SERVICE DESIGN AS A TOOL FOR IMPROVING CUSTOMER EXPERIENCE

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Bachelor’s thesis
April 2018
Degree Programme in International Business
ABSTRACT

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Degree Programme in International Business

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Service Design as a Tool for Improving Customer Experience

Bachelor's thesis 43 pages, appendices 2 pages
April 2018

The purpose of this bachelor’s thesis was to find a way to improve customer experience of a real estate agency by using service design as a tool. This thesis was commissioned by APP Properties that is a real estate agency located in Costa del Sol in Southern Spain. The objective of the thesis was to apply the service design methods in order to improve customers’ service experience of APP Properties.

In the theoretical framework service design has been explored. The idea of service design is to enhance the level of service by placing the customer in the middle with holistic approach. The goal for service design is to improve or create a better service experience for the customers and the client. The empirical part consists of a research that was done by qualitative interviews with a target group of Finnish people. The interviews were conducted as a goal to get an understanding of the services needed when moving to Costa del Sol.

The results of the research suggest that the interviewees consider that more support for certain services are needed. Based on the research results, suggestions were given to APP Properties on how the company could improve its service experience through adding additional services to its processes. Offering more support will bring value to the customer and improve service experience as a whole.

Key words: service design, customer experience, branding, real estate
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1 INTRODUCTION

Within the past few decades the habits of the consumers have changed. Buying goods and services are now done more easily than before and it can be done from anywhere and anytime. Consumers are adapting to new trends continuously and they are more aware of the products and services they use and buy than ever before. Businesses need to adapt to the changes, be more competitive and use better marketing strategies to bring out their own business to the consumers, more than their competitors. (Ramaswamy 2013.)

Businesses have been globalized through technology and their products and services are available from all around the world, which leads to the consumers having a larger selection of options to choose their ideal product or service. Businesses are dependent on their customers and they have the power to choose. The key elements for consumers are to find products and services that bring value for them, have a positive customer experience, and nowadays it is common for customers to do their research before buying a new product or service. Internet offers consumers several websites to see what other consumers think about the products and services they have bought and this is in high value for the potential customers when making the purchase decision. Businesses should differentiate their customer experience and offer something that their competitors do not offer. (Vittal 2016.)

Service design is to design better services for the customers. It is improving the level of service and meeting customers’ needs for this certain service. Customers are the central piece of service design and their needs should always be thought first instead of the company. Service design should bring value to the customers and deliver unified system that is efficient and holistic. (Interaction Design Foundation 2018.)

The focus of this bachelor’s thesis was on service design as a tool for improving customer experience of a real estate agency. The thesis was commissioned by APP Properties. APP Properties is a company in Costa del Sol in Southern Spain that sells and rents houses, apartments and properties in Costa del Sol area. The goal of the thesis was to find ways to improve the customer experience via qualitative research. The idea was to find whether the company would have additional value by offering more services to the customers. The qualitative research was done through in-depth interviews to get detailed knowledge of the participants that already have experience in Costa del Sol.
The interviews were conducted to gather more knowledge what was needed when moving to Costa del Sol permanently or temporarily. The interviews covered participants’ situation in Costa del Sol and the services they have needed and what they have considered still to be lacking. The purpose for the interviews was to gain knowledge of the additional services that APP Properties could benefit from and apply to their business to bring more value to customers and to the company as well. The thesis was supported by detailed look into service design and what it entails, and this formed the theoretical framework that supported the practical part of the thesis.
2 SERVICE DESIGN

Goods and services have been traditionally divided into different categories. Goods are tangible products that can be consumed and owned whereas services are intangible and cannot be owned and are momentarily exchanges. This distinction has been fading in the past years as there are more businesses that bring these two together. More businesses have found a way to offer more than just a product or service and they are offering both which are supporting each other and also creating a better experience for the consumers. (Gibbons 2017.)

Consumers have changed their habits of consuming goods and services. Consumers are looking for options to make their daily lives easier and to find solutions that offer answers to their current needs. Finding solutions and to answer to the real needs of customers gives a business an advantage. Businesses have the option to add products and widen their services to be able to reach that advantage of their competitors. Services can get extra value by adding products that support the service, and around products, businesses can always add services. (Tuulaniemi 2011, 11-12.)

Especially services are offering new business opportunities for companies. The opportunities can be significant for the companies and advance their relationship with customers and make them stand out better between competitors. As said, customers are finding solutions to make purchase decisions based on what makes their lives easier. If a business establishes a service that helps the customer to reach this it will create an advantage for the business. Most importantly the customer will end up being satisfied and coming back again, and additionally to spread the word to people around the customer. (Tuulaniemi 2011, 13.)

Creating a good service relationship is important for businesses and it cannot be copied. For service relationship the customer comes first but it also gives companies a market space to expand as the importance of services is increasing in our society. For example, there can be new perspectives for businesses, possibilities to utilize new procedures and to obtain more growth. (Tuulaniemi 2011, 11.)
2.1 Service design as a term

Service design can be explained in many ways as there are people explaining it and there is not one common way to explain it. It is still a fairly new way to improve services and it is a general way of thinking. The main goals of service design are to improve and develop services in businesses. (Stickdorn & Schneider 2010, 23.) Service design can be explained, for example, as follows:

“Service design is the activity of planning and organizing a business’s resources (people, props, and processes) in order to (1) directly improve the employee’s experience, and (2) indirectly, the customer’s experience.” (Gibbons 2017)

“Service design is all about taking a service and making it meet the user’s and customer’s needs for that service. It can be used to improve an existing service or to create a new service from scratch.” (Interaction Design Foundation 2018.)

“Service design addresses services from the perspective of clients. It aims to ensure that service interfaces are useful, usable and desirable from the client’s point of view and effective, efficient and distinctive from the supplier’s point of view.” (Koivisto & Miettinen 2009, 15.)

As it can be seen from the examples the customer is a centric part of the process and while improving or creating a service, customers’ needs should always be considered to achieve the best results. Service design either develops a current service or creates a new service completely. It uses different processes and methods to establish this and it will also create value to service providers, which is also a part of service design. (Koivisto & Miettinen 2009, 32.)

Service design is a systematic way to improve a business through innovation, branding and relationship between customer, business and its employees. It can be part of any businesses that are interested to obtain improvements in their processes and offer a better user experience. (Tuulaniemi 2011, 31.) The ideal end-result for a business is to create and maintain a holistic service experience that gives customers a positive, valuable and effortless experience. This will differentiate the business and bring value to it when successful. (Koivisto & Miettinen 2009, 33.)
A practical example of service design would be that there are two companies next to each other that offer the same product at the same price. Service design is the factor why you choose one of the companies over the other one. This decision is based on by multiple components besides service. It is a group of factors that work efficiently and smoothly together to create a valuable and positive process and experience to the customer. These factors are called the principles of service design. (Marc Stickdorn.)

2.2 Principles of service design

Service design is more than just design, it connects multiple fields of activities, such as engineering, architecture and IT to mention a few. All these fields are included in service design and together they create a complete service experience. Service design has five key principles and these principles outline the required way of thinking to design services. These principles are: user-centered, co-creative, sequencing, evidencing and holistic. (Stickdorn & Schneider 2010, 26, 48.)

2.2.1 User-centered

Customers have been placed at the center of the service and interaction between customers and the business has been established. Businesses need to understand and listen to the customers to comprehend what they want and when they want it. When customers are part of creating the process, it ensures that the services answer their needs and often personalize the experience, as well as businesses need to understand the customers and their personal service experience to be able to provide best services possible. (Polaine et al. 2013, 37-38.)

2.2.2 Co-creative

When providing a service, there are various people included. People who are involved are called stakeholders and are for example employees, managers and engineers. The process also includes non-human appliances that support the process, such as websites.
Stakeholders should be closely involved in the process of innovating new or already existing services as they can provide an extent insight into the process, especially employees who are very aware of the processes and work closely with the customers, in most cases. It is important that they are part of designing and testing the creative process at every step that leads to meeting the expectations of the customers. When customers’ expectations are met it will give the business loyal customers. (Stickdorn & Schneider 2010, 30-31.)

2.2.3 Sequencing

Service experience can be divided into service moments and service touchpoints. Service experience is the whole process which the customers go through. The whole process can be seen as a timeline with main periods: pre-service period, service period and post-service period. It starts when the customer starts creating the need and having contact with the business, it continues to the actual service and contact and afterwards moving on to a potential contact after the service, such as feedback. (Stickdorn & Schneider 2010, 33.)

Service experience can be split into service moments that are different phases of the service. These moments consist of several touchpoints and interactions. Touchpoints are people, places, props and processes, and interactions can be between two humans, human and a machine, two machines or through third parties, the latter one being indirect. (Stickdorn & Schneider 2010, 33.) Through touchpoints the customers have the best contact with the service but it is the greatest challenge for the business. As there are several touchpoints the business needs to create correct actions and atmosphere for the customers by using all senses, this can also easily lead to a negative experience for the client. (Tuulaniemi 2011, 38-39.)

FIGURE 1. Service experience
Services are processes that last a certain period of time and every single part of the process is needed to be thought through. When the process moves forward smoothly, at the right speed, surroundings are enjoyable and it offers customers everything they need and want and also something that they did not realize needing. This creates the best possible service for the client with value and positive experience. (Stickdorn & Schneider 2010, 32.)

2.2.4 Evidencing

From customers point of view services can be divided to frontstage and backstage. Frontstage is the part the customers can see and experience by being in contact with touchpoints and products. Backstage is behind the scenes where customers cannot see but has a critical role in creating, innovating and designing processes. In backstage the customers’ experience is being shaped and created that eventually will be in the frontstage for customers. (Gibbons 2017.)

The process has been created to be unseen on purpose but it can be brought to customers’ knowledge. Evidencing can help to show the backstage processes to customers and this might even give extra value and appreciation for the service. Evidencing can be in several forms such as products, emails, signs or bills. It brings intangible experiences to tangible ones. For example, a service can give to the customer a souvenir that will leave a positive impact. This can create additional value and lead to a loyal customer that potentially spreads the word to others. Evidencing should not create hidden costs to the customers or create suspicious environment or send junk email as an example. (Stickdorn & Schneider 2010, 36-37.)

2.2.5 Holistic

It is important to consider the big picture in service design. It should take into account the complete experience of the service and its environment. The context should also be considered. (Lazier.) For service it is impossible to recognize every aspect of a service as there are so many of them but the intention has to be there to see a wider context for the service. If the service with its service moments and touchpoints considers the process as holistically as possible it will create a better service not only for customers but also to the stakeholders. (Stickdorn & Schneider 2010, 39.)
2.3 Service design process

The idea of the service design process is to find solutions in creative ways for problems a business may have or face in the future. Normally these processes are logically and systematically present across businesses. However, as every business is different and there is not one universal guideline to define the process there still are some similarities present in each of them. Having this certain process that can be followed and then adjusted for each project makes it easier, thus it does not need to be created from scratch every time. (Tuulaniemi 2011, 55.)

Service design processes differ a lot with different businesses and projects but there are certain similarities between the frameworks of the projects. The structure has an iterative approach and at least some steps of the process need to be started again or to be re-worked (Stickdorn & Schneider 2010, 117). Service design process and its four main steps have varieties in their wording in different publications but mainly the idea is the same for all. Koivisto & Miettinen (2009, 255) have divided the steps as follows: discovering, concept design, prototyping and implementation.

FIGURE 2. Service design process (Koivisto & Miettinen 2009, 256)

These four steps are the base for service design process but there are few other matters that should be considered when starting to design a process. It is important to think holistically, even when designing a touchpoint. It is necessary to consider the bigger picture and how it will affect other touchpoints and the service experience as a whole. In addition, the human centered approach should be considered as the service is for customers and to respond to their current needs. (Stickdorn & Schneider 2010, 118.)

The main goal is to create a process that is efficient, improves quality of the service and strengthens the brand. The process is always iterative and includes multiple moving and diverging parts. Creating the process for a business will require that it will be worked or started again and mistakes cannot be avoided. It is important to learn from mistakes to be
able to make progress when trying again. It is good to have the process broken down into a few different steps that the whole process is more defined and thought through. The steps make sure that more details are covered, problems identified and better service delivered. (Stickdorn & Schneider 2010, 118; Anastasia 2016.)

Service design process starts with discovering the customer base and collecting sufficient information of the customers to get to know them (Koivisto & Miettinen 2009, 255). Besides gathering enough customer information, the business needs to define the goals and identify the real problem. At this stage it is needed to ensure that service designer has a good understanding of the business and its goals. The key factors are to define the problem and to gather insight and sufficient information. Finding solutions will be at importance at a later stage. (Barnett 2017.)

The problem often comes from the business and it is the initial perspective, therefore it is necessary to understand the company and its point of view. Service designer should see the company’s problem from the perspective of the customer. Gaining the perspective of the customer should include current and potential customers and is vital for successful service design. The understanding of the customers can be collected by several methods, some of the most common ones for service design are interviews and online ethnography. In service design it is common to use qualitative methods that will reach a deeper understanding and more precise results. Understanding the current and potential clients will imply their values and what are their needs. (Stickdorn & Schneider 2010, 120-121.)

Once there is sufficient knowledge of the customer base, the service designer can start with the second step that is concept design. During this stage service designer gathers and applies different service design tools to explore ideas. Service design has large options of tools and methods but these are chosen based on the need of a particular business and its nature. Few examples of service designer tools are mind mapping, blueprinting and benchmarking, and these are explained in more detail in the next chapter. (Koivisto & Miettinen 2009, 258.)

Service designer should collaborate with stakeholders to achieve co-creativity and more holistic result. Together they can brainstorm and visualize to generate ideas. The goal is to have as many ideas as possible and there are no limits. A common method is to write down sticky notes that will help finding and developing ideas and solutions based on the
problems identified in the discovering stage. This process will be iterative and will need various iterations but mistakes are necessary and it is better to face these at an earlier stage than when the process has been implemented. (Stickdorn & Schneider 2010, 123; Anastasia 2016.)

After creating multiple ideas for the problem, the next step is to test them. Prototyping is a fast, creative and inexpensive way to test ideas and it provides a quick insight whether the generated ideas work or not. (Anastasia 2016.) The goal of prototyping is to gain better understanding of the service and can even provide new ideas and insights. Idea is to minimize the risk of failure when actually implementing the service to use. It tests different functions of the process, such as whether the service works, does it benefit the client and is it easy to use. (Tuulaniemi 2011, 84.)

Testing needs to be done with customers and stakeholders to get feedback whether the service is understood and working correctly. The tricky part with service is that it is intangible and it is harder to ask customers’ opinions. Testing needs to be done as realistic as possible with visualization, such as videos or photos, and also roleplay is a good way to bring emotional importance to the interactions. The testing needs to create a real-life experience feeling for the testers to see if the service works. This requires trying different methods and should take as many attempts as needed to get it right. At this step the business needs to ensure that the best possible outcome is guaranteed as now it is cost-effective to try and continue iterations and improvements. (Stickdorn & Schneider 2010, 124-125.)

The last step of the process is implementation and in this step the outcome of the previous steps is implemented in the organization. This requires attention from the business and the stakeholders and they need to have a clear image of the concept. This is the reason why the stakeholders are part of the service design process so they are aware of the new changes and can contribute to the process. Especially the employees need to support and understand the new concept as they are in direct contact with customers. (Stickdorn & Schneider 2010, 126.)

Implementing the new process demands a change from the business. The structure of the business is affected, therefore the process needs to be well thought and tested before applying any changes. The change should be made consistent and communicated well and
everybody from the management to employees needs to have an understanding of the change. If any unpredicted problems arise during implementation they need to be solved quickly and creatively. Ideally after the implementation the process begins again with a new discovering step and the iterative process continues and leads to further service design processes. (Stickdorn & Schneider 2010, 127.)

The service design process should be in the benefit for the customers to create a better service and give them value. The process aims to be co-creative and holistic with collaborations between the business, its stakeholders, service designer and the customers. Feedback is crucial and it gives the business updates how the process is going and if it is successful. Service is never complete and it is a continuous process. Service is surrounded by changing factors such as markets and consumption of the customers, therefore it is important to continually improve the service and its process. (Tuulaniemi 2011, 105.)

2.4 Service design tools

Service design has a large selection of different tools that can be used when going through service design process. The tools vary per project depending on the nature of the project and the business. As mentioned before, every service design process is unique with some similarities in the common steps, and therefore the tools are used in different projects based on the possibility and limitations. There are no rules how the tools should be used, service designers can see which tools are useful on a project basis; sometimes tools are used several times in the process and its iterations and sometimes not at all. The tools described in this chapter are just a few examples that can be used during the service design process. (Meroni & Sangiorgi 2011, 239.)

**Customer journey map.** This is a tool that shows service experience from the customer’s point of view. This tool was already discussed previously in principles of service design chapter when describing service design experience. In figure 1 you can see the customer’s journey process. In this tool the complete focus is on the customers to see how they experience and perceive the service in the given timeframe. This tool gives an insight what parts the customers like and dislike. (Lazier.)
**Service blueprinting.** Service blueprinting is a tool often used in service design process and it contains the customer journey and in addition, all the interactions that make the journey possible. It clarifies the interactions between the customers, stakeholders, touchpoints, frontstage and backstage. (Ross 2014.) It offers a detailed representation of the services timeframe and helps everyone participating to understand their role to ensure a consistent and holistic experience. The main idea is to deliver successful customer experience. (Design Council, 19.)

Service blueprint is useful for many reasons as it improves the service and helps many stakeholders to communicate and co-ordinate the complex process. Furthermore, it helps to understand the big picture and interconnections. It includes specific details of the elements, experiences and delivery of the service itself. (Polaine et al. 2013, 93.)

![FIGURE 3. Basic elements and structure of service blueprinting (Kalbach 2016)](image)

Service blueprinting structure is chronological, it consists of five key components that can be seen in figure 3; physical evidence, customer actions, onstage touchpoints, backstage actions and support processes.

- Physical evidence can be electronic devices or face-to-face interactions as examples. The customer interacts with touchpoints of physical evidence.
- Customer actions are the principal steps where the customer interacts with the business and its service.
• Onstage touchpoints are visible to the customers. The customer is able to see business’ actions but not the ones that are behind the backstage line.
• Backstage actions are not visible for the customers but have an impact to the customer experience.
• Support processes are internal processes that have an effect on the customer experience. These can include organizational or third-party interactions. (Kalbach 2016.)

**Benchmarking.** Benchmarking is a tool that has a goal of learning. Businesses need to have interest to learn from other businesses in the same market fields to improve their own processes. Benchmarking is researching, comparing and discovering new things from other businesses in order not to make same mistakes as other companies, to utilize processes that are proven to work and to do strategical choices. The information can be collected by collaborating with other businesses, through internet and visiting the business to see the business and its products and service. Benchmarking can be an easy way to collect additional data that benefits the company but it is important to work according to the law and a good code of conduct to avoid any harm coming to the business. (Tuulaniemi 2011, 59-60.)

**Mindmap.** Mindmap is a visualized presentation of a certain topic. The topic is placed in the middle and ideas and causal connections will surround it. The idea is to create a general view of the topic and everything listed in the mindmap is connected to each other. Different visualization techniques, such as adding color and symbols can be added to demonstrate the matters and the bigger picture. (Tuulaniemi 2011, 60.)

**Service safari.** The idea of service safari is to collect information about a service in the real world with aim to understand services better. The method is to go to a location to get firsthand experience of the service, it can be a certain service or type of services. The experience should help the participants to experience the service as users, not as the service provider. Service safari tool is normally used at the beginning of a service design process and the participants engage in the service to gain deeper knowledge. Generally, the participants record their experience, by notes, photos or videos, to be able to identify the key points and insights of their experiences. Furthermore, it would be ideal to have a workshop session after the service safari. This would lead to more inspiring sessions with
the new ideas for the business and its service design process. (Design Council, 14; Polaine et al. 2013, 59.)

Tools listed here are some common service design tools but are not limited to these. The ones mentioned are often used, but not always. As mentioned, these are depending on the project and its nature, and therefore all are not applicable for all projects. There are several other tools that service designer can use. A few other examples are personas, interviews, workshops, online ethnography and shadowing. It is not necessary for service designers to know all tools by heart, it is more valuable to know how to apply correct tools needed for the projects. It is a matter of finding right tools for each project to reach the wished end result.

2.5 Marketing and branding

2.5.1 Marketing

Throughout the years the focus of marketing has shifted from production orientation to marketing orientation. Before goods were limited and there was not much competition - marketing was seen as unnecessary. In today’s world companies face and struggle with competitors and it has become essential to analyze and understand customers’ needs and wants. Nowadays companies make huge efforts to find out what customers want and then differentiate their products and services from the increasing amount of competitors. Furthermore, the relationship between companies and customers has become valuable. The markets try constantly to conduct researches on customers’ consumption, activities, influences and factors on their purchase decisions. As the world has globalized this has got harder because customers can extend their purchases from all around the world. The largest influencers for this has been internet and social media. Marketing orientation has had a great influence on the world today and how companies operate. (Stickdorn & Schneider 2010, 40-41.)

Marketing contributes to service design, arguably more than other management fields. It has shaped service design due to its influence in social, economic and political developments. Marketing is nowadays concentrated on selling the products for certain markets,
identifying and maintaining relationships with customers. Market research is needed in order to understand the needs of the customers but it is time consuming and potentially expensive. Besides getting a deeper knowledge of the customers, the researches aim to get wider context of global and social marketing. (Stickdorn & Schneider 2010, 40-41; Smaply 2016.)

A good example of the change in marketing can be seen in marketing mix. Marketing mix is traditionally known of its 4 Ps which are product, price, promotion and place. The 4 Ps have now increased to 7 Ps of marketing as people, processes and physical evidence has been added into the mix. These three additional factors are particular to the service industries. The idea of the marketing mix is to ensure that businesses know their target market well in order to obtain a successful business with maximized profit. (Kotler & Keller 2016, 48; The Marketing Mix.)

Marketing and service design can be considered similar in many ways and that is why marketing is linked to service design often. Both share similar characteristics, such as process and perspective but there are still differences between the two. Service design strives for a holistic experience with stakeholders participating and co-designing. In marketing the businesses create and build relationships with customers to co-create value. Service design has a major focus on the customer and takes a broader stance analyzing every touchpoint and interaction. Both use the same tools and concepts but designers focus more on the individual level to develop the tools used. Marketing researchers examine customers to form ideas of their values and habits but designers use these insights to start designing, to create more value with visualizations and aesthetics of the service. In addition, service design takes often more creative take on the process and the service as the designers normally have a background in art or design education. (Kerymova 2016; Stickdorn & Schneider 2010, 44-45.)

2.5.2 Branding

Companies create logos, slogans, designs and other features that will identify the seller’s products and services from others. Brand gives customers ideas and images how they recognize certain companies. For example, there are lots of different brands that sell
sneakers but depending on a person different companies come to mind. There are several factors that also affect to this. It can be the customers’ location, age or style or how the company has advertised the brand before, as examples. Successful branding can be done in several ways but most often it is done through advertising, designing product, experience, pricing, sponsoring or visual identity. Moreover, the brand should deliver what it has promised to the customers to create a positive and trustworthy experience. (Marion 2015.)

Brand image is important for businesses as it can create an effective and strong image to the customer which can lead to customer loyalty. Successful experience is considered when the relationship between the customer and the business has been established, the customer recommends the business to others and prioritizes the business over others. A strong brand image also can be seen when customer has not been in the business but recognizes it and it creates a feeling of trust and familiarity. (Polaine et al. 2013, 65.)

The interaction between people and business creates brand value. It is highly valuable to obtain interaction that works between the customers and the business compared to working only one way from the businesses, such as advertisements. Service design construes and designs the process holistically taking surroundings and interactions into account. This is an important asset in creating the brand relationship and therefore notable when designing a service. Furthermore, service design helps businesses to create or strengthen the brand and its message through different service tools fitting for the business. Designers can do this in different touchpoints by bringing the brand visible and creating a solid and positive image and message for it. (Tuulaniemi 2011, 46-47.)

2.6 Benefits of service design

The share of the services has increased in the world and within different industries. More and more people are employed by service sector. As a result, competition has got tougher and consumers are expecting and demanding more from the service industry. Consumers consider that they have the right to choose and they will opt for the option that provides them the best customer experience with value and at fair costs. Effective services with
good processes and satisfactory end results will lead to loyal and content customers. (Tuulaniemi 2011, 13; Jones 2017.)

A poor service experience will leave customers disappointed and frustrated, risking that the customers will seek similar services in other businesses. Service designs’ idea is to understand how to develop customer experience with stakeholders to create or improve the service experience. The idea is also to improve the business’ and stakeholders experience. In order to do that it is important to consider both internal processes and business’ resources. If these two are disconnected, a common issue occurs in the business. This issue leads to that the backstage and frontstage services are not aware of each other’s actions, which affects the customers, employees and business negatively. (Van der Merwe 2015; Gibbons 2017.)

Service design’s intention is to avoid these type of issues and gaps in the business. These preventative actions are beneficial for the company as they avoid problems and focus on making the service smooth. The actions can be done by surfacing conflicts, handle hard conversations, reduce redundancies and forming relationships. Each of these methods can help in strengthening the communications and the process. This is a perk of service design as it is its job to look into this kind of issues, otherwise businesses might not have the resources, budget or time to fix these necessary issues. (Gibbons 2017.)

Existing backstage problems reflect to the frontstage and have consequences. The consequences vary but most commonly can be seen as poor service, customers’ dissatisfaction and inconsistent channels. These kind of negative service experiences might result in losing customers and receiving bad feedback. Every action made will be visible to the customers and employees, which is why effective service design benefits companies. Understanding the company, its processes and people involved and taking constant actions to ensure improvements are necessities for successful businesses. (Gibbons 2017; Ross & Ruiz 2014.)

As mentioned, service design is beneficial for businesses and customers in the long run and it is continuously improving the quality of the service and its processes. Its goals are goods and services that give value and satisfaction to the customer and also it is beneficial
for the company in the means of profit, effectivity and results. Well organized and executed planning and design are the key to successful businesses that stand out for the customers. (Tuulaniemi 2011, 48.)
3 REAL ESTATE INDUSTRY AND COSTA DEL SOL

3.1 Company information

APP Properties is a real estate agency located in Costa del Sol area in Southern Spain. The company was founded approximately 25 years ago and has a local office in Torrox. APP Properties helps customers with selling, buying and renting apartments, houses and land in Costa del Sol, based on their needs and wishes. APP Properties collaborates with agencies in the United Kingdom and different European countries that allows the properties more visibility through advertising in their offices. Furthermore, in the United Kingdom APP Properties offers personal service on buying the properties. APP Properties has a website with information of the company, contact information and display of their current offerings. (APP Properties.)

On their website they have a listing of the current properties that are available to sell and rent. Customers can see all the possibilities there and search based on their needs. If they have certain requirements they can contact APP Properties directly and they will search with this information. In addition, APP Properties give visibility to their current listing in the office windows, advertisements and in few magazines, that are distributed in Costa del Sol. Through these potential customers are able to contact the company. The main customer groups for APP Properties are British, Finnish, Dutch and German customers but are not limited to these. (APP Properties.)

Potential customers can connect to APP Properties through their website or one of the collaborating agencies. APP Properties will provide further details and arrange showings in case of interest of renting or buying a property. Once the property has been chosen and offer has been made, APP Properties will help with referring a lawyer. Lawyers are needed for the checks of the property and to complete legal requirements of the sale. (APP Properties.)

3.2 Real estate industry in Costa del Sol

Costa del Sol in Spain is a popular destination amongst locals and tourists. More and more tourists spend longer periods of time in Costa del Sol instead of regular holidays. Costa
del Sol receives tourists from all around the world but largest groups are from United Kingdom, Germany, Nordic countries and the Netherlands. Due to spending longer periods of time, foreigners have started to explore other accommodation options besides hotels. The real estate industry is now booming in Costa del Sol area and increasing amount of people are purchasing and renting properties instead of staying in hotels. (Orangestate 2017; Estadística Registral Inmobiliaria 2017, 19.)

In 2008, the real estate industry took a toll due to the financial crisis and the amount of sold properties decreased. However, the number has been recovering and increasing since 2013 and the past two years, 2016 and 2017, have been successful years for the real estate industry in Costa del Sol. In 2016 the highest number of houses was sold in this decade and 2017 was expected to exceed 2016 in the units of purchase and sale of housing. The increase in demand for properties is expected to continue as Costa del Sol is viewed as an ideal location for international tourists, especially when coming from more Northern European countries. This can be seen in an increase in the amount of purchases made by foreigners. In the last quarter of 2017 foreigners contributed buying housing with 13.6 % in Spain, which is the highest percentage in the past two years. (Orangestate 2017; Estadística Registral Inmobiliaria 2017, 19.)

Due to increase in demand for the properties within the past few years the prices have increased as well. The prices have gone up approximately by 8 % in the past two years and this is affected by the supply and demand. When supply is limited and demand is high it results in rise of the prices. Especially foreign demand has increased during this decade and foreigners continue buying more and more housing in Costa del Sol and Spain and this is seen as an attractive investment. Even with the rise in the price for an average European the costs are still lower than in more Northern European countries. (Orangestate 2017; Instituto Nacional de Estadística.)

Real estate agencies in Costa del Sol were affected by the financial crisis in 2008 and for a few years they were struggling and some of them had to close their doors during the crisis as there were not enough potential buyers. During 2013 the economy started to recover and the demand for real estate business began to increase. The recovery for the industry has been fast and there are no exact numbers how many real estate agencies operate in Costa del Sol area. The estimation in 2016 was that there are 8 500 people working in real estate industry in Málaga providence, where Costa del Sol is located.
Approximately third of these are autonomous. The number has increased by 30% since 2013. (Triguero 2016.)

Costa del Sol attracts foreigners for longer periods of time and they are interested in investing and buying properties in Spain, particularly in Costa del Sol. There is high demand for long-term rental and the current situation encourages foreigners buying properties instead of rental options. The increase for Costa del Sol as preferred destination is expected to have consistent growth in the near future. Expected growth ensures high demand for real estate agencies but also it means that the competition between agencies is expected to continue. (Orangestate 2017.)

3.3 Finns in Costa del Sol

It is nearly impossible to know the exact number of Finns living outside of Finland and they can be called by the name Finnish expatriates. The estimated number is around two million people but also the definition for this varies and therefore the amount varies. The largest amount of Finnish expatriates live in the Unites States, Canada and Sweden. (Helin 2017.) The largest city in Europe with Finns can be found in Fuengirola, which is located in Costa del Sol in Spain. In Costa del Sol there are approximately 30,000 Finnish people, with most of them in Fuengirola. (Juutilainen 2017.)

Within the past decade, increasing number of Finns have been moving to Spain and the number has doubled in the last decade. Finns generally move there either permanently or temporarily for a certain season. The move can also be gradual move, which happens over a longer period of time. Today’s world has made moving more possible for people regardless of their age. People of all ages seek to move to Costa del Sol, however a bit over than half are retired, and rest are young people and people who are working. People can these days work remotely and many also start a company when moving to Costa del Sol. Young people might complete studies in Spain as well. (Könnilä 2014.)

People move to Costa del Sol due to several reasons but warmer climate, culture, health and taxation are some common reasons. In addition, the reason to move often comes from a change in people’s lives. It may be unemployment, divorce or retirement and these fac-
tors might get Finns making a more drastic change in their lives. Spain is a good destination due to its location and Finns find Spain a safe country to live with satisfactory health care, pricing and possibility to participate in Finnish community. (Könnilä, 2014.)

According to Könnilä (2014), approximately half of the Finnish expatriates live in rental housing and nearly half has an own apartment or house to live. The decision of the living area often is based on the location, infrastructure, and sometimes proximity of Finnish community has an effect too. Most of the Finnish expatriates have adapted to Costa del Sol well and could not imagine moving back to Finland permanently. (Könnilä 2014.)
4 RESEARCH

4.1 Research methods

The chosen research method was qualitative research which is exploratory research and it provides insights into the problems and helps to develop ideas and to discover trends. Qualitative research collects non-numerical data and aims to interpret a meaning of the gathered data that will give an understanding of the research and its targeted group. Qualitative research takes a deeper look of the problems and aspires to reveal the real meaning of the problems and its connections instead of just identifying relationship between variables, which is done in quantitative research. The emphasis is on the people and it often answers to questions why and how. The most common qualitative research methods are individual interviews, focus groups and observations. (DeFranzo 2011; Crossman 2018.)

Service design often uses qualitative research methods over quantitative research methods. Service design utilizes qualitative research methods to gather a deeper look of the problems and includes a smaller amount of people when conducting the research. Furthermore, qualitative research allows to understand the behavior and mindsets of the people and to investigate the relationships and processes in more detail. This creates a better understanding of the problem and allows the focus to be on people and to enable building or maintaining a relationship with the business and its customers. (Crossman 2018; Polaine et al. 2013, 38-39.)

The qualitative research was conducted through in-depth interviews and with the main idea to collect information regarding the processes and services needed when moving to and living in Costa del Sol. The fundamental idea was to get a general understanding of people’s expectations of services and to obtain a closer comprehension of different services people moving to and living in Costa del Sol need in their everyday lives. Another focus was on how the interviewees have found an apartment or a house to live in. Based on the collected information, suggestions for APP Properties have been given. The suggestions can be found in subchapter 4.4. The initial idea for the research was to gather suggestions how APP Properties could strengthen its relationship with customers and how certain extra services could be beneficial.
The target group for the research was limited to Finnish people living in Costa del Sol permanently or temporarily. Finns as a target group was chosen because the number of Finnish people moving to Costa del Sol permanently or temporarily is increasing constantly. In total nine people were interviewed for the research and with the interviews sufficient information was gathered to get an image of the services needed for the housing. Moreover, further knowledge of additional services was obtained that covers distinct matters along with housing.

4.2 Research process

As previously mentioned, total of nine people were interviewed for the research. About ten people is an optimal number when conducting a qualitative research with in-depth interviews. If the amount is higher than this, the answers often start to be repetitive. (Polaine et al. 2013, 39.) For this research in particular, nine interviews were sufficient and partially the answers started to repeat themselves but also they were supporting each other.

The interviewees were chosen due to their knowledge with Costa del Sol. All the interviewees have experience of Costa del Sol but not all live there yet permanently or temporarily. Out of nine, six people live in Costa del Sol at least some part of the year, the three remaining are planning to move there in the next few years and have already visited. The targeted group for the interviews was ideal as the interviewees had experience with Costa del Sol and were able to give an insight of the services they have needed or will need when they are in Costa del Sol. The interviews were held in Finnish as all interviewees were Finns and it made the interviews more natural, and information was obtained easily without miscommunications.

Prior to the interviews an email was sent to the interviewees with explanation of the background of the interviews and the meaning for them was shortly explained. The interview questions were attached to the emails for the interviewees to see and to start thinking about the questions. The interview questions can be found in appendix 1. The interviews were held via phone calls at an agreed time. The interviews lasted from 30 minutes to one hour and during this time the interviewer took some notes of the main points.
The interview questions were divided into two different groups; if the interviewee is already living in Spain and if not. Based on this information, the questions were separated but were still quite similar. The interview questions first covered what kind of living arrangements they have in Costa del Sol and how they found or plan to find an apartment. The interviews also covered questions regarding services the interviewees have needed or will need in Costa del Sol. During the interviews as much knowledge as possible was obtained in order to get a better understanding of what kind of services are needed and wanted. The services were divided into four categories and these can be seen in figure 4.

![Service categories](image)

**FIGURE 4. Service categories**

The idea for the categorization of the services was to cover different services that are potentially needed when living in Costa del Sol. Through different categories the interviewees were able to focus on a certain group of services at a time and therefore it was easier to collect thoughts for each category. It was valuable to receive information from people with firsthand experience to get an understanding of the hoped and needed services.

### 4.3 Research results

The interviews were open discussions and the interviewees were able to give answers based on their own experience and opinions. The main goal was to receive information of the needed services and to see how APP Properties could benefit from this information
by strengthening the relationship with the customers, as an example. The interviewees’ anonymity was kept during the interviews and therefore no additional information of the interviewees has been given.

The interview in the beginning covered basic background information of the participants and their experience with Costa del Sol. All the participants for the interviews have experience of Costa del Sol but six people out of nine have lived there permanently or temporarily for 4-6 years. Remaining three have visited Costa del Sol more than once and are planning to move there in the near future. All are located in Costa del Sol, mainly in Fuengirola, Torrox and Torrevieja areas. Throughout the interviews five people said that they have rented an apartment and four have bought the apartment or plan to do accordingly.

The interviews covered the way the interviewees had looked for the apartment and how they had got it. As the interviewees were able to reply based on their own experience and without any limitations to their answers, some of them stated more than one option. In figure 5 it is visible how the results have been formed. Agencies was the most common way for the participants to look for an apartment and it was mentioned seven times. Looking for apartment via friends was mentioned four times and internet two times. This shows that people trust agencies and they feel safe getting apartments via different real estate agencies. All the participants had a common understanding that when moving to a new country help is needed in the beginning when getting apartment and other matters in order. The help can be received from friends, agencies or authorities.

FIGURE 5. Preferred way of finding housing
In general, the participants who already live in Costa del Sol, at least some part of the year, are satisfied with the process of getting their apartment and the support they have had when first going through the process. The participants who have not yet moved to Costa del Sol consider needing help and will start searching an apartment already from Finland or go for another visit to see potential areas and apartments to get an image of the possibilities they have.

At times the language barrier might exist. Out of nine interviewees eight speak English on a satisfactory level and one additionally speaks Spanish. Five stated that they are learning or want to learn Spanish and one does not speak any other language besides Finnish. The interviewees stated that sometimes the language is an obstacle and certain things are harder to handle in another language than Finnish, thus a need for services in Finnish exists in Costa del Sol.

The interviewees described a good service and their expectations of it. All the answers had similarities in them and the main points of satisfactory service expectations can be seen in Figure 6. The interviewees want a service to be a fluent and smooth process that works efficiently and can be trusted. Furthermore, the service should be easily accessible and provide sufficient information for the customers.

![Figure 6. Expectations of services](image)

FIGURE 6. Expectations of services
The main objective for the interviews was to find out more information concerning additional services needed when living and moving to Costa del Sol. The services were divided into four categories that are housing services, services related to authorities, transportation services and services related to social relations. The four categories can also be found in figure 4. As mentioned the goal with these four categories was to gather as extensive image of the services as possible and to create a real understanding what services are provided well and what are still needed and wanted. With the categories the participants were able to focus on a group of services at a time and the outcome should be broader than asking one wider question only.

Housing category covers services that the participants have needed or consider needing when having an apartment in Costa del Sol. For figure 7 the housing services have been collected based on the needed services that the participants mentioned during the interviews. Nearly all stated that internet is a necessity in the apartment. This includes Wi-Fi for the apartment and for phone, i.e. phone provider is needed. In addition to internet, electricity and gas are needed for daily life. Both were mentioned four times and they are necessities. These were mentioned by the participants that have bought apartments as these are not included in the apartment. Participants that have bought apartment or will need to get own contracts for electricity and gas. For participants renting apartments, gas and electricity are normally included in the rent and therefore this does not need to be covered.

![Housing Services Chart](image)

FIGURE 7. Housing services

Three participants mentioned that cleaning service would be needed occasionally and information on how to find one would be needed. Others section in figure 7 covers the
mentioning of basic knowledge on sorting of waste correctly and information for renovation companies. The waste is sorted differently in Spain, thus the correct information for this would be beneficial. Participants that own apartment in Costa del Sol need occasionally renovations done, hence recommendations and language help for this is potentially needed.

Services related to authorities cover everything from police to health care to getting basic documents. For this category the participants gave more answers and the most common was health care and potential hospital and emergency room visits, with mentioning seven times. General information how health care system works in Costa del Sol and where to go if health care or hospital services would be needed, was a common thought within the interviewees. Another worry was the language barrier. A hope that there would be a person speaking Finnish to help and support with this kind of matters exists. Potential solution for this is an interpreter that could help when necessary.

![Services related to authorities](image)

FIGURE 8. Services related to authorities

Another matter mentioned was needed documents when moving to a new country. Certain documents need to be done when first moving to a new country and those are handled with the city hall, in most cases. When moving to Spain for a longer period of time than 3 months certain documents are necessary even for European Union citizens. Necessary documents are NIE number, social security and registration to city hall (Veglia 2015.) Participants consider that help is needed for this or at least an explanation where to obtain these documents.
In figure 8, there is an indication for a need for banking services and six out of the nine participants wanted to open a bank account in Spain. Furthermore, a few participants wanted information for insurances and lawyers. These results varied depending on the duration of the stay for the interviewees. The interviewees that live or will leave in Spain throughout the year or most of the year need more services in Costa del Sol, as this is their country of residence. Other services related to authorities contain police, fire department and taxation matters that are required to know when living longer periods of time in a country. For this category particularly, the participants considered that the most support for language is wanted.

Transportation services was divided into public transportation and buying or renting a car. Two people own a car and four rent a car when needed. These participants consider car being useful for two different purposes. Owning a car is used on a daily basis for everyday errands and renting is used more for leisure and to explore surroundings in Andalucía. For buying or renting a car the participants wanted to see where this should be done and where to obtain necessary documents and insurance for the cars, whether buying or renting.

Eight people considered that public transportation is important and useful in Costa del Sol for everyday life. It makes moving around Costa del Sol easier and it can be done via a bus or a train. For public transportation information for potential discounts for children, youth and senior people is needed. In addition, information of possible connections is needed. One person also stated that public transportation connections to the airport would be valuable information. In figure 9 the thoughts of the interviewees are visible.

FIGURE 9. Transportation services
The last additional service category was services related to social interactions. Social interactions collected thoughts of the interviewees regarding community, spare time, hobbies and sports. Figure 10 displays the most common points that the interviewees mentioned about social interaction. The most common was hobbies that was mentioned eight times. Participants stated that different hobbies interest them, such as gym, language courses, golf and tennis. The participants had a high interest for hobbies as it can be used as a manner to meet new people. Additionally, events were mentioned six times that cover theatre, cinema, fairs and celebrations held in Costa del Sol. Four participants considered traveling around Andalucía with group travels to be a good way to spend free time as through this the participants are able to get to know Andalucía and its culture better. The participants considered that these types of social interactions will help them to get to know more people, including locals, and to extend their networks in Costa del Sol. The others include community support and activities.

FIGURE 10. Services related to social interaction

Social interactions can be used as means to get to know people and building up networks in Costa del Sol. Having a network is important as it works as a social circle and a safety net. Building up a network and participating in social interaction needs to come from the people themselves and their activity matters. Nowadays there are multiple social media websites where people can find events, discussion and help which can offer support and activities for people in Costa del Sol.

The interviews gave a valuable insight of what services in general Finnish people moving to Costa del Sol need and want. Furthermore, a deeper knowledge was obtained through the interviews that people still prefer to use agencies when moving to Costa del Sol and
searching for an apartment. The collected information of the additional service categories points out what services the participants want and need and which are the most important points from the perspective of APP Properties.

4.4 Recommendations

The research was conducted through in-depth interviews to gather firsthand knowledge of the interviewees and their experience and expectations of real estate agencies and the services needed and wanted when living in Costa del Sol. Based on the interviews, certain suggestions can be made for APP Properties that can potentially improve the service experience for the customers and therefore create value for the client and customers. The suggested actions have been made based on the interviews and the created service categories.

The central outcome of the interviews was that the participants would require help with several matters when first moving to Costa del Sol. APP Properties could offer support to some of these in order to bring more value to the customers and enhance customer experience. Most importantly APP Properties should consider offering help with the housing service category as it is directly connected to the business.

For the housing category the main outcome was the need for internet, gas and electricity. APP Properties should offer support and recommendations regarding which internet providers are reliable and cost-effective. For customers buying an apartment, help with acquiring gas and electricity should be offered as well. Furthermore, if the customers have other queries relating to the apartment acquired from APP Properties the help should be given in order to ensure a fluent service experience for the customers. A fluent service experience is guaranteed when touchpoints of the whole service experience have been taken into account and the service exceeds customers’ expectations. The other queries related to housing can be general questions regarding the apartments, such as renovation.

The other service categories also have valuable information for APP Properties to improve the customer experience. Research showed the following factors as the main matters that would be beneficial to consider:

- language barrier
• obtaining documents
• renting and buying car
• opening bank account
• insurance
• legal matters

These matters were mentioned several times during the interviews and APP Properties can take these into consideration and provide help and recommendations.

APP Properties could help their customers with providing information and help with the matters mentioned above. The matters are mainly needed when first moving to Costa del Sol and often the customers would have questions regarding these. APP Properties could, as an example, provide help with recommending trustworthy and reliable companies for the customers. Moreover, APP Properties could start collaborating with different companies and to build a relationship that benefits both. It would be useful for APP Properties to work together with different companies, such as lawyers and interpreters, as it would strengthen the customer experience.

In addition, APP Properties could offer an information package for new customers when they are acquiring an apartment and moving to Costa del Sol. This information package would include a leaflet with helpful and relevant information, which would help the customers to get an understanding of the basics when moving. The leaflet could contain information of the closest services nearby, such as doctors, and descriptions of how certain things work in Costa del Sol, such as recycling, and other similar and useful information for new customers. APP Properties should also add some goods for the customers in a way of branding and bringing out the company more. It is also recommended that APP Properties will take a look of the service process overall to see if customers are satisfied with the process.

Real estate agencies have high competition in Costa del Sol and due to this it is important to go for the extra step and ensure that a satisfactory customer journey is in place for the customers and for the company as well. When offering additional help and support for the customers they are left with positive experience and will pass the feedback forward. Additionally, in today’s world people prefer to have everything solved fast and it benefits them to have more information and help from one place. However, it needs to be remembered that the agencies cannot do everything and initiative is needed from the customers.
in the matters such as services related to social interaction. Customers should be able to be courageous and participate in events, as an example.

The purpose of the real estate agencies is to find fitting housing solutions for the customers and to offer support and safety during the whole process. Customers should feel welcomed and listened in order to bring satisfactory results. It is also ideal for APP Properties to try to stand out between the real estate agencies in Costa del Sol. If APP Properties bring additional value compared to the other agencies, APP Properties will gain more customers.
5 CONCLUSION

The idea of service design is to improve the level of service within the company and to meet customers’ expectations. In service design the customers are placed in the center and their needs should always be considered when improving or creating a service. The goal for service design is to find different means to improve a service to create a holistic service experience that builds valuable, positive and effortless service experiences. Service design should benefit both the customer and the company and it should differentiate the company from other companies.

The competition is high within real estate agencies in Costa del Sol and it is valuable for the agencies to provide the best service experience possible in order to maintain and obtain a good relationship with customers. Based on the conducted research, the customers coming to Costa del Sol still consider that they would need more help when looking for an apartment, given that they have just moved to Costa del Sol for the first time. The additional required help is practical matters, such as obtaining necessary documents and the need for an interpreter.

APP Properties has established a certain market place in Costa del Sol and it has built a customer base in different countries in Europe. In this thesis the focus group was Finnish people and the research took a look of their experiences in Costa del Sol and what kind of services they have considered needing. The main issue found was the lack of language knowledge and therefore some matters were more complicated to the customers. Additionally, help was needed with bureaucratic matters which vary depending on a country and therefore people were not familiar with the procedures in Costa del Sol.

Suggestions for APP Properties were given based on the research on how the company could improve its customer service experience and bring more value to customers through this. This could differentiate APP Properties from other similar real estate agencies in the same area, as the competition is high in Costa del Sol. If APP Properties focuses on its service experience and its individual touchpoints the company can improve the service experience. This can be done in a few different manners, such as providing additional support for the customers or bringing help to them in order to simplify their process. It is important to go for the extra step to ensure customer satisfaction and to make customers feel valued.
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APPENDICES

Appendix 1. Interview questions

HAASTATTELUKYSYMÖKSET:
Lyhyt esittely alkuun
Haastattelun tarkoitus ja taustatietoja

ASUNUT JO ESPANJASSA:
1. Kuinka kauan olet asunut Espanjassa?
2. Missä päin Espanjaa asut?
3. Kuinka löysit tämänhetkisen asuntosi?
4. Oletko vuokrannut asuntosi vai ostitko asunnon?
5. Oliko prosessi mielestäsi yksinkertainen ja helppo? Olitko tyytyväinen?
6. Toivotko, että olisit saanut enemmän apua asuntoa hankkiessa?
7. Saitko palvelua tarvittavalla kielellä?
8. Mitä odotat palveluilta?
9. Ajatteletko, että lisäpalvelut olisivat olleet hyödyksi?
   Lisäpalveluihin voidaan laskea esimerkiksi; auton ostaminen tai vuokraaminen,
   muuttoapu, kieli- kurssit, pankkitilin avaaminen, vakuutukset…
10. Mieti omaa tilannettasi: Mitä seuraaviin alakohtiin liittyviä lisäpalveluita olet
    tarvinnut Espanjassa asuessasi?
    • Asuntoon liittyvät lisäpalvelut
    • Viranomaispalveluihin ja paikallisissa yrityksissä asiointiin liittyvät lisä-
      palvelut
    • Liikkumiseen liittyvät lisäpalvelut
    • Sosiaaliseen kanssakäymiseen ja virkistymiseen liittyvät lisäpalvelut
11. Mitä muita kuin ylläoleviin neljään alakohtaan liittyviä palveluita olet tarvinnut,
    kun muutit Espanjaan tai siellä asuessasi?
12. Muita ajatuksia liittyen lisäpalveluihin?

EI VIELÄ ASUNUT ESPANJASSA:
1. Oletko aikeissa muuttaa Espanjaan? Milloin ja minne?
2. Haluatko vuokrata vai ostaa asunnon?
3. Tiedätkö, minkä kautta aiot hankkia asunnon?
4. Luuletko, että tarvitset apua asunnon etsimisessä?

5. Aatteletko, että lisäpalvelut olisivat hyödyksi?
   Lisäpalveluihin voidaan laskea esimerkiksi; auton ostaminen tai vuokraaminen, muuttoapu, kielikurssit, pankkutilin avaaminen, vakuutukset…

6. Miettien mahdollisia palveluja: Mitä seuraaviin alakohtiin liittyviä palveluja arvelet tarvitsevsi Espanjassa asuessasi?
   - Asunton liittyvät palvelut
   - Viranomaispalveluihin ja paikallisissa yrityksissä asiointiin liittyvät lisäpalvelut
   - Liikkumiseen liittyvät lisäpalvelut
   - Sosiaaliseen kanssakäymiseen ja virkistymiseen liittyvät lisäpalvelut

7. Onko muita palveluita, joita oletat tarvitsevsi?

8. Luuletko, että tarvitset apua kyseisten lisäpalveluiden kanssa?

9. Mitä odotat palveluilta?

10. Tarvitsetko apua kielen kanssa?

11. Muita ajatuksia liittyen lisäpalveluihin?