that the service is desirable and usable for customers and yet effective and efficient for companies. Service design is introduced together with the closely attached concept of *Design Thinking*, which is a certain mindset needed in order to implement a design process: empathy, integrative thinking, optimism, experimentalism and collaboration

are typical characteristics that design thinkers possess. With Design Thinking customer value and business opportunities are achieved by a business strategy, that uses the synthesis of designer's methods and sensibility to people's needs and technological possibilities. (Brown 2008, 86.)

In this study *Co-Creation*, following Ramaswamy and Gouillart (2010, 4), means developing services, products and systems together with different stakeholders through collaboration. The shared Co-Creation experiences, according to Stickdorn et al 2011,198) create shared ownership and help in future collaboration. He also points out that practically all service design tools can be used in a co-creation setting.

Futures Thinking and *Foresight* are essential concepts also in this study that aims to look into the future of a business. Futures Thinking consists of the elements of anticipating, innovating and communicating (Hiltunen 2010). Foresight is, according to Meristö and Laitinen (2009,6), a "multi-science mapping of future alternatives and timing from the actor's point of view".

The process in this development work ends to a composition of the findings in the form of a *Business model*. The Business model is a model that explains how a company creates value for the customers, how it makes profit from its operations, what resources and capabilities it has, its networks and stakeholders and strategic choices and decisions (Nenonen and Storbacka 2009, 4).

The literature review around the concepts presented in this study offer together a theoretical basis that emphasizes collaborative, human-centric and anticipant approaches and means on how to successfully develop a service business.

1.3 Structure

The case study begins with the introduction chapter that presents the study and its objective, key concepts and structure. It moves on into the second chapter, context of the research, which consists of knowledge on the current and future phenomena in the business sector of financial administration and management. Also the concept of Futures Thinking, looking into the future, is presented, containing the central constructs of futures studies and the general megatrends and phenomena affecting business globally. Then the case company, Company X Ltd. is introduced and the research and development project that they are involved in.

The third chapter presents the focal theories of the study: Service logic and the related Service-Dominant-Logic, Co-Creation, New Service Development and Service Innovation, Design

Thinking, Service Design and Business Model. From the theories the research moves into the fourth chapter that explains the chosen research approach of the development work, the case study and the process and methods used in it. The fifth chapter makes the empirical part explicit and describes what was done, with whom, when and why. In its last sub chapter 5.6 the findings are placed on the Service Logic Business Model Canvas structure and recommendations for a service Logic Business Model are drawn. Thus the guiding question of *What could the recommendations for the new Service Logic Business Model be?* -will be answered.

The final sixth chapter builds on discussion and answers the guiding questions of the study. It explains what has been attempted, what has been learned and what new questions have come up. The final chapter concludes the outcomes of the study, gives suggestions on further development and reflects on the issues of reliability, validity and transferability of the development work.

2 Accounting service business and its current and future challenges

In today´s world there is an ongoing broad paradigm shift moving from a provider centric Goods-Dominant Logic of economical exchange to service and customer-centric logics of economical exchange. According to Grönroos (2010,25), service is considered to be the primary fundament of business and thus service can be comprehended as a logic for value creation where customer gains value-in-use and the provider seeks financial value. In Service-Dominant Logic the role of the firm in value creation has shifted from a Goods-Dominant Logic role of producing and distributing value to proposing and co-creating value and providing service (Vargo, Maglio et al 2008, 148). Prahalad and Ramaswamy (2004c, 4) bring out the fact that the role of the customer has changed from isolated to connected, from unaware to informed, from passive to active and the impact of this is fundamental in many ways.

The field of accounting service business has traditionally been ruled by producing financial accounting information: The legally set obligations for all who act in any kind of business or profession have formed the main content of the service demand in the market. Thus the service business has also been greatly influenced by legislation: accounting, corporate and tax legislation all have their affects on it. (Metsä-Tokila 2015, 15 - 36.)

2.1 Accounting in general

The American Accounting Association (according to Koivusalo 2015) defines accounting as "the process of identifying, measuring and communicating economic information to permit in-

formed judgements and decisions by users of the information". According to Horner (2013,1) every business and various other types of organizations are obliged to keep record of their financial transactions, and financial accounting is governed by law. Financial accounting, FA, information is focusing on the whole business, producing information such as income statements and balance sheets for authorities and other external stakeholders (Cinquini and Tenucci 2011,9). Accounting in general can be perceived as the language of business and understanding accounting is the key to understand business. (Koivusalo 2015.)

Management accounting, MA, differs from financial accounting and MA information can be both financial and non-financial. It is for the internal use of a company to support management in planning, decision making and control (Cinquini and Tenucci 2011, 9). Management accounting is totally optional, has emphasis the future and it can focus on small parts of the company such as customers, departments, activities and services. Laine, Paranko and Suomala (2012) who have examined the role of MA in the phenomenon of servitization, state that MA is a social phenomenon that can be used in restricting and enabling. MA information can be in multiple roles in supporting managerial decision making: from offering automatic answers to interactive and subjective use of information. According to Laine et al (2010) the potentiality of MA roles in supporting are connected to the process of justifying, defining, and controlling servitization.

2.2 The changing legislation

The European commission had the aim to simplify and ease the administrative burden of SME companies and in June 2013 they set a new accounting directive concerning the annual financial statements, consolidated financial statements and related reports of certain types of undertakings. This directive 2013/34/EU of the European Parliament and of the Council, was to change Directive 2006/43/EC and revoke Council Directives 78/660/EEC and 83/349/EEC. (EUR-Lex 2015.) As a consequence to this, also Finland as a member state of the European Union, has had to renew its national Accounting Act to be compatible to the new directive.

The guiding principle behind the new EU directive is "Think small first" with the aim to modernize financial reporting obligations and reduce costs particularly for SMEs (European Commission 2013). The new national Accounting Act in Finland came into effect in July 2015 and Finnish companies have to begin to act to it at latest in the accounting period starting 1.1.2016 or later. The new law also renews the definition of small and micro size companies in Finland and this means that even more enterprises can be categorized as a small or micro company. The new categorization is featured in Table 1. In 2012 there were 281 254 compa-

nies in Finland and when banks, insurance companies, primary production and third sector activities are subtracted from this figure, there are 219 234 comparative enterprises left. With the new categorization even 97,2% - 98,2% fit under the categorization of a small company and 76,5% to 85,1% of the 219 234 enterprises can be classified as micro companies. (Valtioneuvosto 2015.)

	Large Company	Medium company	Small company	Micro Company
Revenue	40 MEUR	40 MEUR	12 MEUR	0,70 MEUR
Blance Sheet total (Total assets)	20 MEUR	20 MEUR	6 MEUR	0,35 MEUR
Number of employees	250	250	50	10
Terms and conditions	Atleast 2 upper limits are exceeded on balance sheet date	Only 1 upper limit can be exceeded on balance sheet date	Only 1 upper limit can be exceeded on balance sheet date	Only 1 upper limit can be exceeded on balance sheet date

Table 1: The renewed company size categorization with upper limits in the new Accounting Act (Valtioneuvosto, 2015 and Palm, 2015)

According to Valtioneuvosto (2015,) the new structure of the renewed law treats the small and micro size companies as their own entity, in a separate decree. The entrepreneurs will receive exact information on what they have to deliver in their financial statement. This will have its effects on a great number of companies and their accounting responsibilities in Finland, since such a large percentage falls into the category of small and micro size companies. Thus it can also affect the service demand of accounting service businesses. The changing law also will enable consideration of technical development in accounting practices and makes it possible to retain material electronically without geographical boundaries. (Valtioneuvosto, 2015.) This can open up possibilities for new internationalization when service is not limited within the country borders.

2.3 A micro size accounting company, Company X Ltd.

The case company, referred as Company X Ltd. in this study, is a small authorized accounting company that has been operating since 2000. In October 2015 the company had thirty B2B customers and a few yearly customers (Ahonen, 2015b). The company's revenue builds up mostly on traditional accounting service for other small enterprises. Yet the company does not want to be limited to this and in the official industry classification, TOL, it is listed in the category of "other management / business consulting" (Asiakastiето, 2015).

Company X Ltd. aims to develop their service business and be more humane and user centric than traditional accounting companies. The company has been a forerunner in electronic accounting services: it was one of the first companies that launched the electronic approval of invoices in the turn of the millennium (Ahonen 2015b). Today the company has its own accounting software that enables automatized and thus cost-effective processes. This makes it possible to offer more service in management accounting for small companies with fewer resources. The current business model of Company X Ltd. differs from many accounting companies: the use of their accounting software is free and the solid monthly fee already includes web-reporting and economic spar. The only unit-based cost for the customer in the web service is sent invoices. The company is interested in co-creation and developing their understanding of the customer needing further. (Nyysti, 2013.)

The development orientation of Company X Ltd. is one of the reasons why it took part in a research and development project conducted by Laurea in 2010 - 2013, where the aim was to create models and tools for companies to enhance co-creation activities with their stakeholders. The project was called CoCo - from Co-production to Co-Creation and it was funded by TEKES, the Finnish Funding Agency for Technology and Innovation. According to Nyysti (2013), Company X Ltd. is also involved in another TEKES -project where the aim is to develop a new innovative business model for small and medium size accounting service companies in the changing field of accounting service. This is to be done by involving the customers in the development work, Nyysti 82013) continues. The objectives are to identify customer needs and value, renew marketing communication and create new expert service that helps SME companies to succeed and eventually support the SME:s in creating new employment. (Nyysti 2013.) The project ends in June 2015 (Ahonen 2015b).

Company X Ltd. contacted Laurea in December 2013 and asked if it would be possible that Laurea would help to plan and facilitate the first co-creation workshop of their R&D project. This was to be part of the first work package of the project which was about analyzing the present state and clarifying objectives of development. Company X Ltd. wanted to use the CoCo Cosmos tool and the aim was to explore the current state and needs for future services. I and a colleague, a marketing planner from Laurea, were both looking for a subject for a development study. Thus we took the challenge and agreed on organizing the first work shop with Company X Ltd. in January 2014. Company X Ltd. (Ahonen 2014) also indicated that they could possibly be interested in agreeing on a set of similar workshop services after the first workshop - and after the first workshop a set of following acts was agreed on. This is how the prerequisites of this case study were established.

2.4 Business-to-Business customers

When a company acts in the Business-to-business market, later on referred as B2B, its customers are other companies and organizations. Gummesson (2012, 96) points out that in B2B every company is also always linked with not just the customer, but also the customer's customers, even if the relationships are indirect and unidentified. In all B2B it is always essential to first profoundly know the customers, their business processes and models and then create means to create value together with customers and stakeholders (Ojasalo & Ojasalo, 2010, 3). Ojasalo (2010, 176) emphasizes that in research the co-creation of value has been researched more in the business-to-consumer contexts than in the business-to-business relationships even though business-to-business customers and a company have more dependency between them than companies and consumers. Keränen (2015, 219) states that in the B2B business value network the distinction between being value creator and value facilitator seems to be unclear and in the co-creation of value the roles alternate depending on the project worked on. Ojasalo concludes that in the context of the co-creation approach the term of "business-with-business" might be better than the unidirectional business-to-business term. According to Keränen (2015, 220) the businesses also rather perceive themselves as being partners than having supplier-customer relationships.

Services that are bought by a company or another organization are called B2B services. According to Ojasalo et al (2010,19-20) often customers want a solution that comprehends goods and services and this is called an offering. Offerings today are complex entities that include physical products, produced services and the customer's own participation that build up as a holistic customer experience and customer value. Typical features of B2B services are that they offer to help maximize capacity, grow profitability or build transparency between the customer and the customer's customers. B2B services often also offer means to facilitate and support the customer's business processes so that the customer can concentrate on the most essential core business activities. (Ojasalo & Ojasalo 2010, 19-20.)

According to the contemporary service-centered business logics of Service-Dominant Logic and Service Logic, presented in Chapter 3, all businesses are more or less considered to be services businesses. Thus the most valuable assets of exchange for a company are human-related resources such as knowledge and skills and the ability of applying them. Physical products or goods are considered to be tools for producing the service. (Ojasalo & Ojasalo, 2010, 13-19.)

2.5 Futures Thinking and Foresight in accounting service business

The phenomena that affect the future of the world and the economy, have also impacts on the accounting service business. By anticipating the future we can affect the changes in the it by choosing our actions - by taking them or not taking them and thinking what might possibly happen in the future considering our choice, states Hiltunen (2013, 25). Foresight, according to Meristö and Laitinen (2009,6) is "multi-science mapping of future alternatives and timing from the actor's point of view". Inayatullah (2008,4) imparts that in the increasingly complex and diverse world, futures studies can help people to reform their actions and support them in creating the world where they wish to live. This can be done by mapping the past, the actual and the future, and also by anticipating future issues and their consequences. In addition to these, sensitivity towards the larger patterns of change and deep analysis to include worldviews, myths and metaphors are required. Also creating alternative futures and choosing ways to realize the preferred using backcasting assists to create the world we desire. (Inayatullah 2008, 18.) The process of anticipation enables linking the information about the futures to strategic decision making (Meristö et al 2010, 21).

Futures Thinking consists of three essential elements: anticipating, innovating and communicating. Innovating emphasizes the fact that we can be active players with the changes and future. (Hiltunen, 2013, xiv.) Meristö et al (2010), define that taking the actions in anticipation is proactivity towards change. Communicating the future is an important mission of futures thinking and according to Hiltunen (2013), futuristic, innovative and visionary communication of the future can enhance a company's brand.

To be able to understand anticipation it is necessary to get acquainted with the focal concepts of Megatrends, Trends, Weak Signals and Wild Cards. According to Elina Hiltunen (2013, 43) megatrends consist of different trends and exist in the current moment but can also tell something about the future. They affect life in many ways and in a wide scale. Megatrends are long-lasting but might weaken or change. Current general Megatrends 2014-2015 listed by SITRA (2015), a Finnish public fund that promotes successful and sustainable wellbeing in Finland, are illustrated in Figure 1. The colors indicate on the context where the megatrend emphasizes on: yellow emphasizes in wellbeing, red on society, blue on economy and structures, green on the environment and purple is a megatrend or *metatrend* emphasizing on complexity.

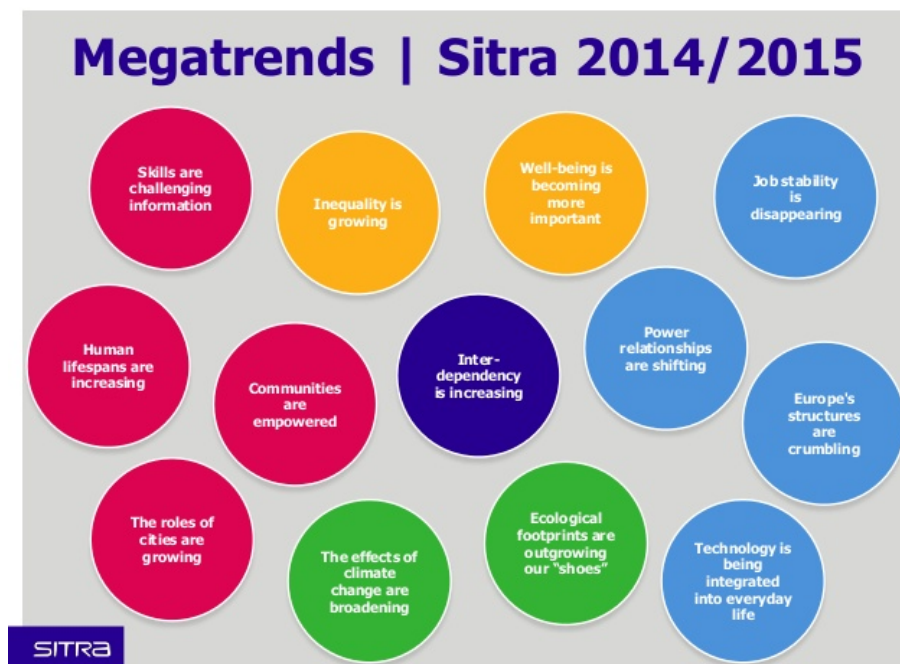


Figure 1: Megatrends 2014-2015 collected by SITRA (2015)

Trends, according to Martin Raymond (2010, 15) are intrinsically a part of the physical, emotional and psychological landscape. He continues that by discovering, collecting and using them to anticipate what is new, it is possible to better understand the underlying drivers that motivate and drive us as people. Hiltunen (2013, 53) defines trends as indicators of the direction of change in the immediate past or present and they also may continue in the future. The best way to search for future trends is to look for weak signals.

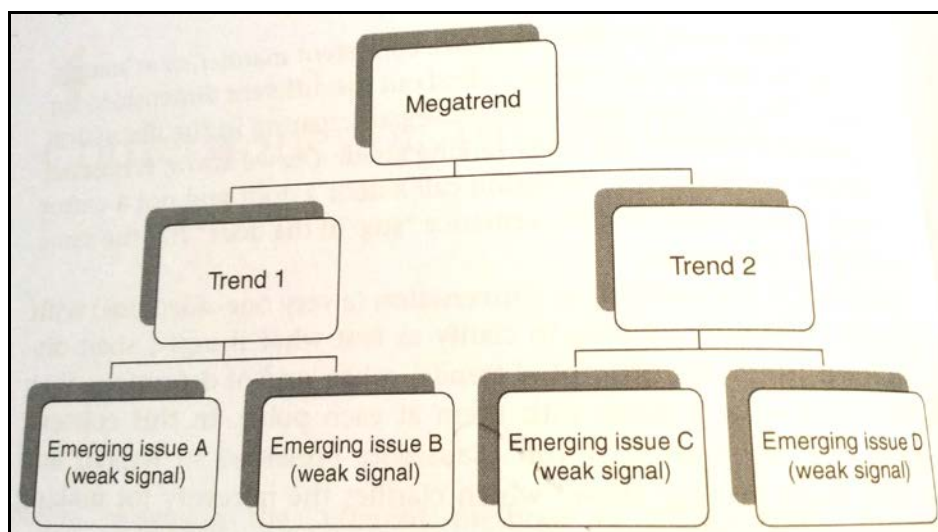


Figure 2: Megatrends, trends and emerging issues, weak signals and their relationship with each other (Hiltunen 2013, 42)

Among the general megatrends and trends that affect the economy and work, there are certain current trends that have been recognized especially in the accounting service sector beside the changing legislation. Routine work and reports to authorities are getting automated, accounting material is in electronical form and accounting companies are investing in software development. Customer-oriented approach and transparency are emphasized and the role of accounting companies is seen to get more in the core of supporting the customer's business with new service concepts. (Talouhallintoliitto 2015.)

Weak signals are indications of emerging changes, that might or might not become something great in the future, states Hiltunen (2013, 63) . She (2013, 73) also argues that looking for weak signals requires opening the mind for a child-like curiosity. The relationship of megatrends, trends and weak signals or emerging issues are featured in Figure 2. The most complex cornerstone of anticipation is Wild cards. They are unexpected positive or negative events that can rapidly cause big changes. Wild cards can cause other wild cards and thus the effects of an event can grow exponentially (Hiltunen 2013, 89).

3 Service-centered business logics: Service Dominant Logic and Service Logic

By adopting a service-centered logic in business and marketing the companies can change the fundamentals of their earning logics to be more service-centered and customer-centered (Grönroos, 2011, 23). The first logic on marketing and value creation was the *Goods-Dominant Logic (GDL)* that has ruled the traditional thinking, and then came the *Service-Dominant Logic (SDL)*, that has fundamentally challenged the foundation of economics, state Vargo, Maglio and Archpru Akaka (2008, 146). This is because the orientation is moving from the providers to customers and from tangible products to knowledge, skills and interaction, state Lusch and Vargo (2006, 24). This leads to a different value driver behind the two different logics: "value in exchange" in GDL and "value-in-use" (or value-in-context) in SDL. The fundamental difference is that in the traditional GDL and value in exchange value is subsumed in the firm's output and captured by price. In SDL and value in use value arises and is defined in use in the event of integrating and applying resources in a certain context. (Vargo et al. 2008, 146.)

In SDL service is seen to be exchanged for service and goods are seen to be mechanisms for transferring and applying competence, state Lusch, Vargo and O'Brien (2007, 16). Their perception is that in SDL stakeholders apply their knowledge and skills by serving other stakeholders and so the both parties benefit from it. Lusch and Vargo (2014, 15) add that in all cases the customer is a value co-creator and all parties, social and economic, are integrators of resources. The fundamental premises of the S-D Logic by Vargo et al. (2008, 148) can be seen in Figure 3.

Premise number	Foundational premise
FP1	Service is the fundamental basis of exchange.
FP2	Indirect exchange masks the fundamental basis of exchange.
FP3	Goods are a distribution mechanism for service provision.
FP4	Operant resources are the fundamental source of competitive advantage.
FP5	All economies are service economies.
FP6	The customer is always a co-creator of value.
FP7	The enterprise can not deliver value, but only offer value propositions.
FP8	A service-centered view is inherently customer oriented and relational.
FP9	All social and economic actors are resource integrators.
FP10	Value is always uniquely and phenomenologically determined by the beneficiary.

Figure 3: The fundamental premises of S-D Logic (Vargo et al. 2008, 148)

In *Service Logic*, *SL*, the central intent is the same as in *SDL*: to emphasize the meaning of service and the interaction and surface between the customer and the provider, state Grönroos and Gummerus (2014, 210). The fundamental differences of the Service Logic in comparison with the Service-Dominant Logic start with the locus of economic exchange: it is mutual value creation in *SL* and Service in *SDL*. The differences continue on how the role of the company is seen: in *SL* it is not limited to just offering value propositions as in *SDL*, but seen as a facilitator of value for the customer and have active and direct impact in it. In *SL* the company can also co-create value jointly through interaction. (Grönroos 200, 19-20.)

In order to adopt Service Logic and facilitate and support the mundane practices of a customer, the company must gather deep knowledge and insight about the customer's needs and practices, what they really value, Grönroos et al. (2014, 224), point out. This is not necessarily what is the customer needing based on the company's information of the customer needs. Strandvik et al. (2011, 135) define a customer needing in the B2B context of being a mental model of the customer that consists of three dimensions: doing, experiencing, and scheduling. The mental model of needing is based on the customer's mental models of their business and its strategies. It represents desired value-in-use concerning a specific task.

3.1 Perspectives on value creation

The central process and the essential purpose of economic exchange, according to Vargo, Maglio et al. (2008) is value creation. In *SDL*, according to Lucsh et al. (2014, 15) value is always what the beneficiary determines it to be, in an exquisite and phenomenological way.

Grönroos (2007, 210 - 212) argues that value is created in customer processes and the company's role is to support the processes with resources, processes and by engaging in interaction and co-creation with the customers. Customers can also create value independently so, that the provider is not involved in the process and thus can't affect it (Grönroos et al. 2014, 210). *Value-co-creation* can only occur when there is interaction between the company and the customer, states Grönroos (2010, 22). He continues that yet it is important to realize that the interaction acts only as a platform for influencing the value creation of customer and it must be utilized well in order to have a positive impact on the value creation (Grönroos 2010, 23).

Service is seen to mediate the exchange of value created by the customer to value created for the supplier, states Grönroos (2007, 210 - 212) and concludes that the foundation for all business is mutual value creation - even though the supplier and customer are engaged with different goals. The Service Logic of marketing and value is based on this notion of value-in-use. The value-in-use according to Grönroos (2009,12) also means that "value is created by the user for the user" which implicates that the customer is a user that is the one in the business engagement that creates value and is in charge of his value creation process.

3.2 Accounting in a service perspective

Laine, Cinquini, Suomala and Tenucci (2013) have studied the potential of accounting and control for New Service Development in the phenomenon of servitization. They have discovered a clear research gap and absence of management planning and control related issues in the in academic literature, although the servitisation phenomenon presents a significant transformation and the need of it has been brought up already in an early phase. They argue that the roles of accounting and control have so far been only slightly discussed and just in the context of defining or identifying business potential of a certain new service.

Cinquini and Tenucci (2011) have established the terms of Goods-Dominant Accounting and Service-Dominant Accounting while studying and comparing accounting under the Service-Dominant Logic and the Goods-Dominant Logic. Their central findings and suggestions can be seen in Table 2. The first finding is that the focus of customer interaction should be shifted from a goods-dominant and value-in-exchange perspective transaction to transactions-based interaction and value-in-use. This same shift should happen in the logic of pricing: from transaction and the cost of production -based pricing towards linking it to the strategy and its dynamics and revenue generation. About costing Cinquini et al. (2011) state that when a customer-centered perspective in business is adopted, it is also necessary to understand what are the activities of the customer regarding the service. Thus when looking at the service against its utility to the customer, the measurement orientations shift from "cost of produc-

tion” to “cost of use”. New costing techniques like Activity Based Costing (ABC), Total Cost of Ownership (TCO) and Life Cycle Costing (LCC) are raising in importance.

ASPECT	GOODS-DOMINANT Accounting	SERVICE-DOMINANT Accounting
<i>Customer interaction (Value creation)</i>	Transactions based (value in exchange)	Relationship-based (value in use)
<i>Profitability driver</i>	Minimize resource consumption (efficiency)	Maximize resource usage (capacity)
<i>Measurement orientation</i>	Product centric	Customer centric
<i>Resource position</i>	Resources owned to produce and sell “output” to customer	Resources made available to support customer in value co-creation process
<i>Cost drivers</i>	Volume-related	Capacity/Customer-related
<i>Price setting</i>	Production process driven (Cost-plus and Market)	Customer value co-creation driven (Capacity choice and Business model)

Table 2: Goods-Dominant vs. Service Dominant Accounting (Cinquini and Tenucci, 2011)

About resources Cinquini et al. (2011, 17) state that customer value is not anymore about customers possessing resources as in a Goods-Dominant Logic. It is critically important for the company now to make resources available in order for the customer to increase involvement in the value-creation process.

3.3 Service Design and Design Thinking

The process of service design with its various methods enables co-creation that allows co-constructing the service experience to suit the customer’s context (Miettinen 2009, 11). Miettinen (2012, 9) also suggests that in the co-creation of value, the role of service design is strategic. Mancini (2009, 44) notes that although there has been services all throughout the history, only in the past two decades the issue of designing them has been in the focus of interest. Ambrose and Harris (2010, 11) define that design is a creative process of thinking that transforms a requirement or a brief into a design solution or a packaged product. Tim Brown (2008, 86) states that the role of designers has evolved from being tactical and wrapping up already developed ideas to being strategic and creating ideas that answer to the customer desires and needs. Mager (2009, 32) also points out that only in the beginning of the 1990’s design was considered to be more product cosmetics and styling. According to Beverly Ingle (2013, 1 - 2) design as a conception has evolved from belonging inclusively too graphic designers to a variety of other industries. She continues that in current business language design is understood as being a deliberate intent in the background of an action that appears to affect a certain measurable business outcome. Knight (2012, 171) brings out the important no-

tice that design is now seen as a shared process of factors and many individuals, 'non-designers' and 'creatives' rather than an outcome of a single designer or discipline.

For a service designer, *design thinking* is an important mindset (Miettinen 2009, 61). According to Tim Brown (2008, 86) design thinking is a discipline where customer value and business opportunities are achieved by a business strategy that uses the synthesis of designer's methods and sensibility to people's needs and technological possibilities. With designer's sensibility Brown means that empathy, integrative thinking, optimism, experimentalism and collaboration are typical characteristics that design thinkers possess.

Many academics and practitioners have aspired to describe the process of design thinking. Ambrose and Harris (2010, 3 - 12) introduce a seven-staged process that is controlled, directed and turns creativity into useful solutions to the design problem. Their steps from the process are Define -> Research -> Ideate -> Prototype -> Select -> Implement -> Learn. They claim that the process is often linear, whereas Ingle (2013, 2 - 3) argues that design thinking is mostly nonlinear and iterative. Also Ingle presents his five phases of design thinking which are Understand -> Define -> Ideate -> Prototype -> Test. Ingle suggests that the phases serve more like good signposts in the flowing nature of the process. Both presented processes contain similarities and emphasize the importance of first understanding and defining the business problem to be able to then ideate meaningfully. Prototyping and testing are seen crucial to check that the track is really leading to a viable solution. (Ingle 2013, 15.) Tim Brown (2008, 88 - 89) pictures the design process to be a system of three spaces to pass through: inspiration, ideation and implementation. The process loops around the spaces, especially the first two, and can seem even chaotic compared to typical linear business processes where defined steps follow each other in order.

Service Design stands in a key position between new innovative service ideas, service strategy and service implementation, argue Ostrom et al. (2010, 14). According to Mager (2009, 34), service design is a discipline focusing on the customer perspective of the form and functionality of a service: usefulness, usability and desirability. Simultaneously it ensures the provider's aspect for efficiency, effectiveness and originality of the service. Service design associates with many theoretical frameworks: marketing, management, user experience design and product and interaction design. Miettinen (2012, 9) points out that Service Design is establishing itself as an independent discipline and as Curedale (2013, 4) points out, designers and other professionals have been practicing service design without identifying it by the name. Service Design was for the first time introduced as a disciplinary field of design in the early 1990's by Professor Dr. Michael Erlhoff at Köln International School of Design (Curedale 2013, 4 - 7) and since then a strong network has come into existence and universities all over the world have adapted academic Service Design programmes (Mager 2011, 33).

There is also known the concept of *Service Design Thinking*, that according to Marc Stickdorn (2011, 34), builds up around five principles: it is holistic, user-centered, co-creative, and the interrelated actions and intangible service are visualized and visually sequenced,. This relates well to Birgit Mager´s principles of successful service design: it requires a holistic view and a radical approach, interdisciplinarity, co-creation and visual thinking and working. Mager (2009, 37 - 39) also enhances that in order to achieve successful changes a lot of energy, motivation and inspiration are also needed.

Robert Curedale (2013, 22) presents fifteen main drivers why companies develop or optimize their service management practices with service design. These drivers and possible business improvements are represented in Table 3.

Fifteen main drivers why companies develop or optimize their service management practices with service design
1. To give an understanding of changing market needs and desires
2. To create more value with existing resources
3. To create more effective services
4. To create more efficient services
5. To create higher quality service experiences
6. To differentiate services from competitors
7. To better align services and brand
8. To plan future service offerings
9. Costs can be reduced, by integrating the service and products
10. Increasing service revenue
11. Improved forecasting
12. Improve customer satisfaction levels
13. To ensure that new services are consistent with other services
14. To ensure that technology and management systems are consistent with new services
15. To ensure that roles, responsibilities and skills are able to support new services

Table 3: Fifteen main drivers why companies develop or optimize their service management practices with service design (Curedale 2013, 22)

3.4 Co-creation in B2B service business

Only co-creative enterprises can be successful in the future, state Ramaswamy and Guillard (2010, 7). According to them being co-creative requires that companies understand that individuals, customers, employees, suppliers and partners aren't the passive receivers of value from the company value chain but instead the individuals actively participate in value creation through personal engagement. Ojasalo (2010, 176) states that any company that adopts a deeper understanding of the characteristics of value Co-Creation can achieve a significant possibility to competitive advantage. In a growing manner the value of services is co-created together with the company, and the customer in a shared process, Miettinen (2009, 64) remarks. Ojasalo (2010, 176) concludes that even though in business-to-business markets the interdependence between customers and suppliers is greater than in the business-to-consumer market, and thus can be seen as more significant, academic research has concentrated on the value co-creation in the context of end-use customers.

Co-creation is a practice where through collaboration with different stakeholders, services, products and systems are developed together, Ramaswamy et al. (2010, 4) define. Ojasalo (2010, 172) following Ostrom et al. (2010) refer that co-creation means "collaboration in the creation of value through shared inventiveness, design and other activities". Co-creation can be seen as a promising concept not only to enhance the value but also to create a new value in a society (Ueda, Takenaka and Fujita 2008, 58).

Prahalad and Ramaswamy (2004a, 23) have researched co-creation in the consumer-company context and conclude that interaction is the core of value creation. They emphasize the importance of concentrating on the total co-creation experience and present the DART model: the four key building blocks of interaction, which are Dialogue, Access, Risk Assessment and Transparency, also to be seen in Figure 3. Together they form a foundation of co-creation through which companies can focus on the process of co-creation. The DART building blocks of interaction facilitate co-creation experiences (Prahalad and Ramaswamy 2004b, 9) and understanding and combining the DART building blocks it enables the company to create better co-creation experiences and engage the customers as collaborators. This can lead to new business models and functionalities. (Prahalad et al. 2004a.)

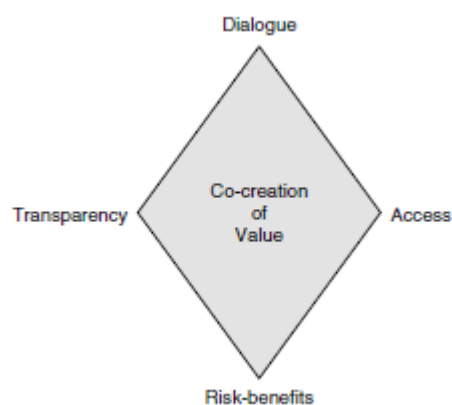


Figure 4: The Building Blocks of Interaction for Co-creation of value (Prahalad et al. 2004b, 9)

Dialogue as a building block of co-creation, means shared learning and communication between two equal problem solvers, the consumer and the firm, interactivity and engagement on both sides (Prahalad and Ramaswamy, 2004c, 7). According to Prahalad et al. (2004a, 30), successful dialogue can create a new level of trust between the consumer and the company. Dialogue requires rules of engagement in order to create productive interaction and a forum in which it can occur and it enables the customers to give their views of value to the value creation process (Prahalad et al. 2004a, 31).

The building block of Access begins with information and tools (Prahalad and Ramaswamy 2004c, 7). Prahalad et al. (2004a, 25 - 26) state that access challenges the focus of the firm to change from creating and transferring ownership of products to enabling access to desirable experiences or even a lifestyle. The first building block, equal dialogue between the consumer and the firm, is difficult if the consumers don't have the same access and transparency to information (Prahalad et al. 2004b, 9). Access changes and creates new opportunities in emerging markets as the fundamental market changes due to global access through the internet. It also enables self-expression and action for individuals and small companies by access to knowledge base and the entire value chains of entire industries that traditionally have been company-controlled. (Prahalad et al. 2004a, 26 - 27.)

Risk assessment as a foundational building block of co-creation refers to the probability of harm to the consumer and suggests that businesses should offer the consumer an informed choice and provide not just data but proper methodologies for assessing the personal and societal risk associated with products and services (Prahalad et al. 2004c, 7). An active dialogue of risks and benefits can create a new level of trust between the consumer and the company and also this way the customer can be expected to bear more responsibility for dealing with the risks. As Prahalad et al. (2004a, 14) point out, co-creation is a two-way street and the risks cannot be one sided.

The fourth building block of interaction is Transparency, which requires the company to realize that creating new levels of transparency within the information between the consumer and the firm is mandatory - also because of the business systems have become more accessible. Companies can no longer try to benefit from information asymmetries. Transparency enables collaborative dialogue with consumers. (Prahalad et al. 2004a, 30 - 31).

The Core Principle of Co-Creation, following Ramaswamy et al. (2010, 34 - 38), is illustrated in Figure 4. The idea of the Core Principle is to engage people to create valuable experiences together and this way simultaneously enhance network economics.

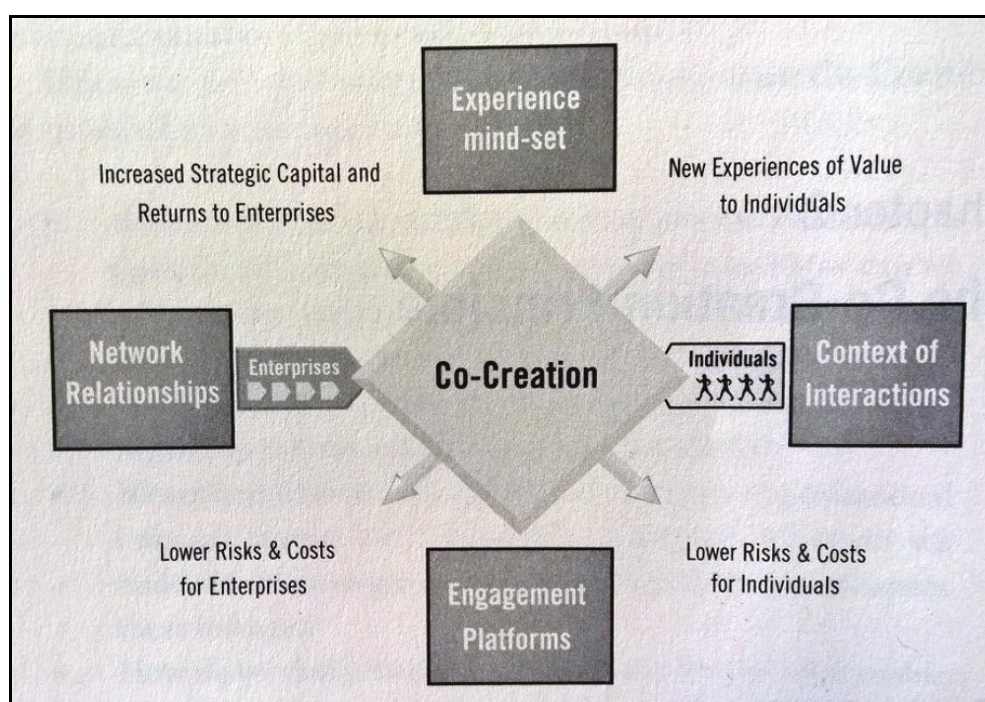


Figure 5: The Core Principle of Co-Creation (Ramaswamy et al. 2010, 36)

The Core Principle of Co-Creation consists of four components: Network relationships, Experience mind-set, Context of Interactions and Engagement Platforms. Together the four components, Ramaswamy et al. (2010, 16) claim, will set free the four powers of co-creation: increased strategic capital and returns to enterprises, new experiences of value to individuals and lower risks and costs for both enterprises and individuals. (Ramaswamy et al. 2010, 16.)

When the locus of value creation is moved from exchange to use (or context), this means changing the output-unit -based value understanding to one based on processes that integrate resources, state Vargo, Maglio et al (2008, 149). They suggest using *service systems* as abstractions for understanding value and value co-creation. Their model of value creation among service systems can be seen in Figure 5. When arrangements of resources such as people, technology and information connect to other systems by value propositions, they form a

service system. Simply the improvement of the well-being and adaptiveness of the service system are factors by which value-in-use can be measured.

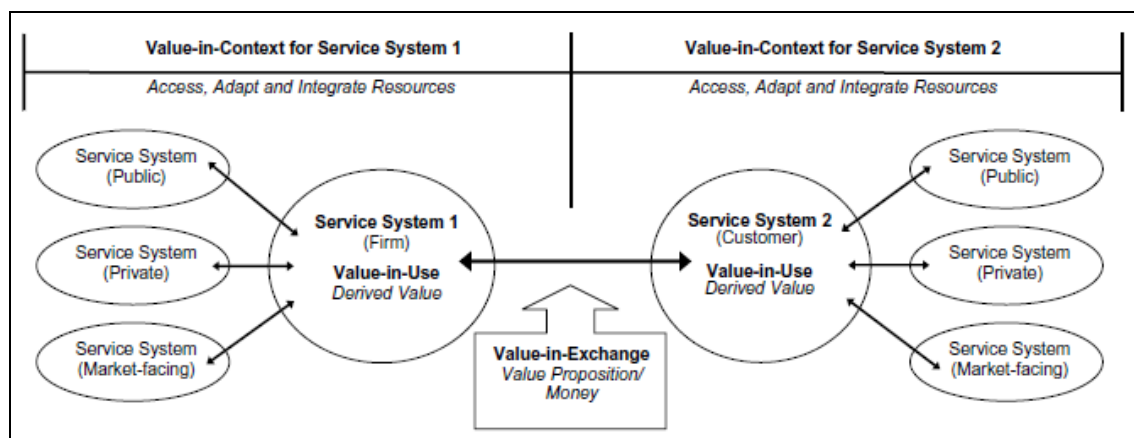


Figure 6: Value co-creation among service systems (Vargo, Maglio et al. 2008, 149)

Service systems co-create value and depend on the resources of others in order to survive. They are connected through the proposition, acceptance and evaluation of value. The value proposition is accepted, rejected or unnoticed by other service systems in need of resources. (Vargo, Maglio et al. 2008.)

The characteristics of co-creation have been also researched in the B2B service business context. Keränen (2015, 197-198) argues that within the service businesses that adopt a co-creation approach there is likely to appear a certain composition of characteristics which can be grouped into the four compositions of pre-conditions, triggers, manners and strategic potentiality. Pre-conditions, which are the prerequisite for other co-creation characteristics to appear, include *bidirectional communication, emphasizing long-term relationships, trust, knowing personally, transparency and interaction everywhere and anytime*. After pre-conditions *active interaction* and a *mindset for developing new value propositions* act as the triggers that launch the appearance of the other characteristics. After the preconditions and triggers there are certain manners that co-creation activities require. These are *nurturing a proactive attitude, having focus on a value network, sharing resources and knowledge, and having the aim and sensitivity to listen, learn, develop and test together*. The last group of characteristics of co-creation is strategic potentiality, which means that when a *proper knowledge of each other's businesses, a good understanding of value-in-use, better future planning and the emergence of new ideas* is internalized the potentiality for strategic thinking and business modelling is generated. (Keränen 2015, 197 - 198.)

Co-creation brings groups together and helps to build future collaboration, state Stickdorn et al. (2011, 199). Shared experiences create shared ownership on the subjects of development. Almost all tools of service design can be used in a co-creation setting and they offer good

means to discover new perspectives, visualize ideas and concepts, prototype, engage and put ideas into action (Stickdorn et al. 2011, 198).

3.5 New Service Development and Service Innovation

Ordanini and Parasuraman (2011, 3) note that research on service innovation is primarily grounded in the traditions of new product development that focuses on tangible goods. Johnson, Menor, Roth and Chase (2000, 1 - 5) define a new service as being an offering that the customer perceives as being new because there is either an addition of offerings, crucial changes in the service delivery process or radical improvements in existing service packages. Edvardsson, Gustafsson et al. (2000, 10) point out that often a new service is a part of a bigger entity, a service package, that consists of other services and products as well. They also point out that the impact of a new service to the customer might vary from strengthening or weakening the customer relationships to having no impact at all.

Edvardsson et al. (2000, 7) state that there are no clear differences between the conceptions of service innovation and new service development: what is innovation to one company might be very natural development of a service in some other company. Matthing, Sanden and Edvardsson (2004) state that the focus on customer value-in-use and a customer-centric approach in New Service Development can be captured by customer involvement. Interaction is seen to be core of customer involvement and also the core of service. By involving customers intensively and in an early stage of the service development the companies can achieve competitive advantage and originality that is hard to copy (Matthing et al. 2004, 492).

According to Tim Brown (2008, 86), company leaders see innovation as a primary solution to differentiate and achieve competitive advantage. He emphasizes that to empower innovation, one must first deeply understand what people need and desire in their lives and what they value or dislike in the way certain services or products are delivered, marketed and packaged. Matthing et al (2004, 494) point out that when looking for breakthrough services, the companies should be proactive, take along customers in an early phase of the innovation process, nurture a continuous flow of service ideas, focus on capturing latent needs, and especially not underestimate or ignore customer ideas as too unrealistic or unrealizable. There might always be a true need behind the idea. Also heterogeneous teams with different skills and knowledge have together the best means for discovering latent needs and customer preferences.

3.6 Business model

Alex Osterwalder (2004, 14) states that the most simple definition of a business model can be formed by combining the definitions of the conceptions business and model. This way he comes up with a simple definition of the business model as being a representation of the activity of a person or a company of making money by buying and selling goods, services or work, that could also be used in calculating something. Yet Osterwalder argues that this simple definition is too constricted and that the business logic of a company should also be implied in the description: what the company offers, to whom and how can this be achieved.

Nenonen and Storbacka (2009, 4) who have profoundly studied the business model conception outline that in the various different definitions of the business model some clear similarities can be identified. Firstly, the business model construct should explain how the company creates value for its customers and how it gets profit from the operations it makes. Then it should show what are the company's capabilities and resources and also how the external value network looks like consisting of numerous relationships with different stakeholders. Finally, the business model construct should make explicit the company's strategic choices and decisions. Nenonen and Storbacka (2009, 7) represent a business model framework that is illustrated in Table 4. It consists of design principles, resources or capabilities that are related to each other and present in the four dimensions of market, offering, operations and management.

	Design principles	Resources	Capabilities
Market	Market & customer definition	Customers & brand	Market & customer management
Offering	Offering design, value proposition & earnings logic	Technology & IPR	Offering management & R&D
Operations	Operations design	Infrastructure, suppliers & partners	Sourcing, production & delivery
Management	Management system	Human, ICT & financial resources	Management & leadership

Table 4: Business model framework (Nenonen and Storbacka 2009, 7)

Another well known structured presentation of the business model construct is created by Osterwalder and Pigneur in 2010. Their definition of the business model is that it depicts the basis on how an enterprise captures, creates and delivers value. They present nine building blocks that describe how the enterprise aims to make money. The nine building blocks, that are represented in Table 5, together describe the company's business model by covering the main characteristics of a business: customers, financial ability, offer and infrastructure. These nine building blocks are also captured into a Business Model Canvas, a visual and practical business development tool. (Osterwalder and Pigneur, 2010, 15 - 19.)

The 9 Building Blocks of a Business Model		Meaning
1	Customer Segments	The customer segment or segments that the company serves
2	Value propositions	The suggestions to solve the customer needs and problems
3	Channels	How the value propositions reach the customer
4	Customer Relationships	How the company builds up and maintains relationships with each customer segment
5	Revenue Streams	Success of value propositions turn into revenue streams
6	Key Resources	The resources that the company needs to offer and deliver blocks 1-5
7	Key Activities	The activities that the company needs to do to offer and deliver blocks 1-5
8	Key Partnerships	The activities and resources that are outsourced or come from outside the company
9	Cost Structure	Result of the previous elements in cost

Table 5: The Nine Building Blocks of a Business Model by Osterwalder and Pigneur (2010)

The traditional business models and tools easily guide to take a company-centric perspective, even though this wouldn't be intended, Ojasalo and Ojasalo (2015, 841) argue. They have developed the Business Model Canvas of Osterwalder and Pigneur further by embedding the Service Logic perspective to the model. In their Service Logic Business Model Canvas, SLBMC, the fundamental idea is that the customer's formation of value in mundane practices is places in the center of the business development. The company facilitates the value formation and with the SLBMC this facilitation can be thoroughly reflected, developed and made explicit. (Ojasalo et al. 2015, 848.)

4 The process and the methodological choices of the development work

This development work can be seen to have characteristics of a qualitative research because it isn't using any mathematical or statistical methods, but is focused on developing an initial understanding on the subject and thus extracts meaning from the collected data. The study is done with small sample sizes and seeks to understand questions like "how", rather than "how many". (Curedale 2013, 36 - 37.) The research questions mostly start with "how" and the attempt to study a larger scale phenomenon in one field of business through a case company are factors that guided to choose the case study method for this development work. According to Yin (2014, 16) a case study is typically featured by a fuzzy line between the contemporary phenomenon and the context, yet it is important to clearly define the actual case. In this case study the context is the changing situation of financial administration and management

service globally and nationally in Finland and the case of Company X Ltd. studies the phenomenon through one micro size accounting company and its customers and other partners.

The set of chosen methods has been guided by the guiding questions of the study, presented in chapter 1.1. Following Hesse-Biber and Leavy (2011, 256 - 275) the development work's research strategy is chosen to be an intrinsic case study where the main objective is to provide a holistic understanding of a particular case in its social context.

Throughout the study data collection is carried out using a variety of methods that are documented using multiple means: photos, recordings and written notes. All field documentation is presented in a highly detailed and comprehensive way. The key informants of the study are thoroughly described and also the author's relationship with the setting is delineated. These features speak for the reliability of the study. (Gay and Airasian 2003, 536 according to Hesse-Biber et al. 2011, 53.)

4.1 Design process approach

The academic literature offers a a great variety of different service innovation process descriptions, service design process descriptions and design thinking process descriptions. They all have some similar features and in service design many of the researchers and practitioners are agreeing on the fact that though the models are different and include from four to even nine steps, basically they all share the same principal ideas (eg. Tuulaniemi 2011, 126 also Stickdorn et al 2010, 126). The researchers also have a mutual understanding that each service design process varies from project to another and should each time be designed based on the context of the service being designed (Stickdorn et al 2010, 126). Curedale (2013, 39) writes that a good service design process involves collaboration, flexibility, efficiency, parallel work and engaging and interacting with people and context.

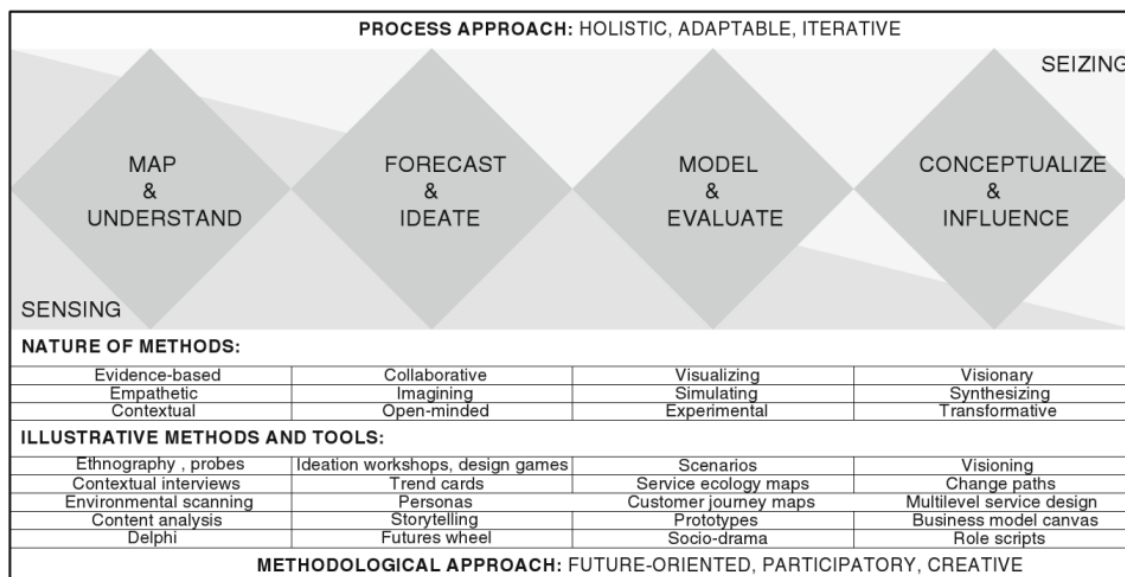


Figure 7: The service innovation process that grounds on foresight and service design by Ojasalo, Nousiainen and Koskelo (2015, 202)

Ojasalo, Nousiainen and Koskelo (2015) introduce a service innovation process grounded on foresight and service design. The process, the nature of methods in its phases and recommended methods are illustrated in Figure 6. Compared to other service design process descriptions their process contains the element of futures thinking, looking into the future. The four-step future-oriented process combines service design and futures thinking and guides to use both service design and foresight methods at its different phases.

The first process phase, Map and Understand, is about understanding customer's current and possible future needs and desires and also mapping future changes in the business environment. In the second phase, Forecast and Ideate, the meaning is to take findings from the first phase as inspiration and co-create alternative futures together with different stakeholders. The third phase, Model and Evaluate takes the process to model new service solutions and test them quickly. The last fourth phase of the process is Conceptualize and Influence and at this phase creative thinking and business analysis is synthesized and illustrative methods and methods that help conceptualize and affect the future are used. (Ojasalo et al. 2015, 202 - 208.)

The service innovation process grounded on foresight and service design captures the shared holistic, iterative, systemic, creative, participatory and future-oriented nature of both design thinking and futures thinking that both are about sensing and seizing new opportunities. The model also synthesizes the different strengths of design thinking and futures thinking to a functional synergy that enables companies to better sense and seize new opportunities for service innovation. (Ojasalo et al. 2015, 193 - 212.)

4.2 Methods and tools during the Service design process of the case study

According to Ojasalo (2010, 174), companies have difficulties in discovering and getting into the core of the latent needs of customers by using traditional structured research methods. Yet understanding the latent needs that are often unrevealed for the customer and the company, can offer the company enhanced possibilities to differentiate and compete. Ojasalo (2010, 174) states that new methods are required to better understand customer latent needs, customer value and the value creation process.

The interdisciplinary approach of service design uses various methods and tools from different disciplines (Stickdorn et al. 2013, 29) and this gives numerous possibilities to make a selection that forms the wanted process that would bring the best results in each case. There are tools to define the intent, to make frameworks, to learn about people and context and explore ideas (Curedale 2013, 41 - 330). Ojasalo, Koskelo and Nousiainen (2015, 193) state that future success in service innovation requires new methodological approach to the process and suggest that integrating the methods and tools of foresight and service design open new possibilities.

This case study follows the process of service innovation that is grounded in foresight and service design. The original process was presented in chapter 4.1. The process phases, methods and tools and the nature of methods that are used in the design process of this case study are shown on Figure 7. The different sessions where empirical data was collected are illustrated with a round blue shape and placed in the phases of the process. The blue arrow lines present the timely order of the sessions. Yet because the process typically is not linear but very iterative and the phases overlap each other, the red dashed lines are placed to show when the session has emphasis on other phases of the process than the one it is placed in to.

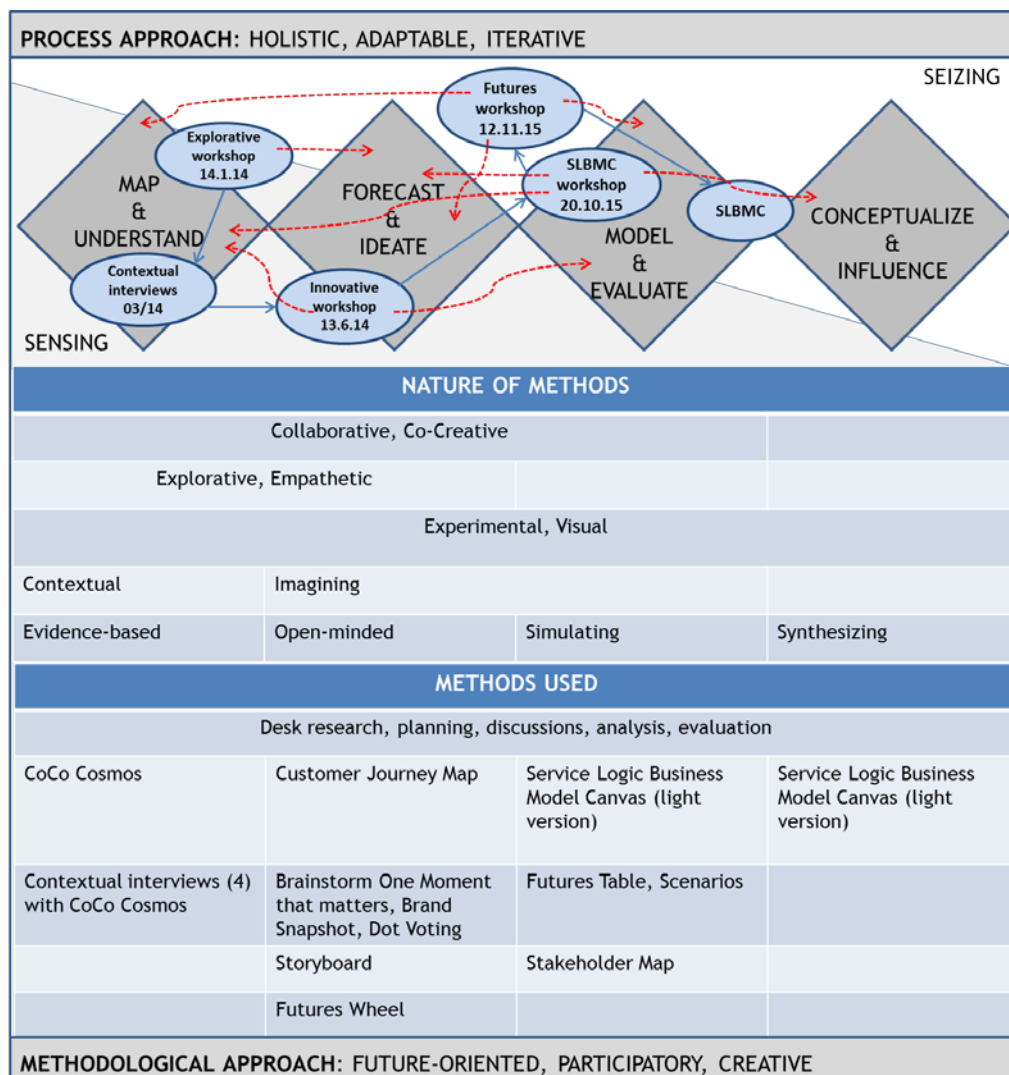


Figure 8: The design process and methods used in this case study based on the service innovation process grounded on foresight and service design by Ojasalo et al. (2015, 202)

According to Hesse-Biber et al. (2011, 302), how the data is collected has a major effect on the analysis and interpretation. In this development work sessions the data was collected through carefully chosen methods and audiotaping either the whole sessions or crucial parts of them, observation and field notes, photographing and facilitating generation of visual data and collecting it.

The following text in this chapter introduces the background of the methods used in this case study. Very often service design methods and tools are categorized under a described service design process phase like Stickdorn et al. (2013, 148 - 215) do in their categorization of Exploration, Creation and Reflect and Implementation. Yet Stickdorn (2013, 148) also points out that the use of the tools is not limited in the named stages, they are only the tools that are most likely applied in the named process stages. How the methods actually are used in this

study and how the data is collected in the session, is described in chapter 5 which gives an overview on the case project and it´s empirical findings.

Brand Snapshot and Brainstorm on One Moment that Matters

This method is created by IDEO (2011) and it can be used as an exercise or phase in a design process. The idea of the Brand Snapshot is to composite important and strong things about a well known brand to the business or service that is processed and more precisely, the chosen moment that matters for the customer that has been previously discovered for example from the customer journey. Bringing together important brand attributes from a different area of business can produce something surprising and unpredictable. This might inspire and open up possibilities for new service innovations. The exercise is done as follows:

- a) Choose one well-known brand
- b) Collect everything you can think of about this brand, use your intuition and talk to others: what is the brand good at? If the brand were a famous person who would it be?
- c) Review the competitive landscape: who are the competitors and how are they different?
- d) Distill important brand attributes into a few statements or keywords about the brand, it´s values, or it´s relationships with customers.
- e) Choose one brand attribute.
- f) Fill in the blanks from the following sentence to create the brainstorm topic :
How might we design _____ with the tone of _____?
(the moment that matters) (one brand attribute)
- G) Everyone generates ideas to answer the question and maybe draws a concept.
- H) The best idea or concept is voted on. (IDEO 2011.)

CoCo Cosmos

The CoCo Cosmos is one of the the five individual tools of the CoCo Tool Kit, which was developed by Krista Keränen, Katri Ojasalo and Bernard Duch in a wide research project funded by the the Finnish Funding Agency for Technology and Innovation, TEKES. The aim of the project was to to create models and tools for companies to enhance co-creation activities with their stakeholders. The CoCo Tool Kit was developed in a co-creative way together with business representatives, consultants, business student groups and researchers and the University of Cambridge. (Keränen et al. 2013, 21.)

The CoCo Cosmos is a proactive communication tool and a visual method including a game-board, white board markers, a cleaning cloth and four sets of cards: stakeholders, actions, locations and entities. The game-like setting is used to depict a service setting (Keränen 2013, 53). It can be used in different situations but it was primarily designed to support interaction and communication of partners in co-creation and help them recognize and reflect on various aspects on a company's business model. The CoCo Cosmos makes it possible for the participants and a company to understand what customers really value. It also reveals development needs, barriers and enablers in the business relationship. It also allows a holistic insight to the service setting and enables redesigning the service setting together with the customers. (Keränen et al. 2013, 21.) The steps of using the CoCo Cosmos tool are described in Table 6.

The steps for building the CoCo Cosmos scene
1. Specify the value proposition by using the entity cards.
2. Choose actors, both service provider and customer.
3. Personalize the actors by writing in black ink.
4. Choose the locations of the service setting.
5. Choose action cards.
6. Demonstrate the interactions among the actors using the black ink.
7. Demonstrate the enablers using the green ink.
8. Finalise the picture and tell the story: add more cards if necessary and check the clarity. Sign the picture and mark the date and information of the subject and the participants.
9. Take photos of the picture.

Table 6: The steps for building the CoCo Cosmos scene by Keränen, Dusch and Ojasalo (2013, 56)

Contextual interviews

A Contextual interview is an ethnographic method that is made in the environment where the researched service process takes place (Stickdorn et al. 2013, 162) or in the interviewees own environment (Curedale 2013, 176). It can be conducted with staff, customers or other essential stakeholders and it is often audio recordings and photographs or even films are often used to document the contextual interview (Stickdorn et al. 2013, 162).

Compared to more traditional interview techniques it allows the interviewer to gain more in-depth discussion, specific details that often are not noticed in a traditional focus group set-

tings and a more holistic understanding on the subject. It also gives a view to the social and physical surroundings of the investigated service in it's environment (Stickdorn et al. 2013, 163.) According to Curedale (2013, 176) contextual interviews reveal tacit knowledge about people's context that might not be in conscious awareness.

Customer Journey Maps

A Customer Journey Map is used to illustrate and document a service customer's experience from the customer's perspective in a vivacious but yet a structured way. The "journey" is an engaging story comprised of formal and informal touchpoints where the users interact with the service, either face-to-face, virtually with a web system or in some other way. The map can help identify problem areas and innovation opportunities and several experiences can be compared easily when made in the same structured and visual way. (Stickdorn et al. 2013, 158 - 159).

The customer journey map can also be called Customer experience maps (Curedale 2013, 119) or user journey maps.

Dot voting

Dot voting is a tool which uses collective judgement to select a favored idea. It is often used together with idea generation. A classic example on how dot voting is done, is that a group of participants brainstorm on ideas on a certain subject and each one presents them on post-its, one idea per one post-it, and quickly explains the idea to the rest of the group. All ideas are spread on a surface and at this phase the group can cluster ideas by similarity or affinity. Each member of the group has two or three votes and all vote on favourite ideas using sticky dots or colored pins. After the vote the most popular ideas are grouped together, discussed and taken to the next step. (Curedale, 2013, 279).

Full service vs. self service

The Full Service vs. Self service is a tool presented by IDEO Boston (IDEO 2011). It can be linked to the process of making a Customer/ User journey map. The idea is to make the participants recognize the full service and self service aspects of a user journey. In addition participants reflect on the question: Which service touch points might the customer prefer to deliver himself/ herself.

Futures Table and Scenarios

Meristö and Kettunen (2010, 9 - 17) define a Scenario to be a possible and alternative story of the future that pictures the operational environment in the future and also the possible path how to get there. Hiltunen (2010, 115 - 124) emphasizes that scenarios are not intended futures or predictions, but possible outcomes of different continuums of events. She continues that scenarios are primarily good in helping management see alternatives, future possibilities and prepare for possible risks in the future. Inayatullah (2008, 13) states that Scenarios are the most excellent tool of futures studies: they open up the actual world, outline the range of uncertainty, present alternatives, and even forecast.

The Scenario process, according to Meristö and Kettunen (2010, 9), is a guided process where usually 2 - 4 alternative futures are built that reach from 10 to 20 years from present. Hiltunen (2010, 117) presents as her personal view that in a scenario process the most important is the process it's self as a method to learn about the future of an organization, not the end result. There are various methods for constructing scenarios. When scenarios are built in a simple manner the benefit of the outcome is usually lower. Yet still the purpose can also be in opening up discussion and changing the way of thinking and in this case also a simple scenario exercise can be valuable. (Hiltunen 2013, 116 - 117.)

The Futures table is one tool for constructing scenarios and it was developed by Yrjö Seppälä. In the table different future drivers are related to a chosen subject and then different values or alternatives, usually three per driver, are signed for them. The benefit of the futures table as a scenario method is that it forces to consider a phenomenon from various alternative driver perspectives and combinations of them. Compared to a two-dimensional scenario with four fields the Futures table is much more comprehensive. (Hiltunen 2013, 122.)

Futures Wheel

According to Elina Hiltunen (2013, 138) the Futures Wheel is a method that allows to consider the manifold effects of one particular change theme and it was introduced by Futurist Jeremy Glenn. The Futures Wheel enables developing the consequences of contemporary issues on a longer-term future. With the Futures Wheel anticipating future issues, creating possibility of new services and seeing the world in a complex connected level where the parts interact with the entity, becomes possible. (Inayatullah 2008, 9 - 10.)

The steps of using the Futures Wheel method start by writing the trend or event to the centre of the wheel. The primary consequences are written on the next circle of the wheel and then the consequences of the consequences on the third circle and so forth. The futures wheel can help to think in a more complex and non-linear way. It also helps to recognize connections and networks. (Emergent Futures 2009.) Hiltunen (2013, 138) states that the Futures wheel can be a good cognitive tool because it is simple and not difficult to use and brings up issues that are not evident at first sight.

PESTE-analysis

In PESTE-analysis the aim is to look and map future driving forces, weak signals and other signs of change that effect a certain operational environment. The collected data is then divided into political, economic, social, technological and ecological factors. (Meristö and Laitinen 2009, 6.)

Service Logic Business Model Canvas

The Business Model Canvas is a very popular and well-known tool created by Osterwalder and Pigneur in 2010 and it builds up of the nine building blocks of a business model presented in chapter 3.5 in Table 5. The Service Logic Business Model Canvas is a modified version of it that was created in 2015 by Ojasalo and Ojasalo (2015, 841) in an empirical study to better reason with the contemporary business logics such as the Service Dominant Logic (Vargo and Lusch 2004), the Service Logic (Grönroos 2006) and the Customer Dominant Logic (Heinonen et al. 2010). (Ojasalo et al. 2015, 841.)

The main difference of the Service Logic Business Model Canvas, presented in Table 7, compared to the Business Model Canvas is that the customer perspective is enhanced and brought to each fundamental block of the canvas beside the provider's point of view. It is essential for the provider to take a deep insight into the customer's world. In practice this can be done by asking certain questions represented in the canvas that help to take into account the customer's viewpoint in each block. (Ojasalo et al. 2015, 843 - 845.)

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

Table 7: The Service Logic Business Model Canvas by Ojasalo & Ojasalo (2015)

Ojasalo et al. (2015, 845 - 848) also present the process and give recommendations on how to use the Service Logic Business Model Canvas. The three process phases include first a light application version of the SLBMC, then information gathering and development work with service design tools and finally the full application version of the SLBMC for recognized customer profiles. The light application version as a process part is means that it is used rapidly in a few hour work shop to test and develop first hand ideas and insights. Ojasalo et al. (2015, 846) also point out, that the light version is also useful when there is no resources or time to do the full version. They enhance that especially Start-ups and SME companies that don't have advanced networks and resources can profit from the light application version of the SLBMC.

Stakeholder maps

Stakeholder maps are visual or physical representations that present different groups i.e. staff, customers, partner organizations and others that are involved in a certain service (Stickdorn et al 2013, 150). Robert Curedale (2013, 235) points out the importance of identifying key stakeholders and their relationships in the beginning of a design project. He also

talks about recognizing and including end users, groups who will benefit, groups who may be adversely affected, groups that hold power and groups that may sabotage outcomes.

After forming a complete list of stakeholders by interviewing and other research, the second step is to focus on visually presenting how the groups interact and are related to each other (Stickdorn et al. 2013, 150). Clustering the groups by their shared concerns, importance and influence also allows the service provider to improve engagement and reform their services (Stickdorn et al. 2013, 151). Curedale (2013, 235) writes that some commonly used dimensions used in a stakeholder map that all include three levels, are power, support, influence and need.

Storyboard

A Storyboard is a narrative method that is adopted from the film industry and well-known and used in many fields of design (Meroni and Sangiorgi 2011, 254.) It is said to be invented by Walt Disney in 1927 and in ten years time it was used in all studios (Curedale 2013, 239). A storyboard is a script of a service that is visualized with images and captions linking time, space, physical evidences, and human interactions (Meroni et al. 2011, 254). In other words "a step-by-step explanation of a service experience or journey" (Moriz 2005, 231) or as Curedale (2013, 239) implies: Storyboards build up of a set of frames that narrate a continuum of happenings in context. Storyboards are often constructed in a comic-strip format that visualizes a particular series of events, including as many contextual details as possible (Stickdorn et al. 2010, 186).

There are many suggestions and implications on how and in which phase of a design process The Story Board Method can be used. Marc Stickdorn et al. (2010, 186) state that the method is good in the Creation & Reflection phases of a service design process and Moriz (2005,142) claims that it is best to be used in the SD Explaining phase. Meroni et al. (2011, 239 and 254) suggest that it serves best in different stages of the design process (analyzing, generating, developing and prototyping) to help imagine interactions in developing phases of these design activities. According to Curedale (2013, 239) the Storyboard method is good in generating concepts and creating solutions.

Summary of the methods

The methods presented in this chapter were chosen to be used in the development process. Practitioners and academics point out that there is no right or wrong way to apply Service Design methods and they can be used in almost any combination to form a working entity (Stickdorn et al. 2013, 148). The chosen methods for this process were together seen to rep-

resent a rich and sufficient approach for learning about the multifaceted phenomenon in the different phases of the study and reach the set objectives. There are methods for mapping and understanding, like the CoCo-Cosmos, the Contextual interviews and the Customer Journey and methods for ideating, like the Brand snapshot with Brainstorm on the Moment that Matters. Also methods for forecasting, like the PESTE, Futures Wheel and Scenarios, methods for creating solutions and reflecting, like the Storyboard, and methods for modeling, like the Service Logic Business Model Canvas are presented.

5 Overview of the case project and empirical findings

As Figure 7 in chapter 4.2 illustrates, the case project follows the service innovation process grounded on foresight and service design by Ojasalo, Koskelo and Nousiainen (2015). Yet as mentioned in chapter 4.2. the process is not linear, but holistic, adaptable and iterative and the different phases overlap each other. Apart from the desk research, empirical findings for the Mapping and Understanding phase was mainly collected in an Explorative Co-Creation Workshop with CoCo Cosmos in January 2014, in Contextual Interviews with CoCo Cosmos in March 2014, and in an Innovative Co-Creation Workshop using several methods in June 2014. These sessions were all about understanding what are the customer values and desires and what are the customer's pains and unmet service needs, presently and in the future. The Futures Co-Creation Workshop in November 2015 was organized to give insight in anticipating and understanding what are the future changes, especially in the business environment, and what are the possible future needs of the customer in the changing situation. In addition to these the first round of the Service Logic Business Model Canvas in October 2015 mapped out and made explicit provider beliefs and viewpoints and revealed areas that had been limitedly reflected on with a conscious manner before.

Insights and empirical data for the Forecast and Ideate phase were mostly collected in the Innovative workshop (June 2014) and Futures Workshop (October 2015). The design of these sessions was inspired by the previous findings. Also the question of what kind of empirical data was still needed to construct the SLBMC was considered. In addition, the very first explorative workshop (January 2014) could partly be seen belonging to this process phase of Forecast and Ideate: it evolves from shared customer experiences to generating future oriented new ideas. Also in the first round of the SLBMC with the case company (October 2015) there was ideating on the business model, but this session still has more emphasis in the Model and Evaluate phase and goes there together with the second round of SLBMC conducted in November 2015.

The implemented process of the Service Innovation Process Grounded in Foresight and Service Design is limited to the second round of constructing the proposals for the Service Logic Business Model Canvas. After this the business model proposal is given over to the case company for possible implementation, testing and further development. This means that the process of the case study only partially reaches the final process phase of Conceptualizing and Influencing because it is limited from Influencing in means that the implementation is left to the case company. The following sub-chapter explains the whole process and its empirical findings in detail. Choosing a strategy for data analysis felt challenging and thus the strategy of data analysis was started by "playing" with the data, what Yin (2014, 135) recommends can be helpful. This meant making matrixes of categories and placing the data there, and looking for insights and patterns. When the process evolved, the general strategies of case study data analysis were reflected on again. According to Yin (2014, 136) the different analytic strategies and techniques are not mutually exclusive and can be used in any combination. In this case study the data has been worked by relying on the theoretical propositions (Yin 2014, 136) because this seemed to be a natural choice: as an example the Service Logic perspective of *understanding the customer needings* has defined the analysis. As analytic technique *Explanation building* was chosen: the goal is to analyze the case study by building an explanation about it (Yin 2014, 147).

5.1 Mapping and Understanding: an Explorative Co-Creation Workshop with CoCo Cosmos

The first workshop took place in January 2014 in Company X Ltd.'s premises in Helsinki and present were Company X Ltd.'s two leaders, one staff member and six invited customers of the company. The session was planned and facilitated by the author and her colleague from Laurea University of Applied Sciences who was also doing her Master's Thesis on developing a marketing plan for CoCo Cosmos. This first session acted also as a kick-off for the whole project. The leaders of Company X Ltd. wished to start by ideating future services with the co-creative CoCo Cosmos tool, which they had been involved with earlier as one of the companies that took part in the process of developing the CoCo Toolkit. Without this wish the facilitators would have maybe started with the focus of understanding current customer needings and desires instead of leaping into innovating the future. Instead it was decided to explore how the current customer needings and desires would emerge while having the focus more on the future. The data in the session was collected by audiotaping the whole session of both groups simultaneously and by observing and taking photos of the CoCo Cosmos picture.

The participants were divided into two groups which both gathered around a CoCo Cosmos game board. Both groups had their own facilitator. Both groups co-created the CoCo Cosmos picture simultaneously and went through the steps that are described in Table 6 of chapter

4.2. In the beginning of the process the participants felt frustration and felt that they hadn't been given sufficient directions: it seemed challenging to start ideating new services for an accounting company with partly strange people using an unfamiliar new method. Yet the frustration in the groups quite quickly evolved into a discussion where the participants shared stories and evaluated their past and present experiences from the field of financial administration and management. This gave in a very natural way perspective to what should be developed and the CoCo Cosmos pictures started to build up. Also the gaming element of CoCo Cosmos generated a relaxed atmosphere into the session and this quickly led to a good and even enthusiastic ambiance among the participants.

	Group 1, Issues that were reflected	Findings
A	What customers find important	<ul style="list-style-type: none"> • Trust • Networks of collaboration • Easy accessibility and communication • Well working routine services
B	Types of value that could be enhanced with service	<ul style="list-style-type: none"> • Material value: Bigger contribution margin, Savings, Sales ability • Immaterial value: Competence, IPR, Spar, Support in HR
C	Different situations with service potential	<ul style="list-style-type: none"> • Star-up company , Growing companies • Bankruptcy threat • Internationalizing company • Stable routined company • Retirement & Change of generation in family company • Investment & financing consultation • Corporate acquisition • Other than financial risks that affect business • Pricing • Developing business model • Financial administration -> equipment and software • Need to better follow-up costs
D	Challenges	<ul style="list-style-type: none"> • An accountancy company shouldn't just be a "registry office" • Money, costs
E	Ideas , possibilities	<ul style="list-style-type: none"> • More follow-up on project-based costs and immaterial costs • Follow-up of cost structure and profitability of customer's customers • A visionary delineation of a company's life cycle: what should the future look like? How could this be assisted? • Forethought using eg. The PESTE-method on how the social, economic and environmental changes affect business and costs, recognizing threats in advance. Taking notice of the company's cost structure in forethinking. • Volume discounts for several small companies through the accountancy company? • Shared HR service for small companies that can't afford their own?

The financial administration service company

Table 8: Outcome from the Explorative Co-Creation workshop with CoCo Cosmos in January 2014, group 1

	Group 2, Issues that were reflected	Findings
A	What customers find important	<ul style="list-style-type: none"> Trust and building trust is important Communication Well working software Well working routine services (important for small companies) Ability and willigness to customize service Connections to authorities, delivering required information to them on time and informing customer about this Shared language creates shared understanding Mistakes must be solved immediately Face-to-face meetings at customer's venue to better understand business in context
B	Types of value that could be enhanced with service	<ul style="list-style-type: none"> Understanding how to recognize possible potential in figures Encouraging entrepreneur and enhancing faith in business
C	Different situations with service potential	<ul style="list-style-type: none"> Training / education on using software Recognizing customer profitability Budgeting and setting objectives -> monitoring them Discovering what is behind the figures (eg. sometimes you can make a better profit with a small revenue) -> mutual planning and customized seervice Alarm level service: planning together the key ratios, objectives and alarm levels to the monitoring system
D	Challenges	<ul style="list-style-type: none"> If the contact person changes often If there is lack of trust which makes entrepreneur worry and gives the feeling that one must do everything by self
E	Ideas , possibilities	<ul style="list-style-type: none"> Alarm level system User interface of accounting service software of Company X New row for payed invoices in system (now one just sees "approved") Fixing own inputs and being able to delegate responsibilities would be good Ability to check bank account balance Ability to input becoming costs in the system -> cash flow The system could calculate known cyclic costs eg. VAT and tax notices to cash flow statement



Table 9: Outcome from the Explorative Co-Creation Workshop with CoCo Cosmos in January 2014, group 2

The two groups were very different and so the process and findings were different also. In one group the discussion was very even and everyone took equally part in the process. In the other group there was one customer who had a strong negative experience with an accounting company in the past and when he shared this with the group in detail this dominated the group's discussion. Still the other group members also managed to give some insights on the group's work. What the both groups shared was that they both considered trust and building trust as a central element when dealing with accounting companies. This came up several times in different contexts of both group's discussion. Also availability, reliability and fluent routine services were considered as grounding elements and requirements before even considering to buy any expanded service. In addition to this the two groups both brought up the wish of being able to better follow and analyze customer profitability. All of the findings from the workshop are illustrated in Table 8 and Table 9. They are clustered in the following alphabetical categories that are also marked with the letter to the CoCo Cosmos picture:

- A) What customers find important
- B) Types of value that could be enhanced with service
- C) Different situations with service potential
- D) Challenges
- E) Ideas, possibilities

Some of the ideas and possibilities concern software features and there were even more of these but as they came up in the workshop, some challenges turned out to result from lack of knowledge and got straightened at the moment by discussion. Here the need of sufficient guidance was noted and the workshop actually acted also as a session of guidance through the interaction. The manager of Company X Ltd. commented in the end of the session that the discussion had been bold and affluent. The SME entrepreneurs gave credit on the session and enjoyed meeting each other and sharing their thoughts and experiences. No one seemed to be in a hurry to leave after the session had finished and passionate discussions continued.

5.2 Mapping and Understanding: Contextual Interviews with CoCo Cosmos

The client companies of the case company consist of micro companies and at the second phase of data collection Company X Ltd. wished to gain a holistic understanding of the needs of a customer category that they were not yet serving but had interests in doing business with in the future. This segment consisted of companies that had revenue from one million to two million euros per year. It was concluded that the actualization of the interviews would probably be more ensured if the interviews would take place in premises of the selected companies. This way it would also be possible to discover tacit knowledge about the companies' contexts that might not be in conscious awareness. The CoCo Cosmos tool was chosen to be

combined with the contextual interview. According to Keränen et al. (2013, 53) using CoCo Cosmos enables getting a holistic view on the service setting and its development needs. It also enhances understanding of the position and capabilities of different stakeholders and identifies possible enablers and barriers in the business. This is why the CoCo Cosmos tool was seen to be appropriate in the task of deeply and holistically understanding the business and the service setting of the companies. Among the understanding on the business that could be gained by building the CoCo Cosmos picture, it was necessary to discover issues especially of the service setting from the accounting service perspective. In order to ensure the actualization of this, the questions featured in Table 10 were designed together with Company X Ltd.

Issues to be covered in the contextual interviews with CoCo Cosmos
<ul style="list-style-type: none"> • A holistic insight of the company's business, its stakeholders and connections between them
<ul style="list-style-type: none"> • Information flows: How does information flow in the company and how does the management get information to support their decision making? What information is needed?
<ul style="list-style-type: none"> • How does the financial monitoring/control support the business?
<ul style="list-style-type: none"> • What is the cycle of monitoring/control and is it active or passive?
<ul style="list-style-type: none"> • Are there unmet needs for services or what kind of services would the company need in what kind of information and to what areas of business?
<ul style="list-style-type: none"> • How much does the company currently pay for financial administration service and what does it include?

Table 10: Issues to be covered in the Contextual Interviews with CoCo Cosmos

Former experience in using CoCo Cosmos had showed that building the picture on the game board usually generates discussion. Thus this led to the assumption that the interview questions could intrinsically be covered along the session without a typical formal-like feeling of an interview.

To get to meet company representatives from the wanted segment, the manager from Company X Ltd. made phone calls to different companies, presented the case and asked if the CEOs' would be interested in building a picture of their company with a new tool in a gamely way. The advantage that the company would gain would be possible insights on their own latent business needs. The manager of Company X Ltd. managed to get four interested CEOs' to visit and all the interviews were scheduled to be done during March 2014. The companies represent the different industries of exhibition and trade show concept service, security edu-

ation service, contract work service in electricity and restaurant and catering service. The companies are referred to as companies A, B, C and D. The data of the Contextual Interviews with CoCo Cosmos was collected by audiotaping the whole interviews, by observation and field notes and by taking photos of the CoCo Cosmos picture.

The first interview was in a company that was doing exhibition and trade show concepts. Their office located in an industrial area, and the CEO was alone in the large premises with empty office rooms. This context already gave some clue on what the discussion unveiled: there had been more employees and more orders before in the company's history.

Company A (netsales 2013: ?) Exhibition and trade show concept "turnkey" services	
Stakeholders within the company	<ul style="list-style-type: none"> • CEO (A) • Sales representative (B) • Planners (C)
Stakeholders outside the company	<ul style="list-style-type: none"> • Accountant (D) • Subcontractors (E) • Customers (F) • Entrepreneur friends
Significant information flows and connections	<ul style="list-style-type: none"> • Best spar for business so far have been some subcontractors and fellow entrepreneurs that CEO knows from his studies (not in picture) • Passive relationship with Accountant
Strengths, enablers (line with green felt pen)	<ul style="list-style-type: none"> • When/ if there are a lot of orders and customers
Weaknesses, barriers (lines with red felt pen)	<ul style="list-style-type: none"> • Communication between company and customer • communication between company and subcontractors
Unmet service needs and wishes	<ul style="list-style-type: none"> • A more active relationship with accountant could be <p>Beneficiary: help in Counting profitabilities etc.</p>
Other interesting insights	<ul style="list-style-type: none"> • The CEO wished to get to do something else in some other company and he didn't see very positive views for the company and business sector. • CEO thought he would need some more education and work experience from somewhere else (Company A is a family company the CEO took over after his father and now the company is much smaller than before) • While making the CoCo Cosmos picture, the CEO realized that maybe he should outsource all the planners (C) (some of the planning is already outsourced) and this way optimize the planning costs because the workload varies
Features and cycle of financial monitoring / control	<ul style="list-style-type: none"> • Company purchases the statutory accounting services and calculation of salaries from an accounting company • A software (Netvisor) that includes orders, offers, invoicing, salaries, financial information and CRM • The CEO is the only one in the company who follows financial information and has contact to the accounting company. The CEO describes the relationship and communication as being passive.
Current cost on financial administration	<ul style="list-style-type: none"> • 55e/hour and approximately 500e/ month (not including software system)

Table 11: Data from the Contextual Interview with CoCo Cosmos, Company A, exhibition and trade show services

They also had had their own production and storehouse but now almost everything was outsourced. The CEO that was about 40, had led his family business since he took it over from his father many years ago. The CEO believed that the business sector he operated in didn't have very good views for the future. The session also indicated that the CEO didn't have much interaction with anyone outside the company, spar or encouragement to offer insights to developing the business, and he was quite alone. Surprisingly after he had discussed and formed the CoCo Cosmos picture, featured in Table 11, he looked at it and reflected that he should outsource also the group of three planners that still were employed by the company.

Company B (netsales 2013: 1,15 million euros) Security education services	
Stakeholders within the company	<ul style="list-style-type: none"> • CEO (A) • Managers (B) • Marketing manager (C) • Board of directors (D) • Customer serv., invoicing (E) • Educators (F) • Contract educators (G)
Stakeholders outside the company	<ul style="list-style-type: none"> • Auditor (H) • Accountant (I) • Customer (J) • End User (K)
Significant information flows and connections	<ul style="list-style-type: none"> • Relationship, trust and good communication with the accountant. CEO says that going through and developing things together help to create trust.
Strengths and enablers (line with green felt pen)	<ul style="list-style-type: none"> • Efficient marketing that reaches the customers, • Cooperation and communication with the accountant
Weaknesses, barriers (lines with red felt pen)	<ul style="list-style-type: none"> • Communicating the customer Feedback between contract Educators and office employees
Unmet service needs and wishes	<ul style="list-style-type: none"> • CEO wishes consultation and personal spar on how to follow figures and key ratios better • Improve business understanding
Other interesting insights	<ul style="list-style-type: none"> • Company has chosen a small accounting company because assumes that big ones might not be so flexible. Also has a bad experience on previous firm.
Features and cycle of financial monitoring / control	<ul style="list-style-type: none"> • CEO checks the income statement minimum once a week and follows constantly sales development and sales receivables. • Meets up with the accountant at least once a month and they go through business and plan together.
Current cost on financial administration	<ul style="list-style-type: none"> • Cost is 50 000€/ year including the cost of the outsourced financial monitoring and reporting and web-based software that comprehends salaries, sales & purchases invoices, traveling bills, financial monitoring and reporting • Accountant charges by hour, software system has a monthly fee and partly the cost also correlates with the number of invoices, which the company has a lot • CEO says that the costs are constantly monitored so that the expences won't grow to be too much

Table 12: Data from the Contextual Interview with CoCo Cosmos, Company B, security education services

Company C (netsales 2013: 2,4 million euros) Contract work services in electricity	
Stakeholders within the company	<ul style="list-style-type: none"> • CEO (A) • Director (B) • Manager (C) • 22 Employees (D)
Stakeholders outside the company	<ul style="list-style-type: none"> • Accountant (E) • Accounting company (F) • Bank & Insurance Company (G) • Suppliers (H)
Significant information flow's and connections	<ul style="list-style-type: none"> • Insufficient service and communication from Accountancy company • Lack of communication between information systems which causes an extra stage in the process
Strengths and enablers (line with green felt pen)	<ul style="list-style-type: none"> • Good staff that works well together
Weaknesses, barriers (lines with red felt pen)	<ul style="list-style-type: none"> • Lack of systematic customer feedback channels • Information systems of accounting company and Company C don't communicate together and now there has been lack of staff in the accounting company which has weakened the situation • Company C feels that they don't get enough information to support decision making and often not even answers to their questions
Unmet service needs and wishes	<ul style="list-style-type: none"> • An electric information flow from the ECOM system to a separate accounting system. • The ability to allocate invoices straight to projects in the system (which causes extra work now) • Answers to questions more quickly • A check every half year or quarter on where the company is going and is there something to worry about: a need for expertise to understand the figures more deeply • Consultation in understanding better the cost balance of employees and pricing • Help and guidance in tax planning
Other interesting insights	<ul style="list-style-type: none"> • CEO claims that many businesses (them also but in smaller scale) in the construction branch always order new building materials to the construction sight and all the material that is left over is disposed because it is much cheaper to get new ones to the next sight than to relocate and store the usable left over material.
Features and cycle of financial monitoring / control	<ul style="list-style-type: none"> • Company C has ECOM system that which provides information on sales, receivables, invoicing, project follow up and salaries • The Ecom system is very common in electricity businesses and there aren't really any good options. It has no bookkeeping module as an option • The good side of Ecom is that all the updated price information and invoices from 5 biggest wholesale companies go straight to the system • The accountant comes to the company 4-6 hours/ week and does the bookkeeping and calculation of salaries using ECOM and takes a pile of prints and diaries with financial information to the accounting company that does the finalized bookkeeping there. The accounting company sends back financial information for monthly payments to Company C by e-mail. • Company C receives a draft from the financial statement by e-mail and it is finalized together at the accounting company
Current cost on financial administration	1000 1500e/ month (CEO estimation, not including the ECOM-system costs.) Company is considering recruitment of a person who would be in charge of the financial administration and some other responsibilities.

Table 13: Data from the Contextual Interview with CoCo Cosmos, Company C, contract work services in electricity

The second contextual interview was with a company that was in the security education business, Company B. The premises of the company were compact and in a good order. The CEO was approximately of same age as the previous one. Building the CoCo Cosmos picture

seemed to be quite effortless for him and he admitted that he was taking a management course where they had had to work intensely on issues concerning the business and the company and thus it was easy. The CEO gave the impression that he was very interested in developing his own knowledge and skills and the business.

Company D (netsales 2013: 0,88 million euros) Restaurant and catering services	
Stakeholders within the company	<ul style="list-style-type: none"> • CEO (A) • Outsourced secretary (marketing, purchases) (B) • Cooking school unit (C) • Catering service (D) • Vantaa Unit(4 employees)(E) • Espoo Unit (3 employees) (F) • Staff lunch restaurant 1(employee)(G)
Stakeholders outside the company	<ul style="list-style-type: none"> • Rest/ catering customers (H) • Other restaurants (I) • Grocery stores (J) • Company D:s Estonian alimentary import company (4 people) (K) • Suomen Yrittäjät ry (L) • Accounting company EST (M) • Accounting company FIN (N) • Bank (O)
Significant information flow's and connections	<ul style="list-style-type: none"> • CEO's friend who has a software company in Thailand, has made a few softwares for Company D that the company benefits from, eg. a meeting booking software that also serves as basis for invoicing and a import software for invoicing and cargo tracking (not marked in picture)
Strengths and enablers	<ul style="list-style-type: none"> • All operations have been covered with income financing and the company has no debt (not imarked in picture) • All restaurant units have invoicing customers, hardly anyone pays with cash or card, invoicing only twice a month • Well working facilities (bank, accounting, taxes) in Estonia and business growth opportunities there
Weaknesses, barriers	<ul style="list-style-type: none"> • Not specific or good enough financial reports, tax counselling, communication and advices on profitability from financial administration services • Tried to start a catering shop in certain premises in Espoo but the requirements of the fire inspector were too strict and the company lost some money in this effort • Java system has to be updated "at least once a week"
Unmet service needs and wishes	<ul style="list-style-type: none"> • Would be interested on better understanding and control profitability • Yearns for an electrical identification card that they already have in Estonia to sign e-contracts • Would want to have / would be interested in more specific financial reports, tax counselling, better communication and advices on profitability from financial administration services - for reasonable price
Other interesting insights	<ul style="list-style-type: none"> • The CEO really found doing business more compelling, easy , flexible and profitable in Estonia then in Finland. He had plans to concentrate business more to Estonia and sell some business units in Finland.
Features and cycle of financial monitoring / control	<ul style="list-style-type: none"> • Uses Java-based Procountor bookeeping system that receives all the invoices from suppliers. CEO considers system is "ok" and he has his user interface to the system and accountant has his accounting interface • All restaurant units do their own share and invoices • Accounting service handles invoicing, salaries and reports quarterly to CEO • CEO says that he "relays in his luck and occasionally looks at the bank balance"
Current cost on financial administration	<ul style="list-style-type: none"> • 1500e - 3000e including handling invoicing, salaries and quarterly reporting, also upkeep of the Pro-Countor system • In the Estonian import company cost is 60e monthly

Table 14: Data from the Contextual Interview with CoCo Cosmos, Company D, Restaurant and Catering Services

He also seemed to be very “on top” of his business and also monitoring the financial administration and management. He was quite satisfied with his accounting company and the accountant and he constantly monitored the costs. The findings of the contextual interview with Company B are featured in Table 12.

The third company, Company C, was a company that offered contract work services in electricity. This company also situated in an industrial area. The sympathetic CEO seemed to be a bit shy to get his hands on the CoCo Cosmos cards and game board, but as he warmed up the content of the session was probably the most interesting so far and the outcome can be seen in Table 13. Some clear service needs were revealed and the company was going through dynamic growth. They were also considering new solutions for their system of financial administration. As the interviewer I was curious to discuss the outcome of this session with the accounting company: could this difficult software system have any better solutions?

The fourth CEO from Company D, was a very active entrepreneur from the field of restaurant and catering business. He settled the meeting to one of his lunch restaurants and was almost an hour late from the appointment, driving from another location. The whole of his business, illustrated in the CoCo Cosmos picture in Table 14, seemed to be quite complex with several restaurant and catering units and also the alimentary import business from Estonia. This CEO was full of ideas, well networked and the friend from Thailand that had built his software systems well reflected on the particular fiddling that his whole successful business complex seemed to be labeled with. This CEO praised the well working systems and fair price level in Estonia and was willing to move more business there.

The four contextual interviews with CoCo Cosmos did give a good holistic view on the service settings of the four businesses from very different fields of business. All companies had their practices and systems for financial administration and management, and as learned in the case of Company C, sometimes the accounting system is complicated because the essential software doesn't communicate with some other - and yet there doesn't seem to be any good options really. What all the companies seemed to have as a common wish, with just different expressions, was *good communication/ an active relationship with the accountant*. Through this they pictured that they would like to gain more guidance and help in for example counting profitability (Companies A and D), or counselling in taxation issues (Companies C and D). Only the CEO from Company B told that he had an interactive relationship and good communication with his accountant and the others clearly expressed that they wished for more interaction.

The findings of each interview was reported and discussed with the managers of Company X Ltd. With Company C they actually had another meeting with afterwards to negotiate if they

could be of any help in solving the accounting challenges. After the interviews Company X Ltd. pointed out that the CoCo Cosmos tool could work well as a consultative sales tool in the future. From the interviewer point of view it was impressive to experience how powerful the combination of the contextual interview and the CoCo Cosmos tool were in how they revealed insights from the business to the interviewer and the interviewee.

5.3 Ideating: An Innovative Co-Creation Workshop

The previous sessions of gathering data had produced insight on the pains and wishes of customers and potential customers. According to Miettinen (2009, 11) the process of service design with its various methods enables co-creation that allows co-constructing the service experience to suit the customer's context. This is why for the next step of the process the aim was to discover could a diverse team of customers, representatives of the case company and possible other partners now innovate on accounting services by re-designing meaningful service touchpoints with service design methods. In consequence of this an Innovative Co-Creation Workshop was organized and carried out in June 2014. The workshop took place in Laurea's premises in Leppävaara and there was eventually 14 participants, including three staff members from Company X Ltd., the facilitator and an assisting facilitator from Laurea and most importantly 7 representatives from different client companies of Company X Ltd. There were also two young entrepreneurs from a small start-up company and the whole event started with a quick physical warm-up that at the same time introduced the start-up's business of a web-based service of fun, office-based workout routines. The young entrepreneurs also took part as participants in the first phases of the workshop.

The design of the workshop

The set of methods/ tools was chosen inspired by a service design exercise workshop held by IDEO Boston representatives in Lahti in 2011. The set of methods was experienced to enable truly new perspectives on designing service touchpoints. The participants were guided through a six-step process where they shared experiences and thoughts, generated ideas together and co-created on new potential success stories. People were divided into two groups that followed simultaneously the workshop's six phases. The steps and each method, how it was implemented and the objective behind the method are explained in Table 15. The data of the workshop session was collected by observing, audiotaping the final stories and by taking photos of the rich visual data that was generated during the session: the idea generations, the Customer Journeys and the Storyboards.

The half-day workshop was conducted during an afternoon and since the group came in the middle of their work days to participate, some were late and some had to leave earlier. This had a minor distracting effect on the workshop but luckily the number of participants, fourteen, was sufficient in means that the work in the two groups was not dependent on one or two missing persons. The entity of multiple stages required intensive concentration from the participants and the set was quite ambitious for a few hour workshop. Company X Ltd. had high expectations from the workshop and they wished to gain ground breaking new innovative business ideas as a result from it.

Name of the phase	Method/ tool used	Why? Objective of the phase	How?
1. Financial administration service warm-up	An application of the Airline Journey warm-up exercise by IDEO	Warmup to workshop and subject, Introducing people to eachother	<ol style="list-style-type: none"> All participants divide into 2 groups and then pair up One pair member interviews the other pair about the latest memorable financial administration service experience Pairs change roles after 5 minutes Pairs present eachother and the memorable experiences to their group
2. Customer Journey	The Customer journey map	Elucidate one significant financial administration service experience into a Customer Journey Map	<ol style="list-style-type: none"> Group chooses one customer experience presented in the group in phase 1 Group goes through the Journey together and illustrates it into the Customer Journey Map poster
3. Brand snapshot	The Brand snapshot method by IDEO	Investigate a well known brand from a totally different business sector and discover the significant brand attributes (important and strong things about the brand	<ol style="list-style-type: none"> Group chooses a brand that everyone knows Group collects everything they know about the brand Group reviews the competitive landscape of the brand Group names important brand attributes and distills them into statements or key words
4. Moment that matters	<ol style="list-style-type: none"> The "Brainstorm One Moment that Matters" exercise by IDEO Dot voting 	Combine other brand's attributes (phase 3) to the chozen significant moment in the user journey of financial administration services	<ol style="list-style-type: none"> Group chooses a significant moment from the Customer Journey Map made in phase 2 Group chooses a brand attribute from phase 3 Group fills in the chozen words to the question: How could we plan the _____moment using the _____ attribute? Each group member answers the question to a post-it Group dot-votes for the best solution
5. Full service vs. self service	Application of the Full Service or self service exercise by IDEO	Explore the Customer Journey's phases and implicate if they are full-service or self-service and what would be best. Also reflect what is the role of software.	<ol style="list-style-type: none"> Group explores the Customer Journey Map made in phase 2 and marks self-service and full-service touchpoints along the journey Group discusses what touchpoints can't be self-done, what would be nice to do self, Which service touch points might the customer prefer to deliver himself/ herself
6. Storyboard	The Storyboard	<p>Combine the elements from previous phases and create a storyboard of a good user experience,</p> <p>Share and discuss experience and insights</p>	<ol style="list-style-type: none"> Group choozes one introduced user person from the introductions in phase 1 Group views the full-service and self-service phases explored in phase 5 Group creates a storyboard where the chozen person goes through the user journey and its different stages of service The two groups share their story to all participants and story is opened for discussion

Table 15: The phases and methods/ tools in the Innovative Co-Creation Workshop in June 2014

The participants each shared a good or a bad memorable service experience from the field of financial administration service with their group. The groups chose one experience and investigated it together by deconstructing it into a Customer Journey. The group selected the most meaningful moment or touchpoint of their Customer Journey and combined attributes from one other well-known brand from a different field of business. The two groups also identified

self-service and full-service aspects of their customer journeys and reflected on where it could be better to have self-service and where it would be nice or necessary to have full service. Finally the groups re-designed the chosen touchpoints using the other brand's attributes and build a new story to a storyboard. The steps of the workshop are explained in detail in Table 15.

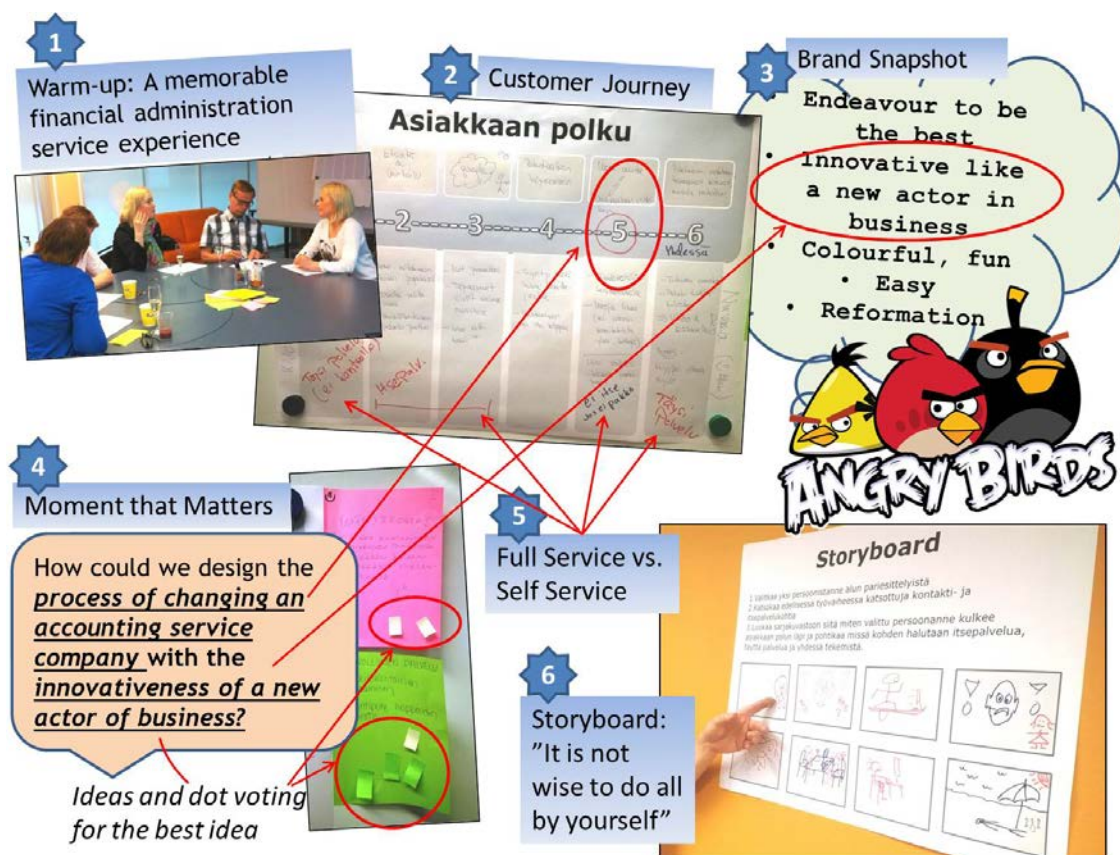


Illustration 1: A visualization of the of group one's steps through the phases of the Innovative Co-Creation Workshop in June 2014

The six steps of group one

The two groups worked simultaneously starting with the Customer Journeys. The group who's six steps, showed in Illustration 1, chose to create the Customer Journey on one entrepreneur's experience on changing accounting company. The steps of the Customer Journey were the following:

- ➔ The accounting company quits it's business and the entrepreneur has to find a new one.

- The entrepreneur is stressed about having to change companies and searches and compares new options. This takes time.
- The entrepreneur tries to find sufficient information on different companies to make a decision. He finds it difficult to find relevant information from the web and gets frustrated.
- The entrepreneur meets with a potential company that seems promising.
- Wrong choice: the accounting company turns out to be unsatisfactory and the entrepreneur has to start all over again to look for a suitable one.
- The customer makes a new choice and this time it is good: the new accounting company answers questions rapidly and the accountant is always available when needed.

For the moment that matters the group chose the step of wrong choice where the accounting company turns out to be unsatisfactory and the entrepreneur has to start all over again looking for a suitable one. The well-known other brand that the group chose was Angry Birds. By combining the brand attributes of Angry Birds to the moment that matters the group came up with the question of:

How could we design the process of changing the accounting company with the innovativeness of a new actor in business?

Then the group brainstormed on the answers to the question and came up with the following solutions:

- The change of company should be brought out in the right channel and at the right time, for example as a part of a game that you can play on i-pad. -> The surprising factor!
- Change of Service Company always requires innovativeness and meeting people to support decision making. A good brand also has meaning.
- By using intuition! Right state of mind, right place, right time.
- By thoroughly interviewing and comparing options. A glass of sparkling wouldn't harm either!
- A service with a face, personal meetings and sales pitch on how easy things can be.

The winner was dot voted to be the solution of "service with a face, personal meetings and sales pitch on how easy things can be". Before moving into co-creating the Storyboard, the group reflected on self-service and full service aspects of the Customer Journey. These were to be considered also on the Storyboard. Illustration 2 shows the final Storyboard and tells the story that the group co-created based on the first five steps of the workshop. The story is called *Changing an accounting company - It is not wise to do all by yourself*.

Storyboard: Changing an accounting company - It is not wise to do all by yourself

Mainline of the story: A confidential relationship with the accounting company is crucial for an entrepreneur personally and also from the viewpoint of his business. Changing the accounting company is not easy and choosing a good one and building trust with it is challenging. A wrong choice can cause mistakes and extra costs. It is essential that the service is available and that it can be reached when needed. Everything doesn't have to be in the internet and also face-to-face service is valued. A good division of work with the accounting company lightens the entrepreneurs burden so that he can concentrate on his actual work. This requires trust so that the entrepreneur feels that he can let go of some tasks and rely on the accounting company taking good care of them.

Steps of the story

1. The current accounting company quits business and due to this the entrepreneur's business suffers and the CEO is feeling sick with stress.
2. The entrepreneur tries to find options from the internet but is not happy because all companies seem to be just offering web-services. He would like to have more personal face-to-face service because he feels uncomfortable doing business in the internet.
3. The entrepreneur finally finds an accounting company by receiving a printed Ad from the mail.
4. The accounting company turns out to be unreliable and incompetent and the entrepreneur is not good at insisting for better service. The entrepreneur and his business suffer: penalty and tax payments etc...
5. The entrepreneur meets up with a good accountant and changes the accounting company again: all his worries go away. He can now concentrate on what he is good at because the accounting company handles all the financial administration tasks so well.
6. Good collaboration and trust is developed between the entrepreneur and the accounting company. Cheers for that!
7. The accountant works hard. She meets up with the entrepreneur regularly and always answers the phone.
8. The entrepreneur can now even relax sometimes: a good accountancy company can really lighten an entrepreneur's work burden!

Illustration 2: Storyboard from the Innovative Co-Creation Workshop in June 2014: The story of an entrepreneur having to change the accounting company

The six steps of group two

The other group chose to make a Customer Journey on one entrepreneur's frustrating experiences in organizing payments traffic and having to carry financial risk with collecting payments. The steps of the Customer Journey were the following:

- Entrepreneur makes a contract with a customer
- Entrepreneur performs the agreed work for the customer
- Entrepreneur makes an invoice and sends it to the customer
- Entrepreneur wonders has the customer received the invoice?
- Entrepreneur worries will the transaction be made in time?

- ➔ Entrepreneur sees no transactions in his company account, so entrepreneur sends reminders to the customer
- ➔ Entrepreneur still sees no transactions in his company account so he has to start debt collection procedures

For the moment that matters the group chose the step of "Entrepreneur worries will the transaction be made in time?" Then the well-known other brand that the group chose was Toyota. By combining the brand attributes of Toyota to the moment that matters they came up with the question:

How could we design the touchpoint of receiving a payment using the solution mindset of a forerunner?

Storyboard: Billing

Mainline of the story: It is very important to agree in detail on the terms of payment already in the contract phase. Especially in this economical situation it is important to receive the payments in time. With a good contract the extra work and risks in payments traffic are minimized. The accounting company could help in this by checking the customer company's liquidity, credit references and make a suggestion on the terms of payment and schedule. The layout of the contract could be pre-prepared and the entrepreneur could just fill in the description of the agreed work performance and content of service.

Steps of the story:

1. The entrepreneur does some marketing and makes a contract with a company - but the contract doesn't include sufficient terms of payment. -> The wrong way!
2. The entrepreneur makes a contract with a company and the contract clearly defines terms of payment so that the payments traffic can be handled without extra work and unnecessary reminders. -> The right way!
3. When the job is done, customer gets informed and approves the performance.
4. The customer pays the bill and the entrepreneur doesn't have to worry about the payments traffic.
5. The entrepreneur gets the payment and his money on time.
6. The entrepreneur can concentrate on sales and his actual work that again acts as a reference at the market and eases up marketing efforts.
7. The profit grows.
8. Everyone is happy.

Illustration 3: Storyboard from the Innovative Co-Creation Workshop in June 2014: The story of Billing and the importance of defining the terms of payment in a contract

The group generated the following answers and solutions to the question:

- Push notification -> application that gives information on the phase of the ongoing process
- Good, detailed contract: commitment to the payment settled already in the contract -> entrepreneur can make the invoices and they can be given in advance. Customer can decide the schedule and seller the price.
- Customer is offered the opportunity to pay the invoice with the company credit card (information is given in advance), approval with text message.

The winner was dot voted to be the "Good, detailed contract" and Illustration 3 shows the final Storyboard and story that the group came up with. This story is called Billing.

Reflections on the workshop

The workshop was quite well executed and the participants seemed to enjoy it. One customer of Company X Ltd. admitted that when she saw that the workshop invitation had the word "innovative" in it her first thoughts were "Oh, why does everything have to be forced to be so innovative in today's world?" Yet after the workshop she understood the meaning for the word in this context and that she especially enjoyed the phase where the other brands attributes were combined to design a certain service.

The leaders of Company X Ltd. seemed to be satisfied and gave a acknowledgement face-to-face after the workshop and also in their facebook group where they shared photos of the event. No ground breaking innovations arose immediately from the session, but the leaders thought that the idea of facilitating the customers with their contract processes could really have some development potential. Also the session opened some new important insights on what customers found difficult, like the process of changing an accounting service company or the billing, and also what they valued, like an *accountant that listens and is reliable*. The themes of *trust* and *humane interaction and service* that had arose also in the previous sessions, were emphasized in the participants' discussions. From the workshop's designer's and facilitator's critical point of view, the final Storyboards very much resembled the initial Customer Journeys. Maybe combining the brand attributes and the chosen moment that matters (the service touchpoint) was limited by the formed sentence that contained only one chosen attribute, which in both groups ended up being quite general and non-specific: "the solution mindset of a forerunner" and "the innovativeness of a new actor in business". Or then they just should have been worked further.

5.4 Modeling: Building the Service Logic Business model Canvas

In October 2015 took place a workshop where Company X Ltd. 's manager and two employees generated ideas and facts for the Service Logic Business Model Canvas. The idea was to apply the light version of the Service Logic Business Model Canvas presented by Ojasalo & Ojasalo (2015, 845 - 846) in a half-day workshop to gather up data based on the team 's prior knowledge, preliminary assumptions and identification on customer profiles. This first round of the SLBMC was organized to get an understanding of the current status of the company 's understanding of their business when reflected with the principles and elements of a Service Logic Business Model. The data in the workshop was collected by observation, making field notes and taking photos of the generated data that had been placed on the wall.

The workshop was conducted so, that the following elements were placed as posters on the wall: the empty service Logic Business Model Canvas, a poster with the topic "Customer profiles?" and nine posters each with a topic from the blocks that form the SLBMC. The blocks also contained the forty subsidiary questions that the SLBMC provides (Ojasalo et al. 2015, 844). The author of this case study shortly introduced the idea of the SLBMC and the purpose of the workshop to the participants. The work started by reflecting together on possible customer profiles: Has Company X Ltd. recognized different customer profiles? Since the answer was no, the group discussed what features they think could profile they customers and would there be any use in profiling the customers. The participants stated that since they have customers from various sectors of business and none of them are so called manual customers, which is to say that all the businesses are operating with web software, the profiling features come from some other characteristics than business branch or ability to use software. Yet the team managed to name three possible profiling features: The customer 's understanding of cost accounting, the customer 's understanding of financial reporting and the quality of interest in details and/ or the entirety.



Illustration 4: A visualization from the application of the SLBMC light version and ideas generated for the nine blocks of the Service Logic Business Model Canvas with Company X Ltd. in October 2015

The participants were given some post-its and felt pens and they circulated around the nine SLBMC building block posters that were spread around the walls of the meeting room. Each participant generated and wrote down their ideas and thoughts independently on the post-its and placed them around each topic. The nine topics with generated ideas and how they build up to the SLBMC are illustrated in Illustration 4.

SLBMC Block	Idea generation data From company's point of view	Idea generation data From customer's point of view	Insights from discussion
1. Customers world and desire for ideal value	<ul style="list-style-type: none"> Regular meetings or calls Customer work shops Methods to deepen understanding of customer's world eg. contextual interviews Sharing information within the company from eg changes 	<ul style="list-style-type: none"> Financial advantage through personalized financial administration service Good, fair-priced service Tailored service Quick service Empathy Joyful service Service that provides essential information Predictive service 	<ul style="list-style-type: none"> The previous methods used with customers and potential customers in this development work have been appreciated by the customers
2. Value proposition	<ul style="list-style-type: none"> Taking care also of the entrepreneur's personal point of view in business and fostering eg income formation Current information about the financial state of a business Analysis on what hasn't worked Analysis on what could be improved Statutory reporting Predictive information 	<ul style="list-style-type: none"> Trust Cost savings Tax counselling 	<ul style="list-style-type: none"> Promoting that electric public services which customers often find complicated can easily be done for the the customer by the accounting company
3. Value creation	<ul style="list-style-type: none"> Listening to the customer Understanding the customer Providing different service for different customers because of different needs Problem: the customer doesn't always understand -> should the customer be given more guidance? 	<ul style="list-style-type: none"> Planning Budgeting, choices, decision Follow-up 	<ul style="list-style-type: none"> The customer sees only a small part of the work in the form of reports or meetings. Making the work and process more visible for the customer?
4. Interaction and co-production	<ul style="list-style-type: none"> More intence collaboration 	<ul style="list-style-type: none"> Customer needs to provide information about his company Legislation Partnership, not separate 	<ul style="list-style-type: none"> The issue of responsibility: how is it distributed The accountant has the juridical responsibility of all entries she makes and can't make business decisions The law says that also partial bookkeeping brings the bookkeeping responsibility
5. Revenue streams and metrics	<ul style="list-style-type: none"> Steady income comes with steady monthly fee -based pricing that also includes the audit of the accounts Efficient work -> IT software enables modern and fast reporting Consultation Valuable information for developing processes Competence and expertise Metrics on use of time €/hour 	<ul style="list-style-type: none"> Profit, money circulation Monthly reports Customer knows beforehand the cost of financial administration service Simple, easy, effective 	<ul style="list-style-type: none"> There maybe should be more metrics for customers but what could they be?
6. Key resources	<ul style="list-style-type: none"> Competence & education Knowledge and the use of IT, law Software programm Office Nice and developing work environment Memberships in different organizations 	<ul style="list-style-type: none"> Collaboration and discussion Computer User interface of software and ability to use it Understanding of cost accounting Understanding of financial reporting Understanding of financial state of own company 	<ul style="list-style-type: none"> The best references for Company X Ltd. always come from the customers
7. Key partners	<ul style="list-style-type: none"> Customers Staff Customers of customers Banks Tax authority Insurance company University of applied sciences -> trainees Chamber of Commerce Naisyrittäjät ry Software development collaboration 	<ul style="list-style-type: none"> Funders -> financial planning and consultation Accounting company could act between customer and their customers for the customer There could be more cooperation... 	<ul style="list-style-type: none"> The developing area of Pasila: a lot of potential to hook up with new partners for the benefit of the customer? -> An accounting company that is a logistic center/ lounge for club members? -> Customers could take care of current matters, exceptions in their daily routines -> what needs are there in the customer's world?
8. Mobilizing resources and partners	<ul style="list-style-type: none"> We have a lot of contacts that could be utilized for the benefit of each other, customers Collaborative meetings 	<ul style="list-style-type: none"> Taking part in activities Being open 	<ul style="list-style-type: none"> Club X Ltd. theme Negotiate benefits from other services: meeting facilities, workout, child care, lunch, shopping, mailing,
9. Cost structure	<ul style="list-style-type: none"> Salaries, rent, IT, social security expences Time (= money) Elasticity Empathy and understanding Orientation of staff Education and following trends and changes that have effects on business 	<ul style="list-style-type: none"> Monthly fee Follow the schedule Time Orientation of staff 	<ul style="list-style-type: none"> Understanding and empathy is essential: the Finnish entrepreneur is often so alone

Table 16: Data collected applying the light version of the Service Logic Business Model Canvas in October 2015

When everyone had done the full round of idea generating, the whole group together discussed what thoughts, ideas, remarks and even questions arose during the idea generation. From the experience and visual presentation of the idea generation the participants recognized the some areas or blocks that they had not actively thought about before, that should maybe be given more attention. In these blocks, Value Creation and Mobilizing Resources and Partners, were marked with a red exclamation mark and they are circulated with red in Figure 10. The outcomes of the workshop (the idea generation and the discussion) are collected in Table 16.

Reflecting on the outcome of the workshop it became evident that the questions of the building blocks of Value creation and Mobilizing Resources and Partners caused the most difficulty for the company manager and employees to answer. The questions in the value creation block from the company's point of view are: *How is our offering embedded in the customer's world? How can we facilitate the customer to reach their goals?* From the customer point of view the questions are *How does the value emerge in customer's practices, also from mental and emotional experiences? How are customer's long term benefits accomplished?* The question is also difficult, but the previous sessions have given some insight to this question also. Considering the fact that the Company X Ltd. is very service minded and also as a small company has a very personal relationship with its customers, they have good possibilities in each case learn how they could best facilitate the customer to reach their goals. Yet in the discussion the manager had concerns in the fact that the customer often sees only a small part of the work that the accounting company does in the form of reports and meetings and doesn't maybe have a very profound understanding on the legally defined issues and responsibilities (Ahonen 2015a). Yet still this information is quite a heavy package and many customers don't learn the various pages of contract terms very deeply. So more easy and visual presentations of the possibilities and responsibilities and enhancing transparency could be good solutions to tackle this issue.

The questions in the block of Mobilizing resources and Partners were from the company point of view: *How do we coordinate multiparty value creation? How do we utilize and develop partners and resources?* From the customer point of view the question was: *How can the customer utilize and develop partners and resources?* Even though the question was hard to answer for the company, it is evident that all the co-creation sessions that have been done in this project has mobilized resources and partners in a very meaningful way: partners and customers of Company X Ltd. have learned about each other and shared experiences, knowledge and valuable insights and made efforts to co-create on a better future together. Yet to investigate this issue more deeply, it could be done by expanding the reflection of block seven, Key Partners. So it was decided to do a Stakeholder map and reflect on how are the listed key

partners important, what are their relations and what does anticipations of the future could be made.

The manager of Company X Ltd. found that the most valuable findings of this workshop was the discussion on the customer understanding and division of responsibilities and making them explicit for the customer (Ahonen 2015a). Often the division of responsibilities are unclear also and may cause false understandings on what the accountant actually can do.

5.5 Forecasting: Co-Creating Futures wheels and Scenarios

The Futures Co-Creation Workshop was an afternoon session organized in November 2015. A heterogeneous team of nine participants gathered together in Laurea's premises in Tikkurila: the manager of Company X Ltd. and two of her employees, who were also students in Haaga-Helia University of Applied Sciences, three customer company representatives, a Senior Lecturer of financial administration from Laurea and the Accounts Manager of Laurea. I guided and facilitated the workshop. The objective was to reflect on the development and future of financial administration service business and co-create alternative futures. The chosen methods were the Futures Wheel and for building Scenarios the Futures Table. Why this combination of methods was chosen, was that they were thought to complement each other: the Futures Wheel allows investigating one phenomenon and its consequences thoroughly whereas in the Futures Table a limited number of alternative options of several different phenomena are combined to form scenarios. It was concluded that maybe the alternatives in the Futures Table would be result of thoughtful processing if the phenomenon would first be discussed within the Futures Wheel phase.

With the invitation the participants had received a table of future drivers as pre-material and they were all given the task to reflect on it and think or imagine about possible other trends and future drivers. The future megatrends were collected from SITRA (2015) and the business field drivers and trends from the past summers Financial Administration seminar material (Talouhallintoliitto 2015). This pre-material is presented in Table 17 and the future drivers were divided using PESTE analysis: political, economic, social, technological and ecological perspectives and also the categories of Market, Technology and Society. The data that was generated at the workshop was collected by listening and making field notes, audiotaping the final scenario stories and by taking photos of the visual and descriptive material that was produced during the session.

The Futures Co-Creation Workshop started with coffee and a short round of introductions. Then the printed pre-material was distributed to all participants and they were asked to si-

lently write down on post-its other possible future drivers, megatrends, trends, weak signals or possible wild cards that they could think of or imagine. After the silent brainstorm the participants shared one by one their outcome with everyone and the post-its were collected on the wall. This took more time than estimated and some drivers were similar or practically the same as in the pre-material. While sharing the drivers some of these and other kinds of connections were made explicit. The trends or future drivers that were generated in the workshop and put on the wall are organized under the same perspectives than the trends in the pre-material and collected in Table 18: the market, technology and society, and also the political, economical, social, technological and ecological perspectives of PESTE analysis.

Global megatrends and trends in the perspectives of the market, technology, society and PESTE perspectives that affect the future of financial administration and management. What other change factors or trends do you know- or you can imagine?				
Market		Technology		Society
Global: <ul style="list-style-type: none"> Skills and competencies challenge knowledge Stable work is vanishing Power relations are shifting Identified in the field of business: <ul style="list-style-type: none"> The amount of knowledge is growing -> the significance of analysis and new type of services in guidance and counselling The changing bookkeeping law New actors in the business sector such as network operators Enhanced meaning of own strengths and sharpening them, specialization Real-timeness Growing quality demands in financial information Growing demands in expertise: "from a person storing data to a financial administration change agent" Knowing and understanding the customer's business 		Global: <ul style="list-style-type: none"> Digitalization -> change in work processes Identified in the field of business: <ul style="list-style-type: none"> Some jobs disappear due to automatization The reporting to authorities is getting automatized Routine work is getting automatized Small accounting companies role in guiding SMEs to the digital world "The accounting company as an air traffic control tower that is leading the bit streams" 		Global: <ul style="list-style-type: none"> Lifespans are stretched Skills and competencies challenge knowledge Communities are getting empowered The role of cities is emphasized European constitution is deteriorating Identified in the field of business: <ul style="list-style-type: none"> Transparency New service concepts
P (Political)	E (Economical)	S (Social)	T (Technological)	E (Ecological)
Identified in the field of business: <ul style="list-style-type: none"> The change of bookkeeping law to add up with the EU requirements 	Global: <ul style="list-style-type: none"> Circular economy (confronting the overuse of natural resources) 	Global: <ul style="list-style-type: none"> Enhanced meaning of wellbeing Growing inequality Identified in the field of business: <ul style="list-style-type: none"> Customer oriented approach "To answer to a company's financial matters like it's own department of financial administration" 	Global: <ul style="list-style-type: none"> Technology is integrating to everyday life Identified in the field of business: <ul style="list-style-type: none"> Investments in software system development Structural information gets saved directly in to an information pool All bookkeeping material is in electronical form 	Global: <ul style="list-style-type: none"> The consequences of climate change are expanding The ecological conscience is being distressed

Table 17: The pretask and material of the Futures Co-Creation Workshop in November 2015

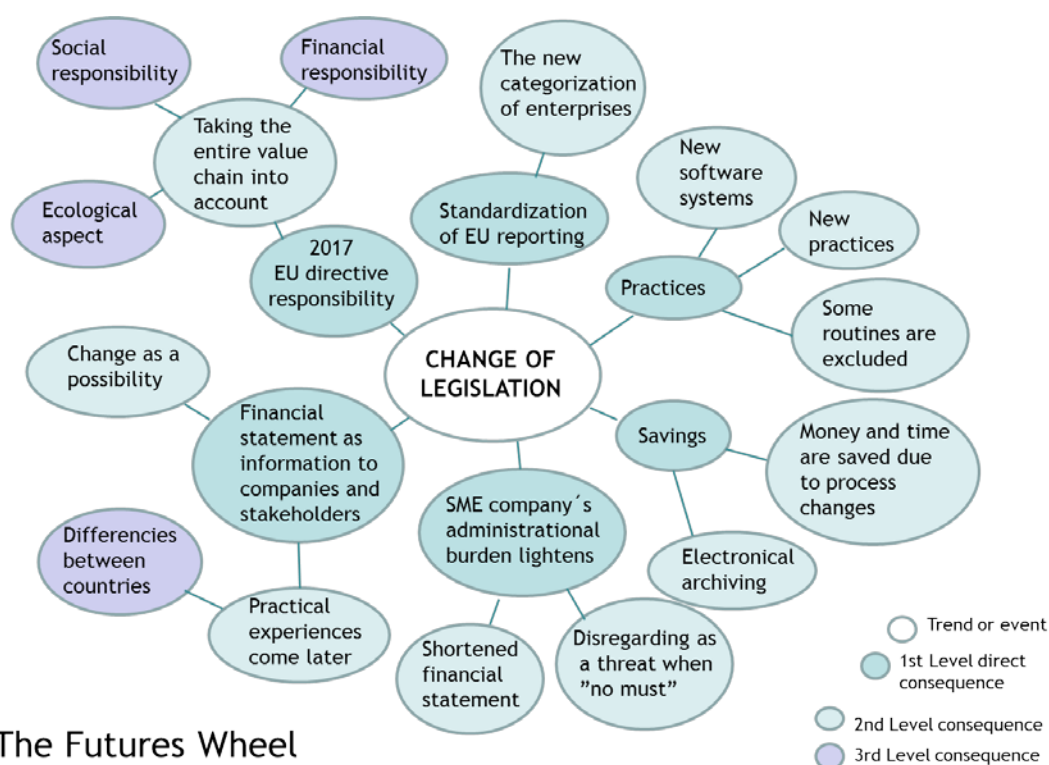
The group was asked to pair up with someone they were not so familiar with and then each pair was to choose one interesting phenomenon from the wall, the pre-material or from ideas that had come up during the discussion. The pairs chose the following phenomena: Development of Technology, Understanding the Customer's Business, Change of Legislation and Virtual Currency. All the pairs were given a Futures Wheel Canvas to fill up by first placing the chosen phenomenon in the middle. Then the pairs were to ideate a few direct first level con-

sequences for the phenomenon, then second and maybe even third level consequences and so forth. After a while the canvases were passed on clockwise to the next pair and the pairs got to do the same with a new phenomenon. This went on until all of the canvases had passed through all four pairs. The pairs ended up with their original canvas and had a moment to explore how the Futures Wheel had developed. The four completed Futures Wheels are illustrated in Figures 8, 9 and 10 with the content translated from the original Finnish language to English.

Market		Technology		Society	
<ul style="list-style-type: none"> Mobility as a service Networks -> "It's not what you own but what you can access" Work is distributed differently Importance of the ability to interpret data 	<ul style="list-style-type: none"> Importance of anticipating the future Globalization -> the scalability of services -> the global customers Real internationalization 	<ul style="list-style-type: none"> Virtual reality & Augmented reality Technology develops so fast that we can't manage to keep up with it Technology will develop in ways that we can't even imagine 	<ul style="list-style-type: none"> Could digitalization cause a monopoly? -> Only a few big actors defining what is done - Non-digital world entrepreneurs that possibly "fall between two stools"? - Are entrepreneurs forced into certain routines? 	<ul style="list-style-type: none"> How will the society handle it's costs? • Sense of community • Co-creation The society requires information from companies and there are tasks shifting from the society to companies The immigration phenomenon 	
P (Political)	E (Economic)	S (Social)		T (Technological)	E (Ecological)
<ul style="list-style-type: none"> Data accumulates to only a few actors, "authorities" -> Polarization of power Integrated reporting 2016/2017 The requirement of responsibility through the whole value chain -> law and statutes 	<ul style="list-style-type: none"> Sharing Economy Will there be a bilateral money, a Y-money? 	<ul style="list-style-type: none"> People want to do things that mean something Customer centricity -> personification Inability and pain to give up the old ways People should know how to live, not perform Freedom of choice in everything 	<ul style="list-style-type: none"> Cloud services -> more IT-services from networks instead of inside the organization Changes in data transfer 		

Table 18: The trends and future drivers generated in the Futures Co-Creation Workshop, organized under the same perspectives than the trends and megatrends in the pre-material

The constructing of the Futures Wheel of Change of Legislation, featured in Figure 8, revealed a new legislation change that might also affect the smaller businesses even though it is made for big companies of over 500 employees. This is to say that as the new EU directive leading to the new national Accounting Act lightens the administrative burden of small companies, in 2017 there is coming a directive that requires companies of over 500 employees to disclose certain non-financial information in their management reports. This includes policies, risks and outcomes concerning environmental matters, social and employee-related aspects, respect of human rights, issues of anti-corruption and bribery, and the diversity of boards of directors. The aim is to make the social and environmental issues of Europe's largest

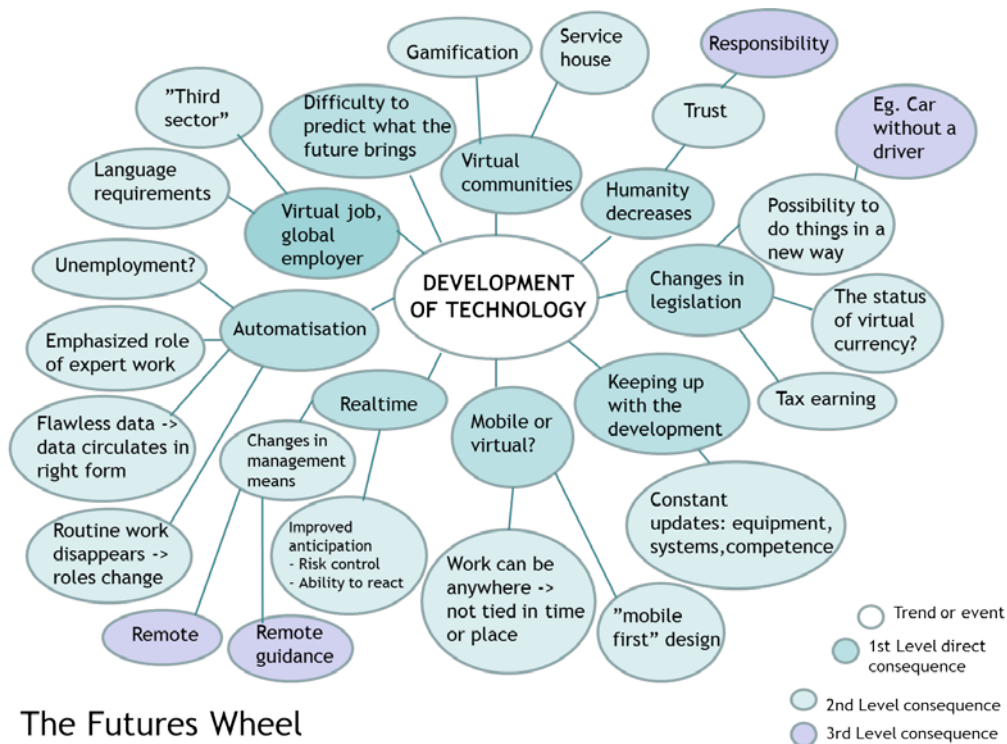


The Futures Wheel

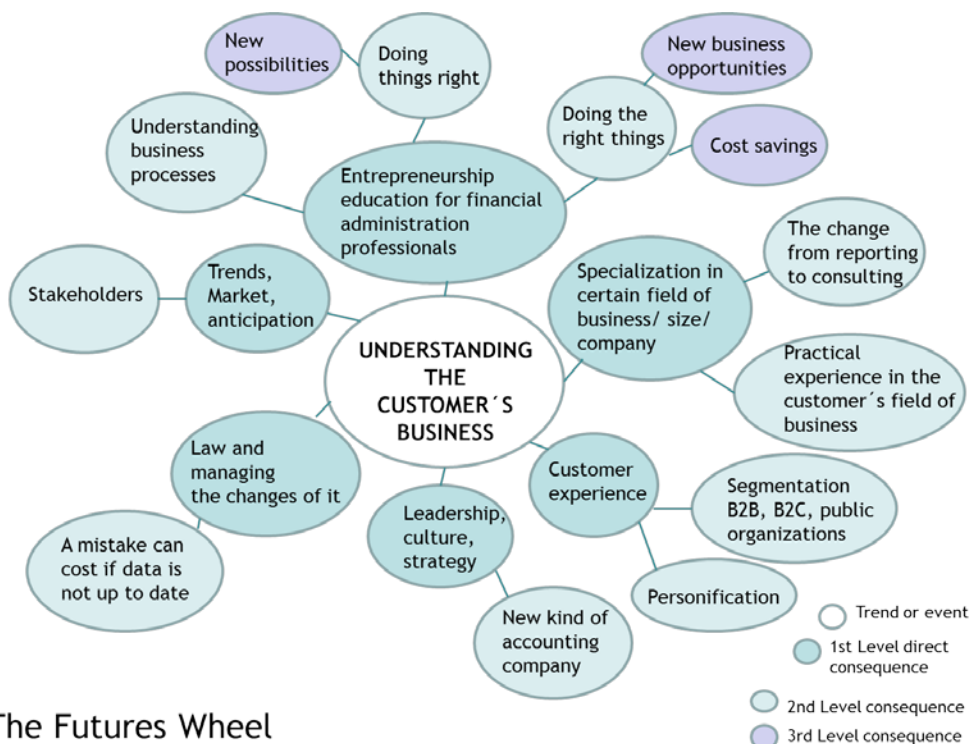
Figure 9: The Futures Wheel in Change of Legislation created in the Futures Co-Creation Workshop in November 2015

companies more transparent. (European Commission 2014.) This might have broader consequences, open up new opportunities and also arise questions: Could there be some new service needs here? Will the small companies eventually follow this trend even though the requirements for them are not changed for now?

The Futures Wheel of the Development of Technology, illustrated in Figure 9, brought out the possibility to combine gaming element into accounting service. One participant talked about this not been discussed enough: there are new possibilities, why not develop a game that at the same time gives you important insights and information on your business? The wheel of Understanding the Customer's Business, see Figure 9, made explicit that a good futures accountant should have multi-layered understanding to understand the customer's business: legislation that affects it, the field of business, customer experience, leadership and strategy, entrepreneurship. Yet one participant enhanced that the accountant doesn't really have to know the customer's business thoroughly but to understand it.



The Futures Wheel



The Futures Wheel

Figure 10: Two Futures Wheels: Development of Technology and Understanding the Customer's Business. Created in the Futures Co-Creation Workshop in November 2015

The process of building the Futures Wheel of Virtual Currency, shown in Figure 10, brought up clear societal concerns like grey economy and how the society manages to handle its costs if the structure of currency as a concept radically changes and sharing economy and change economy emerge. On the other hand the participants reflected that aside the bitcoin even “normal money” today already is mostly virtual and the change to a totally virtual currency wouldn’t maybe be so difficult.

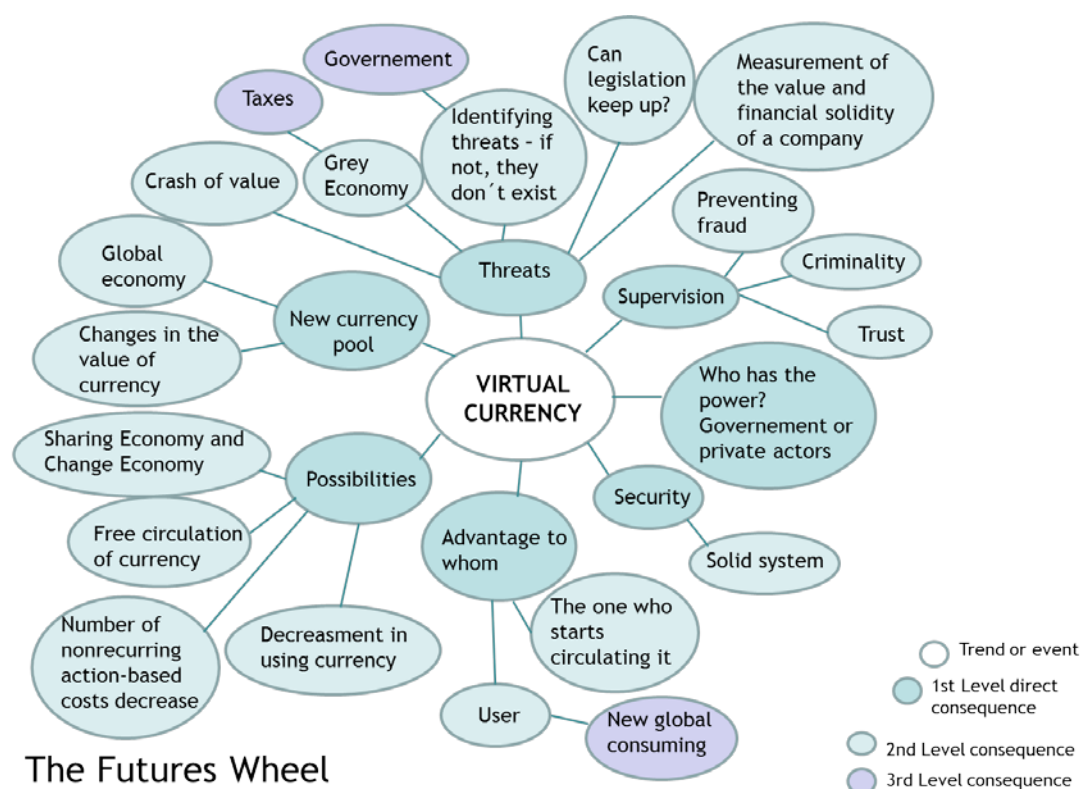


Figure 11: The Futures Wheel in Virtual Currency created in the Futures Co-Creation Workshop in November 2015

After creating the Futures Wheels the workshop continued so that the pairs were given empty Futures Table canvases and they were asked to choose three alternative options for the phenomenon of their Futures Wheel. All the phenomena and their options were shared with the whole group and this way all of the canvases had the same content at this phase. Then the pairs were asked to build one or two Scenarios by mixing the alternative options of each phenomenon. The pairs were given the possibility to add more phenomena in to the futures table but this chance wasn’t used by any of the pairs. The scenarios were then shared among all participants. Each pair told their scenario story or two stories and they were documented by recording.

















Futures Table			
Change Driver	Option A	Option B	Option C
1. DEVELOPMENT OF TECHNOLOGY	Everything gets automatized 	Work community changes 	The society as an enabler 
2. UNDERSTANDING THE CUSTOMERS BUSINESS	Accounting service changes from reporting to consulting 	Specialization and personification is emphasized 	Understanding what are the customer affects of the legislation changes
3. CHANGE OF LEGISLATION	Changes in reporting 	Division of responsibility changes -> networks 	Changes in how data is collected 
4. VIRTUAL CURRENCY	Secure and solid, only existing shared currency 	Limited use - yet reliable 	Trust gets lost, crash of value
The Scenarios			
1B + 2B + 3C + 4A 	Automatization leads to specialization and personification of service. Collecting data changes due to changes in legislation. Virtual currency is secure and the only currency used.		
1A + 2A + 3A + 4B 	Work communities change due to the change of technology. In the field of accounting focus shifts from reporting to consulting. Virtual currency is secure but has limited use.		
2A + 1A + 3B + 4A 	Accounting changes from reporting to consulting and this is greatly influenced by the fact that everything is automatized. Automatization has a radical impact on roles in responsibilities. Virtual money becomes the solid and only currency system.		
3C + 1C + 2B + 4A 	New legislation makes it possible to collect data from the very beginning, the primary purchase. This enables to specialization and personalization of service in many fields of business. Society acts as an enabler and supports data collection and use of the data. The role of accounting is to advise companies in managing this all: now when everything is possible, there must be someone who tells what options there are.		
3B + 3C + 4A + 1A + 2B 	The dilemma of how does the society handle it´s costs: Health technology would become a part of the accounting service business. Information on how a person´s body is functioning and how well the person does things from the health perspective are collected. This could be done by an implanted micro chip or just a personal identity card. People could earn virtual money by supporting their own health and get tax reduction. This earning logics would encourage people to exercise more and be healthier. The society would have less social and health costs when the cost focus would shift from consequences to prevention. Reporting focus in companies would shift from financial figures to reporting company values and how they have been achieved. Threats: constant monitoring and collecting data about health can have risks too "everything is known all the time".		
4A + 3B + 2A + 1A 	Virtual currency is secure and becomes the only means of payment and everything is automatized. Responsibilities shift from authorities to individuals who then need consultancy on how to handle all the affairs. Thus the importance of consultation service arises. Power shifts from authorities and banks to the people and consultants.		

Table 19: Futures Table and the Scenarios from the Futures Co-Creation Workshop on November 2015 (the symbols; sun, moon, star etc, illustrate the different combinations from which the scenarios are formed and they have no other symbolic meaning)

All together the pairs produced six scenarios that are collected in Table 19. The symbols in the table, the sun, the moon, a cloud, a triangle, etc. are chosen just to illustrate the different scenario paths in the Futures Table and they don't have any other symbolic meaning.

Probably one of the most original idea that emerged from the scenarios was the idea of accounting service business adopting health technology and producing and analyzing more than just financial data. Also the change of economy among bitcoin-like virtual currency is a really compelling and even realistic scenario that emerged from the Futures Wheel of Virtual Currency. Actually a week from our workshop the manager of Company X Ltd. was in a seminar organized by the Chamber of Commerce in Helsinki and she told that the same issue was addressed there as a subject - so the workshop had actually been in the very essence of emerging issues. Interesting were also the many discussions that the trends and change drivers generated. The participants were looking at the change drivers from many perspectives.

Reflection on the workshop

Afterwards thinking from the viewpoint of workshop design, it could have been more fruitful to concentrate on just building the Scenarios in a more thorough way. Maybe this way the group could have produced more detailed and in-depth scenario stories. Now the scenario stories were just built by adding up the alternatives and the actual stories were short and not very explicit or story-like, as featured in Table 19. The Futures Table alternatives that the Scenarios were built from, were also on a quite general level. Many of them were not even real futures alternatives, but already recognized and ongoing change reality, like "accounting service changes from reporting to consulting". Here the facilitation could have given more thorough guidance. On the other hand, the four phenomena that the participants selected primarily for the Futures Wheels, were given very much thought in that phase already and maybe the choice of keeping the same change drivers throughout the workshop made it possible to still succeed with the combination of methods used in an afternoon workshop.

Before the end of the workshop the participants were asked how they had experienced the use of the Futures Wheel method. The pair who had chosen the subject of Change of Legislation answered that they found it in some way slightly confusing and that maybe the phenomenon they chose should have been more functional. One participant reflected that the multiple consequences of the central phenomenon in the wheel relate strongly to each other, and the causality is not always as clear as it tends to build up on the wheel. The group concluded that anticipating the future is not easy - and that there are always some threats and some possibilities in every phenomenon.

The participants of the workshop were also asked what were their thoughts and feedback on the whole workshop. They thought that there was a positive spirit of working together throughout the session and that the number of participants was quite optimum for discussion. They also thought it was nice to participate when someone had planned and organized the steps with thought beforehand. One participant commented that she enjoyed the heterogeneity of the group: different backgrounds and fields of business and different ages.

5.6 Conceptualizing: Reflected findings of the process on the Service Logic Business Model Canvas

The last phase of this development work answers to the objective of developing the business model of the accounting company, Company X Ltd. Conclusions from all the understanding that the whole process has provided are made, and recommendations for the Service Logic Business Model are concluded to the Service Logic Business model Canvas. Especially the customer point of view is enhanced in the findings of the study. In the recommendations for the business model, the findings are reflected through Service Logic, Co-Creation, Service Design and Foresight perspectives. The recommendations have been discussed with the CEO of Company X Ltd. and they developed to the final form in the end on November 2015.

In November 2015 also a Stakeholder Map was made with the CEO of Company X Ltd. in order to get more perspective on the Key Partners -topic, when going through the results. The Stakeholder Map can be seen in Illustration 5. The green post-its represent those stakeholders that were named already in the first round of the SLBMC, and the orange post-its illustrate the stakeholders that were discovered while constructing the Stakeholder Map. The new stakeholders in the map were "own personal networks of people and companies", "partners of customers" and "Veronmaksajat ry" - an organization of the tax payers that helps with taxation issues and acts as a guardian of interests. Also "Facility and Tools" were surprisingly named to be a key partner, although they could also be perceived as other resources. With this the CEO meant accessibility, a new way of thinking of partners in the digitalizing world and chances for sensing new possibilities. The key partners in the Stakeholder Map in order starting from the center, the most important, are the following: Staff, Customers, Funders of customers, Chamber of Commerce, University of Applied Sciences, Own personal networks, Customers of customers, partners of customers, software development cooperation, Tax authority, Facility and tools, Insurance Company, Naisyrittäjät ry and Suomen Yrittäjät ry. The arrows in the picture illustrate directions of the future developments seen by the CEO: The significance of the personal networks and the customers of customers are seen to grow and the staff will have more direct engagement with the funders of the customers.

STAKEHOLDER MAP

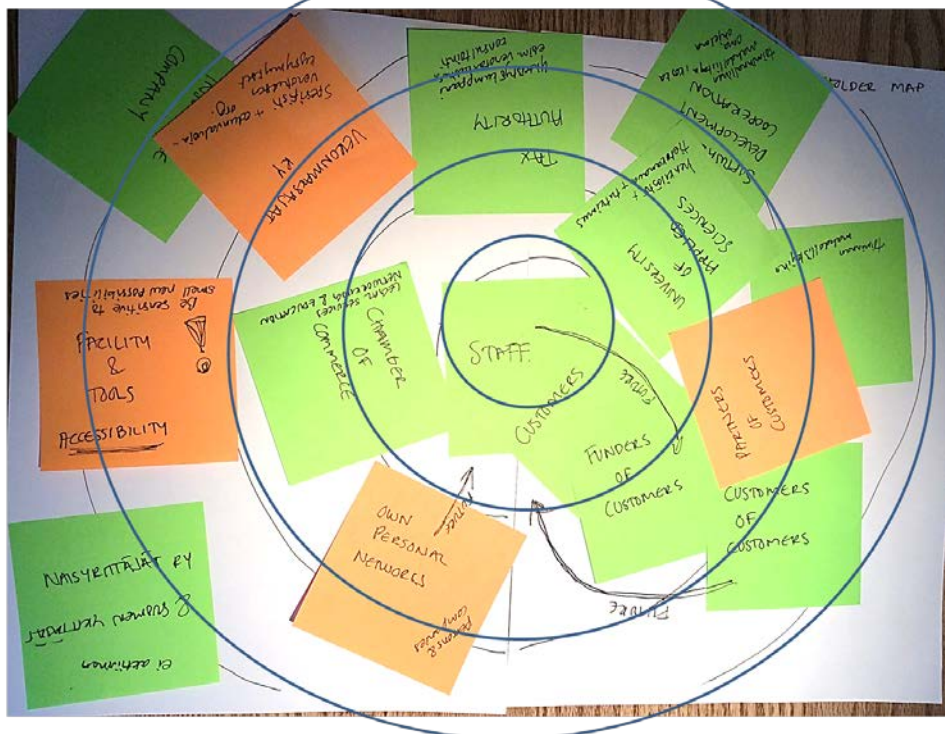


Illustration 5: Stakeholder map of Company X Ltd. done in November 2015 with the CEO.

The suggestions for the Service Logic Business Model are based on the case study findings. The next step would be testing the model, implementing it and developing it even further, which this development study is limited from doing. The new suggestions for each block of the SLBMC are presented first in this chapter, and then there are related essential appendices in the end of this report: all the recommendations collected to the SLBMC, Appendix 1, and then there are appendices for each block of the canvas, Appendices 2 - 10, where all the customer insights, the company insights, methods used, and visual material from the process are collected in. The Futures Wheels and the Scenarios made are also placed on the building blocks of the SLBMC in order to keep the changes and possibilities in mind, and to let them inspire further development. More reflection and the background of the recommendations are presented in the following chapter, Chapter 6: Reflection and conclusions.

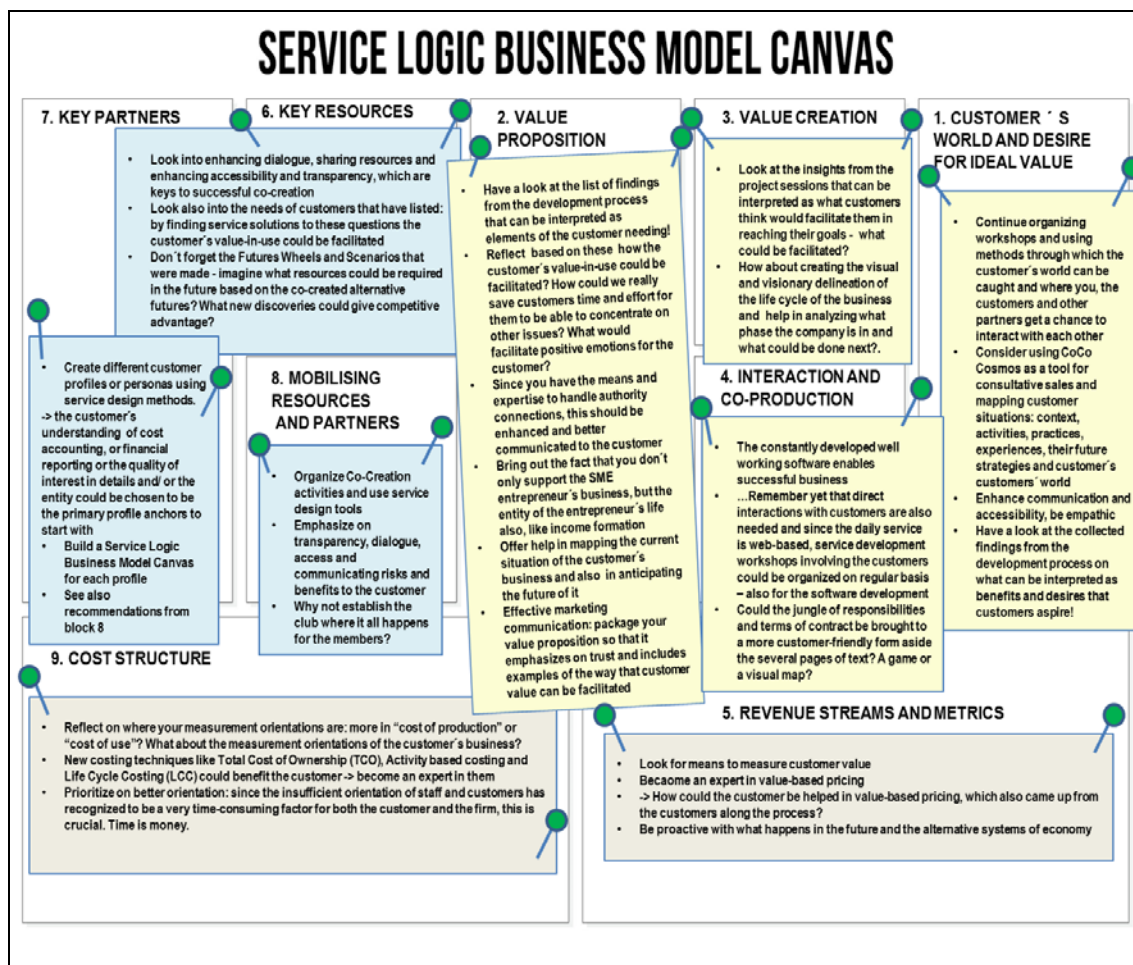


Figure 12: The final recommendations for Company X Ltd. to develop its business model on the Service Logic Business Model Canvas

Recommendations for the SLBMC/ Customer's World and Desire for Ideal value:

Continue organizing workshops and events where the customer's world can be caught and where you, the customers and other partners get a chance to interact with each other. Consider using CoCo Cosmos as a tool for consultative sales and mapping the customer situations: context, activities, practices, experiences, their future strategies and customer's customers' world. Enhance communication and accessibility. Have a look at Appendix 2, where all the collected findings from the development process on what can be interpreted as benefits and desires that customers aspire.

Recommendations for the SLBMC/ Value Proposition:

Take a look at Appendix 3, where there is a list of findings from the development process that can be interpreted as elements of the customer needing. Reflect on how the customer's value-in-use could be facilitated: what would save time and effort for the customer to concentrate on other issues and what would facilitate positive emotions for the customer. The customers have listed help in authority reporting and good connections to the

authorities as one thing they value and since you have the means and expertise for it, this should be enhanced and better communicated to the customer. Also bring out the fact that you don't only support the entrepreneur's business, but also the personal perspective of the entrepreneur's life. Offer help in mapping the situation of the customer's business and in anticipating the future of it with the customers. This all relates to effective marketing communication: package your value proposition so that it includes examples of the way that value can be facilitated.

Recommendations for the SLBMC/ Value Creation:

Look at Appendix 4, the insights from the project sessions that can be interpreted as what customers think would facilitate them in reaching their goals. For the question of how to accomplish customer long-time benefits there came up a good idea in the first Explorative Co-Creation Workshop: create a visual visionary delineation of the life cycle of the customer's business and analyze what phase the company is in and what could be done in which phase or next in order to be somewhere in a certain time.

Recommendations for the SLBMC/ Interaction and Co-Production:

See Appendix 5. The constantly developed well serving and working software enables successful business. Remember yet that direct interactions with customers are also needed. If the daily service is web-based, service development workshops involving the customers could be organized on regular basis - also for the software development. Could the jungle of responsibilities and terms of contract be brought to a more customer-friendly form aside the several pages of text? A game, a visual map, a blueprint or a Customer Journey?

Recommendations for the SLBMC/ Revenue Streams and Metrics:

Look for means to measure customer value and become an expert in value-based pricing. How could the customer be guided to value-based pricing, which also came up from the customers along the process? Be proactive with what happens in the future and the alternative systems of economy. See also Appendix 6.

Recommendations for the SLBMC/ Key resources:

Look into enhancing dialogue, sharing resources and enhancing accessibility and transparency, which are keys to successful co-creation. Look also into the listed findings from the process that can be interpreted as customer needs in Appendix 7: by finding service solutions to these questions the customer's value-in-use could be facilitated. Don't forget the Futures Wheels and Scenarios that were made - imagine what resources could be required in the future based on the co-created alternative futures? What new discoveries could give competitive advantage?

Recommendations for the SLBMC/ Key Partners:

Create different customer profiles or personas using service design methods. The idea that occurred in the first round of the SLBMC that the profiling could be based on the customer's understanding of cost accounting, the customer's understanding of financial reporting or the quality of interest in details and/ or the entirety could be chosen to be the primary profile anchors to start with. Build a Service Logic Business Model Canvas for each customer profile. See also recommendations from block eight in Appendix 8.

Recommendations for the SLBMC/ Mobilizing Resources and Partners:

Continue organizing Co-Creation activities and use service design tools. Emphasize on transparency, dialogue, access and communicating risks and benefits to the customer. And why not establish the club where it all happens for the members? See Appendix 9.

Recommendations for the SLBMC/ Customer's World and Desire for Ideal Value:

Reflect on where your measurement orientations are: more in "cost of production" or "cost of use"? What about the measurement orientations of the customer's business? Become an expert in new costing techniques like Total Cost of Ownership (TCO), Activity Based Costing (ABC) and Life Cycle Costing (LCC) that can benefit the customer. Prioritize on better orientation: time is money, and since the insufficient orientation of staff and customers has been recognized to be a very time-consuming factor for both the customer and the firm, this would be crucial to improve. See also Appendix 10.

All of the recommendations are collected on the SLBMC as shown in Figure 11. The canvas itself in a larger form is attached to this report as Appendix 1.

6 Reflection and conclusions

The attempt in this case study was to help a micro size accounting company, which serves other small companies, to develop its service and create a new innovative and customer-centric business model. Thus Service Logic was suggested to be the grounding perspective for the case company's business development and the question of *How to help the case company to adopt a Service Logic perspective on business* was one of the questions guiding the study. Ojasalo, Nousiainen and Koskelo (2015, 208) recommend that when new possibilities for value creation and innovation based on Service Logic are sought for in a company, Design Thinking and Futures Thinking should be utilized. Thus the decision to use the Service Innovation process grounded on Service Design and Foresight was chosen and as Ojasalo K et al (2015, 208) point out, the methods of foresight and service design complete one another.

In all B2B it is essential to first profoundly know the customers, their business processes and models and then create means to create value together with customers and stakeholders state Ojasalo et al. (2010, 3). Also in order to build the sensing ability necessary for service innovation, it is important to learn about customers' desires and needing in their own contexts (Ojasalo, Nousinen and Koskelo 2015, 203). So, a deep understanding of the customer's world was necessary to gain, and *How to help the accounting company to deeply understand the customer needing and desires* - was another guiding question of the study.

In order to find answers to this question, it is necessary to understand, that as Grönroos et al. (2014) state, what is value for the customer, is always uniquely and contextually experienced and determined by the customer. The real value-in-use for the customer might be something different than what the company's understanding of the value is, Strandvik (2011) points out. The customer's mental model of their business and its strategies, that affect their choices and priorities, form another mental model that makes the customer conceive how a certain task is to be fulfilled. This mental model of desired value-in-use forms the actual customer needing with its three elements: doing, experiencing and scheduling. Knowing them all is required in order to catch real customer value-in-use. (Strandvik 2011.) In order to learn what really forms the customer needing, it was clear that new means to interact with the customers were necessary.

Because it is not possible to know or predict the future, it is important to consider alternatives for the future (Hiltunen 2013, 115). Also reflecting and listing change drivers in the business environment is necessary in order to gain the sensing capability needed in the service innovation process (Ojasalo K. et al 2015, 203). The question of *How to understand future drivers and their affects and possibilities in the business* was also guiding the study. According to Ojasalo K et al. (2015, 193), the future success in service innovation requires new methodological approach to the process, and thus they suggest that integrating the methods and tools of foresight and service design can open new possibilities. According to Inayatullah (2008,4), in the complexity of the diverse world, studying the futures studies can offer means to help reform actions and support in creating a desired world. Also considering the understandings that service design has a strategic role in the co-creation of value (Miettinen 2012, 9) and that only direct interactions are seen to enable co-creation between the customer and the company (Grönroos et al. 2014), confirmed the choice to apply a service innovation process that grounds on service design and foresight in this study. A set of interactive sessions, workshops and contextual interviews involving customers and other partners were organized in order to test the new collaborative methods, enhance interaction and get an understanding of what was to be discovered in order to find solutions for business modeling. Through the sessions, a better understanding of the future drivers and the customer's world was reached,

and as one of the customers pointed out in the Futures Co-Creation Workshop, “It doesn’t mean being an expert in the customer’s business, it is sufficient to just understand it”.

How to generate suggestions for a new customer-centered business model for the accounting company and especially embed the customers’ viewpoint to their business model? Considering that the heart of any business model (Osterwalder et al 2010, 20) comprises from customers, a business model construct should explain how the company creates value for its customers (Nenonen et al 2009, 4). Thus the final objective in this development process was set to be creating suggestions that reflect the findings of the study that would create value for the customers. The suggestions are proposed to be embedded in a new Service Logic Business Model. This was done with by applying the service innovation process grounded on foresight and service design, and as K. Ojasalo et al. (2015, 200) argue, together Design Thinking and Futures Thinking enhance dynamic capabilities of sensing and seizing new service possibilities. Through the process different service design and foresight methods were used with the company employees, customers and other partners and the necessary understanding of the customer needing and the changing business environment were reached to be able to generate the suggestions for the new business model.

6.1 Learnings from the co-creation of value and co-production of service perspectives

According to Stickdorn et al (2011, 199) co-creation brings groups together, helps to build future collaboration and the shared experiences create shared ownership on the subjects of development. Thus co-creation can be recommended to mobilize resources and partners: even if the benefits wouldn’t be immediate, good groundation for future collaboration is built. Yet also the experiences from the process implicated that customers, partners and company employees enjoyed meeting each other and valued that they could share experiences, thoughts and insights and generate new ideas together. Also feelings of frustration (the Explorative Co-Creation workshop) and confusion (the Futures co-Creation workshop) were experienced by some, mostly due to the use of new methods. As noted before also, the workshops with multiple methods might have been quite heavy for the participants. For the future it would be good to consider carefully the variety of methods and tools used in a limited time of a workshop.

What could the recommendations for the new Service Logic Business Model be? -was one guiding question in the study. Keränen (2015, 197-198) argues that it seems that the potentiality for business modeling and strategic thinking in co-creation first require a good understanding of value-in-use, a deep knowledge from each other’s business, better future planning and the emergence of new ideas. The final objective of this development process, creat-

ing insights for a new business model using the findings and insights of the case study, indeed was reached: the whole process generated understanding on the customer value-in-use and also enhanced understanding of each other's businesses and facilitated generation of new ideas. These can be seen in the set of appendices in this report that form the insights and recommendations for the SLBMC. The recommendations include some small and practical service possibilities, some new openings and also strong suggestions for continuing the use of co-creation activities and service design and foresight methods. As K. Ojasalo et al (2015, 208) point out, futures thinking and design thinking should be built in the structures and processes of a company, and they should be continuously applied in mundane activities.

In order to provide potential value-in-use for the customer, a company must take actions that facilitate the value creation (Grönroos et al. 2014, 221). Beside the insights from the customers captured in the process sessions, the company generated some good insights and ideas on the SLBMC workshop when thinking about the customer point of view. One was that they could promote and communicate that they have easy access and good knowledge about the electronic public services that are mandatory for the businesses. Customers often find these systems very time consuming and complicated and yet they could be easily done by the accounting company. The other viewpoint was that as the company is serving small company entrepreneurs, beside serving the actual business, they can facilitate the entrepreneur's personal life in a holistic way. This can be done by for example counselling them in income formation.

Co-production in Service Logic means that the company and the customer are co-producers of service - and co-creators of value (eg. Ojasalo et al. 2015). Company X Ltd. raised a discussion on the question of responsibilities when reflecting on the mental models of customers during interaction. Company X Ltd. had perceived that when customers trust the accounting company, many customers would like to give the accountant responsibilities that are simply not possible for the accountant to do. As an example, certain entries in accounting are equal to company decision making and the accountant can't take responsibility of the company's decisions. The accountant is also in juridical responsibility for all entries she makes. The CEO of Company X Ltd. said that although the juridical responsibilities and terms of contract are gone through while making the contract, the customers don't really learn them. This is not surprising considering that there are a lot of them: 8 pages of terms and conditions in the contract before the various pages of general terms of contract. Thus this is not very user-friendly and one suggestion is to pack the essential understanding of responsibilities in also a more understandable form, like a Blueprint or a Customer Journey.

After the interactive process phases with customers, Company X Ltd. reflected on the SLBMC workshop, that the customer doesn't always have enough information and knowledge on the

processes and what the accounting company is doing. They only see a very small part of what is done in the form of reports and meetings. How could the customer value something of which they don't even know about? And still there are many legally defined actions in accounting that have to be done. The CEO reflected that the customer should maybe be given more guidance and orientation in order for them to understand better the whole and what the concerns are. This thinking could be interpreted in two ways: it could be seen as a firm-centric approach where the customer is seen to take part in the company's processes and not the contrary as in Service Logic. On the other hand, in the field of accounting, or to be more precise financial accounting, the legislation does set restrictions on what is done and thus considering all the demands, it can be seen that the customer value could be facilitated by giving more guidance on the processes. This all requires the building blocks of interaction that form the core of co-creation, to be taken into account: dialogue, access, knowing risks and benefits and transparency (Prahalad et al. 2004).

Knowledge, skills and other immaterial and material resources that are required or needed by the company and the customer are the key resources in the SLBMC. About resources Cinquini and Tenucci (2011, 17) state that customer value is no more about customers possessing resources as in a Goods-Dominant Logic, but it is critically important for the company now to make resources available in order for the customer to increase involvement in the value-creation process. Company X Ltd. has developed their software which enables efficient processes for them and the customer. The software is included in a monthly fee and the only unit-based costs are for sent invoices. This is not usual in accounting companies and as learned in the contextual interviews, all of the interviewed companies pay separately for accounting software. In this subject Service Logic principles can be recognized: resources are offered for the use of customer in order to facilitate and increase involvement in the value co-creation process.

Mobilizing resources and partners, was recognized to be a weak area by the company during the first round of the SLBMC generation. On the other hand the development process itself had a valuable contribution on testing ways of mobilizing partners and resources and co-creating together with them. The company realized in the first round of SLBMC that they have a lot of connections and partners that could be even better utilized for the benefit of each other. Also their customers have various kinds of partnerships.

6.2 Learnings on the process and methods used

Designing a development process and facilitating co-creation workshops and conducting contextual interviews for a company as someone who is not employed by the company, or even in the branch of business, was challenging for the author at times. When asking the CEO of Company X Ltd. feedback from the process, she said that having someone from the outside with a different perspective was a very good thing and an enriching experience (Ahonen, 2015). This taught that to carry out a Service Design process successfully, one does not have to be an expert in the substance of the target of development.

It was also a challenge to eventually decide on what methods to use and in which phase of the process. As K. Ojasalo et al. (2015, 203) point out, in the beginning of the service innovation process it is crucial to use methods that enable sensing, and as the process progresses, the importance of seizing-related is enhanced. The methods were chosen in collaboration with the company and based on the recommendations for the process presented by K. Ojasalo et al. (2015). The designer's preliminary idea and the company's wishes were always discussed and as the process advanced, the previous phases that indicated what could be the next steps in order to reach the best possible outcome in the process. It would have been nice to see what could have been done with full-day workshops, but this was not possible resource-wise. As K. Ojasalo et al. (2015, 203) following Saco and Goncalves (2010), point out, applying methods always depends on the situation, context and the resources.

Futures Thinking facilitates understanding the changing business environment and helps to carry out changes, as Ojasalo, Nousiainen and Koskelo (2015, 208) point out. The Futures Co-Creation Workshop glanced into the possible alternative futures and it is important to think about and discuss about in order to be proactive with the future, as Hiltunen (2013), points out. Although the simple scenarios that were built in the Futures Co-Creation Workshop didn't appear so very usable as such, it can still be valuable because in a scenario process, the most important is the process itself as a method to learn about the future of an organization, not the end result, as Hiltunen (2013, 116-117) argues. She also points out that when scenarios are built in a simple manner, as they were in this study, the benefit of the outcome usually is lower, but yet still the purpose can also be in opening up discussion and changing the way of thinking.

The used Foresight methods generated issues to reflect on from the possible future actions and resources perspective, as example: What does the emerging virtual currency, virtual jobs, or change of legislation mean from the resource point of view? What new knowledge and skills and other resources are required? The company also reflected on the measurement tools and metrics for customers - that there maybe should be more, but what could they be? What

if virtual currency like the bitcoin or other alternative forms of economies gets even more popular? How would this effect on revenue streams and metrics? Would there be any new service needs to seize? These emerging issues can be reality sooner than we know. It can be recommended to continue anticipating the future and proactively considering the emerging issues and the threats and possibilities for business embedded in them.

The learnings on combining the two methods of CoCo Cosmos and the contextual interviews were very encouraging. Firstly, the CEO from Company X Ltd. told, that compared to the usual marketing calls, it was much easier to sell the idea of meeting to a strange company CEO. This was done by asking could the CEO sacrifice a moment of his time to play a business game and maybe gain some valuable insights for their business from the session. Secondly, as the interviews adopted characteristics of gaming and were also visual, the atmosphere eased up rapidly and the interviewees relaxed and told quite openly about their businesses. Thirdly, the CEO of Company X Ltd. commented after hearing the results of one interview that CoCo Cosmos could also work well as a tool of consultative sales in the future.

6.3 Personal learnings of the process

The process of this case study was very valuable for personal learning. It was interesting to dive deeply into the world of a previously non-familiar field of business, accounting, and carry out a development process for a case company using service design. It was also a great to experience designing a service innovation process with many phases, starting from exploring the literature to applying methods and analyzing the outcome. Very valuable insights were also gained for facilitation. I realized that it is important not to fill the time that one has with too many methods and phases, especially if the way of working and methods are something that the people are not so familiar with. Sometimes the outcome could be more valuable, if the group could concentrate on it more deeply and not "run through" many phases during the same workshop.

I also concretely understood the importance of sufficient documentation and dissembling the data of the workshops without delay. This development process took almost two years all together, and it couldn't have been possible to even remember all the essential insights from the early phases if they wouldn't have been so well documented and reported to the case company then. Afterwards I had to go back to the data and the interpretations many times when the process evolved and even analyze the data again from new perspectives.

6.4 Applicability and transferability of the development project

The aim of a case study is to understand a certain case and the view of those within the case, profoundly and meaningfully (Stake, according to Hesse-Biber et al 2011). This case study was looking at the changing field of accounting service business from a single case company's perspective. The sample sizes are small, but seeking for depth in the outcome in order to profoundly understand the specific case. Thus the findings can't be generalized, but when considering Cronbach's working hypothesis (Lincoln and Cuba 2000, according to Hesse-Biber et al. 2011, 262) they could be utilized when there is enough similarity in the contexts. This way there is the underlying potential for transferability. According to Bazeley (2013, 410), transferability requires enough of information in order to apply the case idea to a new situation. In this case study all the phases and used methods have thus been thoroughly described. Yet still, it is strongly suggested that the business model should initially be properly tested by the case company.

6.5 The validity and reliability of the study

The nature of the study is qualitative and as Hesse-Biber et al. (2011, 48) point out, validity in qualitative research is not a clear totality that could be easily reached. They describe validity as a process, where the one who is conducting the study is trying to ensure the reader that the interpretation is right. Thus the study should present trustworthiness. This study was based on literature and former research and it was carried out considering high ethical principles. Methods for each phase of the process were chosen based on literature and interaction with the stakeholders. In order to prove the trustworthiness by *respondent validation*, which means checking the agreement of conclusions with stakeholders of the process (Bazeley, 2013, 408), each workshop session was in detail interpreted and reported based on the collected and analyzed data in several forms, and then given to the managers of Company X Ltd. for insights and discussion. In order to address *consensual validation*, which means validating the results with a community of peers and scholars (Bazeley 2013, 409 - 410), the report of the study was read and commented various times by experts in Service Logic and Service innovation and Design as the report evolved. Also the study was presented to an audience at the University of Applied Sciences and it was opened for discussion. The study will also be published for an international audience in the internet.

Yin (2014, 49) suggests that in order to do a reliable case study, it can be recommended to do the study thinking, that an auditor should be able repeat the same process and come to the same results. The process and all the procedures of this case study are thus carefully explained and the list of references is complete. The reliability of the study can also be indicat-

ed by following a check-list for evaluating reliability in qualitative studies by Gay and Airasian 2003, 536 (according to Hesse-Biber et al. 2011, 53.): the process was coherent and reflection was described throughout each phase. The case study's author's relationship with the setting was fully described in chapter 2.1. and also all the field documentation is comprehensive and detailed. The interactive sessions were documented using various means. Also key informants and planning the use of methods are fully described. These features speak for the reliability of the study.

6.6 Suggestions for future development

This development process ends on the suggestions and recommendations for the case company's new business model that are handed over to the case company. This means that the created Service Logic Business Model can be seen to be in a prototype phase when this study ends. It would be strongly advised to continue with the model by testing and developing it further with the customers and other stakeholders. Also in general, it can be recommended to continue co-creating the service and the business with the stakeholders: the interactive development process did give good insights on the customer's world and needing, and it enhanced co-creation and interaction between the company, its customers and other stakeholders. The use of new service design and foresight methods and tools were appreciated and thus it can be suggested to use the various methods and tools in the future also.

In the first round of the SLBMC it was noticed that the company hadn't done any customer profiling before. This could be something to take into account in the future: service design offers means to build customer personas or profiles. According to Mark Stickdorn (2011, 178) fictional profiles present real motivations and reactions and thus allow to define and engage different interest-groups. This could help in building different service approaches for customers with different interests, skills and needing. The full version of the Service Logic Business Model Canvas could be applied as Ojasalo et al. (2015) instruct, so that a SLBMC is made for each customer profile. The Stakeholder Mapping could also be taken further and include different dimensions and clustered customer profiles.

Pricing or price setting is one of the crucial aspects that differentiate Service-Dominant Accounting from Goods-Dominant Accounting (Cinquini et al. 2011, 14 - 17). In the latter price is driven by the customer value which is a ultimate source of profitability, thus the dynamics of the business strategy, whereas in Goods-Dominant Accounting pricing is more straightly related on the costs of production. If taking a customer-centric perspective, it is evident that the customer doesn't care about the supplier's costs: they are irrelevant. However, according to Liozu, Hinterhuber, Perelli and Boland (2012, 205), value-based pricing is not as popular as

other pricing methods and it isn't an easy process to implement and internalize. Adapting it requires major transformation in the company culture, processes and structures. Yet still it is seen by the scholars as a superior pricing method, modern and advanced. Company X Ltd.'s pricing is based on a monthly fee that includes the accounting software and service. Other metrics are on use of time in euros per hour. This pricing produces steady, foreseeable income for the company and steady, foreseeable costs for the customers. The pricing logic has been experienced to be good for both parties, but pricing was also something that the customers wished to have guidance and help in. The new value-based pricing method in regard to how it could be used to facilitate customer value, could be something for the accounting company to focus more in the future.

New costing techniques like Total Cost of Ownership (TCO), Activity based Costing and Life Cycle Costing (LCC), are growing in popularity and could also be something for the company to look into. According to Cinquini and Tenucci (2011, 16-17), when a customer-centered perspective in business is adopted, it is also necessary to understand what are the activities of the customer regarding the service. And when looking at the service against its utility to the customer, the measurement orientations shift from "cost of production" to "cost of use". New costing techniques could be introduced to the customers and given guidance in by the accounting company.

One new idea that emerged from the process was taking "developing partners and resources" even further by the suggestion of a club through which the customers could, besides accounting, get almost any kind of service for their needing. In this vision the accounting company with its networks and physical resources and would act as a mediator and an enabler. Why not take this idea further?

1.1 Final Conclusions

From the workshops and sessions of this development process, elements that can be interpreted to relate to the three dimensions of the customer needing (Strandvik 2011) in the case company were discovered. The customers, small company entrepreneurs, are often quite alone, and the ideal situation for many entrepreneurs seems to be that they could trust on someone to do certain tasks so that they wouldn't have to do all tasks by themselves (doing) and thus save effort and time (scheduling). The entrepreneurs are looking for getting essential information when needed, support, spar, answers to their questions and advice from the accounting company. The customers also emphasized the importance of well-working routine services, well-working software and good connections to authorities and handling the reports and contacts to authorities in time. The everyday challenges and unmet service needs of the

small businesses, from the financial administration and management point of view, seem to be very practical, as a better understanding on profitability, help in counting costs, knowing better key ratios, and gaining a better understanding of pricing. It could be assumed that by learning new costing and pricing tools that are based on new thinking and customer value, like Activity-Based Costing and Value-Based Pricing, the accounting company could facilitate the customer's value-in-use in new ways by guiding the customers to use of these methods. Also clearing the processes and responsibilities between the accounting company and the customer can be seen to facilitate the customer value.

Apart from all these practical issues also not having to emotionally and cognitively (experiencing) carry everything appears to be important. The accountant is often one of the only mental supports for the small company entrepreneur and thus in an important role. According to the findings of the study, for the entrepreneurs it seems to be very valuable to have an interactive, trustworthy relationship with the accountant. Economic benefit is important, but also social benefits by networks and emotional support are truly valued. These aspects should be recognized and emphasized in marketing and communication also.

As Matthing et al. (2004) state, interaction is the core of customer involvement and also the core of service. The findings of the study also indicate that customers and other stakeholders valued the interactive and co-creative sessions were they met each other and had the possibility to share insights and ideate together. This can be seen to have brought social benefits and enhanced networks and collaboration for all parties. For the case company, it really enhanced interaction with its stakeholders and gave insights for the future business development. Also the future drivers in the economy and in the field of financial administration and management were recognized and discussed with the company and its partners, which gave a chance to proactively reflect on emerging issues and think about alternative futures.

As K. Ojasalo et al. (2015, 208) point out, futures thinking and design thinking should be built in the structures and processes of a company, and they should be continuously applied in mundane activities. Continuing the co-creative activities can be seen to have been beneficiary for all parties, and offering the customers not just accounting, but the whole network of business spar and creating the future together as partners, can be seen to bring new aspects for the accounting business. By involving customers intensively and in an early stage of the service development the companies can achieve competitive advantage and originality that is hard to copy (Matthing et al. 2004, 492).

References

- Ahonen, R. 2014. Discussion with the CEO of Company X Ltd. 14.1.2014.
- Ahonen, R. 2015a. Discussion with the CEO of Company X Ltd. 20.10.2015.
- Ahonen, R. 2015b. Discussion with the CEO of Company X Ltd. 20.11.2015.
- Ambrose, G. & Harris, P. 2010. Design Th!nking. Lausanne, Switzerland: Ava Publishing SA.
- Bazeley, P. 2013. Qualitative Data Analysis – Practical strategies. London: Sage Publications Ltd.
- Brown, T. 2008. Design Thinking. Harvard Business Review, June 2008, 84-95.
- Cinquini, L. & Tenucci, A. 2011. Management Accounting for Service: A Research Agenda. Working Paper Istituto di Management Scuola Superiore Sant'Anna di Pisa.
- Curedale, R. 2013. Service Design - 250 essential methods. Los Angeles: Design Community College.
- Edvardsson, B., Gustafsson, A., Johnson, M.D. & Sandén, B. 2000. New Service Development and Innovation in the New Economy. Lund, Sweden: Studentlitteratur AB.
- Edvardsson B., Gustafsson A., Kristensson P., Magnusson, P. & Matthing, J. 2006. Involving customers in new service development. Series on Technology Management - vol. 11. London: Imperial College Press.
- Grönroos, C. 2006. Adopting a service logic for marketing. Marketing Theory, Vol. 6, No. 3, 317-333.
- Grönroos, C. 2007. In Search for a New Logic for Marketing - Foundations of Contemporary Theory. London, United Kingdom: John Wiley & Sons, Ltd.
- Grönroos, C. 2009. Towards Service Logic: The Unique Contribution of Value Co-Creation. Hanken School of Economics working papers.
- Grönroos, C. 2011. Value co-creation in service logic: A critical analysis. Marketing Theory, Vol. 11, No. 3, 279-301.

Grönroos, C. & Ravald, A. 2011. Service as business logic: implications for value creation and marketing. *Journal of Service Management*, Vol. 22, No. 1, 5-22.

Grönroos C. & Voima, P. 2012. Critical service logic: making sense of value creation and co-creation. *Journal of the Academy of Marketing Science*, 14 June, 2012.

Grönroos, C. & Gummerus, J. 2014. The Service revolution and its marketing implications: service logic vs service-dominant logic. *Managing Service Quality*, Vol. 24 Iss 3, 206 - 229.

Gummesson, E. 2008. Extending the service-dominant logic: from customer centricity to balanced centricity. *Journal of the Academy of Marketing Science*, Vol. 36, No. 1, 15-17.

Gummesson, E. 2012. *Total Relationship Marketing*. New York, USA: Butterworth-Heinemann

Heinonen, K. Strandvik, T. & Mickelsson, K.J. 2010. A customer-dominant logic of service. *Journal of Service Management*, Vol. 21, No. 4, pp. 531-548.

Hesse-Biber, N. S., Leavy, P. 2011. *The Practice of qualitative research*. Thousand Oaks, California: Sage Publications, Inc.

Hiltunen, E. 2012. *Matkaopas tulevaisuuteen*. Helsinki, Finland: Talentum.

Hiltunen, E. 2013. *Foresight and Innovation - How Companies are Coping with the Future*. Houndmills, United Kingdom: Palgrave Macmillan.

Horner, D. 2013. *Accounting for non Accountants*. Ninth edition. London: Kogan Page Limited.

IDEO Boston. 2011. *Service Design Exercise Workshop by IDEO Boston in Lahti Institute of Design 7.11.2011*.

Ingle, B.R. 2013. *Design Thinking for Entrepreneurs and Small Businesses*. California, USA: Paul Manning, Apress.

Johnson, P., Menor, L.J., Roth, A.V. & Chase, R.B. 2000. In Fitzsimmons, J. & Fitzsimmons, M.J. (eds.) *New Service development - Creating memorable experiences*. Thousand Oakes, California: Sage Publications, Inc.

Keränen, K. 2015. *An exploration on the characteristics of Co-Creation in the B2B service business*. PhD dissertation. Cambridge, The United Kingdom: Cambridge University.

Keränen, K., Dusch, B. & Ojasalo K. 2013. CoCo Tool Kit version 1.0. A Co-creation workbook and a collection of tools for service businesses. Espoo: Laurea University of Applied Sciences.

Kettunen, J. & Meristö, T. 2010. Seitsemän tarinaa ennovaatiosta - Rohkea uudistaa ennakoiden. Helsinki: Teknologiateollisuus ry.

Koivusalo, K. 2015. Management Accounting in Services. Lecture Material 16.-18.4.2015, Management Accounting study unit A9305.

Laine, T., Paranko, J. & Suomala P. 2012. Management accounting roles in supporting Servitisation: Implications for decision making at multiple levels. *Managing Service Quality: An International Journal*, Vol. 22 Iss 3, 212 - 232.

Laine, T., Cinquini, L., Suomala, P. & Tenucci, A. 2013. Roles of accounting and control in New Service Development within Servitization - a literature review and research implications. *Proceedings of the 2013 Naples Forum on Service - Service Dominant logic, Network & Systems Theory and Service Science*, 18-21 June, 2013, Naples, Italy.

Lusch R.F. & Vargo S.L. 2004. Evolving to a New Dominant Logic for Marketing. In Lusch R.F. & Vargo S.L. (eds.) 2006. *The Service Dominant Logic of Marketing - Dialog, Debate and Directions*. New York: M.E. Sharpe.

Lusch R.F., Vargo S.L. & O'Brien, M. 2007. Competing through service: Insights from service-dominant logic. *Journal of Retailing* 83, 1, 2007, 5 - 18.

Mancini, E. 2009. Service Design in the age of networks and sustainability. In Miettinen, S. & Koivisto, M. (eds.) *Designing Services with Innovative Methods*. Keuruu, Finland: University of Art and Design, Helsinki & Savonia University of Applied Sciences.

Mager, B. 2009. Service Design as an Emerging Field. In Miettinen, S. & Koivisto, M. (eds.) *Designing Services with Innovative Methods*. Keuruu, Finland: University of Art and Design, Helsinki & Savonia University of Applied Sciences.

Matthing, J., Sandén, B. & Edvardsson, B. 2004. New Service development: Learning from and with Customers. *International Journal of Service Industry Management*; 2004; 15, 5, 479 - 498.

Meroni, A. & Sangiorgi, D. 2011. *Design for Services*. Farnham, United Kingdom: Gower Publishing Limited.

Miettinen, S. 2009. In Miettinen, S. & Koivisto, M. (Eds.) 2009. *Designing Services with Innovative Methods*. Keuruu, Finland: University of Art and Design, Helsinki & Savonia University of Applied Sciences.

Miettinen, S. 2012. Discussions on change, value and methods. In Miettinen, S. & Valtonen, A. (eds.) *Service Design with Theory*. Vantaa, Finland: Lapland University Press.

Moritz, S. 2005, *Service Design, Practical Access to Evolving Field*, Köln International School of Design.

Nenonen, S. & Storbacka, K. 2009. Business model design: Conceptualizing networked value creation. The 2009 Naples Forum of Services.

Nyysti, A. 2013. *Jeloupoveri - Pk-yrityksille menestystä tuottava talouspalveluiden liiketoimintamalli*. Projektisuunnitelma.

Ojasalo, K. 2010. The shift from Co-Production in Services to Value Co-creation. *The business Review, Cambridge Vol 16 Num. 1 December 2010*, 171 - 177.

Ojasalo, K., Nousiainen A. & Koskelo, M. 2015. Foresight and Service Design boosting dynamic capabilities in Service Innovation. In Agarwal, R., Selen, W., Roos, G., Green, R. (eds.) *The handbook of Service Innovation*. London: Springer-Verlag. 193 - 212.

Ojasalo J. & Ojasalo K. 2010. *B-to-B-palvelujen markkinointi*. Porvoo: WSOYpro Oy.

Ojasalo, J. & Ojasalo, K. 2015. *Service Logic Business Model Canvas: Implications for Service Business*. Laurea University of Applied Sciences. QUIS 14, The 14th International Research Symposium on Service Excellence in Management, Theme: Collaborative Innovations in the Network Environment Proceedings of QUIS 14 - Accelerate the Impact of Service Research June 18-21, 2015. Shanghai China.

Ordanini, A. & Parasuraman, A. 2011. Service Innovation Viewed Through a Service-Dominant Logic Lens: A Conceptual Framework and Empirical Analysis. *Journal of Service Research* 2011 14: 3. Originally published online 7 November 2010. Sage Publications on the behalf of University of Maryland, Robert. H. Smith School of Business, Center For Excellence in Service.

Osterwalder, A. 2004. *The business model ontology - A proposition in the design science approach*. Lausanne, France: L'École des HEC de l'Université de Lausanne.

- Osterwalder, A. & Pigneur, Y. 2010. *Business Model Generation*. Hoboken, New Jersey: John Wiley & Sons, Inc.
- Ostrom A., Bitner M.J., Brown, S.W., Burkhard, K.A., Goul, M., Smith-Daniels, V., Demirkan, H. & Rabinovich E. 2010. Moving Forward and Making a Difference: Research Priorities for the Science of Service. *Journal of Service Research Online* First 1-33.
- Payne, A.F., Storbacka, K. & Frow, P. 2008. Managing the co-creation of value. *Journal of the Academic Mark. Sci.* 2008. 36, 83-96.
- Prahalad C.K. & Ramaswamy V. 2004a. *The Future of Competition - Co-Creating Unique Value with Customers*. Boston: Harvard Business School Publishing.
- Prahalad C.K. & Ramaswamy V. 2004b. Co-creating unique value with customers. *Strategy & Leadership*, vol.32 No. 3 2004, 4 - 9.
- Prahalad, C.K. & Ramaswamy V. 2004c. Co-creation experiences: The next practice in value creation. *Journal of Interactive Marketing*; Summer 2004, 5 - 14.
- Ramaswamy, V. & Gouillart, F. 2010. *The Power of Co-Creation*. New York: Free Press.
- Raymond, M. 2010. *The Trend Forecaster's Handbook*. London, United Kingdom: Laurence King Publishing Ltd.
- Stickdorn, M. & Schneider J. 2010. *This is Service Design Thinking: basics - tools - cases*, edited by Marc Stickdorn and Jakob Schneider, Amsterdam: BIS Publishers.
- Strandvik, T., Holmlund, M. & Edvardsson, B. 2012. Customer needing: a challenge for the seller offering. *Journal of Business & Industrial Marketing*, Vol. 27 Iss 2, 132 - 141.
- Tuulaniemi, J. 2011. *Palvelumuotoilu*. Hämeenlinna: Talentum. Kariston Kirjapaino Oy.
- Ueda, K., Takenaka, T. & Fujita K. 2008. Toward value co-creation in manufacturing and servicing. *CIRP Journal of Manufacturing Science and Technology* 1, 2008, 53 - 58.
- Vargo, S.L., Maglio P.P. & Archpru Akaka M. 2008. On value and value co-creation: A service systems and service logic perspective. *European Management Journal*, 2008, 26, 145 - 152.

Yin, R.K. 2014. Case Study Research – Design and Methods. 5th edition. Thousand Oakes, California: Sage Publications, Inc.

Zeithaml, V.A., Bitner, M.J. & Gremler, D.D. 2009. Services Marketing – Integrating Customer Focus Across the Firm. New York: McGraw-Hill/Irwin.

Electronic sources:

Asiakastieto.fi. Accessed 10.10.2015.

<https://www.asiakastieto.fi/yriytykset/oy-petittra-ltd/16131873/rekisteritiedot>

Emergent Futures. 2009. Consequence wheels/ Futures Wheels. Accessed 10.11.2015.

<http://www.emergentfutures.com/wpdl/Emergent%20Futures%20Consequence%20Wheel%20Tool%20Download.pdf>

EUR-Lex – Access to European Union Law. Accessed 13.11.2015.

<http://eur-lex.europa.eu/legal-content/EN/ALL/?uri=CELEX:32013L0034>

European Commission, Banking and Finance. Updated 20.8. 2015. Review of the Accounting Directives. Accessed 13.11.2015.

http://ec.europa.eu/finance/accounting/sme_accounting/review_directives/index_en.htm

European Commission, Press Releases. 12.6.2013. Commissioner Barnier welcomes European Parliament vote on the Accounting and Transparency Directives (including country by country reporting). Accessed 12.10.2015. http://europa.eu/rapid/press-release_MEMO-13-546_en.htm

European Commission, Press Releases. 29.9.2014. Disclosure of non-financial information: Europe's largest companies to be more transparent on social and environmental issues. Accessed 17.11.2015. http://europa.eu/rapid/press-release_STATEMENT-14-291_en.htm

Hiltunen, E. 2010. Weak signals in organizational futures learning. PhD dissertation. Helsinki: Aalto University School of Economics. Accessed 29.9.2015.

<http://epub.lib.aalto.fi/pdf/diss/a365.pdf>

Inayatullah, S. 2008. Six pillars: futures thinking for transforming". Foresight, Vol. 10 Iss 1 pp. 4 – 21. Accessed 3.11.2015. <http://dx.doi.org/10.1108/14636680810855991>

Liozu, S.M., Hinterhuber, A., Perelli, S., & Boland, R. 2012. Mindful pricing: transforming organizations through value-based pricing, *Journal of Strategic Marketing*, 20:3, 197-209. Accessed 28.11.2015. <http://dx.doi.org/10.1080/0965254X.2011.643916>

Suomen Taloushallintoliitto 2015a. Taloushallinnon kesäpäivät 2015 - Taloushallinnon muutos. Published 11.6.2015. Accessed 9.2015. <https://www.youtube.com/watch?v=KtJ7hHNJgwg>

Suomen Taloushallintoliitto 2015b. Taloushallinnon kesäpäivät 2015 - Millä selvittää muutoksesta? Published 11.6.2015. Accessed 9. 2015.

<https://www.youtube.com/watch?v=ere7VIDAM0U>

SITRA. 2015. Trends List 2014/2015. Accessed 4.10.2015.

<http://www.slideshare.net/SitraFund/sitra-trends-list-2014-2015-final-english>

Meristö, T. & Laitinen, J. 2009. INNORISK: The fountain of new Business Creation. Turku: Corporate Foresight Group CoFi / Åbo Akademi University.

http://virtual.vtt.fi/virtual/proj3/innorisk/Innorisk_final_report_2009.pdf

Metsä-Tokila, T. 2011. Toimialaraportti 1/ 2011: Taloushallinnon palvelut. TEM:n ja ELY-keskuksen julkaisu. https://www.tem.fi/files/24829/Taloushallinto2009_web.pdf

Mäkinen V. 2015. Moderni Taloushallinto. Suomen Taloushallintoliitto, Tili- ja veropäivät 2015. Accessed 9.2015. <http://www.slideshare.net/fullscreen/taloushallintoliitto/tili-ja-veropivt-2015-moderni-taloushallinto/6>

Palm, E. 2015. Uuden kirjanpitolain vaikutuksia tilitoimiston toimintaan. Haaga-Helia ammattikorkeakoulu. Accessed 22.10.2015.

https://www.theseus.fi/bitstream/handle/10024/90703/Palm_Emmi.pdf?sequence=1

Suomen Yrittäjät. 2015. Yrittäjyys Suomessa. Updated 14.9.2015. Accessed 2.10.2015.

<http://www.yrittajat.fi/fi-FI/suomenyrittajat/yrittajyys Suomessa/>

Tekes. 2013. Tutkimustuloksista arvoa liiketoimintaan. SERVE - Palveluliiketoiminnan edelläkävijöille -ohjelma 2006-2013. Tutkimusprojektijulkaisu 2013. Accessed 13.10.2015.

https://www.tekes.fi/globalassets/julkaisut/serve_tutkimusprojektijulkaisu_2013.pdf

Timperi, K. 19.2.2015. Uusi kirjanpitolaki tulossa. Visma Services Oy. Accessed 2.10.2015.

<http://www.visma.fi/blog/uusi-kirjanpitolaki-tulossa/>

Valtioneuvosto. 22.10. 2015. Hallituksen esitys eduskunnalle laiksi kirjanpitolain ja eräiden siihen liittyvien lakien muuttamisesta sekä puunkorjuuta aarniometsissä harjoittavien yritysten viranomaisille suorittamien maksujen julkistamista koskevaksi laiksi. Valtioneuvoston yleisistunto 22.10.2015. Accessed 13.11.2015.

<http://valtioneuvosto.fi/paatokset/paatos?decisionId=0900908f8048bbe3>

Voutilainen, A. 2015. 2016 renewal of the national Accounting Act and it´s implications on accounting firm activities. Savonia University of Applied Sciences. Accessed 16.10.2015.

https://www.theseus.fi/bitstream/handle/10024/92591/Voutilainen_Atso.pdf?sequence=1

Illustrations

Illustration 1: A visualization of the of group one ´s steps through the phases of the Innovative Co-Creation Workshop in June 2014	56
Illustration 2: Storyboard from the Innovative Co-Creation Workshop in June 2014: The story of an entrepreneur having to change the accounting company	58
Illustration 3: Storyboard from the Innovative Co-Creation Workshop in June 2014: The story of Billing and the importance of defining the terms of payment in a contract.....	59
Illustration 4: A visualization from the application of the SLBMC light version and ideas generated for the nine blocks of the Service Logic Businesss Model Canvas with Company X Ltd. in October 2015	62
Illustration 5: Stakeholder map of Company X Ltd. done in November 2015 with the CEO.	74

Figures

Figure 1: Megatrends 2014-2015 collected by SITRA (2015).....	17
Figure 2: Megatrends, trends and emerging issues, weak signals and their relationship with each other (Hiltunen 2013, 42).....	17
Figure 3: The fundamental premises of S-D Logic (Vargo et al. 2008, 148).....	19
Figure 4: The Building Blocks of Interaction for Co-creation of value (Prahalad et al. 2004b, 9).....	25
Figure 5: The Core Principle of Co-Creation (Ramaswamy et al. 2010, 36).....	26
Figure 6: Value co-creation among service systems (Vargo, Maglio et al. 2008, 149).....	27
Figure 7: The service innovation process that grounds on foresight and service design by Ojasalo, Nousiainen and Koskelo (2015, 202).....	32
Figure 8: The design process and methods used in this case study based on the service innovation process grounded on foresight and service design by Ojasalo et al. (2015, 202).....	34
Figure 9: The Futures Wheel in Change of Legislation created in the Futures Co-Creation Workshop in November 2015.....	68
Figure 10: Two Futures Wheels: Development of Technology and Understanding the Customer´s Business. Created in the Futures Co-Creation Workshop in November 2015....	69
Figure 11: The Futures Wheel in Virtual Currency created in the Futures Co-Creation Workshop in November 2015.....	70
Figure 12: The final recommendations for Company X Ltd. to develop its business model on the Service Logic Business Model Canvas.....	75

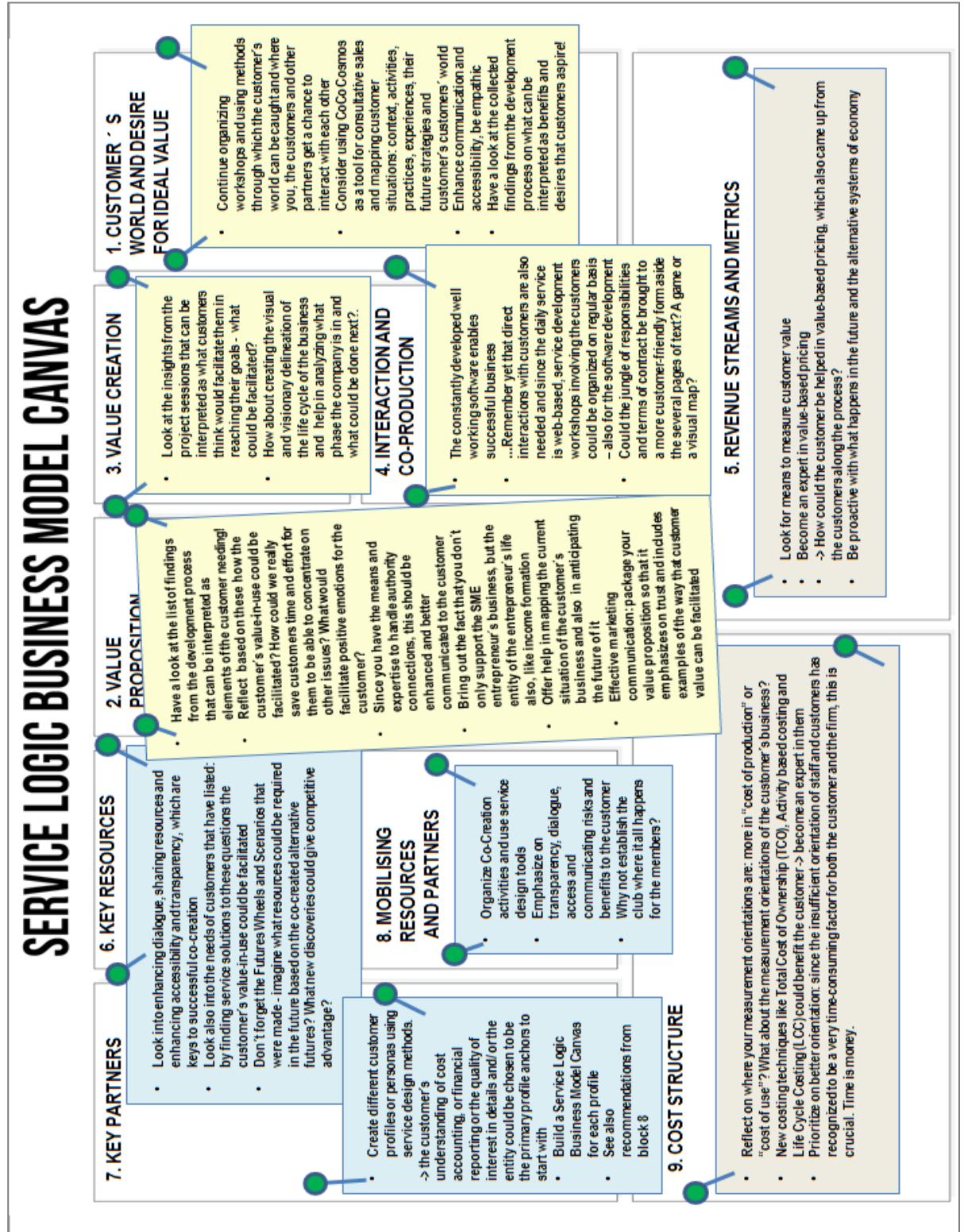
Tables

Table 1: The renewed company size categorization with upper limits in the new Accounting Act (Valtioneuvosto, 2015 and Palm, 2015)	13
Table 2: Goods-Dominant vs. Service Dominant Accounting (Cinquini and Tenucci, 2011)	21
Table 3: Fifteen main drivers why companies develop or optimize their service management practices with service design (Curedale 2013, 22).....	23
Table 4: Business model framework (Nenonen and Storbacka 2009, 7).....	29
Table 5: The Nine Building Blocks of a Business Model by Osterwalder and Pigneur (2010)	30
Table 6: The steps for building the CoCo Cosmos scene by Keränen, Dusch and Ojasalo (2013, 56)	36
Table 7: The Service Logic Business Model Canvas by Ojasalo & Ojasalo (2015)	40
Table 8: Outcome from the Explorative Co-Creation workshop with CoCo Cosmos in January 2014, group 1	45
Table 9: Outcome from the Explorative Co-Creation Workshop with CoCo Cosmos in January 2014, group 2	46
Table 10: Issues to be covered in the Contextual Interviews with CoCo Cosmos.....	48
Table 11: Data from the Contextual Interview with CoCo Cosmos, Company A, exhibition and trade show services.....	49
Table 12: Data from the Contextual Interview with CoCo Cosmos, Company B, security education services	50
Table 13: Data from the Contextual Interview with CoCo Cosmos, Company C, contract work services in electricity	51
Table 14: Data from the Contextual Interview with CoCo Cosmos, Company D, Restaurant and Catering Services.....	52
Table 15: The phases and methods/ tools in the Innovative Co-Creation Workshop in June 2014	55
Table 16: Data collected applying the light version of the Service Logic Business Model Canvas in October 2015	63
Table 17: The pretask and material of the Futures Co-Creation Workshop in November 2015.....	66
Table 18: The trends and future drivers generated in the Futures Co-Creation Workshop, organized under the same perspectives than the trends and megatrends in the pre-material	67
Table 19: Futures Table and the Scenarios from the Futures Co-Creation Workshop on November 2015 (the symbols; sun, moon, star etc, illustrate the different combinations from which the scenarios are formed and they have no other symbolic meaning)	71

Appendices

Appendix 1: Service Logic Business Model Canvas, recommendations	100
Appendix 2: Customer´s World and Desire for Ideal Value, insights.....	101
Appendix 3: Value Proposition, insights	102
Appendix 4: Value Creation, insights.....	103
Appendix 5: Interaction and Co-Production, insights.....	104
Appendix 6: Revenue Streams and Metrics, insights.....	105
Appendix 7: Key Resources, insights	106
Appendix 8: Key Partners, insights	107
Appendix 9: Mobilizing Resources and Partners, insights.....	108
Appendix 10: Cost Structure, insights.....	109

Appendix 1: Service Logic Business Model Canvas, recommendations



Appendix 2: Customer's World and Desire for Ideal Value, insights

1. CUSTOMER'S WORLD AND DESIRE FOR IDEAL VALUE

From our point of view:

- How do we get a deep insight and holistic understanding of customer's world (context, activities, practices, experiences), their future strategies and customer's customers' world?

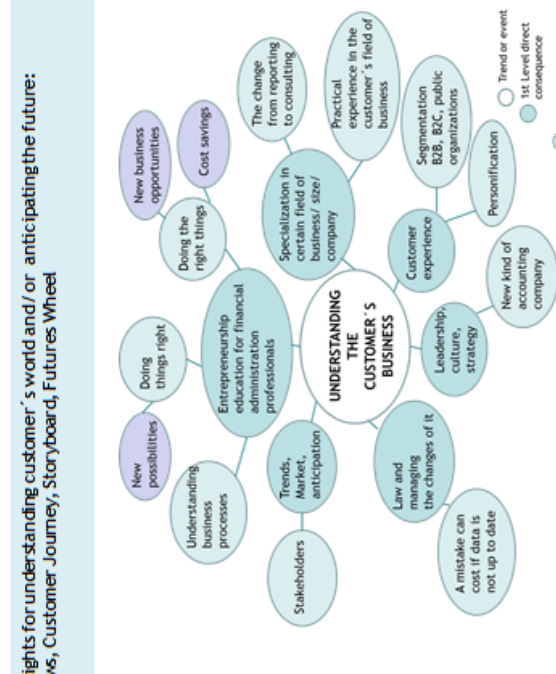
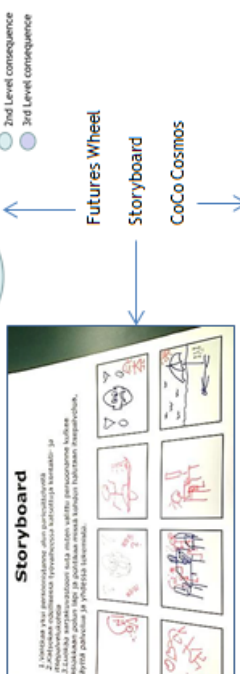
From customer point of view:

- Why does the customer buy?
- What kind of benefits does the customer aspire? Functional, Economic, Emotional, Social, Ethical, Symbolic
- If there were no limits, what would be the customer desire for ideal situation?

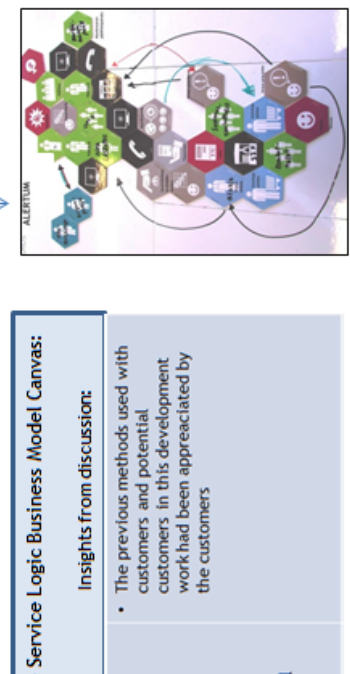
Customer insights from project sessions that could be interpreted for benefits and desires:

- Wish to gain a bigger contribution margin, savings, sales ability
- Wish to save own time and not having to do everything by self
- Wish to gain competence, IPR, support in HR
- Wish to outsource authority reporting
- Wish to distribute responsibility in example following legislation and the changes and affects of it to business
- Wish to have someone who encourages and reflects business issues with you
- Wish to enhance networks of
- Wish for easy accessibility and communication
- Wish for well working routine services

Methods tested that generated insights for understanding customer's world and/or anticipating the future: CoCo Cosmos, Contextual interviews, Customer Journey, Storyboard, Futures Wheel

Futures Wheel
Storyboard
CoCo Cosmos



Company's insights for the questions, collected by applying the light version of the Service Logic Business Model Canvas:

	From our point of view:	From customer point of view:
<p>1. Customers world and desire for ideal value</p> <ul style="list-style-type: none"> • Regular meetings or calls • Customer work shops • Methods to deepen understanding of customer's world eg. contextual interviews • Sharing information within the company from eg changes 	<ul style="list-style-type: none"> • Financial advantage through personalized financial administration service • Good, fair-priced service • Tailored service • Quick service • Empathy • Joyful service • Service that provides essential information • Predictive service 	<p>Insights from discussion:</p> <ul style="list-style-type: none"> • The previous methods used with customers and potential customers in this development work had been appreciated by the customers

Appendix 3: Value Proposition, insights

2. VALUE PROPOSITION

- From our point of view:
- What value are we selling? What are the elements of our offering?
 - What is unique in our offering?

- From customer point of view:
- What value is the customer buying?
 - What are the elements of customer needing?
 - Which customer's challenges and problems need to be solved?



- Elements for facilitating customer value and needing from project sessions:
- Reliability and trust
 - An active relationship with the accountant that helps to improve business understanding: help in understanding cost structure, figures and profitability more deeply
 - Help in counting costs, key ratios and controlling profitability, cost balance of employees, pricing, budgeting, monitoring
 - Alarm level system in software
 - Better communication and rapid answers to questions
 - Ability and willingness to customize service
 - Well working software
 - Face-to-face service
 - Well working routine services
 - Connections and reporting to authorities on time
 - Regular check points to see where business is going
 - Help and guidance in tax planning and counselling
 - More specific financial reports
 - Shared services and volume discounts for small companies
 - Foresight methods and analysis to help anticipate future changes and recognize threats and possibilities
 - Constructing a visionary delineation of the company's life cycle and help in different situations: growth, internationalization, change of generation, bankruptcy threat, investments and financing
 - Business modeling

Methods tested that generated insights on customer value and the elements of it:

- Explorative Co-Creation workshop with CoCo Cosmos, Contextual interviews with CoCo Cosmos, Innovative Co-Creation workshop with Customer Journey, Storyboard, Brand snapshot

Company's insights for the questions, collected by applying the light version of the Service Logic Business Model Canvas:

	From our point of view:	From customer point of view:	Insights from discussion:
2. Value proposition	<ul style="list-style-type: none"> • Taking care also of the entrepreneur's personal point of view in business and fostering eg income formation • Current information about the financial state of a business • Analysis on what hasn't worked • Analysis on what could be improved • Statutory reporting • Predictive Information 	<ul style="list-style-type: none"> • Trust • Cost savings • Tax counselling 	<ul style="list-style-type: none"> • Promoting that electric public services which customers often find complicated can easily be done for the the customer by the accounting company

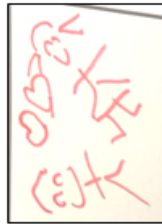
Appendix 4: Value Creation, insights

★ 3. VALUE CREATION

- From our point of view:**
- How is our offering embedded in the customer's world?
 - How can we facilitate the customer to reach their goals?
- From customer point of view:**
- How does the value emerge in customer's practices (also from mental and emotional experiences)?
 - How are customer's long term benefits accomplished?

Methods used that gave insight and development ideas on how the value emerges in customer's practices:

- Explorative Co-Creation workshop with CoCo Cosmos
- Contextual interviews with CoCo Cosmos
- Innovative Co-Creation workshop with Customer Journey, Brand snapshot and Moment that Matters, Storyboard



Storyboard: Billing

headline of the story: It is very important to agree in detail on the terms of payment already in the contract phase. Especially in this economical situation it is important to receive the payments in time. With a good contract the extra work and risks in payments traffic are minimized. The accounting company could help in this by checking the customer company's liquidity, credit references and make a suggestion on the terms of payment and schedule. The layout of the contract could be pre-prepared and the entrepreneur could just fill in the description of the agreed work performance and content of service.

Steps of the story:

1. The entrepreneur does some marketing and makes a contract with a company - but the contract does not include sufficient terms of payment. -> The wrong way!
2. The entrepreneur makes a contract with a company and the contract clearly defines terms of payment so that the payments traffic can be handled without extra work and unnecessary reminders. - The right way!
3. The contract is done, customer gets informed and approves the performance.
4. The customer pays the bill and the entrepreneur does not have to worry about the payments traffic.
5. The entrepreneur gets the payment and his money on time.
6. The entrepreneur can concentrate on sales and his actual work that again acts as a reference at the time of the next marketing efforts.
7. The profits grow.
8. Everyone is happy.

- Insights from project sessions that can be interpreted as what customers think would facilitate them in reaching their goals:
- An active relationship with the accountant
 - Help in understanding cost structure, figures and profitability more deeply
 - Help in counting costs, key ratios and controlling profitability, cost balance of employees, pricing, budgeting, monitoring
 - By offering an alarm level system in software
 - By offering better communication and rapid answers to questions
 - Ability and willingness to customize service
 - Well working software
 - Face-to-face service
 - Well working routine services
 - Connections and reporting to authorities on time
 - Regular check points to see where business is going
 - Help and guidance in tax planning and counselling
 - More specific financial reports
 - Shared services for and volume discounts for small companies through the accounting company
 - Foresight methods and analysis to help anticipate future changes and recognize threats and possibilities
 - Constructing a visionary delineation of the company's life cycle and helping in different situations: growth, internationalization, change of generation

Company's insights for the questions, collected by applying the light version of the Service Logic Business Model Canvas:

	From our point of view:	From customer point of view:	Insights from discussion:
3. Value creation !	<ul style="list-style-type: none"> • Listening to the customer • Understanding the customer • Providing different service for different customers because of different needs • Problem: the customer doesn't always understand -> should the customer be given more guidance? 	<ul style="list-style-type: none"> • Planning • Budgeting, choices, decision • Follow-up 	<ul style="list-style-type: none"> • The customer sees only a small part of the work in the form of reports or meetings. Making the work and process more visible somehow?

Appendix 5: Interaction and Co-Production, insights

4. INTERACTION AND CO-PRODUCTION

From our point of view:

- How can we support customer co-production and interaction between us and the customer?

From the customer point of view:

- What are customer's activities during the use and different use contexts?
- What are the customer's mental models of interacting with us?



Customer insights from the workshops that can be interpreted as how to co-production and interaction could be supported:

- Enhancing an active relationship
- Not being just a registry office
- Understanding what channels the customer prefers to use -> offering alternatives
- Regular check points
- Well working software
- Guiding customers in using software
- Organizing futures workshops for customers and customer's customers

Methods used to gain insights for interaction and co-production:

- The Explorative Co-Creation workshop with CoCo Cosmos
- The Contextual Interviews with CoCo Cosmos
- The Innovative Co-Creation workshop with various methods
- The Futures workshop



Company's insights for the questions, collected by applying the light version of the Service Logic Business Model Canvas:

	From our point of view:	From customer point of view:	Insights from discussion:
4. Interaction and co-production	<ul style="list-style-type: none"> More intence collaboration 	<ul style="list-style-type: none"> Customer needs to provide information about the company Legislation Partnership, not separate 	<ul style="list-style-type: none"> The issue of responsibility: how is it distributed The accountant has the juridical responsibility of all entries she makes and can't make business decisions The law says that also partial bookkeeping brings the bookkeeping responsibility

Appendix 6: Revenue Streams and Metrics, insights

5. REVENUE STREAMS AND METRICS

From our point of view:

- What is our earnings logic and how is our financial feedback generated?
- How can we apply customer value-based pricing?
- What else valuable do we get than money?
- What are the key performance metrics of our business success?

From customer point of view:

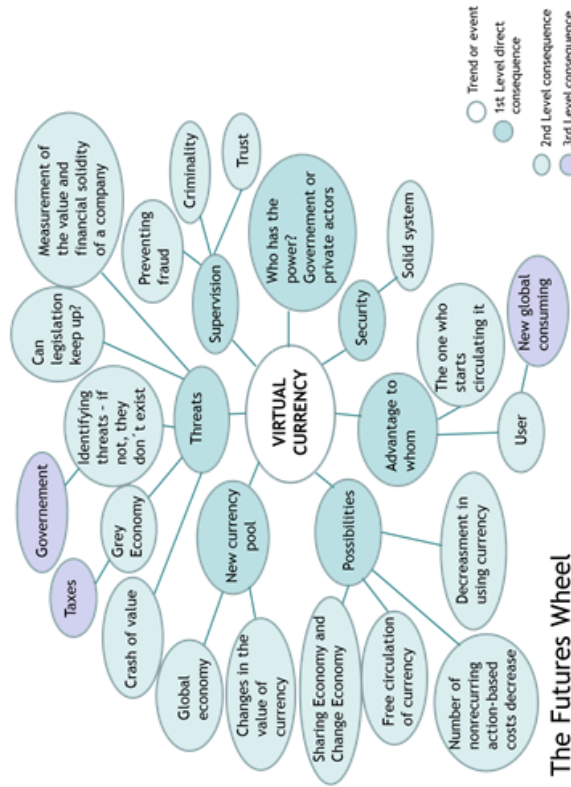
- For which benefit is the customer really willing to pay and how?
- What is the financial value that the customer gets?
- What are the key performance indicators of customer's business and how are we following them?

Financial value that customer wishes to get:

- Better cost structure
- Better profitability
- Better control in costs, key ratios and profitability
- Better cost balance of employees
- Intelligent and profitable pricing

Methods used that brought insights to revenue streams and metrics currently and in the future:

- Explorative workshop with CoCoCosmos
- Contextual interviews with CoCoCosmos
- Futures Wheel



The Futures Wheel

Company's insights for the questions, collected by applying the light version of the Service Logic Business Model Canvas:

	From our point of view:	From customer point of view:	Insights from discussion:
5. Revenue streams and metrics	<ul style="list-style-type: none"> • Steady income comes with steady monthly fee-based pricing that also includes the audit of the accounts • Efficient work -> IT software enables modern and fast reporting • Consultation • Valuable information for developing processes • Competence and expertise • Metrics on use of time €/hour 	<ul style="list-style-type: none"> • Profit, money circulation • Monthly reports • Customer knows beforehand the cost of financial administration service • Simple, easy, effective 	<ul style="list-style-type: none"> • There maybe should be more metrics for customers - but what could they be?

Appendix 7: Key Resources, insights

6. KEY RESOURCES

From our point of view:

- What skills and knowledge do we need?
- What other material and immaterial resources and tools are required?

From customer point of view:

- What skills and knowledge are required from the customer's side?
- What other customer's material and immaterial resources and tools are required?

Customer wishes for resources and enhancing their own competencies:

- Better understanding in recognizing potential in figures
- Counting profitabilities
- Recognizing customer profitability
- Understanding cost balance of employees
- Pricing and control
- Electronical identification card to sign e-contracts

Customer suggestions on new software abilities:

- Alarm level system
- New row for payed invoices in system instead of approved
- Fixing own inputs and delegation ability
- Ability to check bank account balance
- Ability to input becoming costs in the system
- > cash flow
- Ability to count cyclic costs eg VAT and notices to cash flow statement

The Futures Wheel

The Futures Wheel

The Futures Wheel

Company's insights for the questions, collected by applying the light version of the Service Logic Business Model Canvas:

	From our point of view:	From customer point of view:
6. Key resources	<ul style="list-style-type: none"> • Competence & education • Knowledge and the use of IT, law • Software programme • Office • Nice and developing work environment • Memberships in different organizations 	<ul style="list-style-type: none"> • Collaboration and discussion • Computer • User interface of software and ability to use it • Understanding of cost accounting • Understanding of financial reporting • Understanding of financial state of own company
	<p>Insights from discussion:</p> <ul style="list-style-type: none"> • The best references for Company X Ltd. always come from customers 	

Methods used for understanding and anticipating key resources and needs for them:

- CoCo Cosmos
- Contextual interviews
- Customer Journey
- Full service vs. self service
- PESTE method
- Futures wheel
- Futures table & scenarios

Appendix 8: Key Partners, insights

7. KEY PARTNERS

- From our point of view:**
- Who are our key partners?
 - What are the roles of our partners?
 - What resources do we need from our partners?
 - How do the partners benefit from the cooperation?
- From customer point of view:**
- How does the customer experience our partners?
 - What are the roles of our partners?

Customer and other partner insights on experiencing partners in Co-Creation workshops:

- Meeting each other and sharing experiences, thoughts and insights was enjoyed
- Positive spirit of working together was praised
- Small groups of participants was considered optimum for discussion.
- The fact that someone had planned and organized thoughtfully the steps of workshop was praised
- heterogeneity of the group: was praised: different backgrounds and fields of business and different ages



Company's insights for the questions, collected by applying the light version of the Service Logic Business Model Canvas:		
	From our point of view:	Insights from discussion:
7. Key partners	<ul style="list-style-type: none"> • Customers • Staff • Customers of customers • Banks • Tax authority • Insurance company • University of Applied sciences -> trainees • Chamber of commerce • Naisyrittäjät ry • Software development cooperation 	<ul style="list-style-type: none"> • The developing area of Pasila: lot of potential to hook up with new partners for the benefit of the customer? • -> An accounting company that is a logistic center/ lounge for club members? -> Customers could take care of current matters, exceptions in their daily routines -> what needs are there in the customer's world?

Appendix 9: Mobilizing Resources and Partners, insights

8. MOBILIZING RESOURCES AND PARTNERS



- From our point of view:*
- How do we coordinate multi-party value creation?
 - How do we utilize and develop partners and resources?
- From customer point of view:*
- How can the customer utilize and develop partners and resources



Emerged new ideas during the process concerning mobilizing resources and partners:

- The developing area of Pasila: lot of potential to hook up with new partners for the benefit of the customer?
- -> An accounting company that acts as a logistics center/ lounge for club members? -> Customers could take care of current matters, exceptions in their daily routines -> what ever needs are there in the customer's world.
- Club X Ltd. Theme?
- Negotiate benefits from other partners to offer added services: meeting facilities, workout, child care, lunch, shopping, mailing.



Methods used for mobilizing resources and partners:

- Explorative Co-Creation workshop with CoCo Cosmos
- Innovative Co-Creation workshop with various methods
- Futures workshop

Company's insights for the questions, collected by applying the light version of the Service Logic Business Model Canvas:

	From our point of view:	From customer point of view:	Insights from discussion:
8. Mobilizing resources and partners !	<ul style="list-style-type: none"> • We have a lot of contacts to different parties that could be utilized for the benefit of other customers • Collaborative meetings 	<ul style="list-style-type: none"> • Taking part in activities • Being open 	<ul style="list-style-type: none"> • Club X Ltd. theme • Negotiate benefits from other services: meeting facilities, workout, child care, lunch, shopping, mailing.

Appendix 10: Cost Structure, insights

9. COST STRUCTURE

From our point of view:

- What are the costs inherent in our business model?
- What are our other sacrifices?

From customer point of view:

- What costs and other sacrifices are required from the customer?

Company's insights for the questions, collected by applying the light version of the Service Logic Business Model Canvas:

	From our point of view:	From customer point of view:
<p>9. Cost structure</p> <ul style="list-style-type: none"> • Salaries, rent, IT, social security expenses • Time (= money) • Elasticity • Empathy and understanding • Orientation of staff • Education and following trends and changes that have effects on business 	<ul style="list-style-type: none"> • Monthly fee • Follow schedule • Time • Orientation of staff 	<p>Insights from discussion:</p> <ul style="list-style-type: none"> • Understanding and empathy is essential: the Finnish entrepreneur is often so alone

Futures Table

Change Driver	Option A	Option B	Option C
1. DEVELOPMENT OF TECHNOLOGY	Everything gets automatized	Work community changes	The society as an enabler
2. UNDERSTANDING THE CUSTOMER BUSINESS	Accounting service changes from reporting to consulting	Specialization and personalization is emphasized	Understanding what are the customer affects of the legislation changes
3. CHANGE OF LEGISLATION	Changes in reporting	Division of responsibility changes -> networks	Changes in how data is collected
4. VIRTUAL CURRENCY	Secure and solid, only existing shared currency	Limited use - yet reliable	Trust gets lost, crash of value

The Scenarios

1B + 2B + 3C + 4A	Automatization leads to specialization and personalization of service. Collecting data changes due to changes in legislation. Virtual currency is secure and the only currency used.
1A + 2A + 3A + 4B	Work communities change due to the change of technology. In the field of accounting focus shifts from reporting to consulting. Virtual currency is secure but has limited use.
2A + 1A + 3B + 4A	Accounting changes from reporting to consulting and this is greatly influenced by the fact that everything is automatized. Automatization has a radical impact on roles in responsibilities. Virtual money becomes the solid and only currency system.
3C + 1C + 2B + 4A	New legislation makes it possible to collect data from the very beginning, the primary data is collected from the start of business. Society acts as an enabler and supports data collection and use of the data. The role of accounting is to advise companies in managing this all; now when everything is possible, there must be someone who tells what options there are.
3B + 3C + 4A + 1A + 2B	The dilemma of how does the society handle IT's costs: Health technology would become a part of the accounting service business. Information on how a person's body is functioning and how well the person does things from the health perspective are collected. This could be done by an implanted micro-chip or just a personal identity card. People could earn virtual money by supporting their own health and get tax reduction. This earning logic would be based on the social and health costs when the cost focus would shift from consequences to prevention. Reporting focus in companies would shift from financial figures to reporting company values and how they have been achieved. Threats: constant monitoring and collecting data about health can have risks too "everything is known all the time".
4A + 3B + 2A + 1A	Virtual currency is secure and becomes the only means of payment and everything is automatized. Responsibilities shift from authorities to individuals who then need consultation on how to handle all the affairs. Thus the importance of consultation service arises. Power shifts from authorities and banks to the people and consultants.