

Thesis

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DESIGNING A NEW GENERATION ONLINE COMMUNITY FOR TELIA FINLAND

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MASTER'S THESIS | ABSTRACT

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DESIGNING A NEW GENERATION ONLINE COMMUNITY FOR TELIA FINLAND

The goal of this thesis was to create a new and more customer-driven role for the telecommunications operator Telia's online community. The new role needed to fit the company's strategy of becoming a new generation telco and improve Telia Community's customer experience. Telia Finland acted as the commissioner of this thesis.

The research questions that the thesis aimed to answer were: What is the Community's role in Telia's digital ecosystem? What are the next steps in its development? What kind of internal and external people are needed in making this happen?

The main theory that was applied in this thesis handled design thinking and service design. The project followed a design process which had four phases: discover, define, develop and deliver. Furthermore, customer experience, online communities and gamification were studied to support the ideation process. The entire process was supported by versatile methods and tools such as interviews, personas, journey mapping, workshops, benchmarking and segmentation.

The key areas of development were found to be defining the Community's role, building engagement, creating awareness, ideating content as well as connecting the service to Telia's business and its channels. As there were multiple development areas, it was decided that the thesis would focus mainly on the role definition and the connections. Furthermore, initial concepts for awareness and engagement were created. Workshops were organized and sketches as well as concepts were created to communicate the new role and roadmap for the service. Several internal and external stakeholders took part in the process.

The new role is focused on integrating the Community as part of Telia's website. The main purpose of the Community is to provide peer validation and bring signs of life to Telia's other channels. These qualities are unique characteristics that Telia's other channels cannot provide. Moreover, a roadmap for the development was created which showed the steps that need to be taken to reach the new role as well as to increase the awareness and the engagement. An initial gamification plan was created based on the theory, research and the ideation sessions. To help in making the new role a reality, a concept for a Community dream team was created.

The thesis covered a wide area of issues and provided holistic results for the development of the Community. The project goals were met, and the commissioner was pleased with the results.

KEYWORDS:

Service design, design thinking, online community, social media, telecommunications operator

Tekijä: Susanna Lähteenmäki

UUDEN SUKUPOLVEN ONLINE-YHTEISÖN SUUNNITTELU TELIA FINLANDILLE

Tämän opinnäytetyön tavoitteena oli luoda uusi ja asiakaskeskeisempi rooli teleoperaattori Telian online-yhteisölle. Uuden roolin tuli istua yrityksen ”uuden sukupolven teleoperaattori” strategiaan ja parantaa Telia Yhteisön asiakaskokemusta. Telia Finland toimi tämän opinnäytetyön toimeksiantajana.

Opinnäytetyö pyrki vastaamaan seuraaviin tutkimuskysymyksiin: Mikä on Yhteisön rooli Telian digitaalisessa ekosysteemissä? Mitkä ovat seuraavat askeleet sen kehityksessä? Mitä sisäisiä ja ulkoisia tahoja tarvitaan suunnitelman toteuttamiseen?

Muotoiluajattelua ja palvelumuotoilua sovellettiin tämän opinnäytetyön pääteoriapohjana. Projekti hyödynsi designprosessia, jossa oli neljä vaihetta: tutki, määrittele, kehitä ja toimita. Näiden lisäksi asiakaskokemusta, online-yhteisöjä ja pelillistämistä tutkittiin ideoinnin tueksi. Koko prosessin tukena hyödynnettiin monipuolisia menetelmiä ja työkaluja kuten haastatteluja, asiakaspersoonia, polkujen mallinnusta, työpajoja, kilpailijakartoitusta ja segmentaatiota.

Tutkimuksen pohjalta löytyneet kehityksen pääalueet olivat: Yhteisön roolin määrittely, vuorovaikutuksen rakentaminen, tunnettuuden luominen, sisältöjen ideointi sekä palvelun yhdistäminen Telian liiketoimintaan ja sen kanaviin. Koska kehitysalueita oli useita, opinnäytetyössä päätettiin keskittyä pääosin roolin määrittelyyn ja yhdistämiseen. Lisäksi projektissa luotiin alustavia konsepteja tunnettuudelle ja vuorovaikutukselle. Työpajoja järjestettiin sekä luonnoksia ja konsepteja tuotettiin, jotta palvelun uusi rooli ja tiekartta voitiin viestiä ja visualisoida. Useita sisäisiä ja ulkoisia sidosryhmiä osallistui prosessiin.

Uusi rooli keskittyy integroimaan Yhteisön osaksi Telian verkkosivustoa. Yhteisön pääasiallinen tarkoitus on tarjota vertaisten mielipiteitä ja elävyyttä Telian muihin kanaviin. Nämä ovat ainutlaatuisia ominaisuuksia, joita Telian muut kanavat eivät pysty tarjoamaan. Lisäksi kehitykselle luotiin tiekartta, joka näytti askeleet uuden roolin saavuttamiseen sekä tunnettuuden ja vuorovaikutuksen lisäämiseen. Alustava suunnitelma pelillistämiseen luotiin teorian, tutkimuksen ja ideointisessioiden pohjalta. Uuden roolin toteuttamisen tueksi luotiin myös konsepti Yhteisön unelmatiimistä.

Opinnäytetyö kattoi laajan aihepiirin ja tarjosi kokonaisvaltaisia tuloksia Yhteisön kehitykselle. Projekti saavutti sille saavutetut tavoitteet ja toimeksiantaja oli tyytyväinen sen tuloksiin.

ASIASANAT:

Palvelumuotoilu, muotoiluajattelu, online yhteisö, sosiaalinen media, teleoperaattori

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1 INTRODUCTION

This thesis focuses on designing a new role for the online community of a telecom operator called Telia Finland. The community was launched in its current format in 2014 when it changed from a more traditional customer support forum to a peer-to-peer community which is run by its users. It has achieved excellent results since then but now it is time to develop the concept further. The main research questions that the thesis aims to answer are: What is the Community's role in Telia's digital ecosystem and in improving Telia's customer experience? What are the next steps in the Community's development? What kind of internal and external people are needed in making this happen?

The commissioner of this thesis is Telia Finland, a telecom operator in Finland. The company provides services that help people stay connected in business and in personal life. The commissioner is described in more detail in chapter 1.1.

Susanna Lähteenmäki is the author of this thesis and will act as the lead service designer in this project. She is currently working at Telia as a Service Designer. Prior to this role she has gained several years of experience in project management, social media, digital marketing, web development and numerous other development initiatives. She has also studied concept and game design in her earlier studies amongst other things. The author will be in charge of the planning, development, implementation and communication of this project. A project team described in 1.4 will be working with the author in the implementation of this project. The author refers to this work as thesis or project because the assignment was already part of her work before the decision to write the thesis was made.

This project will be done through utilizing design thinking and service design methodology and theory. The design process that will be applied in this thesis is the Double Diamond by the Design Council (2015). Various service design and research methods and tools will be used to support the design process and to plan an exceptional customer experience for the users of the Telia online community. Furthermore, theory on customer experience, online communities and gamification will be researched.

1.1 Commissioner: Telia Finland

The commissioner of this thesis is Telia Finland which is a telecom operator in Finland. Telia Finland is part of the international telecom operator Telia Company that was founded in 1853 (Telia Company 2018a). The company has undertaken the task of becoming a new generation telco. Its strategy states that its purpose is “bringing the world closer” and that “customers are our champions” in everything that the company does. Its values – dare, care and simplify – are incorporated deep in its operations. The values (Figure 1) will also act as the design drivers for this thesis. Telia Company plans to become a new generation telco by following these four objectives:

- “We have the most loyal and satisfied customers in our markets.
- We deliver strong total shareholder return which is among the top relevant European peers.
- We are industry leader in digital impact through United Nation’s Sustainable Development Goals.
- We have the most engaged employees.”

(Telia Company a; b.)

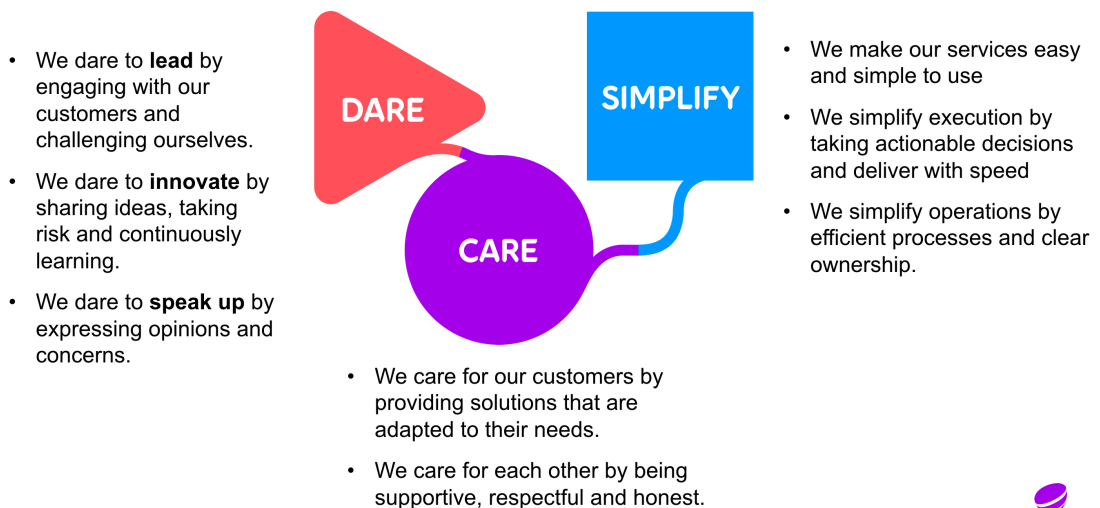


Figure 1. Telia Company's values as design drivers (Telia's internal materials).

The company is present in various European countries, such as Finland, Sweden, Norway, Denmark, Estonia, Latvia, Lithuania and Turkey. It employs approximately 20 000 people in Europe and has 3500 employees in Finland. The net sales amounted to almost 80 000 million Swedish crowns and it had 23.1 million subscriptions in 2017. It invests yearly around 200 million euros in Finland to build better connections. (Telia 2018a; Telia Company 2018a; 2018b.)

Telia Finland's history started in the year 1914 when the Finnish Telegraph Institution was founded. Since then the company's name changed along with the owner several times and in 2002 it was called Sonera. A new company named TeliaSonera was formed when Sonera was acquired by the Swedish company Telia. Both of the companies had a long history and they had previously done cooperation in many projects and initiatives. Sonera's financial issues and the two companies' focus on different markets made the merger a suitable solution for both of them. (Pörssitieto; Edwardsson; TeliaSonera 2016.) In 2016, the company wanted to envision their new direction to become a new generation telco by changing its name to Telia Company. The change also took effect in Finland in 2017 when Sonera and its subsidiary Tele Finland changed their name to Telia Finland. (Nasdaq Stockholm AB 2016; Lankinen 2017.)

The Swedish and Finnish states were major owners in the company in the past, but they have decreased the amount of their holdings since 2002. In the beginning of 2018, the Finnish state sold all the remainder of its shares. However, Swedish state is still the principal shareholder of Telia Company with the largest number of holdings, 37,3 percent. (Blencowe & STT 2018; Telia Company 2018b.)

The company provides its customers with traditional telecommunications services such as telephones, tables, computers, phone subscriptions as well as mobile and fixed broadband. The newer additions to the company's offering encompass services related to TV, entertainment, insurance, information security, applications, sports and gaming. The offering for the business customers ranges from mobile subscriptions and devices to more complicated Internet of Things, cyber security and information communications technology solutions. As part of its journey to becoming a new generation telco, the company is continuously looking for new areas of business close to its core operations. (Telia 2018c; Telia Company.)

Telia Finland will be referred to with name Telia in the remainder of the thesis.

1.2 Telia Online Community

The history of Telia's current online community started in 2009 when an online discussion board called "Ask & Discuss" was published by Telia's customer service unit. The customers were able to ask any questions related to the company's products and services and the customer service would answer them. Discussions were also visible to other web users and, therefore, one answer could potentially help thousands of users.

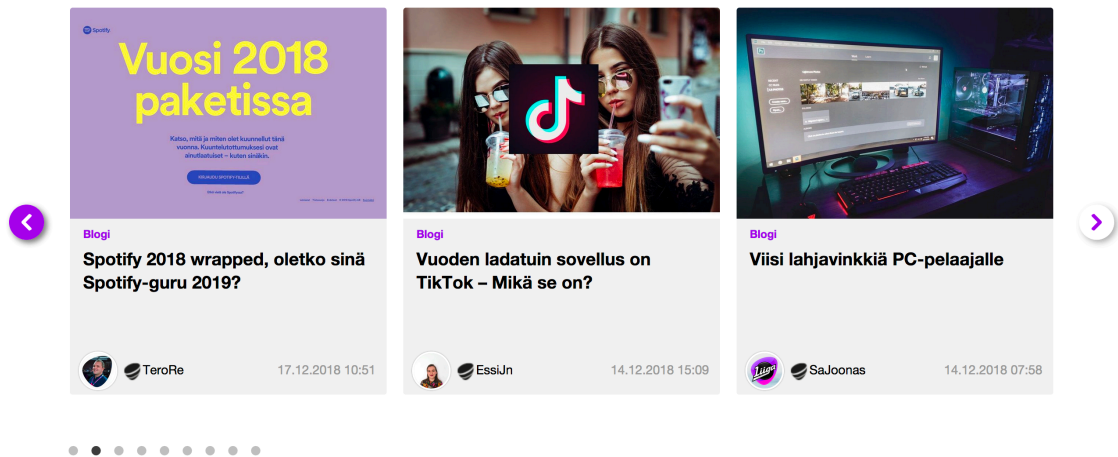
The online community "Sonera Clan" was launched in the end of 2014 and at the same time the "Ask & Discuss" discussion board was closed. This meant a change from the traditional discussion board format community to a peer-to-peer powered community. The new community is an online discussion forum in which peers are helping each other. In practice, the community functions in a way that the members of the community are mostly in charge of the discussion and help each other.



Picture 1. Telia Community front page (Telia Yhteisö 2018a).

As mentioned in chapter 1.1 the company changed its name from Sonera to Telia in 2017 (Lankinen 2017). At the same time also the name of the online community was changed to "Telia Community" (Picture 1). "Telia Community" will be referred to as the Community for the remainder of the thesis.

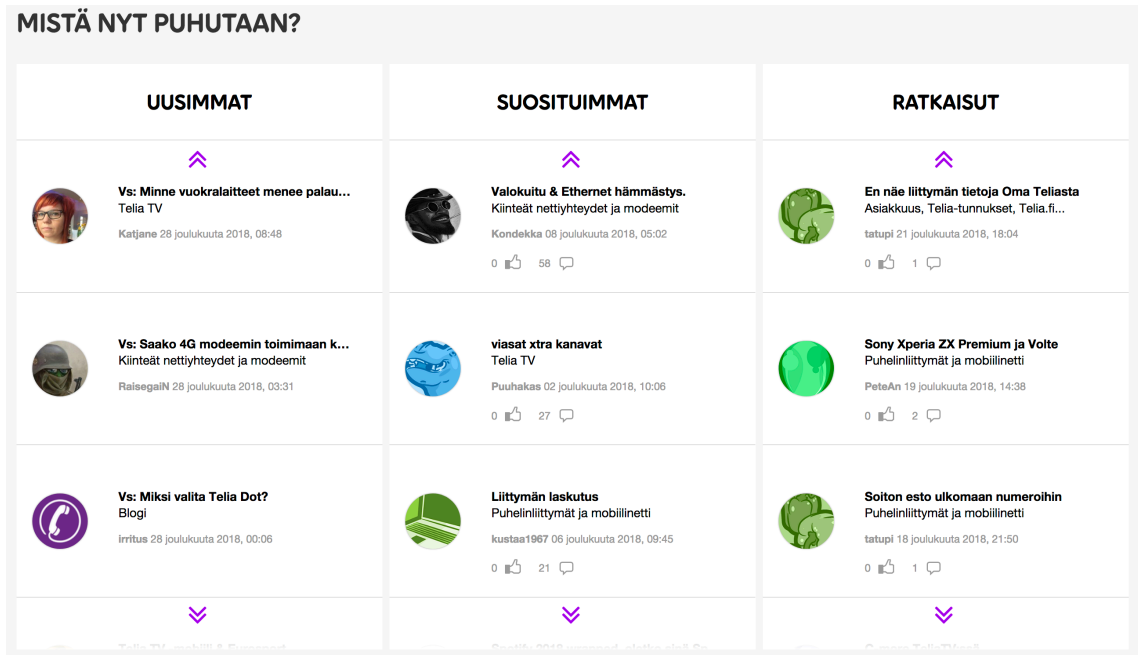
The community is run by the Community Manager Tero Revonmäki who will also act as the owner of this project as will be described in 1.4. The Community Manager is in charge of the overall development of the Community and manages all content planning (example in Picture 2). In addition, he starts discussions, runs contests and produces interesting content related to Telia's services and field of business. Telia's social media customer service team is responsible for moderating the discussions and participating in the discussions to provide additional guidance for the community visitors. They also have an important role in creating content, such as blogs, articles and videos. The users of the service can also produce content and the first blog post written by a customer was published in 2016.



Picture 2. Examples of the Community's content articles (Telia Yhteisö 2018a).

The Community users can be Telia's customers or anyone who is interested in using the service. There are various people who have found the Community through search engines and visit to find information on the issue they are trying to solve. The users can also become Community members by registering to the service. The registration can be done by anyone. After becoming a member, the users can start discussions and comment on them. There is also a group of most active and knowledgeable members who have been rewarded by a VIP member status. A consultative council for the VIP members was founded in 2015. The VIP members get special benefits and exclusive events are organized for them. They actively participate in discussions and also start them. They are in active dialogue with the Community Manager on a daily basis. The different user types and their personas are described in more detail in chapter 3.3.1.

The community is currently based mostly on problem-solving related issues. The topics are versatile and encompass discussions about devices, gadgets and applications, as well as competitions and other inspiring content (Picture 2, Picture 3). The first beta testing initiative was conducted in 2015 when the users of the Community were invited to comment on the company's new application. Nowadays, piloting and testing are done continuously in the Community. The content and discussion are mainly directed towards consumers, however, some content for business customers also exist.



Picture 3. Examples of the Community's discussions (Telia Yhteisö 2018a).

The results have been on the rise since the launch in 2014 and many members and visitors have been gained. The Community celebrated a special milestone in September 2018 when the number of its members passed 50 000. Another great accomplishment was reached in November 2018 when Telia was awarded with the title of “Best digital customer relationship” in a research by Bearingpoint (2018) thanks to the Telia Community. The Community and its peer-to-peer focused approach was mentioned as the main reason for Telia winning the category. Despite of the great results, it has been identified that a new direction is needed for the community in order to continue growth and success also in the future. The Community is now in the maturity phase of its development and shifting focus towards the mitosis phase. The online communities' life cycle is described further in chapter 2.3.

Most of this chapter is based on discussions with the Community Manager (11.12.2018) as well as on the authors own experience while working with social media related issues at Telia.

1.3 Development Area

As mentioned in chapter 1.2, the results of the Community have been excellent. However, there is a tremendous potential to grow. The Community Manager is working very independently, and the Community has not been integrated well to the core strategy and processes of the company. This is partly due to the fact that the Community does not have a clearly defined role. It has also been identified that the level of participation in the discussions is not growing in the same relation as the number of members.

The development need has also been recognized because Telia wants to stay ahead of its competitors and gain new visitors. The company wants to put its customers to focus and develop its services together with the Community users and other stakeholders. Another problem area is that the Community is not well known within Telia's customers. Most of the visitors find the discussions or content by using search engines. Furthermore, more engagement is needed to involve internal stakeholders to the Community's development and daily work.

Goals and Research Questions

The main goal of this project is to create a renewed and a more customer-driven role for Telia's online community. Furthermore, roadmap for the development needs to be created. Through this work, the project aims to improve Telia Community's customer experience. Increasing awareness and engagement of the Telia Community internally and externally is also an essential factor in the success of the project.

The research questions that the thesis answers are:

- What is the Community's role in Telia's digital ecosystem and in improving Telia's customer experience?
- What are the next steps in the Community's development?
- What kind of internal and external people are needed in making this happen?

Limitations of the Thesis

Some content for the business customers already exists and this segment has been identified as an interesting area to put more effort to in the future. However, this topic will not be covered in full in this thesis but as a separate development initiative later on.

1.4 Process, Schedule and Organization

The design process followed in this thesis was the Double Diamond by the Design Council (2015). The process follows four steps from the discovery to the delivery (Figure 2). Various service design methods and tools were applied in the project. The design process is described in more detail in the chapter 2.1.2 and its application in the chapters 3, 4 and 5.

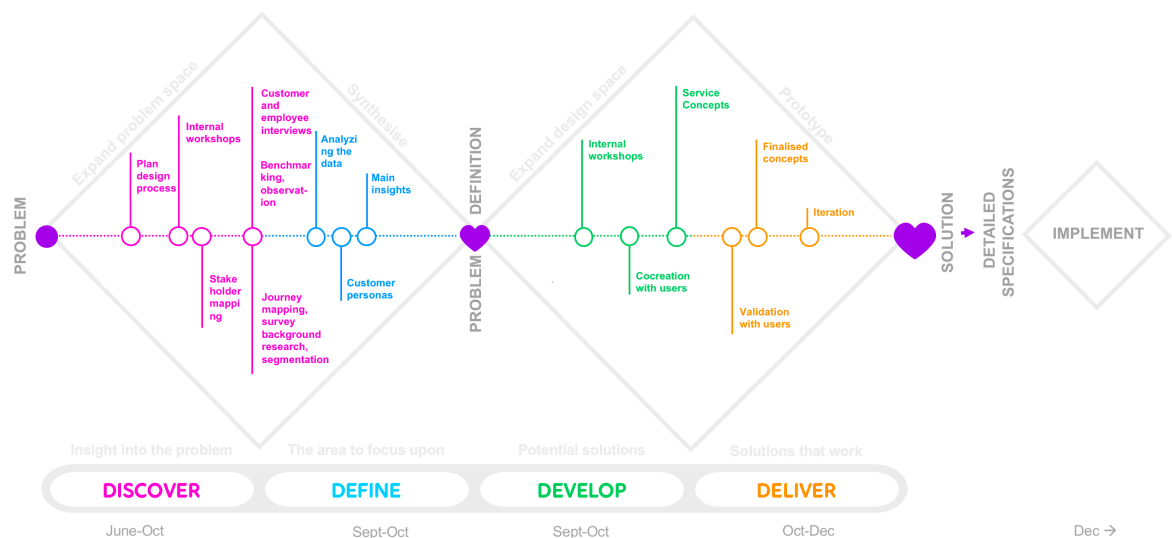


Figure 2. Simplified design process for the project.

The project started in May 2018 in the lead of the author. A decision about creating a thesis from this project was made in August. Consequently, writing of this thesis was connected to the project schedule which is presented in Figure 3.



Figure 3. Schedule for the project and the thesis.

The development work has been planned to continue according to the roadmap created through the design process. A detailed schedule for the project is presented in the Appendix 4.

The project team consists of three participants which are all Telia's employees:

- Author and Lead Service Designer: Susanna Lähtenmäki
- Community Manager and Project Owner: Tero Revonmäki
- UX/Service Designer: Tero Liikka

Additionally, the work is guided by the thesis commissioner Marco Suvanto from Telia's Customer Experience and Design team and Platforms team lead Minni Ruhtinas.

1.5 Frame of Reference

A frame of reference is a compilation of viewpoints, settings and other issues that tell the reader how a certain topic will be approached (Merriam-Webster). The frame of reference in Figure 4 introduces the topics that are connected this project.

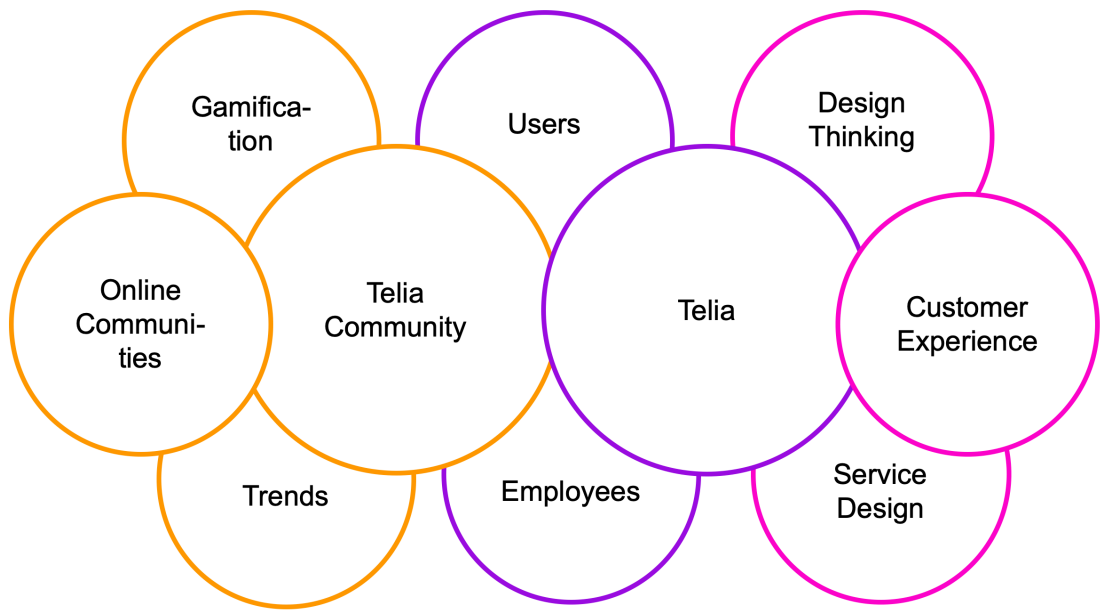


Figure 4. Frame of reference.

The commissioner Telia Finland has been working to improve its customer experience for several years. Listening to its customers and making changes based on the feedback is at the core of the company strategy. Therefore, customer experience theory forms a part of this thesis. Other elements that are strongly connected to the customer experience are the design thinking as well as service design methodology which will both be applied to this thesis. Telia's employees are in a key role in the project since the success requires internal stakeholders to take part.

Designing a new generation online community for Telia Finland is the main topic of this thesis. The author will study how can the new direction of Telia Community help in improving the customer experience. For this purpose, it is vital to research online communities and future trends as well as gamification which is a principal element in engaging the community users.

1.6 Methodology

The methodologies of design thinking and service design were applied in this thesis. Various research and service design methods and tools were utilized in order to design concepts that would deliver an outstanding customer experience for the Community's users. Furthermore, various sources of existing data were examined, and secondary literature research was conducted. The theory base for the thesis is explained in chapter 2. All the methods and tools applied are listed below and described in detail in the chapters 3, 4 and 5.

Qualitative methods:

- Semi-structured interviews with employees, customers and service users
- Workshops: Lean canvas, stakeholder mapping, solution creation
- Secondary literature research
- User journey mapping
- Service safari
- Benchmarking
- User types and personas
- Affinity diagramming
- Sketching
- Concept visualization
- Future user journeys
- Roadmap
- Service blueprint

Quantitative methods

- Survey
- Segmentation

2 THEORETICAL BACKGROUND

The main theory of this thesis is based on design thinking and service design. Customer experience theory will also be studied, and the author will discuss about the characteristics of online communities. Furthermore, research has also been done on gamification and Chou's Octalysis framework for gamification and behavioral design.

2.1 Design Thinking

Design thinking is a people-focused methodology for solving multifaceted challenges. It provides a consistent way for designing solutions and resolving complicated issues. The emphasis of the approach is on researching the issue in question profoundly, understanding the various stakeholders and collaboratively building innovative solutions. It is characteristic that the process and phases in design thinking firstly expand the knowledge and ideas and then move on to narrowing down the options. Hereafter, the gained information and solutions will be expanded and narrowed down again through an iterative process. (Curedale 2013, 30.)

“Design thinking is a human-centered approach to innovation that draws from the designer's toolkit to integrate the needs of people, the possibilities of technology, and the requirements for business success.”

— Tim Brown, CEO of IDEO (IDEO U 2018)

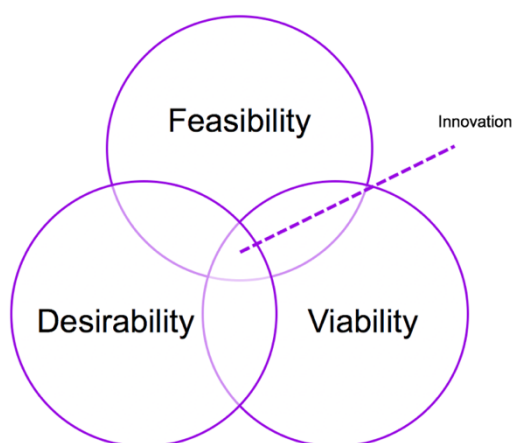


Figure 5. Elements of design thinking (IDEO U 2018).

As presented in Figure 5, according to IDEO U (2018), by bringing insight the design thinking process ensures that the solution is feasible to make from technology point of view, viable economically, and most importantly meets the needs of its users. By bringing these three elements into balance, it is possible to design innovations that have value to their users and economical value to the organization creating them.

The methods that are utilized in design thinking provide ways to emphatically approach the stakeholders. According to Curedale (2013, 30) design thinking aims to bring analytical and creative thinking together to form an equilibrium of the two. Both ways of thinking are required, and they assist the design team in making better decisions based on data.

Overall, design thinking is an approach to gain insight on the underlying needs of the people and through this providing more value to them. This can bring value to a company, however, in order to gain full momentum of it requires new kind of leadership. The human-centered approach of design thinking offers vast amount of potential for finding new solutions for businesses as well as for public parties. (Karhinen 2018.)

2.1.1 Service Design

Comparing service design to design thinking can raise questions on how these two differ from one another. Service design is an application of design thinking and focuses specifically on developing services. It offers a unique approach on involving the customers as well as other stakeholders to the process. Service design helps in understanding the customer and business needs, development possibilities and success factors. Customer experience and all of its touchpoints are researched in detail when applying service design methodology. There are many tools and canvases that are typical to service design, such as customer journey map, service blueprint and business model canvas. Furthermore, service design investigates the internal processes and challenges connected to the service and finds solutions for those. (Stickdorn and Schneider 2013, 38-39; Rao 2017.)

“Service design is all about making the service you deliver useful, usable, efficient, effective and desirable.” (UK Design Council in Stickdorn and Schneider 2013, 31).

Service design can be of assistance when developing existing or creating new services. It assists in getting an idea of the functionality of the service already in the development phase. More cost-efficiency can be achieved by testing and prototyping at a very early stage to help identifying development needs. (Tuulaniemi 2011, 100.)

According to Stickdorn and Schneider (2013), service design can help create a customer-centric service mindset within an organization and also lead to increased

employee satisfaction. By understanding the customer needs better, employees can find new meaning in their work and through this possibly also get better results. In the service design process, service designers examine the employees as well as the customers and try to find solutions to their needs and wishes. (Tuulaniemi 2011, 97; Polaine etc. 2013, 104; Stickdorn and Schneider 2013, 45.)

Service design is a very efficient way to develop a company's operations and to bring the customer to the center of the business. There are various layers in it, and it is a continuous process. (Tuulaniemi 2011, 27.) Successful implementation of service design requires a number of things, however, Mayou (2017) lists these three as main prerequisites: 1) customer centricity: in order to build services that people will love, the company needs to put the customer in focus of the business 2) creating together: to find the best and most feasible ways to do, all the experts from different backgrounds need to be brought together and make them discuss with the customers 3) Getting the big picture: gathering all different views and items together that are connected.

2.1.2 Double Diamond Design Process

When applying design thinking or service design methodologies, a design process can help in setting expectations, communicating with stakeholders and in decreasing the chance of failure (Prehodick 2014).

The double diamond model was created by the Design Council in 2005 in an attempt to envision the design process in a simple visual way as shown in Figure 6 (Design Council 2007). It portrays a design process that is done in four iterative phases. These phases put emphasis on discovering insights, defining the focus area, developing possible solutions and in the last phase delivering solutions as well as testing them. A crucial part of an effective design process is that the solutions and ideas are tested and developed further in cooperation with the various stakeholders. (Design Council 2015.)

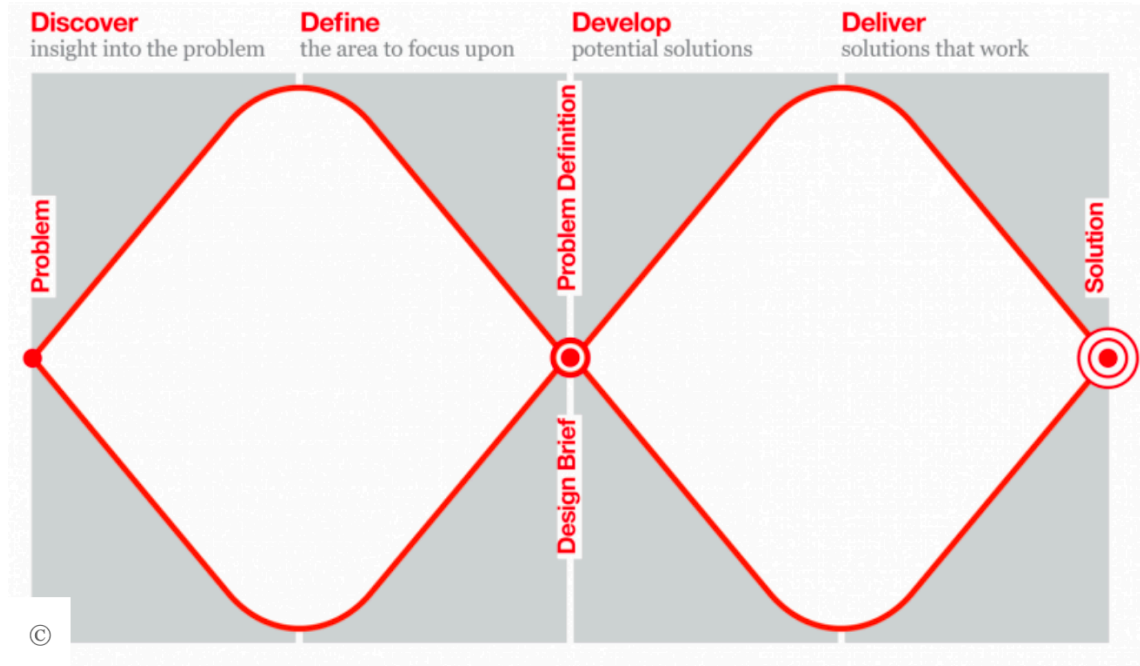


Figure 6. Double Diamond Design Process (Design Council 2015).

The double diamond design process starts by obtaining information about the organization and its customers through various means of research. This can be done for example through interviews, surveys or workshops. The process then continues with the define phase in which the intention is to find the main insights based on the research done in the first phase. The design brief will also be further refined. (Design Council 2015.)

The develop phase attempts to find as many solutions as possible to the insights gathered in the earlier phases. This is recommended to be done together with various stakeholders. (Stickdorn and Schneider 2013, 212.)

The final phase focuses on designing prototypes or service concepts and validating them with the stakeholders. Testing the concepts assists the designer and the commissioner get feedback and make alterations to the final concept (Stickdorn and Schneider 2013, 186, 192.)

The design process applied in this thesis is presented in chapter 3.1. and illustrated in Figure 9. Furthermore, the chosen service design and research methods will be described in more detail in the same chapter.

2.2 Customer Experience

Customer experience refers to the entire journey the customer goes through while in contact with issues related to a brand. A customer journey consists of several places of contact, that is touchpoints, online or offline. The primary touchpoints that form an opinion about the company are the company's products and its people. (McKinsey 2016; Bordeaux 2018.)

“The impression you leave with your customer, resulting in how they think of your brand, across every stage of the customer journey. Multiple touchpoints factor into the customer experience, and these touchpoints occur on a cross-functional basis.” – Bordeaux 2018.

In order to start building optimal customer experience, the management must shift the company's focus from looking at things inside an organization to looking at the world through the customer's point of view. It requires patience and an extensive amount of training for the entire organization as well as changes in the way the company is managed. Measuring the customer experience is crucial for proving the value of customer-centricity and especially for focusing on developing the right issues. Becoming more customer-centric can lead into more loyal customers, more content employees as well as increasing sales and reducing costs. (McKinsey 2016.)

Design thinking and service design can be valuable in helping the company become more customer-centric as described in chapter 2.1.

Customer Experience Trends

One of the major trends in customer experience field is expected to be the personalization of experiences. Increasing amount of data is available to companies and it is possible to tailor the customer journey based on this data. (Iliff 2018.) This is also expected by the customers as stated in a report by Segment (2017, 3) that “on average 71% of consumers express some level of frustration when their shopping experience is impersonal.”

Currently companies are focusing on the existing situation with the customer in the analytics. However, utilizing predictive analytics in forecasting what the customer might need next could lead to better results. (Iliff 2018.) For example, costs of acquiring new customers could be higher as stated by Minkara (2016): “Companies without predictive

analytics are more than twice as likely to be challenged with an increasing cost of customer acquisition, compared to those using this technology”.

Artificial intelligence is a trend in the customer experience technology in the coming years. It can assist in both, tailoring experiences and predicting customer’s movements and needs. Analytics utilizing artificial intelligence can detect patterns in a customer’s behavior and suggest actions based on them. Furthermore, it can assist in identifying what are the reasons for a problem. This in turn enables the people working with customer experience management perform better in their jobs. (Fish and Keehner.)

2.3 Online Communities

Online communities bring together people with similar interests and connect them by providing a possibility to communicate about these issues. Belonging to an online community can be a consequence of wanting to belong to a tribe related to a certain topic. Branded online communities are connected to a company’s brand and bring people together to discuss about the brand, its products and issues related to it. The users can bring up matters that they would like to alter in the company’s services or comment on the features they appreciate. The company can then make alterations based on the feedback and comments received. (Schram 2018.)

Online Communities can follow a lifecycle in its development phases. FewerBee (2013) suggests that there are four stages in the development 1) inception, 2) establishment, 3) maturity, and 4) mitosis. The change in phases comes through development of growth, level of activity and the sense of community (Table 1).

Table 1. Online Community Lifecycle (FewerBee 2013).

	INCEPTION	ESTABLISHMENT	MATURITY	MITOSIS
GROWTH	0 - 50% via members	50 - 90% referral / word of mouth	90%+ referral / word of mouth	Variable
ACTIVITY	0 - 50% activity via members	50 - 90% via the community	90%+ via the community	Dips with each new group
SENSE OF COMMUNITY	Not applicable	0 - 24*	24 - 72*	72 - 96*



The Community Manager has varying roles in each phase (Table 2). For example, in the inception phase it is important to focus on building relationships, whereas in the maturity phase the focus should be on steering and optimizing. When a community reaches the mitosis phase, it is time to generate growth by creating sub-groups. This might lead to a dip in the overall activity of the community as the new sub-groups go through the same phases of community lifecycle (Table 1).

Table 2. Activities of stages of community lifecycle (FewerBee 2013).

INCEPTION	ESTABLISHMENT	MATURITY	MITOSIS
<ul style="list-style-type: none"> • Invite members to join and keep them engaged • Initiate discussions and prompt members to participate • Build relationships with members 	<ul style="list-style-type: none"> • Write content about the community • Organize regular events and activities • Collect and analyze data • Resolve conflicts and disputes • Referral growth tactics • Sense of community tactics 	<ul style="list-style-type: none"> • Optimize social density • Steer the direction of the community • Increase the influence of the community within its sector • Manage and grow the volunteer team • Optimize newcomer to regular conversion ratio • Optimize the community platform • Establish overall goals and vision for the community 	<ul style="list-style-type: none"> • Identify and create sub-groups • Train and manage leaders of sub-groups • Promote and support sub-groups

Content of the online communities is created by a small minority of the users. Nielsen's (2006) 90-9-1 rule depicts that most users, that is 90 percent, do not participate in the discussions but rather follow or read the discussions. The second active part of the users are the nine percent who create content and discuss sometimes but have other things they mainly focus on. The most active part are the one percent who participate actively in discussions continuously and create content. The inequality of participation cannot be overcome but it is possible to find ways to handle it. This could, for example, be done by rewarding, promoting top content creators or by making it easier to take part in the discussions. (Nielsen 2006.) Furthermore, gamification could be applied to encourage user participation as described in chapter 2.4.

Benefits of Online Communities

An online community can serve numerous purposes depending on the organization's goals. An online community's goals should be derived from strategy and be connected tightly to its other operations. One possible benefit of an online community could be to cut the costs of the customer service. If the customer can find a solution to his problem from an online community, he will not have a need to contact customer service which subsequently saves money for the company. In addition to cutting costs, customer satisfaction can be improved with a well-functioning online community. Companies can also gain new customers by being found more easily on search engines. (Montgomery 2017.)

Retaining existing customers is another aspect for benefitting from an online community. By creating tighter connections through participating in discussions, the user can get more value from the company's services. Customers that have created a relationship with a company and are loyal, are correspondingly more likely to buy the company's products. This loyalty can be converted to love by building the relationships through an ambassador program. This kind of program could, for example, be based on gamification elements described in 2.4. (Montgomery 2017.)

A vibrant online community can act as a channel for constant feedback regarding the company's operations, products and services. Pilots can be organized to launch new products or develop existing ones. Furthermore, on-going discussions can be monitored to follow feedback. Users of the community feel valued when they see that the feedback they have given, leads to actions. Therefore, it is important to share information about the changes made based on the feedback. (Montgomery 2017.)

A community can also provide social proof for its users. The social proof theory by psychologist Robert Cialdini suggests that when a person does not know how to act, he will try to get guidance from other people. Uncertainty is an element that drives a person towards seeking social proof. When he finds a similar person with expertise on the field, he is looking for guidance in, he gets confirmation on how to behave. Furthermore, if there are many people who are acting in the same way or saying the same thing, the action will be even more appropriate for the person seeking confirmation. (The Psychology Notes HQ 2015.)

Online Community Trends

Vanilla Forums (2018) gathered community trends for 2019 from several people working with communities. The author selected a few of these predictions and lessons learned to be included in this thesis.

“Community managers will have to become more data driven in 2019.” (Adhiya in Vanilla Forums 2018)

In order to be seen as a strategic part of an organization’s business, community managers must put their efforts on showing the value of the community to the internal stakeholders. This could mean, for example, utilizing A/B testing, building growth models and analyzing behavior as well as connecting the community’s goals to the organization’s goals. Also, the feedback from the customer can be used to make smarter decisions and better customer experiences. (Vanilla Forums 2018.)

“Focus will be on building strong, safe, permanent communities that are not affected by the controversies inherent in social media platforms.” Burry in Vanilla Forums 2018)

The issues connected to other social media channels can, for example, cause users to worry about their privacy or the validity of the content shared. The online communities provide a brand a secure place to build a community for their customers and other users. Focusing on online communities instead of putting all their effort on other social media channels, offers the companies’ a chance to build lasting relationships and meaningful conversations in an environment that they control. (Vanilla Forums 2018.)

“Automation, machine learning and AI will be increasingly important next year” concludes Crampton in the report. The afore-mentioned can be utilized to decrease community costs as well as to reallocate the time of people working with the community to focus on content and strategy. (Vanilla Forums 2018.)

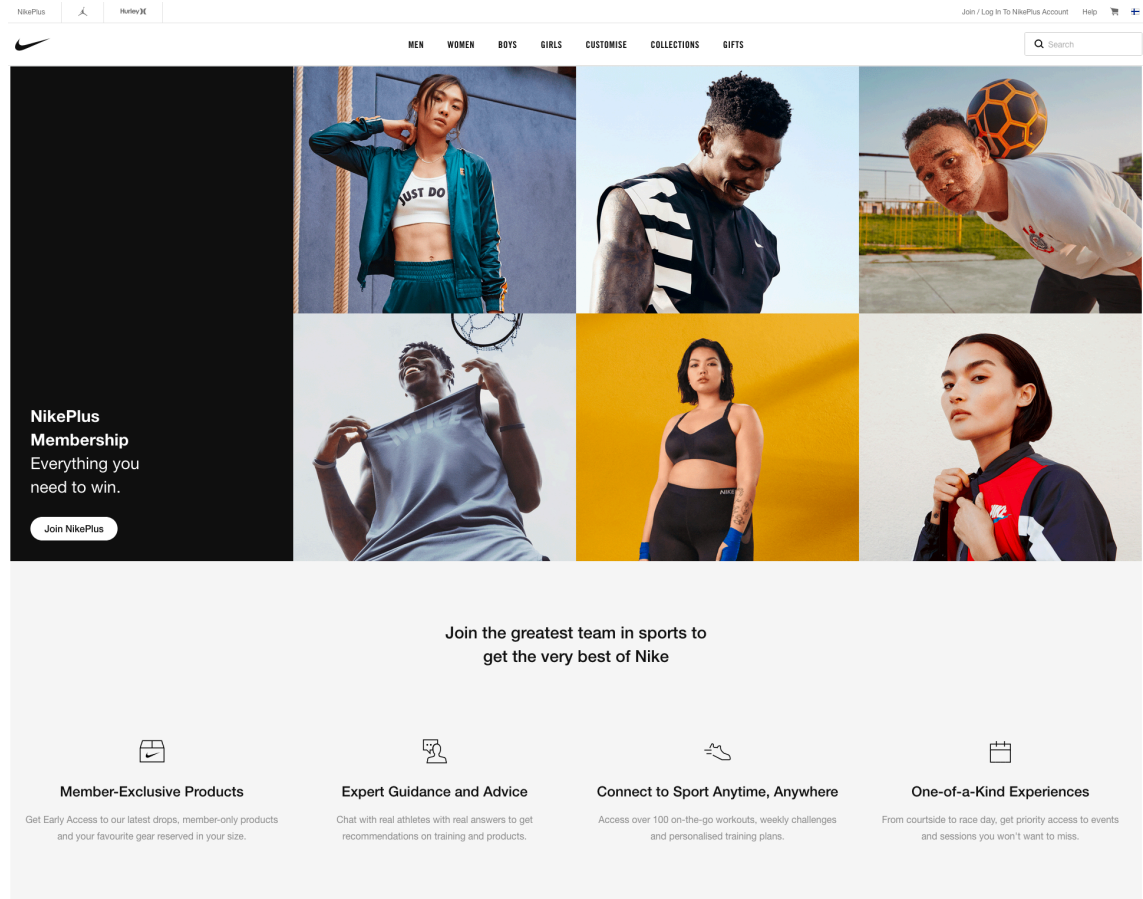
2.4 Gamification and Behavioral Design

Gamification is a method that aims at including elements of games into a service to motivate the users as well as to create engagement and loyalty. The term gamification should not be confused with creating a game as the former refers to bringing the game

elements to an already existing environment or service. The game mechanics should be planned in a way that they are connected to the organization's goals and through this provide value to the business. Gamification can be applied, for example, to result in more sales, better return on investments or increased customer loyalty. (Bunchball Inc.)

Gartner tried to redefine gamification in 2014 as “the use of game mechanics and experience design to digitally engage and motivate people to achieve their goals”. The company refers to game mechanics as the components that can be familiar to users from games, for example, points, badges or boards showing the progress of the players. The term experience design refers to the player's journey while using the service. (Burke 2014.) This definition got extensive criticism from industry experts because it narrowed gamification to include only digital elements when, however, gamification can also be applied offline. Also mentioning the above examples of game mechanics was not felt to give gamification the position it deserved. (Cortizo 2014.) It is a powerful methodology for engaging and impacting various types of people. Bunchball (2018, 4) determines gamification to connect elements from “game design, customer loyalty programs, behavioral economics, and community management”. (Bunchball, Inc. 2018, 2-4.)

Examples of gamification can be found everywhere. Bunchball (2018, 3) provides an example of the airlines' Frequent Flyer Programs (FFP) which almost all the airlines have. In FFPs, the customers get points for their flights and can also achieve different levels based on their actions. Some programs offer their members challenges which have to be filled within a set timeframe. Achieving certain level of status and points gives customer purpose to keep using the airline despite of other factors. NikePlus is another example of gamification with which the company has managed to create a wide community of fans. NikePlus is an activity tracker device which is connected to an application. It measures the data of sports activities and rewards the user after working out. There are challenges in the service and users can discuss with other members of the NikePlus community (Picture 4). (Bunchball, Inc. 2018, 3-4.)



Picture 4. NikePlus Community (Nike, Inc.).

Statistics are in a major role in gamification as they enable to communicate the user's position in the game field and pushes the user to participate continuously. Gamification aims to address basic human behaviors and needs and, therefore, the target group for it can be anyone the company wants to address. (Bunchball, Inc. 2018, 9.)

2.4.1 Application of Gamification

When starting to plan gamification elements it is important to define what are the actions the organization desires the user to take. These actions should take the format of a verb and they should also be prioritized leading to top five actions. These actions could be, for example, compare, rate, comment, like or poke. The actions depend on the service in question and what its goals are. Goals of the organization should also be connected to the user's own goals. (Zichermann & Cunningham 2011, 25.)

Chou refers to gamification as human-focused design wanting to highlight emotional aspects that drive people's behavior such as feelings and insecurities. Octalysis framework for gamification and behavioral design created by Chou connects the elements of games to human behavior and needs. The framework is divided into eight core drives that affect human behavior presented in Figure 7. (Chou.)

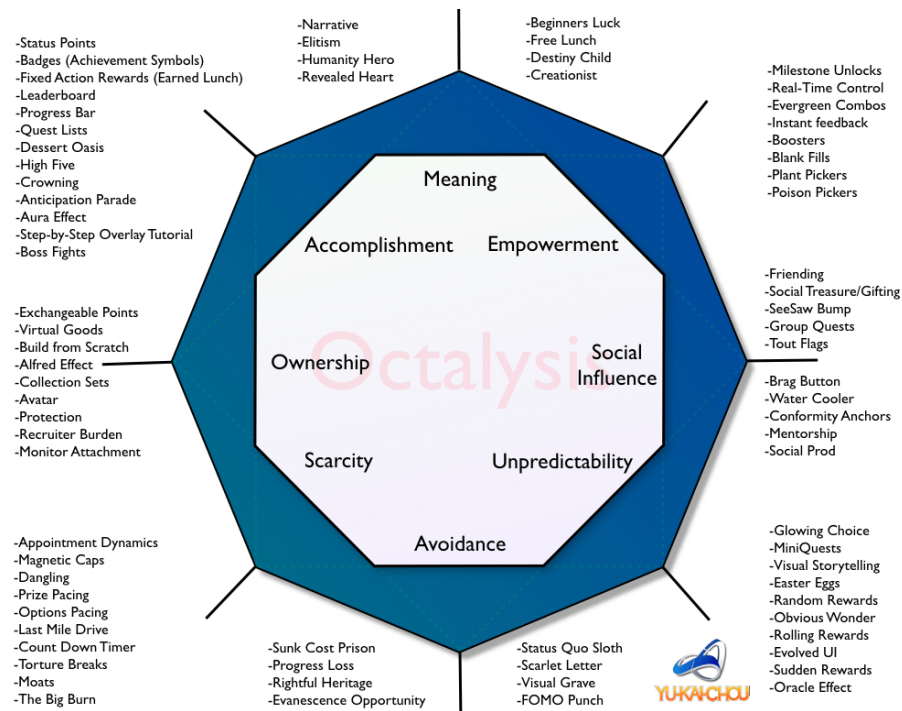


Figure 7. Octalysis gamification framework elements (Chou).

The right-hand side core drives are related to being social, creative and expressing oneself. The incentive for these drives comes from Intrinsic Motivators in which the action itself is the reward. The left-hand side can be associated with feeling of ownership, reason and calculations. These are driven by Extrinsic Motivators that come from wanting to gain something. The Intrinsic Motivators have a longer lasting effect because users want to continuously engage with the service. (Chou.)

Furthermore, the core drives and gamification elements of Octalysis framework can be divided into positive and negative motivators. Chou refers to the positive motivators of the top as “White Hat Gamification” and negative motivators of the bottom as “Black Hat Gamification”. The White Hat elements makes the user feel good about herself and have a sense of importance. While the Black Hat elements focus on causing worry about

losing something. However, the latter can also be applied in a positive way in case the goal is to get encouraging results rather than manipulating the users. An example of the application of the Octalysis Framework in Figure 8 shows the way Facebook engages its users. Its focus is more on the Right Brain elements. (Chou.)

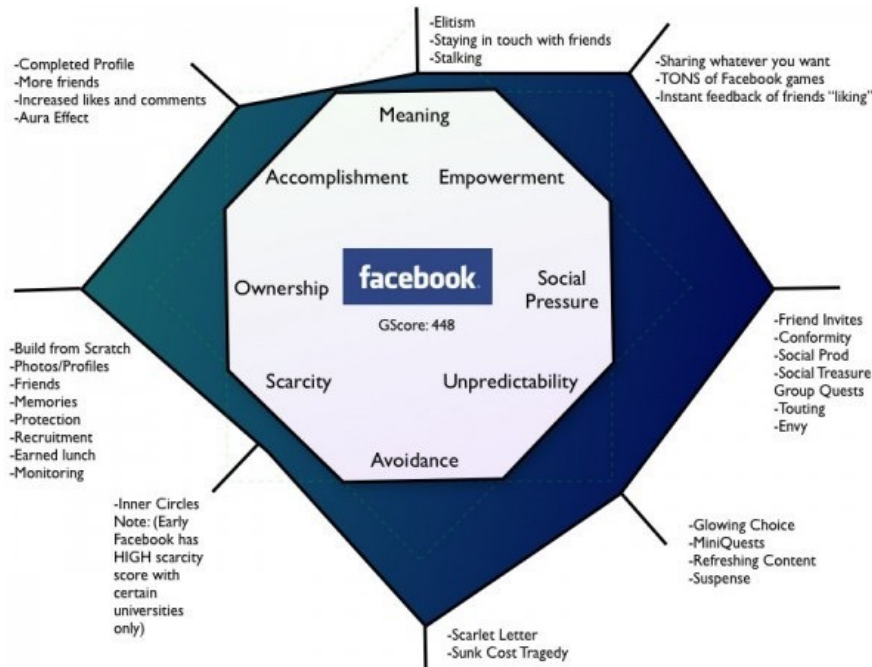


Figure 8. Octalysis Framework for Facebook (Chou).

The eight core drives are described in Table 3 and the core drives chosen for the Telia Community will be addressed in chapter 5.2.

Table 3. The Core Drives of Octalysis Framework (Chou).

White hat	1: Epic Meaning & Calling	"Core Drive where a player believes that he is doing something greater than himself or he was "chosen" to do something."
	2: Development & Accomplishment	"Internal drive of making progress, developing skills, and eventually overcoming challenges."
	3: Empowerment of Creativity & Feedback	"Users are engaged in a creative process where they have to repeatedly figure things out and try different combinations."
	4: Ownership & Possession	"Drive where users are motivated because they feel like they own something. When a player feels ownership, she innately wants to make what she owns better and own even more."

Black hat	5: Social Influence and Relatedness	"This drive incorporates all the social elements that drive people, including mentorship, acceptance, social responses, companionship, as well as competition and envy."
	6: Scarcity and Impatience	"This is the drive of wanting something because you can't have it." "The fact that people can't get something right now motivates them to think about it all day long."
	7: Unpredictability and Curiosity	"Drive of wanting to find out what will happen next. If you don't know what's going to happen, your brain is engaged, and you think about it often." "Also, the primary factor behind gambling addiction."
	8: Loss and Avoidance	"This core drive is based upon the avoidance of something negative happening. On a small scale, it could be to avoid losing previous work. On a larger scale, it could be to avoid admitting that everything you did up to this point was useless because you are now quitting."

A service that is applying gamification well should have at least one of the core drives addressed in their gamification plan. The framework can be applied by taking note of all the current gamification elements and marking them next to each core drive on the octagon. Depending on which elements the service wants to focus on, the octagon can then widen or shrink in the area of the selected core drive. If the line of a core drive is close to the center, it means that this area is weak and might need attention. (Chou.)

When level 1 of Octalysis Framework has been excelled, gamification can be broadened to the next levels. These will address the different phases on the player's journey and also the different player types and their needs. There are in total five levels, but Chou maintains that level 1 is satisfactory for most of the organizations. (Chou.)

Gamification Trends

Global Gamification Market Report estimates that the compound annual growth rate for gamification in the field of marketing will be over 32 percent between 2017-2026. This is said to be because of applying the game mechanics such as virtual goods, challenges and points to marketing. Gamification will be applied in order to increase customer engagement and loyalty. (MarketResearch.biz 2018; van der Meer 2018.)

The gamification segment has been surrounded by hype for some years and industry leaders see now that the hype is fading in the coming years. This would mean that

instead of being treated as a trend, gamification would become a concrete development area as part of the organization's development activities. (van der Meer 2018.)

Artificial intelligence and machine learning can have a major role in tailoring the gamification experience in the coming years. They could be used, for example, tracking data, analyzing it and subsequently personalizing the experience based on the data. Applying these technologies can be expensive in the beginning. (van der Meer 2018.)

3 DESIGN PROCESS AND INSIGHTS

This chapter introduces the design process applied to complete the project. The first two phases of the design process and the synthesis of all research results are presented in this chapter. The latter two phases of the design process of developing solutions and delivering them are presented in chapters 4 and 5.

3.1 The Design Process Plan

The project started by understanding the current situation and the development needs of the commissioner. A planning session was held on 16th of May 2018 to draft the goals and schedule for the project. This was done through interviewing the Community Manager based on the initial brief given: the community needed a plan for its future.

The concept of service design and the double diamond design process presented in Figure 9 (Adapted from Design Council 2015) were introduced to the Community Manager. He warmly welcomed the concept of co-creating the future Community together with its users. The Community is already powered by its users and, therefore, it seemed like a very natural way of proceeding with the project.

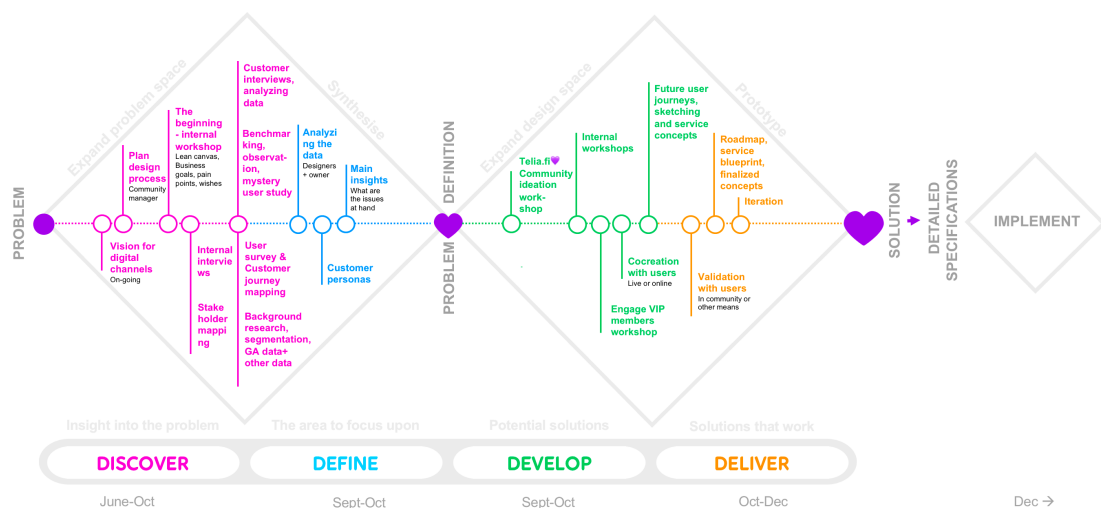


Figure 9. Community's design process (Adapted from Design Council 2015).

3.2 Discover Phase – Insights to the Problem



The first phase of the design process focused on discovering insights to the problem. Several service design and research methods and tools were utilized. They are described in this chapter.

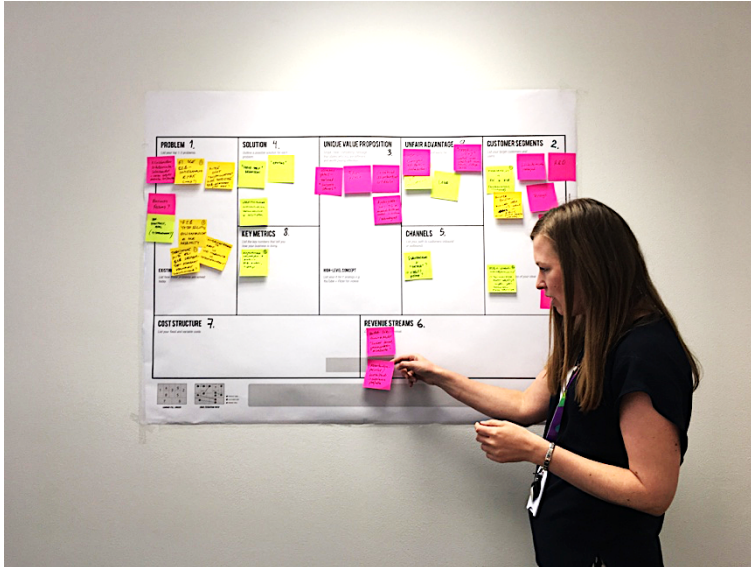
3.2.1 Internal Needs

In order to understand the internal needs better, comprehensive research was required. The methods and tools applied in this phase were lean canvas workshop, stakeholder mapping and structured interviews.

Lean Canvas Workshop

In order to start the project and gain insight on the perspectives of the key internal stakeholders, a workshop was organized on 22nd of May 2018. The goal was to understand their ideas and needs in relation to the Community. The tool chosen for the workshop was the Lean Canvas (Figure 10) which is used to identify problems, solutions, key metrics and competitive advantages. The canvas was originally created to serve start-ups or small businesses in planning their business. The tool has been done by Ash Maurya based on the business model canvas by Osterwalder. (Canvanizer; Leanstack.)

Lean canvas was chosen as a tool since it offers a fast way to get an expansive view on the participants' opinions and ideas. This phase of the design process focuses on understanding the current situation and, therefore, especially gaining insight on problems, customer segments and unique value proposition were emphasized.



Picture 5. Telia employee presenting Lean Canvas group work.

The workshop had 13 participants from different parts of the Telia organization, for example, people working with marketing, sales, customer communications, online platform owners, social media and business representatives. The session started by an introduction to the Community to increase internal knowledge about it.

Also, the design process and ways of working were introduced. The participants were subsequently divided into three teams: two teams focused on consumer users and one team on corporate users (Picture 5). Even though corporate users were out of scope for this project, it was decided to include this view in this first workshop in order to get full view on the internal needs.

Following the workshop, the findings of the participants were compiled by the project team to a single lean canvas (Figure 10). The findings confirmed the assumptions that the Community Manager had about the most crucial internal issues at hand. The disconnectedness of the Community from Telia's operations and business was pointed out by the participants as well as the fact that the role of the Community is not clear. Despite of its disconnectedness, the Community has many linkages to different functions. If integrated properly, it could act as hub of uniting teams, operations and customers. Furthermore, the low level of awareness both internally and externally was seen as a challenge. Telia's own experts were seen as a factor bringing unique value. It was also decided already in the workshop that competitive advantage should be defined together with users. An initial high-level concept was described as "the TripAdvisor of digital life".

<p>1. PROBLEMS <i>List our 3-5 top problems</i></p> <ul style="list-style-type: none"> • Disconnectedness • Not know internally or externally • Community's role is not clear • Role of different service channels is not known • We are not fully aware of the customer wants • The content is not used elsewhere 	<p>4. SOLUTION <i>Outline 3-5 possible solutions for each problem</i></p> <ul style="list-style-type: none"> • Feeds in tellia.fi • Automatically part of customership • Ratings & reviews • Feed based on an algorithm • Utilizing Somnunity content in other channels • Council 	<p>3. UNIQUE VALUE PROPOSITION <i>Single clear compelling message that states why our Website is different and worth attending</i></p> <ul style="list-style-type: none"> • "3000" experts at your service, also daughter companies • The latest technology news / thought leadership • Fastest way to get help • Borrow a community for your needs <p>HIGH-LEVEL CONCEPT <i>List "What's in it for us/energy" (YouTube = Flickr for videos)</i></p> <ul style="list-style-type: none"> • Digital lifestyle Community • The Tripadvisor of digital life 	<p>5. UNFAIR ADVANTAGE <i>Something that cannot be easily bought or copied</i></p> <ul style="list-style-type: none"> • Customers should define this • Massive amount of customer • Ice Hockey league • Helsinki Data Center 	<p>2. CUSTOMER SEGMENTS <i>List our target users</i></p> <p>External</p> <ul style="list-style-type: none"> • Forwards • A more detailed segmentation through research, B2B roles and needs need to be investigated as well <p>Internal</p> <ul style="list-style-type: none"> • All Tellia employees • Owners of communicational issues • Owners of commercial content • Business (e.g. product pilots)
<p>7. COST STRUCTURE <i>List our fixed and variable costs</i></p> <ul style="list-style-type: none"> • Salary of the community manager • Salary of the moderators • Platform expenses • Maintenance • Development • Advertising • Renewing gamification elements 		<p>6. REVENUE STREAMS <i>List our sources of revenue</i></p> <ul style="list-style-type: none"> • Change expenses from old to new solution • Rewarding • Contents <ul style="list-style-type: none"> • Sales growth through recommendations • Device manufacturer cooperation (e.g. product launches) • New business opportunities "understanding the customer, listening to them" • Decreasing the number of customer service contacts <ul style="list-style-type: none"> • Professional services / consulting • Information for marketing automation • giving support for purchase decision with ratings and reviews 		

Figure 10. Lean canvas workshop summary (Canvanizer).

Stakeholder Mapping Workshop

A stakeholder mapping was chosen as a method for this project since it was previously known that there are issues with internal engagement. This method provides a comprehensive view to all the parties who are in some relation to the service. It provides the possibility to understand the relations between various stakeholders and shows their order of importance. (Stickdorn and Schneider 2013, 150-151.)

The stakeholder mapping workshop was held on June 8th, 2018 with the three members of the project team. As the project team works at different locations, it was conducted as an online workshop. The team was already familiar with each other and, therefore, it was feasible to conduct this workshop online. The online workshopping tool used was Miro and it suited well for this purpose.

The session started by identifying the most important layers in the stakeholder ecosystem which are presented in Figure 11. The core of the stakeholder map introduces the stakeholders that are in a fundamental role in the daily operations of the Community. These are the Community Manager, VIP members, consumers and business customers and the moderators. The key players are in an important role in making the future vision and direction of the Community a reality but do not have a daily operational role. The secondary internal stakeholders are in supporting roles in relation to content, development and processes. The secondary external stakeholders, media and potential

employees, are portrayed as users that consume the Community content. The role and motivating factors are described for each stakeholder. The colors indicate the different layers.

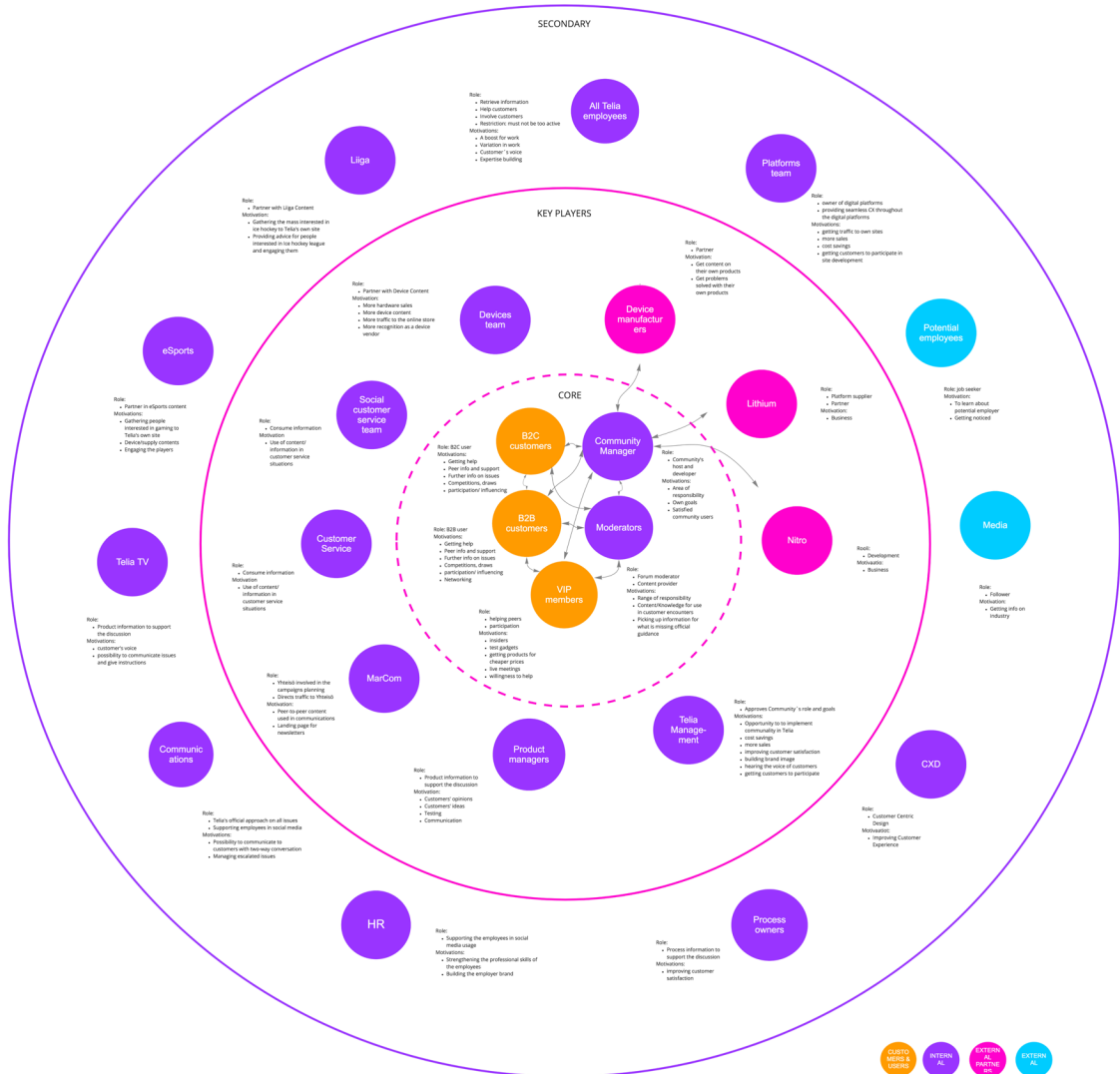


Figure 11. Community stakeholder map.

Internal Interviews

A semi-structured interview can be conducted to gain perspectives from the stakeholders. The interviews are focused on gathering qualitative data from the participants views on an issue. The data collected can help in moving the design process from general issues to more detailed ones. It can also reveal the need for possible further

research. When doing semi-structured interviews, open-ended questions are created. This interview style is rather flexible as there is room for expanding the questions based on the interviewee's responses. (Balkissoon)

The role of the internal interviews was to gain insights but also simultaneously to spread information and gain new Community supporters. There were 17 interviews and they were conducted as face-to-face sessions and via online meetings depending on the availability and location of the participants. The people interviewed were all Telia's employees and represented the organization's versatility well. There were participants, for example, from marketing, sales, management, products management, customer service, brand team and a few subject matter experts. Most of the interviews were held in June 2018 and continued with few final interviews in August 2018. The workload of the interviews was divided amongst the project team and the author held half of the interviews.

The interviews questions (Appendix 1, in Finnish) were split into three topics: customers, Telia and its employees as well as Community and communality. The goal was to understand the company's customers better, learn about the company's goals and position in the market and additionally gain insight on how the Community is viewed internally.

The insights from the interviews were compiled into five categories: improvement suggestions, pain points, good stuff, solution of my dreams and customer relationship. A recurring theme in the interviews was the need and desire to listen to the company's customers more as well as to do piloting and testing with the customers. Overall, the participants pointed out that there is a need to continue the further clarification of the roles of all Telia's digital channels and for the Community to find its own unique purpose. The interaction the Community can provide would make its website more vibrant. The interviewees highlighted the need to build a holistic digital experience accompanied with an excellent user experience.

It was said by one of the interviewees that "it is the responsibility of all Telia employees to take our brand image and forerunner position to the next level". Other issues that came up in several interviews were how the Community is managed and how is it connected to the business and its strategic goals. There was also discussion about not knowing the possibilities of the Community and, therefore, not being able to utilize it. Generally, there was willingness for the Community to have a larger role in the operations of the

Company. In order for the Community to have a larger role, it was said that a business owner is needed.

All the results of the interviews are summarized in the insights chapter 3.4.

3.2.2 Insight on user views

The next step in the discovery phase of the design process was to gain deeper understanding of the user views. The research was done through semi-structured interviews, community segmentation, user journey mapping, service safari as well as studying website analytics and user statistics.

User Interviews

In order to learn more about the users' needs and wishes, a series of interviews was conducted in August 2018. Making profound interviews gives a deeper insight on the views and feelings of the person being interviewed (Stickdorn and Schneider 2013, 162). The interview style was semi-structured which is described in chapter 3.2.1 .

As it was intended to research the existing Community users, an invitation to join the interviews was published in the Community and everyone was invited to participate (Telia Yhteisö 2018b). Some of the people interviewed were users of the Community and others had unintentionally ended up using the Community via search engines. It was beneficial to reach users with different backgrounds. Furthermore, some of the people who were interviewed were members who had signed up for the Community and some were visitors. Seven interviews were held, of which some were face-to-face and some online. The participants were rewarded with a gift voucher for their participation.

The user interview questions (Appendix 2, in Finnish) were divided into three categories: 1) How the users search for information and what kind of things they are interested in 2) Opinions about communities (either Telia Community or other communities). 3) Their potential relationship with Telia.

Almost all the interviewees pointed out that search is a key element in their user experience. Furthermore, the main source where the interviewees searched for information was Google's search engine (Google). All of the interviewees that were not Community members had ended up there through search engines. They felt that it was the best place to find information related to the topic of their interest. Latest discussions were lifted as an important place to follow the events of the Community. One interviewee continued that the Community is much more useful than Telia's website because it is easier to find answers in the Community. Some thought that the navigational elements needed improvement and that the conversations could be categorized in a knowledge library format to be found more easily. One interviewee commented that related content and link paths to interesting content could be offered to engage the user in the Community for a longer period.

The interviewees felt that they have been given a voice through the community and have a possibility to influence to issues inside Telia through it. The interviewees were excited that they get to be a part of new solutions the company is developing and give their input. One of the best things according to the interviewees is that it is possible to hear all the latest technology news in the Community and what new is coming from Telia. Some interviewees shared that they had become active members of the Community through getting help for their own problem from the Community. The most active ones visit the service daily and using the service has become a routine for them. Others visit on a weekly basis and their focus is on latest discussions and new blogs. The least active ones visit only when they accidentally find the solution to their issue in the Community through the search engines.

Many of the interviewees had an IT background and, furthermore, their interests were very orientated towards technology, networking and electronics. One interviewee thought that the Community is a groundbreaking service and could not think of any other similar services in Finland handling issues in such technical level. Peer reviews on devices were considered an integral element in making a purchase decision.

Slowness in services was mentioned to be a major issue on the user experience. Another issue was that it was difficult to tell apart the Community users from the Telia employees offering the official answer to an issue.

The good atmosphere of the Community was appreciated by the interviewees. It was felt that any kind of questions can be posed, and they will receive a pleasant reply. This was

seen as a benefit and few interviewees pointed out that commonly the tone of dialogue can be very negative in some discussion forums, for example, in Suomi24 discussions service (Suomi24). One interviewee pointed out hate speech as one of her main worries in the digital world. Information security was mentioned as one of the main worries amongst the interviewees.

The overall results of the customer interviews are included in the chapter 3.4.

Community Segmentation

Segmentation can be conducted to distinguish groups of users from each other and to analyze how they react to certain issues. It can be focused on understanding their motivations, their buying behavior and how much they are willing to spend on a service. In addition, supplementary information on why the users behave in a certain way can also be studied. (Phillips 2011.)

A segmentation of the Community users was done by Telia's Customer Insights & Analytics team in June 2018. The team compared the data of the Community users which are Telia's customers to Telia customers whose accounts were not linked to a Community account.

The users of the Community brought higher average revenue to Telia than its other customers. The community users also purchase Telia's TV services more often. It was notified that there are more people with children amongst the community users and that they are younger than other Telia customers. The Community users visit Telia's website and sign into My Telia application more often. The My Telia application can be used to handle issue related to Telia, pay invoices, see usage data and contact customer service.

All Telia's customer segments were represented in the Community and the division of the users was almost the same as with Telia customers on average. This information was crucial for acknowledging that the Community is not merely for the most-advanced technology users but for all types of users. This issue has been discussed internally in various occasions and this information will help in assuring the internal stakeholders of the Community's potential. Telia's customer segmentation will not be presented further in this work based on the commissioner's wish.

User Journey Mapping

In order to gain a more detailed view of the whole service, a user journey map can be created. It gives guidance on what kind of issues are connected to the service and its customer experience and what development areas there could be. It can be co-created with customers and enriched with other research data. (Stickdorn and Schneider 2013, 159.)

Before creating the user journey, it was essential to understand what kind of different user types the service has. Initial idea of the five user types were created based on the research data: VIP member, regular member, random member, regular visitor and info searcher. The user types were developed further later in the define phase and are presented in more detail in the chapter 3.3.1. The user journeys for these five user types were created.

The user journey mapping was done in three phases. The work started with the Community's moderators. The moderators screen all discussions in the Community and, therefore, have an excellent view on how the users of the service behave. Seven moderators were asked to participate in a customer journey mapping session on October 16th, 2018 and share their observations.

The second phase of user journey mapping was done in cooperation with four VIP members of the Community (Picture 6). The VIP members are the key participants who keep the Community vibrant and conventionally are the first ones to respond to user queries. It was fundamental to understand their journey (Figure 12). They participated in a workshop on October 26th, 2018 and drafted together the VIP users' journey. The workshop is described in more detail in chapter 4.1.



Picture 6. VIP members working on their user journey.

In the third phase, the former sessions were combined by the author into one view and enriched with information from the user interviews.



Figure 12. User journey VIP member.

User journeys for the rest of the user groups were created by the Community moderators based on their experiences with the customers and the research data (Figure 13, Figure 14, Figure 15, Figure 16).

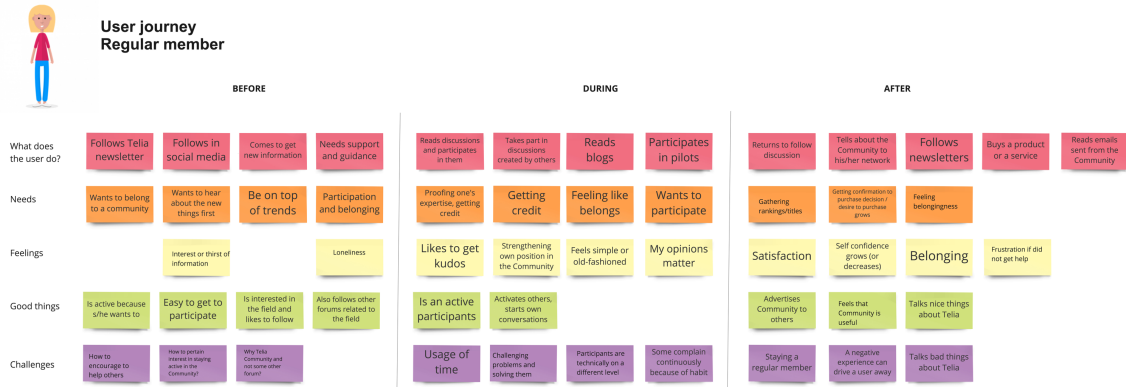


Figure 13. User journey Regular member.

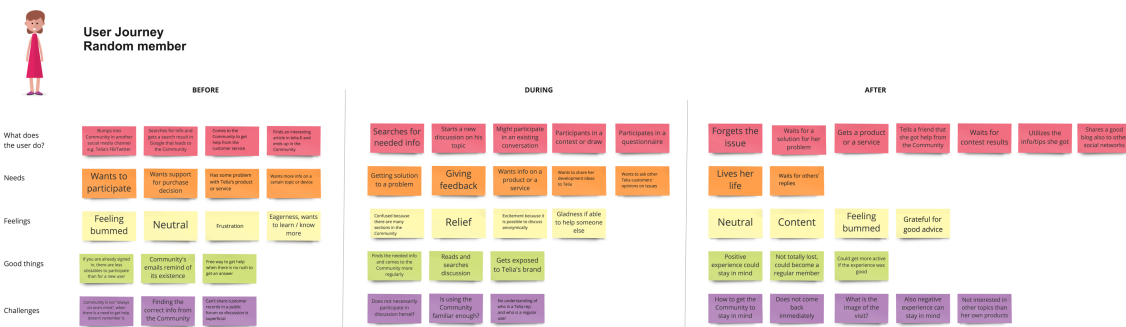


Figure 14. User journey Random member.

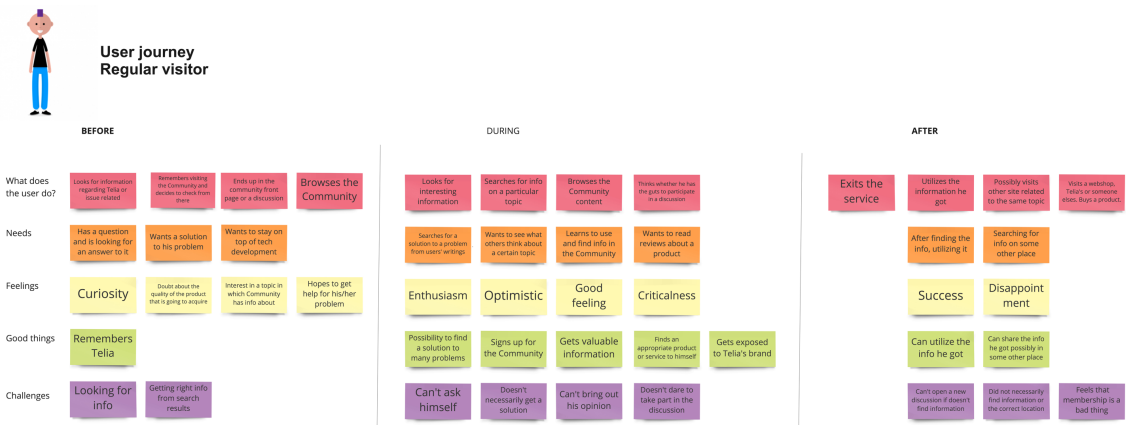


Figure 15. User journey Regular visitor.

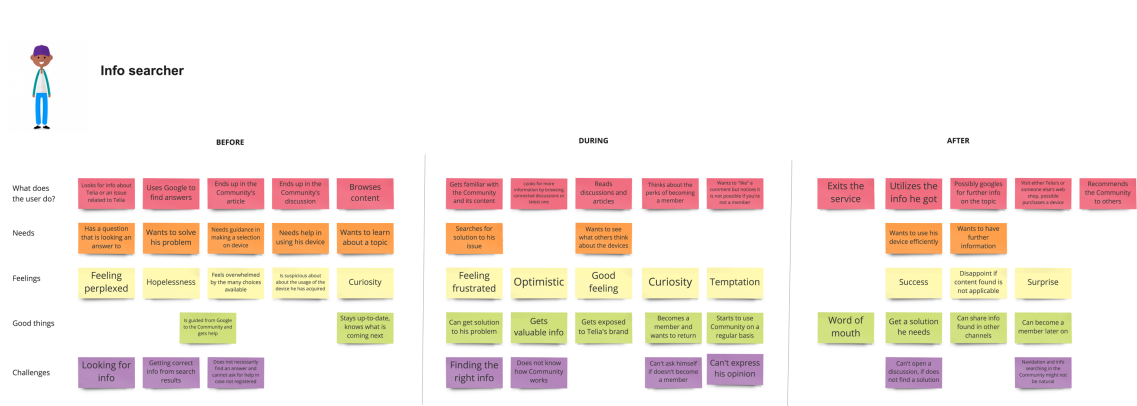


Figure 16. User journey Info searcher.

Service Safari

Service safaris are conducted by getting the users to experience the service and asking them to document their experiences – good and bad. They are an efficient way of experiencing the service in the same way as the customer would. Service safaris enable to get insights on the needs and challenges that customers confront. These experiences can be transformed into solutions in the following phases of the design process. (Stickdorn and Schneider 2013, 154.)

The author conducted a service safari in the Telia Community in August 2018. She signed up to the service and made notes about the experience and how the other users reacted to her questions. The reception was very pleasant with positive atmosphere, and the Community users gave the author excellent guidance.

One discussion related to getting a new telephone and getting recommendations for it (Figure 17, in Finnish). The most active users of the service responded extremely swiftly within an hour of posting the question. The guidance given was helpful and there were recommendations on where to get more information.

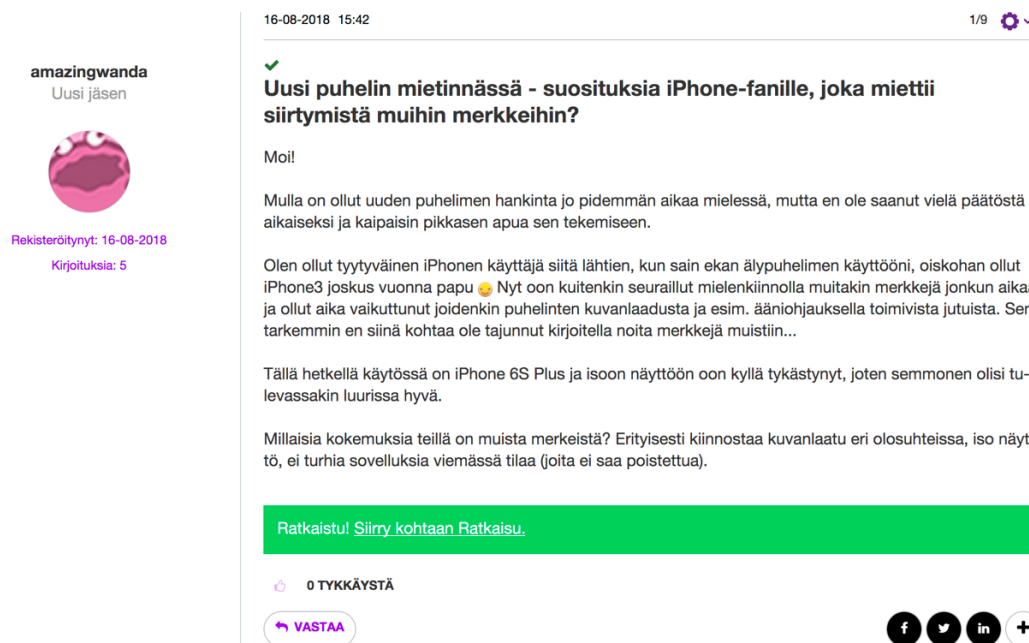


Figure 17. Service Safari Discussion in the Community (Telia Yhteisö 2018c).

Existing posts and discussions were also observed to understand the dynamics of the Community better. Furthermore, existing data such as website analytics and user statistics were analyzed.

3.2.3 Research on the Market and Other Services

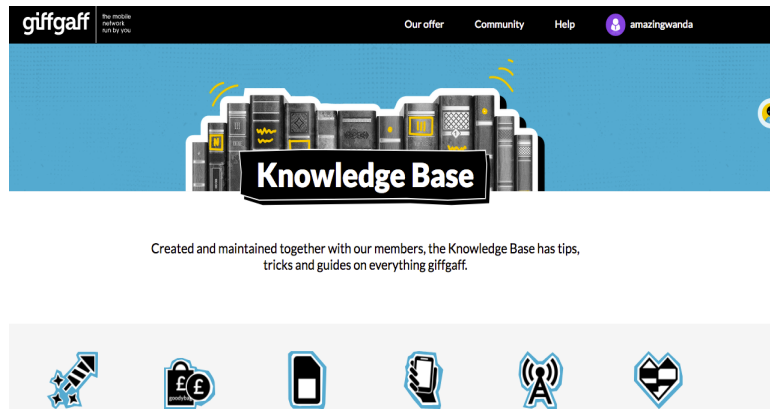
Third level of research was implemented by benchmarking and conducting a mass survey. It was crucial to understand the opportunities and limitations of competing services as well as gather quantitative insights from a larger audience.

Benchmarking

Benchmarking is usually done to understand the market and other services better. This can be done by comparing the company's own service with other similar products or services. The research can lead to finding out best practices or things to avoid. The method was invented by Robert Camp at Xerox when he looked for best practices in the industry. Through this process, the company was able to gain higher performance. (Curedale 2013, 49.)

The benchmarking was done by the two designers between June and August 2018. It was focused on four popular communities that are related to the same field of business.

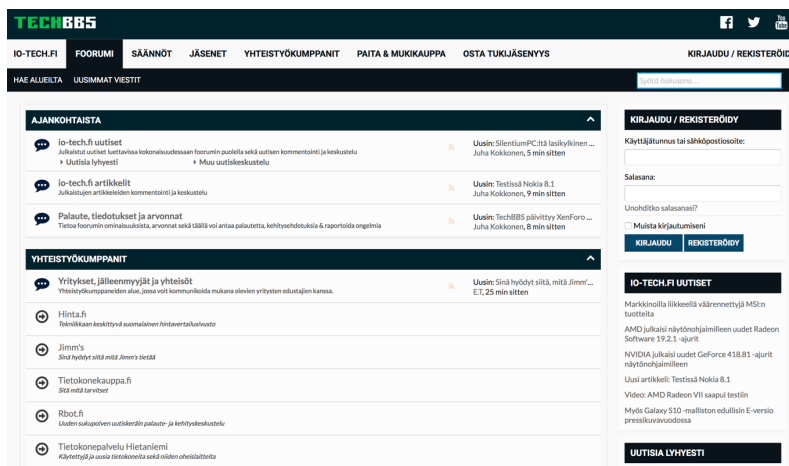
These communities were Elisa OmaYhteisö (Elisa), lo-Tech TechBBS (lo-Tech), GiffGaff Community (GiffGaff a) and Deutsche Telekom's community (Deutsche Telekom). Both of the designers researched two communities according to predetermined topics (Appendix 3, in Finnish) and marked their findings to a common document. The detailed results of the benchmarking will not be shared as part of this work as it is Telia's policy not to evaluate its competitors' actions in public.



Picture 7. GiffGaff Community's Knowledge base (GiffGaff b).

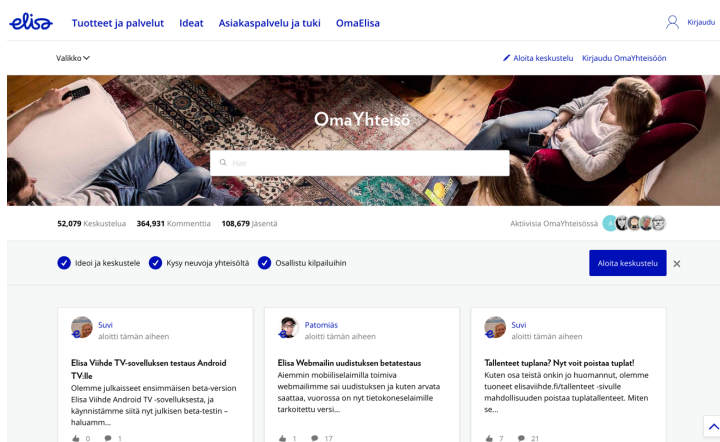
All of the communities benchmarked had good elements to get inspired by. One that especially stood out of the crowd was the GiffGaff Community (GiffGaff a), which seemed to have a really functional concept.

GiffGaff refers to all its customers as members and invites them automatically to the community as part of becoming a customer. The company has also created a Knowledge Base (Picture 7) of all of the content produced in its community, which has resulted in a vast repository for ready solutions for the users. Its users have also an important role in sales and each of them is rewarded by "Payback" points that can be exchanged for money or used for buying products and services. The visual elements used in the community are produced by its users and they are credited for the images. The visual outlook was overall lively and colorful. The community has many commercial elements that provide an interesting benchmark.



Picture 8. Io-Tech's TechBBS community (Io-Tech).

aspects from it were the ways to incorporate contests to the content. Furthermore, cooperation with partners and contests organized by them provide an interesting benchmark. The community has a clear topic which it is focused on and it aims to be the best at it.



Picture 9. Elisa's community (Elisa).

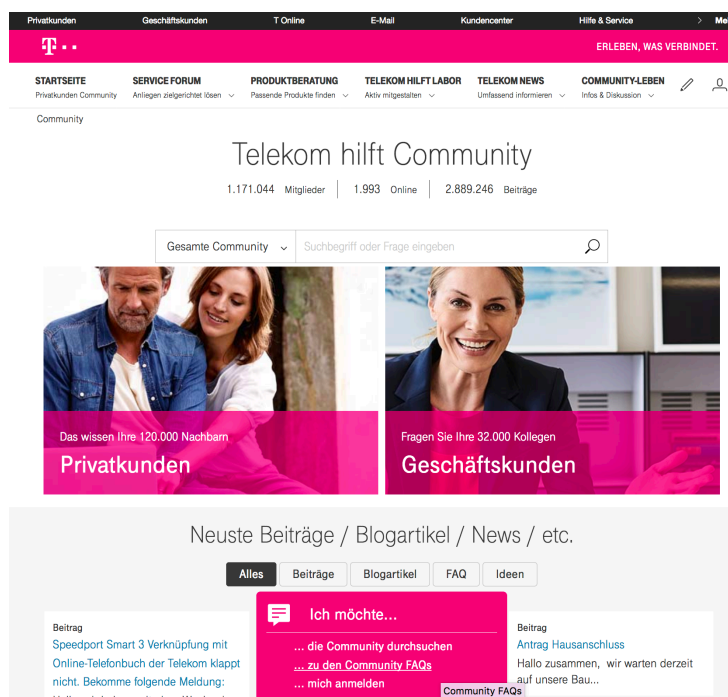
active, and it is guided by a Community Manager. The responses to questions are provided by Elisa's representatives.

Io-Tech's is a Finnish information technology and mobile themed site which has a community called TechBBS (Picture 8). It was somewhat different from the other researched communities because it is not connected to any brand.

The most interesting

Elisa is a Finnish telecommunications operator and, therefore, its community OmaYhteisö (Picture 9) is an important benchmark for Telia. The search functionality is working well in Elisa's community.

Notifications are displayed when there is a contest ongoing. The discussion is



Picture 10. Deutsche Telekom's community (Deutsche Telekom).

Deutsche Telekom is a German telecommunications operator which has a community called “Telekom hilft” (Picture 10). The most interesting benchmark from this Community was how it has integrated both private and business customers to its content. The employees clearly stood out from the crowd by tags and symbols. The discussion was quite focused on solving problems.

Survey

A survey can be carried out in order to discover information from a group of people that represents the larger target group. A survey can be done, for example, face-to-face or online. A self-administered online survey is carried out online and participants answer the questions of the survey without assistance. Before starting a survey, the research question, target group, sampling frame and data collection mode need to be defined. Subsequently, the survey questions that support getting suitable answers to the research question need to be created. Then the survey is sent out to the potential respondents and afterwards the responses are analyzed. (Qualtricks.)

A survey (Appendix 5) was conducted in order to gain insights on the viewpoints of the bigger masses. The survey took place in September 2018 and was shared via the Community, Telia’s other social media channels as well as through email to Telia’s customer feedback council. There were 539 responses to the survey and 81% of the respondents were either very active internet users or heavy users of internet and social media. The survey focused on understanding what kind of issues people are interested

in the digital life and what causes them to worry. Furthermore, it was also studied, what kind of communities people take part in and what they value the most in them.

According to the survey, the topics people are particularly interested in the digital life are devices and different gadgets, applications, information security, networks as well as future technologies and their possibilities. The one thing that causes them to worry is information security. With 75%, this topic rose clearly above all other topics leaving them behind.

The survey demonstrated that one of the best things in communities is getting help and guidance (Figure 18). Moreover, it showed that the topic in question needs to be dealt with on a deeper level. Active discussion was also appreciated, and that the community would have good spirit amongst the users.

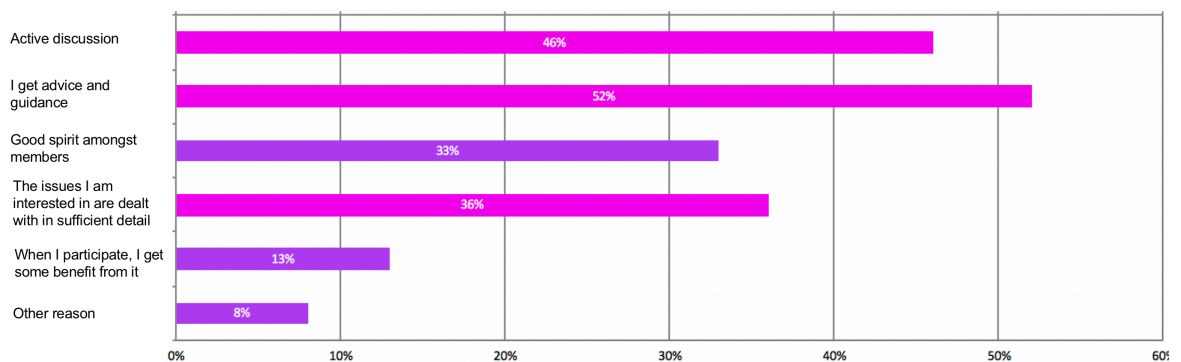


Figure 18. Best things in the communities the respondents participate in.

The survey also looked into the situations in which people need help or information. As presented in Figure 19, over half of the respondents said that they need help when they are having problems with the usage of devices or services. Furthermore, nearly half of the respondents felt that they need support when thinking about purchasing new services or devices. Interestingly, the respondents also wanted help when they want more information on a certain topic or when they are eager to learn something new.

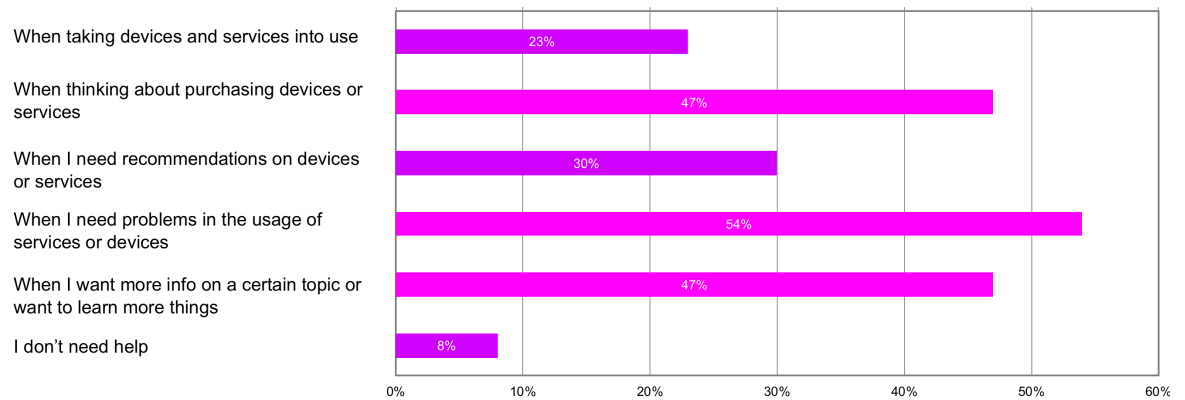


Figure 19. Situations in digital life in which respondents felt they mostly needed help or information.

3.3 Define Phase – the Area to Focus Upon



After researching the service, the design process moves on to defining what should be the area to focus upon. The information gathered in the discovery phase will be enriched by further research and then

narrowed down to find the key issues to be solved. (Design Council 2015.)

3.3.1 User Types and Personas

Five different user types were identified based on the research conducted in the discovery phase. These user types are described in Table 4.

Table 4. Community user types and descriptions.

User type	Description
VIP member	VIP members are signed-up users as well as the most active community participants with the best-in-class knowledge. Anyone can apply to be a VIP, but it requires activity and a VIP attitude to be selected as a VIP member.
Regular member	Regular members are users who have signed up for the service and visit it regularly .
Random member	Random members are users who have signed up for the service but visit the service randomly or in some cases only one time.
Regular visitor	Regular visitors are users who have not signed up for the service but visit it regularly .
Info searcher	Info searchers are users who have ended up in the Community by searching information in the search engines.

The personas are fictional characters of the service users that are created on the basis of research. A persona can be created by finding common interests amongst the target group that has been studied. Creating personas can assist the designers in understanding the user of the service better and in designing better services for them. The personas are used for looking at the world through the customer's eyes when designing a service. It is important to focus on the credibility of the personas because it will determine how engaging the profile is. The personas can be made in a very detailed manner and share also demographic information. However, the most essential issue is to demonstrate the users' authentic feelings and thoughts related to the service in question. The personas are fictional characters but the values and wants they represent are real. (Stickdorn and Schneider 2013, 178; Tassi 2009.)

The main purpose of the user personas in this thesis is to describe the Community users rather than all the Telia customers. The Community user personas in Figure 20 are created based Telia's target group in mind and the user types described in Table 4. Personas will be used, for example, in building use cases for the future Community and to exemplify how a user would enter and use the service. Furthermore, they will be utilized in the solutions workshops in the later phases of the design process. The personas are described in more detail below (Figure 21, Figure 22, Figure 23, Figure 24, Figure 25).

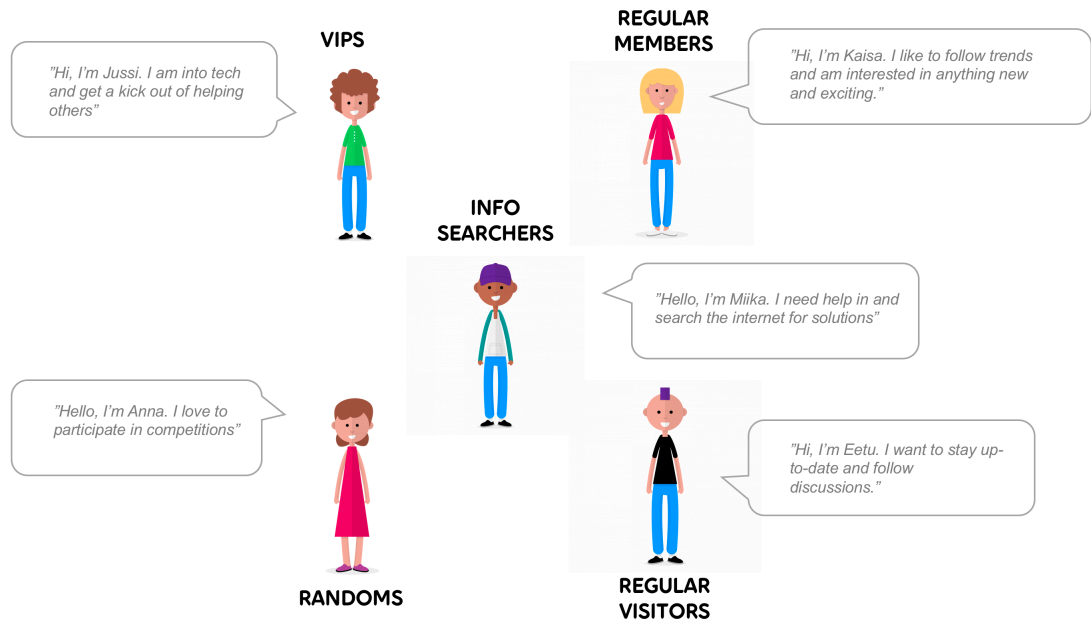
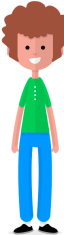


Figure 20. Community user personas.

VIPS – JUSSI



"Hi, I'm Jussi. I am into tech and get a kick out of helping others"

BEHAVIOR

- is on constant lookout for the latest technology and gets excited about it
- is always online
- hard-core user of the Community as well as other online communities, has long membership and VIP status
- gets frustrated if the services are too slow and feels validated by helping others

CONTENT FOCUS

Latest discussions, inspiring content, creates content himself and starts discussions

AGE:	29
LOCATION:	Espoo, Finland
FAMILY:	Girlfriend, parents and a sister
HOME:	Apartment with balcony
WORK:	IT Support Representative

Figure 21. Community user persona VIPS.

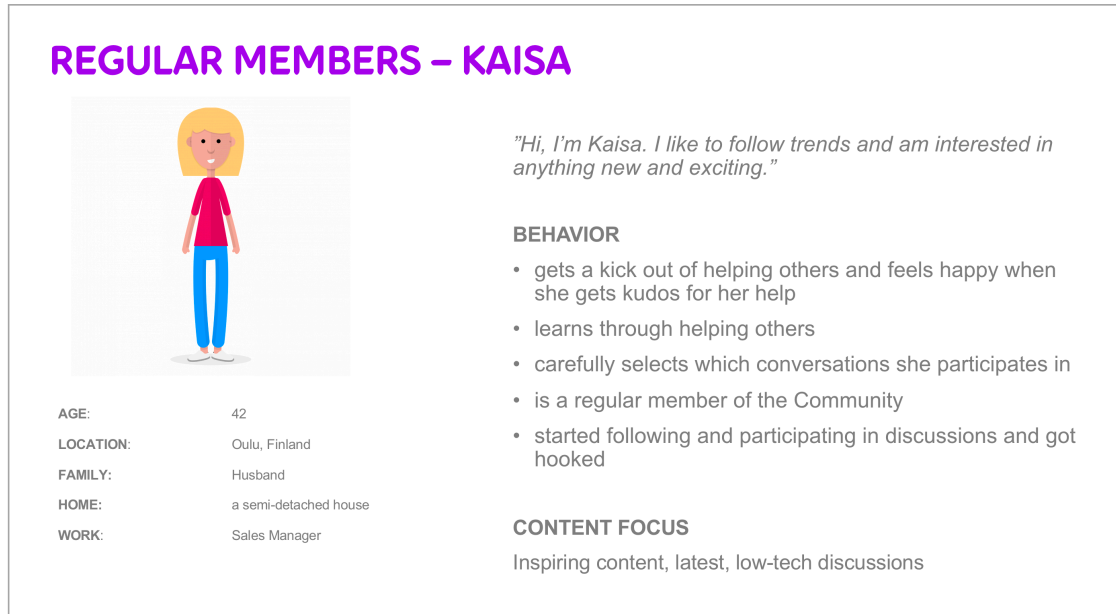


Figure 22. Community user persona Regular members.

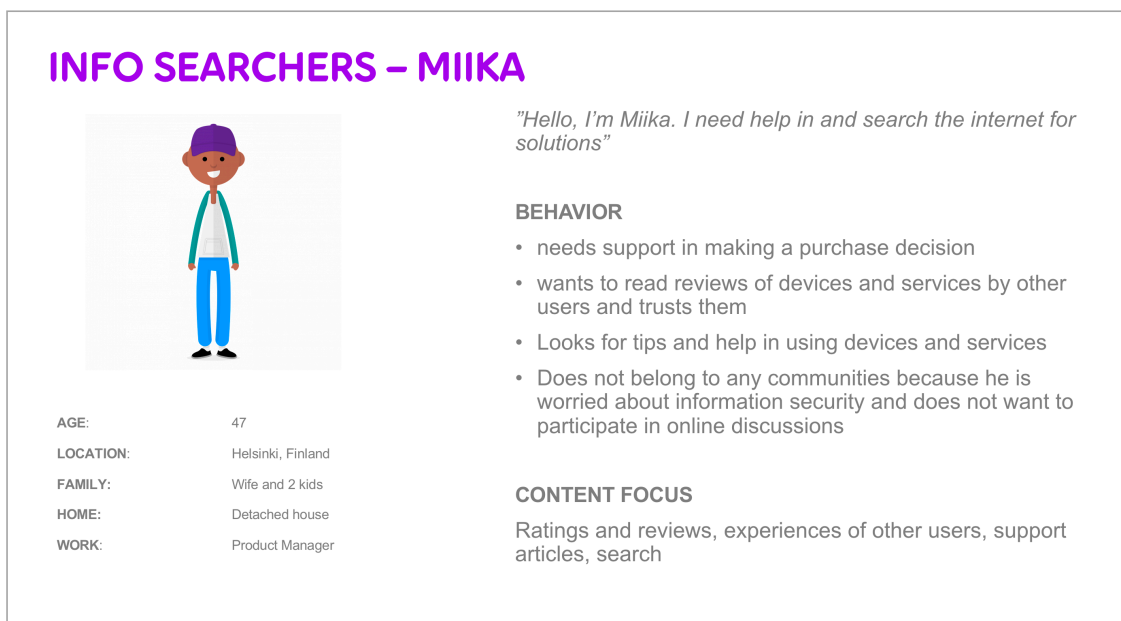


Figure 23. Community user persona Info searchers.

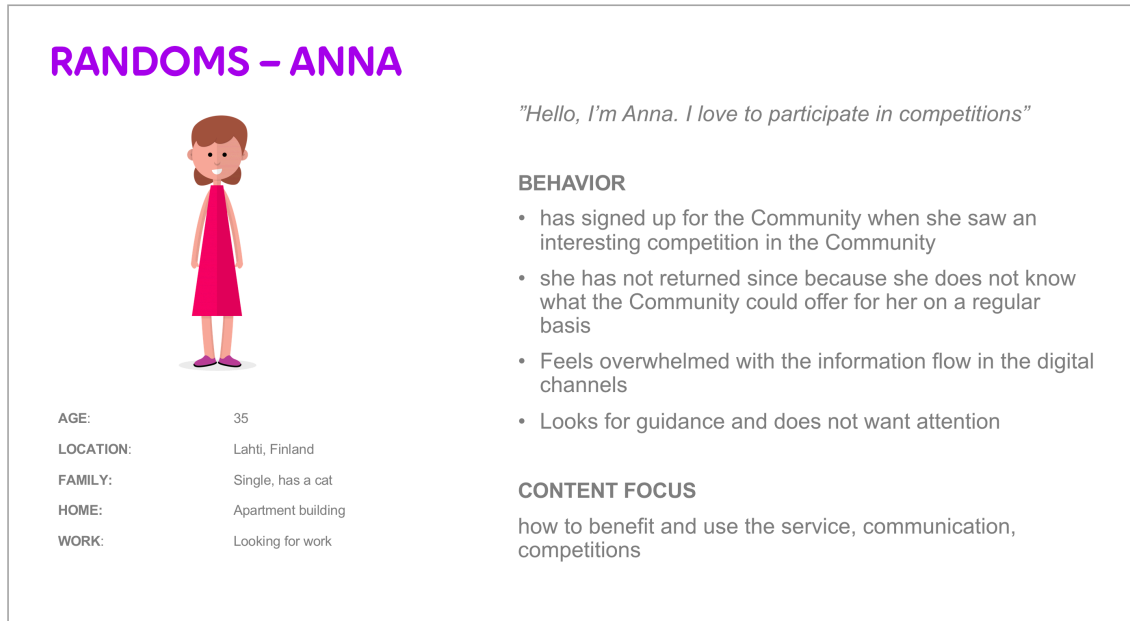


Figure 24. Community user persona Randoms.

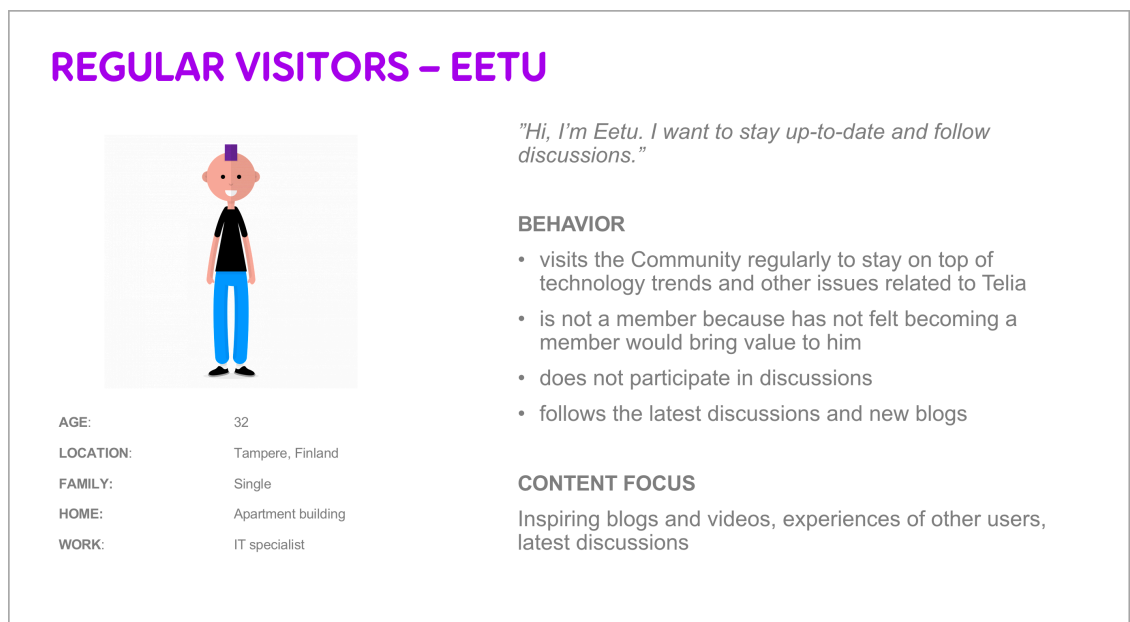


Figure 25. Community user persona Regular visitors.

3.3.2 Compilation of the Research Data

An affinity diagramming method can be utilized when there is a need to collect all the research data together and to organize it in a logical way. This method is beneficial especially when there is a large amount of data which needs to be categorized and prioritized. This method can combine data such as user interviews, survey results, ideas from brainstorming sessions and ethnographic research. The process starts by adding all collected data to a wall with, for example, sticky notes. Then the design or project team starts to form groups from the various topics in the materials. They also try to find connections between them. Finally, the topics are prioritized and thereafter a synthesis is made determining the insights and ideas gathered. The goal of the affinity diagramming is to analyze the data and subsequently create a synthesis based on it. (Dam & Siang 2018.)

The main purpose of affinity diagrams is to group information and connect them to a common topic.

In order to get a full picture of the research data, all the information was compiled into one view by affinity diagramming in a session with the project team on 29th of October 2018 (Picture 11).



Picture 11. Affinity diagramming session.

The materials from the affinity diagramming session were collected into a mind map (Appendix 6, in Finnish) which grew to an immense size due to the large amount of

gathered data. Key points (Figure 26) were derived from the mind map to summarize the findings. All the insights are presented in more detail in the chapter 3.4.

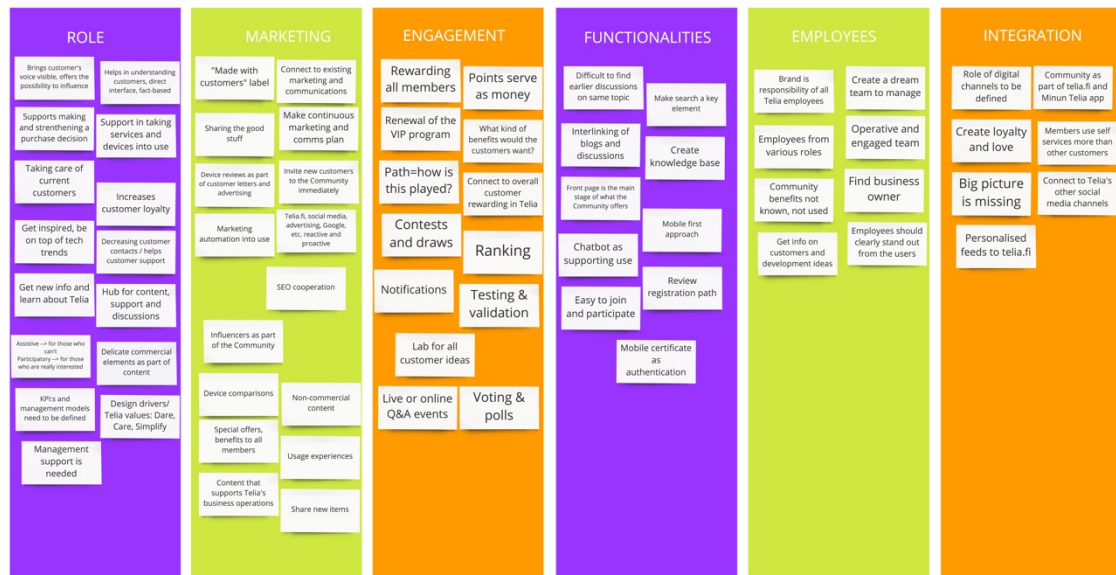


Figure 26. Key points from the affinity diagram.

3.3.3 Key Questions

Through the process, key questions were defined and re-formulated with "How Might We" method. The method helps to structure the challenge as question starting with the words "How Might We". This formulation of challenges proposes that a solution is possible, and the questions help in finding various answers to the question. In general, the questions should not be too comprehensive. (IDEO.org.) However, at this point of the design process it was considered to be acceptable as the questions will be in a more detailed format in the following phase of the design process.

The key questions are:

- We want to attract new users to the Community and show them how they can benefit from the Community. How might we make Telia's customers and other users more aware of the Community?

- We want to draw back the users who are already using the Community and invite new visitors to become regulars. How might we engage and reward our users more efficiently and consistently?
- We want our content to demonstrate the latest trends of digital life and real user experiences and strongly link them to our business. How might we produce content that would entice and make the users share them in their own networks?

3.4 Insights and Idea Bank

The research focused on finding out what are the users of the Community like and what issues are important for the users and Telia customers. Another important aspect was also to understand in what kind of situations the users need help in. As the internal buy-in is in a crucial role, it was also fundamental to explore the hopes and goals of the Telia's business.

The areas to focus on in the Community's future development are the role, engagement, awareness as well as topics and content (Figure 27). The most important element is to connect the Community more tightly to business and Telia's other digital channels. Further insights on these areas are presented in this chapter.

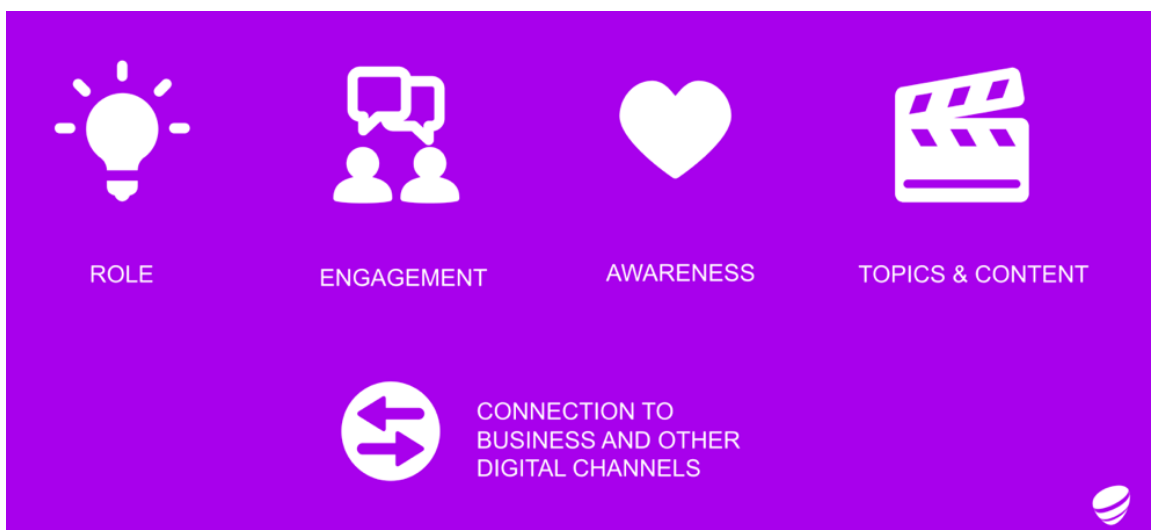


Figure 27. Key focus areas.

Role & Connection

The research confirmed that the Community's role is not clear in relation to Telia's other digital channels as depicted originally in chapter 1.3. Furthermore, the Community is not integrated with Telia's other digital channels and processes. It was identified that the Community is lacking resources and support from the business and an owner from the business side is missing. Having a business owner would enable stronger connections to Telia's business and strategy. Moreover, the Community and other Telia's social media channels are not taking full benefit of each other.

Ideas and Conclusions

- Define a role for the Community that fits Telia's digital ecosystem
- Identify business owners to integrate Community better to Telia's business
- Identify places in telia.fi and Minun Telia application where Community could be offered as a source for help and inspiration
- Telia's social media channels and Community should make continuous cooperation on e.g. topics, content, data
- Build stronger link to company strategy for the Community

Engagement

Many users visit the community only one time. The key question here is how do we make them come back and participate more?

"I ended up in the Community through a random competition but then it caught my interest" (Customer interviews August 2018)

The current rewarding system is focusing mainly on the VIP users. One insight was that users are interested in competitions and this might make them come back. Additionally, it was noted that email is underused as a channel to attract users back to the service.

Ideas and Conclusions

- Designing new gamification elements and inspiring content
- Renewing rewarding system, think about what motivates customers? Could they earn real benefits or money? Could there be a connection to Telia's customer benefits system?

- Making competitions appealing and continuous and connect them to campaigns
- What kind of automated email user paths could be created?

Awareness

The Community is seen as an important place to gain information prior to buying services. The following customer quote from the interviews demonstrates the importance of the Community:

"If I would consider becoming a customer, I would come to the community to read what is being discussed and how Telia reacts to things" (Customer interviews, August 2018)

The research showed that even though the Community has growing number of users, it is not very well known by Telia's customers. Most of the users come to the service from Google's search rather than from Telia's own channels. When compared to one of the benchmarked services Elisa Yhteisö (Elisa), it was noted that Elisa invites all customers to their community already when they are ordering products from them. The user reviews are highly appreciated by the customers and at the moment they are not used very widely in other Telia's materials.

Ideas and Conclusions

- A marketing communications plan for Telia Community is required
- Looking for ways to integrate Community to marketing and customer communications
- Getting full benefit of the Community's user reviews by using them in advertising and customer communication
- Exploring ways to connect the Community to the processes for providing support and inspiration
- Searching engine optimization is working well, how might Telia get more people to come again and participate?

Topics and Content

The new areas of business provide interesting possibilities from content point of view. Topics such as Finnish Ice Hockey League, eSports, F1, business, movies, smart

homes, 5G, devices, digitalization, Internet of Things and cyber security were identified as attractive options to research. These topics were identified from the company's strategy, internal interviews and workshops. Another finding from the user survey and interviews was that people are very interested in user experiences and reviews. This has been pointed out by many parties and that is why it needs to be considered in the design.

"I find all kinds of interesting information in the Community even though I'm not looking for anything." – customer interviews 2018

Another important factor to consider is that the Telia Community should not cover too many areas but rather focus on selected key areas that are viable from business point of view. In relation to the role of the community, it was currently seen as a place for problem solving. Sometimes customers need to be forwarded to other channels for further personal customer service with strong user identification.

Testing and validation already done in the Community by running a few pilots of new or developed products and services in a quarter. This has been seen as an effective way to engage customers to the development of the services. It has been identified through the customer interviews, survey and other feedback channels that customers highly appreciate that they are listened to and feel that it has an effect.

Benchmark: Giffgaff community guides to their community from product and other pages to ask for more info. The community is tightly integrated to the company's website and web shop (GiffGaff.)

Ideas and Conclusions

- Create sub communities for most important topics. Determine topics to focus on and be the best-in-class in these
- Ideate ways to include user experiences and reviews to the content plan
- Explore the possibility of changing the image to "digital lifestyle forum" where users can be inspired
- Possibility to expand testing and validation to cover more areas, to support Telia's campaign about making changes based on the feedback
- Bring Telia's customer council to the Community to create an online bouncing board for ideas and feedback. Provide the customers a place to influence

4 DEVELOPMENT OF POTENTIAL SOLUTIONS



As described in chapter 2.1.2, the second diamond of the design process focuses on developing potential solutions to the areas discovered and defined in the first diamond. Since the potential development areas explained in chapter 3.4 are

numerous, the commissioner chose to focus on the development of the overall concept and its use cases as well as on improving the engagement. In addition, awareness and content topics will be partly covered in this thesis.

4.1 Workshops

A series of workshops was conducted in the development phase of the design process. Different workshop methods were used, and these will be further described in this chapter.

Marketing Communications Team Workshop

An ideation session was organized with the marketing communications team on August 22nd, 2018. As stated in chapter 3.4, one of the key areas to focus on is to create more awareness of the Community. Another key area mentioned in the insights is to integrate the community to the marketing communications processes and activities as well as to Telia's other digital channels. Therefore, the ideation session focused on finding solutions to these two areas.

The session started by introducing the current situation of the design process which had already proceeded to the development phase. Furthermore, the quick wins already identified were presented because some of the participants were important stakeholders of the project. These quick wins were, for example, setting up an operative team to support the Community, strengthening social media advertising and increasing internal marketing. Subsequently the marketing communications team was given a task to think of ways to connect Telia Community to the marketing communications activities and

processes. There were about 35 participants in the session from the consumer, business, marketing operations and brand teams. The participants were requested to reflect on their own area of responsibility on how they could benefit from the Community or how the Community could benefit from them. What are the enablers? What needs to be done so that this would happen?



Picture 12. Marketing communication team workshop ideas.

The ideas were listed on post-its and shared with the entire group afterwards (Picture 12). The team came up with various different ways and solutions which were prioritized and integrated into the roadmap presented in chapter 5.2. The Community was seen as a place to show Telia's expertise and also as a place to attract future talents to work at Telia. Questions

and answers sessions could be organized with Telia's experts and management. Building the company's brand by talking with customers and listening to their issues was seen important. Piloting and testing new concepts and development areas was seen as an opportunity to bring customers closer to Telia.

It was perceived that there is a need to communicate more clearly to the customers that the Community offers help and answers to their questions. A better connection to customer communication, telia.fi website and customer service needs to be formed. The Community also needs to be promoted more by utilizing Telia's existing marketing channels. Offers and benefits could be provided to the Community members and more gamification elements added. Also assistance in taking devices and services into use could be promoted more.

Platforms Team Workshop

Telia's Platforms team is in charge of Telia's website, My Telia application as well the Community. An ideation session was organized on 12th of September 2018 to develop ideas for better integration of the Community to Telia's other digital channels. The four

team members came up with various ideas (Figure 28) that ranged from improving the awareness of the Community to elements and functionalities in Telia's website and My Telia application. The need for further integration of the Community, Telia's website and My Telia application was identified as a major task to overtake. The participants grouped the ideas together and each was given three votes in categories "1 must have" and "2 nice to have". The ideas from this session formed the basis for the overall concept described in chapter 5.1.

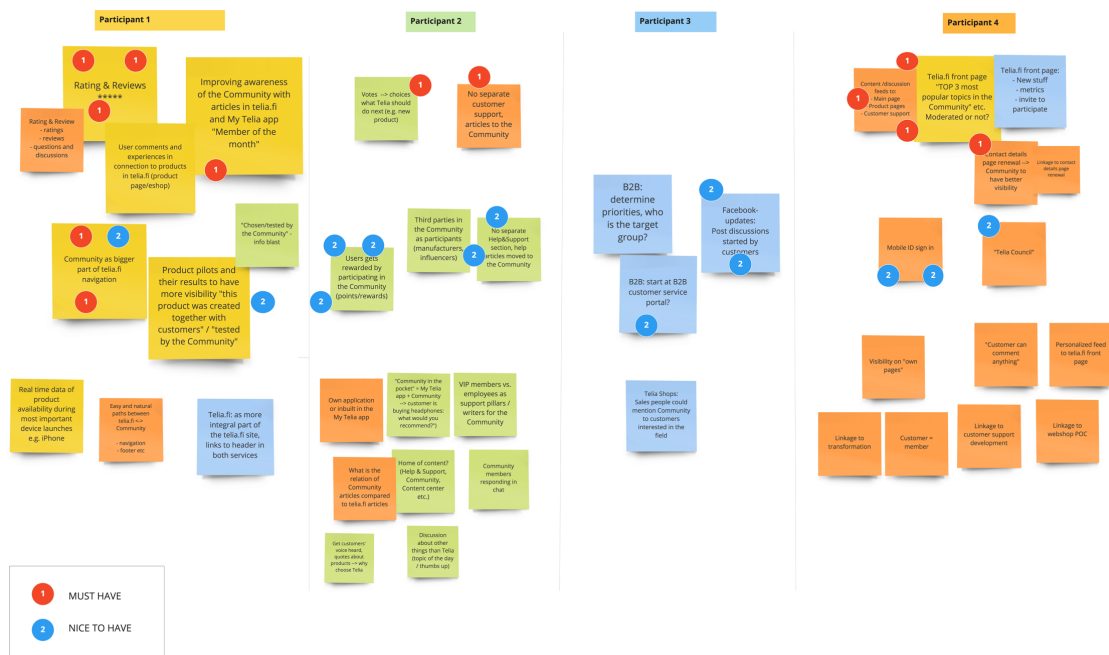


Figure 28. Telia Platforms team workshop.

Solutions Workshop

Third internal workshop focusing on developing solutions was organized on 28nd of October 2018 with 13 Telia employees from different parts of the organization. The participants were representatives from the platforms, marketing, customer service, social media, customer experience and sales teams. Furthermore, a few subject matter experts took part in order to bring broader perspective to the workshop. Most of the participants participated also in the first internal workshop described in 3.2.1 which took place in May 2018.

The author started the workshop by summarizing the results of the definition phase (chapter 3.3). The workshop thenceforth continued with two ideation sessions. First, there was a concept planning part that attempted to answer the question “what is the future of the Telia Community?”. Canvases with topics awareness, engagement and content were handed out to the participants to help in their ideation (Figure 29, Figure 30, Figure 31). The canvases were created for participants to make a solution proposal, list what preconditions need to be met and what value would the solutions bring to the customers or Telia. An inspiration to the canvases came from another workshop by Nordkapp, Telia’s partner in service and UX design. There were three teams working on the solutions and their ideas were then compiled into one canvas for each topic. The time in the workshop was rather limited and it was not sufficient for covering all topics in detail.

We want to attract new users to the Community and show them how they can benefit from the Community
 How might we make Telia’s customers and other users more aware of the Community?
 What kinds of actions could be linked to this? What does the solution look like?

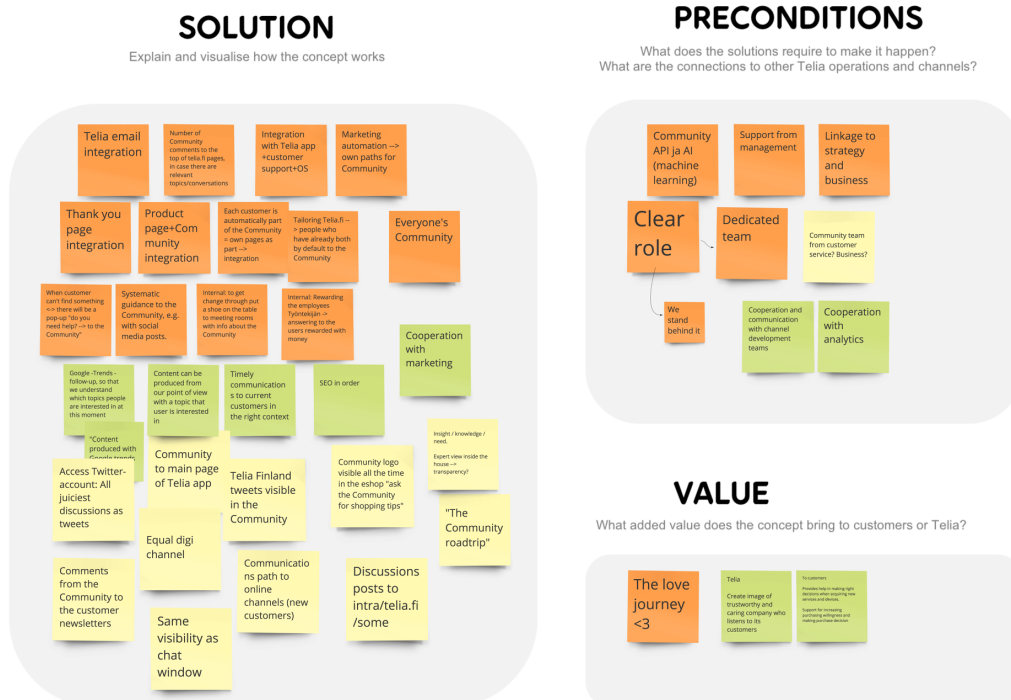


Figure 29. Awareness workshop canvas.

We want to draw back the users who are already using the Community and invite new visitors to become regulars
 How might we engage and reward our users more efficiently and consistently?
 What kinds of actions could be linked to this? What does the solution look like?



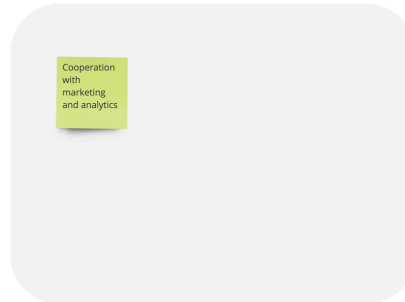
SOLUTION

Explain and visualise how the concept works



PRECONDITIONS

What does the solutions require to make it happen?
 What are the connections to other Tella operations and channels?



VALUE

What added value does the concept bring to customers or Tella?

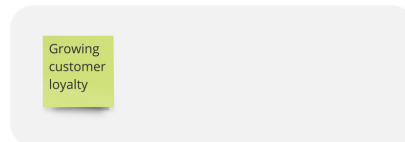


Figure 30 Engagement workshop canvas

-We want our content to demonstrate the latest trends of digital life and real user experiences and strongly link them to our business
 How might we produce content that would entice and make the users share them for their own networks?
 What kinds of actions could be linked to this? What does the solution look like?



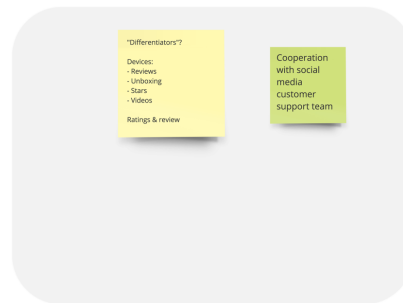
SOLUTION

Explain and visualise how the concept works



PRECONDITIONS

What does the solutions require to make it happen?
 What are the connections to other Tella operations and channels?



VALUE

What added value does the concept bring to customers or Tella?



Figure 31. Content workshop canvas.

Following the solutions creation, the participants built a roadmap for the concepts they had created. They also listed stakeholders required to implement the plan. After the workshop, the project team went through the ideas. The simplified roadmap draft (Figure 32) was used as basis for building the future roadmap for the Community presented in chapter 5.2.

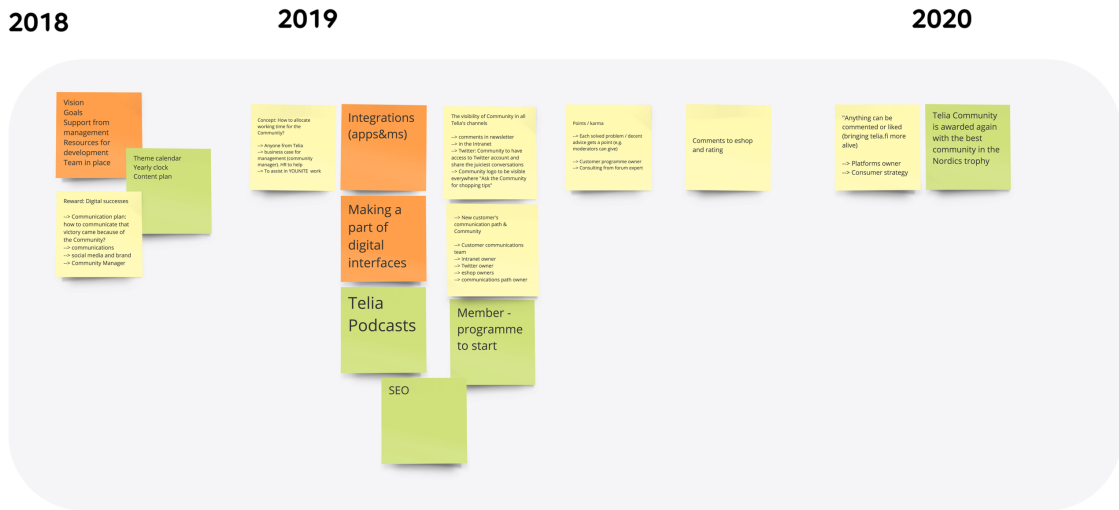


Figure 32. Roadmap draft from workshop.

In addition to the above mentioned, a fourth team focused on ideating potential roles for the Community. All in all, seven roles (Figure 33) were created and presented to the participants of the workshop. The potential roles were used as a basis for forming the overall concept (5.1) for the Community.

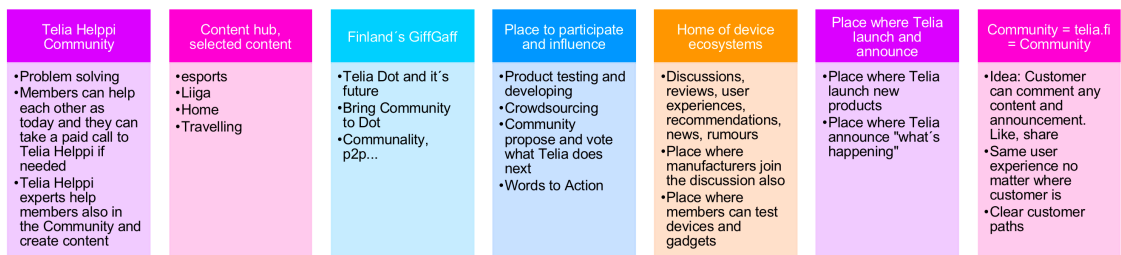


Figure 33. Potential roles for the Community.

VIP Members Workshop

The VIP members of the community are an integral part of the Community's daily activities as described in 1.2. Therefore, it was essential to invite them to plan the Community's future in an ideation workshop that took place on 26th of October 2018. The workshop started with customer journey mapping as described in chapter 3.2.2. Subsequently, the workshop continued on to discussing the potential roles of the Community. The VIPs were presented with four alternative roles and they were asked to share their thoughts on the ideas (Picture 13). Third part of the workshop focused on engagement and gamification. A brainstorming session was held to gather ideas on how to reward all the users and motivate them. Furthermore, the VIP members role was discussed, and ideas were created to get more VIP members in the Community.



Picture 13. VIP members discuss alternative roles.

4.2 Sketching and Ideation

Sketching can be done to visualize an idea and to help in communicating it to the stakeholders. It can be done throughout a project or at a certain stage. It provides the possibility to explore the options available without limitations. Hand-drawn visualizations of the service can provide a view on, for example, how the service might look and function as well as how the user might navigate it. (Spalton 2017.)

A sketching session was organized on the 21st of November 2018 with the Community Manager and Teppo Kotirinta, a consultant from Nordkapp. The connections to Telia's other digital channels were discussed and the consultant drew initial sketches of them (Figure 34). The Community could be brought in to the web shop as an element showing ratings and reviews. It could also enrich the content articles by enabling commenting and integrating related discussions and reviews. Community could provide additional support in the My Telia application by suggesting existing content and possibility to ask from the Community. Chat could be maximized by providing content articles related to the page the user is in. Furthermore, customer's own account pages could have additional information from the Community related to the customer's services. A visualization of the overall concept is presented in the following chapter (4.3).

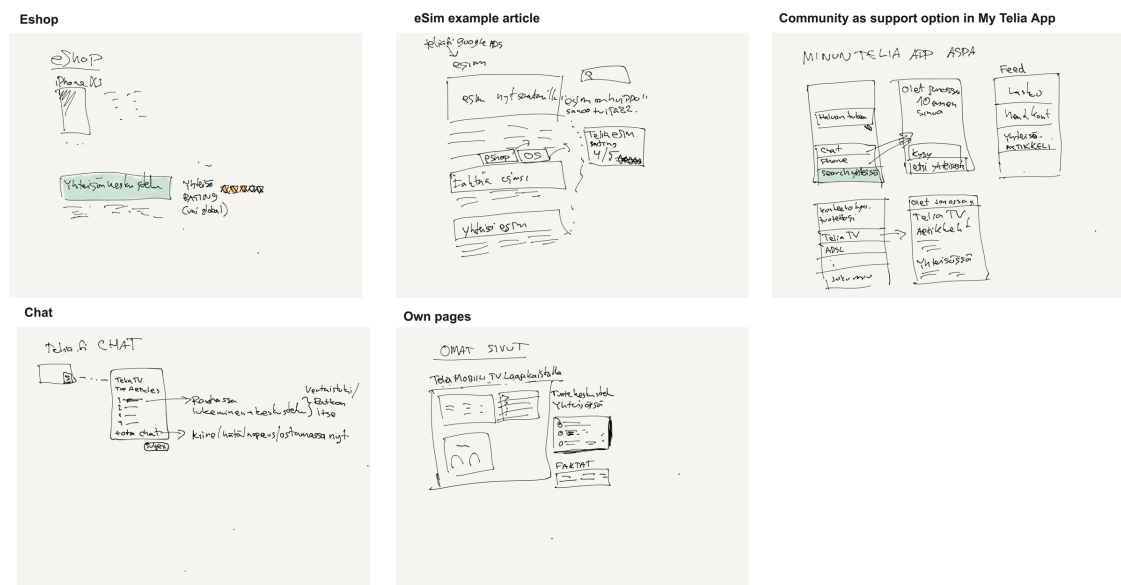


Figure 34. Sketches of connections to other digital channels.

4.3 Visualization of the Overall Concept

A visualization of the overall concept was created by the author to exemplify the way the service operates. It shows the state of the service in 2020 when the Community will be part of Telia's website. The concept was given a working title of "Telia IDEA" to help selling the idea internally. This name is descriptive because the service is providing ideas for its users as well as for the commissioner.

The elements of the visualization are not final but rather give an idea how the site would look like for mobile device users. The images were drawn for mobile view because the company is following a "mobile first" approach in its design. Figure 35 shows the view of the start page and search results page of a user that is not signed in and Figure 36 the same pages for a user that is signed in.

The visualization of the concept was used for further ideation of the concept and for presenting it internally to various stakeholders during December 2018. The reception of the concept was good and next steps are described in chapter 5.

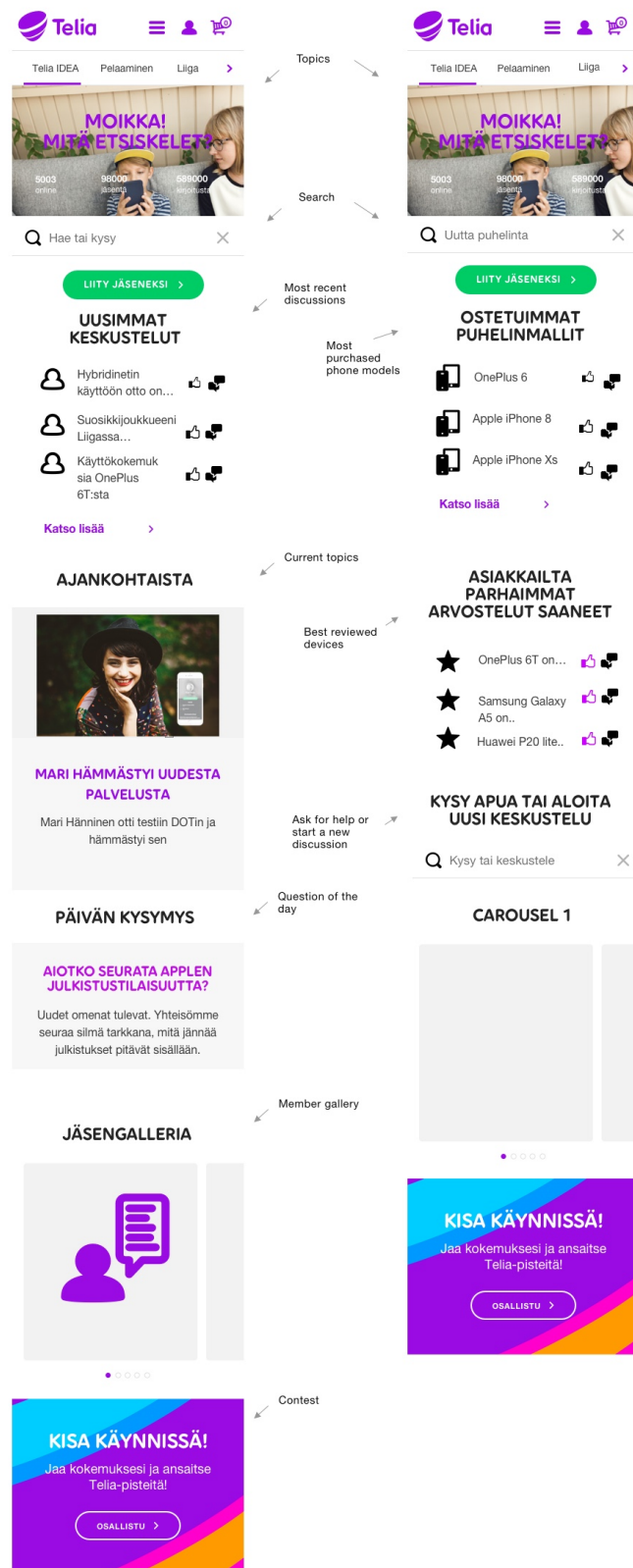


Figure 35. Concept for not signed in users.

and phones that got the best reviews from customers.

Users who are not signed in

The mobile view of the start page for a user that is not signed in is presented on the left-hand side of the Figure 35. As identified in the research (3.2.2), search should be highlighted in the design. Therefore, search is in a prominent role and it suggests the user to search for information or start a discussion. The user is encouraged to become a member of the service. The following element shows the latest discussions. It was also identified in the research (3.2.2) as one of the most important features for the current users. Content created by the users or the employees will be highlighted on the "topical items" section. Also, a poll or a question of the day will be included to activate the users. Contests and credited members will also be emphasized on the main page.

When a user does a search, for example, for "looking for a new phone", the view changes as shown on the right of Figure 35. The search and sign-up button remain the same, but the content showed is based on the search: "most purchased phone models"



Figure 36. Concept for signed in users.

support features to the service. Also, discussions related to PUK codes are displayed as well as a tip from a VIP member.

Signed in users

The mobile view of the start page for a user that is signed in is presented on the left-hand side of the Figure 36. Search is also in a prominent role in this design. The service addresses the user by her first name to make the service more personal. The discussions and content shown on the page are based on the services and preferences of the user making the service feel more relevant. Tailoring content based on the preferences as mentioned in the theory chapter 2.2 is seen important for the users. A poll or a question of the day and contests are also visible on the main page. Credited members are shown to create more sense of community and motivate the users for being credited themselves.

When a user does a search, for example, for a "PUK code", the view changes as shown on the right of Figure 36. The search remains in the same position, but the content showed is based on the search. The results illustrate the PUK codes of the user's mobile phone subscriptions combining more self-

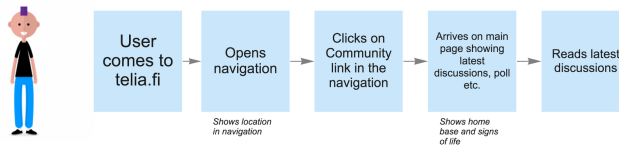
4.4 Future User Journeys

User journeys can be created in order to show how a user could use a service that is being designed. The user journeys contain a sequence of phases that express the user's movements in the service. It is possible to create user journey for either explaining how users are currently in contact with a service or the way they could be in the future. This method is good for sharing a vision with stakeholders and distinguishing needed features in an early stage. Creating user journeys can also help in recognizing and comprehending user conduct and expectations. (Mears 2013.)

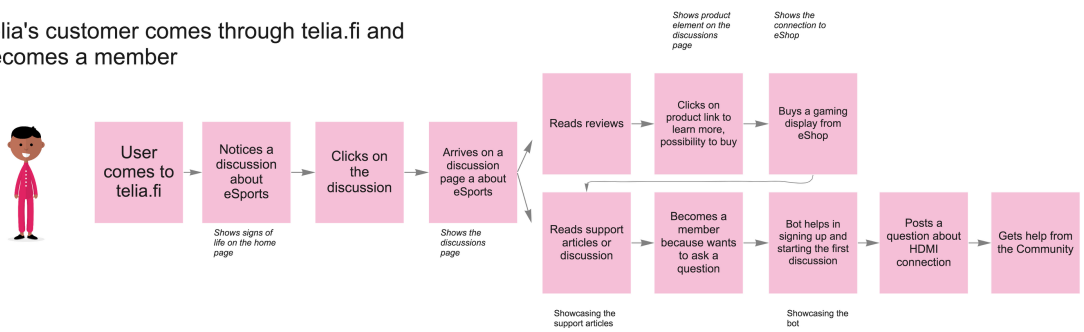
High-level future user journeys (Figure 37) of the Community were created to show the selected situations in which the users can come in contact with the service in the future. The use cases show the typical user journeys of the different user types (3.3.1). An additional user type called "Telia's customer" has been added to exemplify a case when a customer becomes a member. The emotions of the customer are not added to the journeys as they are describing future states. The text in the italics below the journey describe the part or feature of the service that needs to be visualized.

It was defined by the project team that the user journeys need to be further described and visuals need to be drawn for each journey. Because the service will be a part of Telia's website, the final visualizations of the use cases will be done as part of the commissioner's digital channels development work.

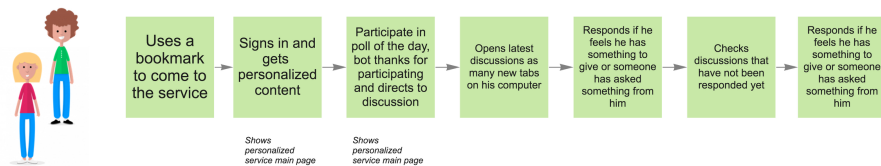
Regular visitor comes through navigation



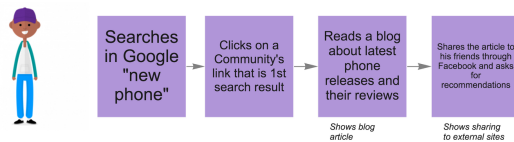
Telia's customer comes through telia.fi and becomes a member



VIP member or regular member comes directly to the Community and participates in discussions



Info searcher looks for info in a search engine



Random user comes through a newsletter

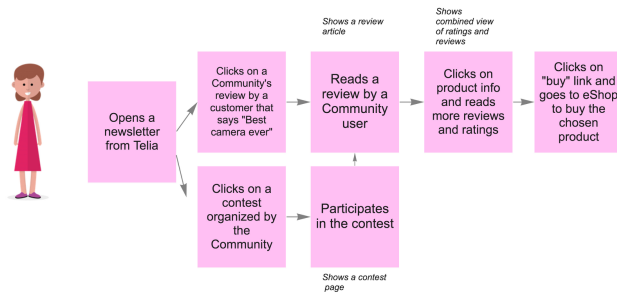


Figure 37. High-level future user journeys.

5 DELIVERY OF THE SOLUTIONS



The final part of the design process is about the delivery of the solutions as described in chapter 2.1.2. Concepts of the service can be created, and they are validated with the stakeholders. (Stickdorn and Schneider 2013, 186, 192.)

5.1 Role and Concept

As mentioned in chapter 1.3, the main goal of this project is to create a renewed and a more customer-driven role for Telia's online community. This chapter describes the proposed role and concept for Telia's New Generation Online Community.

One of the main development needs lies in connecting the Community more firmly to Telia's other digital channels (3.4). Telia is currently creating a renewed digital channels vision for all of its digital channels and it has been decided that the Community's future development will be integrated as a part of this initiative. This is a very important step for the Community because one of the main challenges was the integration.

To make the vision even more concrete, an initial plan on integration of the Community as part of Telia's website was made. The plan has been created to be free of technological choices. This suggests that it is feasible to be executed either on the existing Community's platform or another platform in case the commissioner would at some point choose to change their provider. This entire concept answers the research question of the role of the Community in improving Telia's customer experience.

As part of the Telia's digital ecosystem, the main role and purpose of the Community is to provide social proof and bring signs of life to Telia's other digital channels (Figure 38).

Digital lifestyle community that inspires, helps and guides in devices, solutions and information security – incorporated into telia.fi

Provides social proof to all Telia channels – “I get verification from my peers”

Figure 38. Community's role and purpose.

The social proof theory described in 2.3 can be applied to the Community especially for device reviews and ratings which were found to be one of the most interesting content topics in the research (3.2.2). Device reviews give an idea of the expertise of the person making the review. Ratings of devices provide more affirmation by showing opinions of numerous users. Social proof is also the unique advantage that only the Community can provide. The discussion on Telia's other social media channels does not take place in Telia's own environment and, for example, the reviews and ratings cannot be incorporated to Telia's digital ecosystem as efficiently as from the Community.

Additional unique aspect that the Community can provide, is to bring the signs of life to Telia's other digital channels. At the moment the content of the website and the application are mostly created by Telia. The Community's discussions and articles bring the customer's voice straight to the services they are using. By integrating the Community's elements to the website and the application, also the content is updated automatically and has a sense of action.

The Sweet Spot

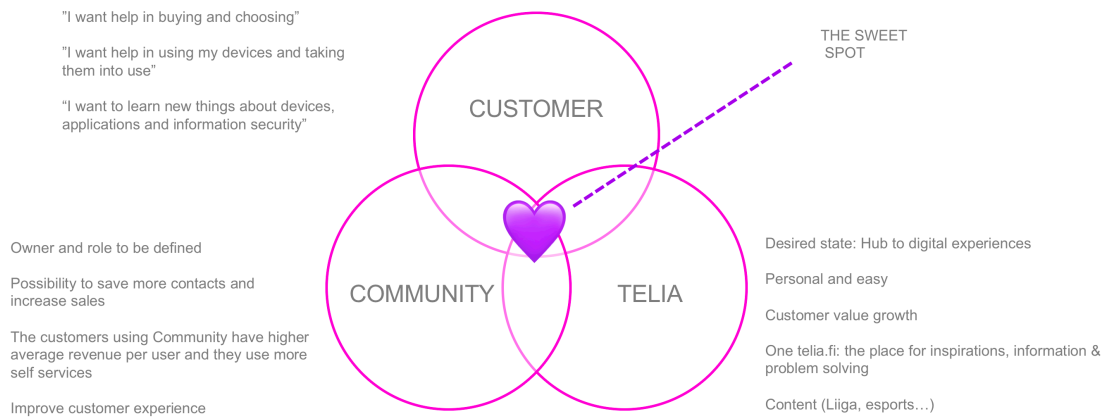


Figure 39. The sweet spot for the Community's development.

The sweet spot (Figure 39) was found by incorporating the needs of the customer, goals and wishes of the business as well as the Community's current state and possibilities.

The customers need help in buying and choosing as well as in using the devices and taking them into use. They are also keen on learning new things about devices, applications and information security. This kind of content is offered in the Community and the company's website does not offer it in such detailed level. Furthermore, the possibility to ask for help from other users provides the option to get support and verification from one's peers. By bringing these possibilities to the website, the customer's experience can be taken to a new level.

Telia's strategy (1.1) states that the company wants to be the hub for digital experiences. It also wants to be seen as personal and easy. By bringing customers' voice and more inspiring content to the website, it is possible to take steps towards this goal. The company is looking for ways to grow customer value and the research (3.2.2) showed that the users of the Community bring higher average revenue.

The Community's goals must be tightly connected with the business goals. They will be redefined together with the business owner of the Community. Saving customer service costs, advancing sales and improving customer experience have been earlier identified as major areas when the Community can have an impact.

The Integration and Development

By incorporating the Community to Telia's website, Telia can introduce a new way to be their customer. Becoming a Community member can be brought as part of the onboarding for new customers. Another path for joining is that a person first becomes a member of the Community and only afterwards turns into a customer. This can be achieved through engagement activities planned as well as with promotion which are described further in chapter 5.2.

By bringing the Community as part of the website, everything on the website can be commented (Figure 40). Users' reactions are shown as part of the content and their actions are rewarded. Gamification elements are further described in 5.2.

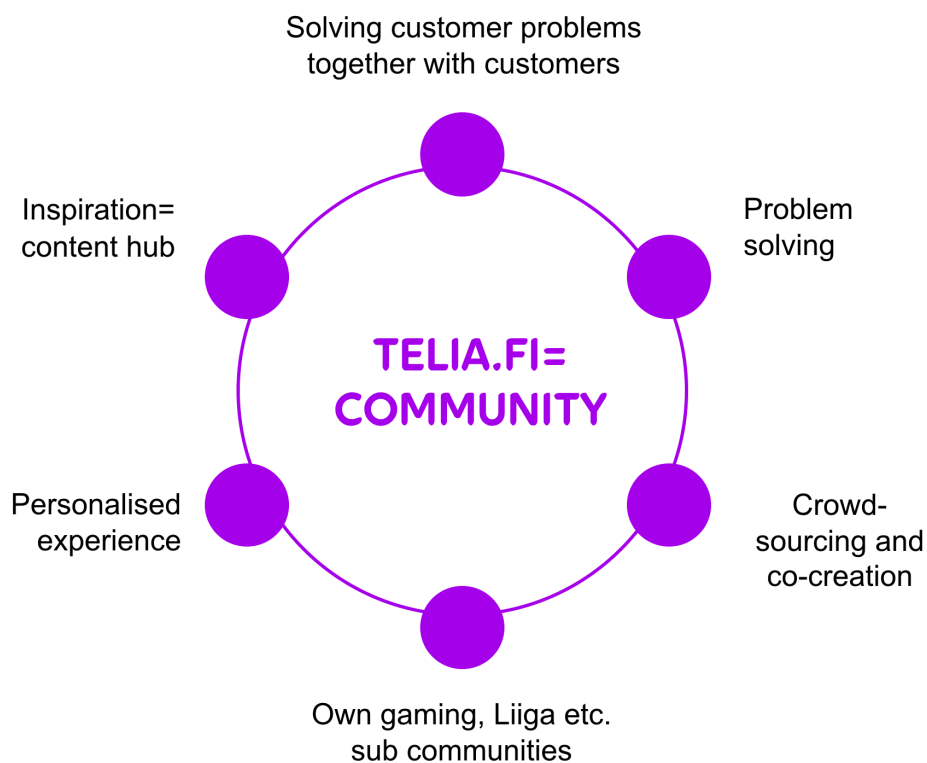


Figure 40. The Community's new concept.

The current support and help section of the website can be integrated with the Community's content. By integrating Community's content and discussions as part of the website's main page and subpages, the customer's experience gets richer. Elements of discussion and content can be implemented also in the web shop, self-services and in

the application as shown in 4.2. The experience of the user changes whether she is signed in to the service or not. As described in chapter 4.3, the content can be personalized when the user is signed in. Search will be in a fundamental role in the user's experience. It will bring together all of the content and personalize the user's experience based on search topic. By time the content and discussions can form a knowledge base similar to the GiffGaff benchmark in 3.2.3.

As stated in chapter 2.3, the Community Managers need to start utilizing data more effectively. This is also a development area in which Telia's Community Manager could focus into during 2019. A dashboard of key results could be created. A more detailed plan should be made on how to utilize the data in the development of the Community as part of other digital channels.

The Community is now in the maturity phase of its development based on the community lifecycle phases presented in the chapter 2.3. It is shifting towards the mitosis phase which means that the Community is ready for the creation of subgroups. The research (3.4) identified that the topics which would be of interest for the internal stakeholders were, for example, Finnish ice hockey league and gamification. These topics did not come up in many user comments, however, these are a rather new area of business for Telia and, therefore, the users might not expect for this kind of topics from the company.

Validation and Connection to the Digital Channels Work

Validation of the new concept was done with the VIP members in the workshop described in 4.1. They welcomed the concept of bringing the Community as part of the website as long as there still is a clear home base for it. Further validation of the overall concept will be done as part of the digital channels vision work.

Because the connection to the digital channels vision work, the concept will be further developed and finalized in that initiative. Concepts and visuals for the digital channels overall vision have been created but they will not be presented as part of this work. This is because it is out of scope for this project and the commissioner does not wish to share the concepts and visuals at this stage.

5.2 Roadmap

As mentioned in 1.3, one goal of this thesis was to create a roadmap that shows the next steps leading to the future vision. An initial draft of the roadmap was created in the solutions workshop (4.1). The final roadmap (Figure 41) was created in an ideation session on 21st of November 2018 based on the draft roadmap. It connects the ideas and thoughts from the workshops. The layers of the roadmap were partly formulated based on key areas of the project (3.4). Connections between the actions are outlined with arrows.

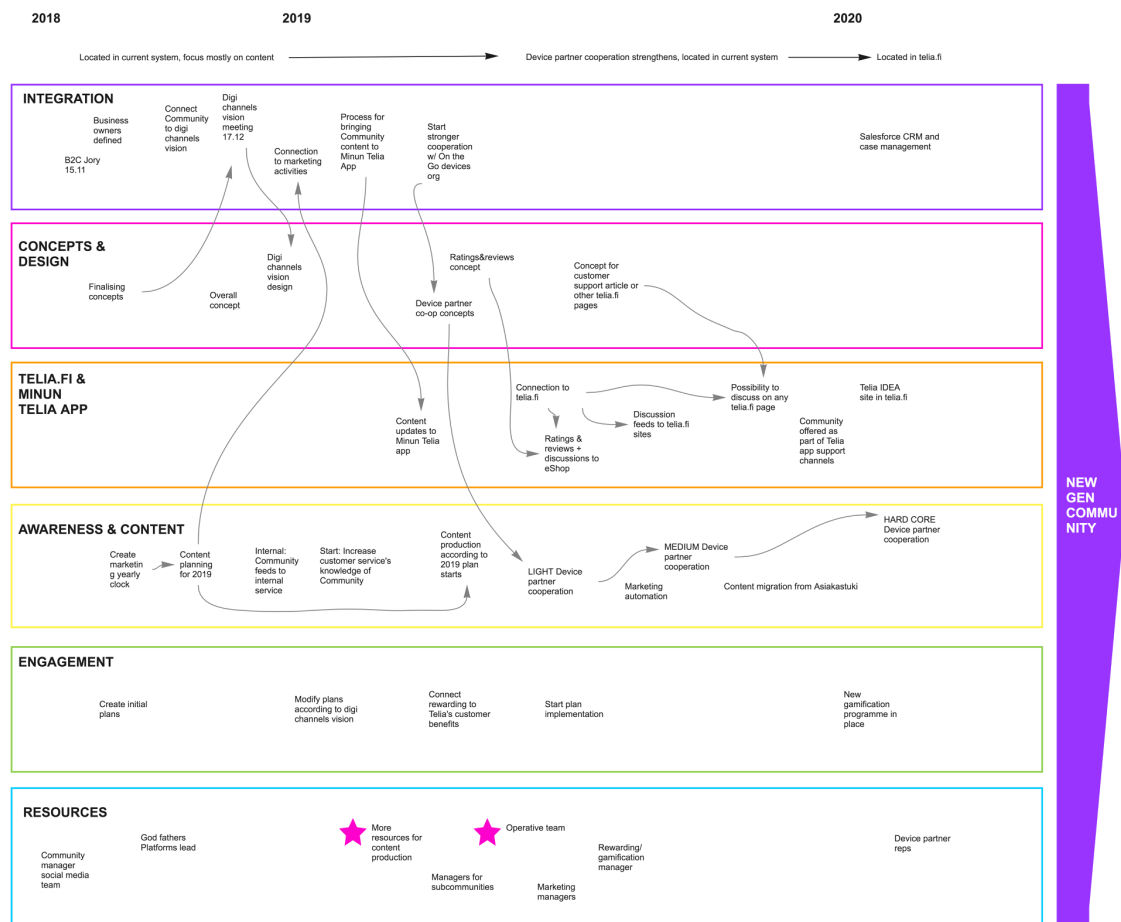


Figure 41. Roadmap.

Integration and Concepts

A key to integrating the service to Telia's business and strategy was to find people in the organization who have sufficient mandate and willingness to drive the service to become a strategic part of Telia's operations. A key point of the project was finding a business owner for the Community. Finally, three owners were found who represent sales, customer relationships and customer service. The purpose of the community can serve all of these areas and, therefore, it was major step forward in the integration of the Community.

The planning of connection to the marketing activities was started in the marketing communications workshop as described in 4.1. This plan needs to be further developed and put into action. A process for bringing Community elements to the My Telia application was planned to be created and implemented according to the roadmap.

A stronger cooperation with Telia's devices organization needs to be established. This will enable easier organization of pilots, test devices for reviews and prizes for contests.

The final research question of this thesis asked: what kind of internal and external people are needed in making the new role happen? The project team ideated a Community dream team (Figure 42) that would address all of the development areas mentioned in this roadmap. It was created in an ideation session on 3rd of December 2018 based on the findings from the stakeholder mapping, internal interviews and workshops.



Figure 42. Community dream team.

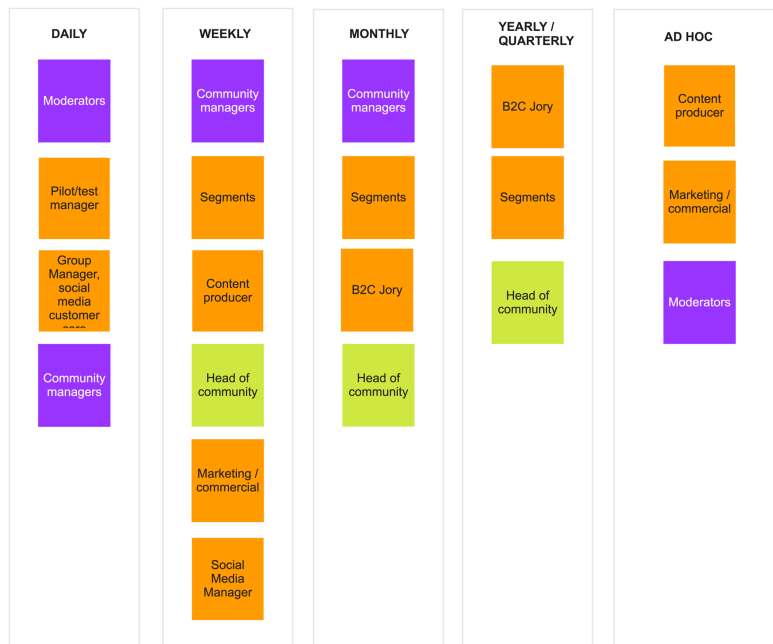


Figure 43. Way of working.

A way of working for a smaller scale version of the Community team (Figure 43) was also created in the same session by the project team. This was done because the staffing of the dream team will most likely be done in phases.

The key external people in the Community are the VIP members. As stated in 2.3, the majority of the content is created by the minority of the participants. Therefore, the VIP members are in a major role and they should be treated with special care and offered benefits for their participation. Additional motivations for participation are presented in the engagement section of this chapter. The number of VIP members is currently rather small, and the plan is to increase the number of VIPs by new gamification program. It is essential that there are sufficient number of VIPs as they should not feel that they are working too hard.

It was identified that there is a need for further concepting and design, for example for ratings and review, customer support articles and other telia.fi pages as well as for device partner cooperation described later on in this chapter.

Integration to telia.fi and Telia's application were described in 5.1 as part of overall concept.

Awareness

A content calendar and a marketing yearly clock need to be created. These will form the basis of content creation and marketing activities for 2019. The work for these items has already started but is not finalized and will not be a part of this thesis. The idea is to connect the Community's content with the marketing communications team's yearly clock.

Marketing automation can be utilized in boosting the engagement of the Community. Email is currently not used in an efficient way in inviting people back to the Community or promoting interesting content. In order to personalize the content of the messages, data about user preferences needs to be gathered. This data can be combined with information about user's services for further personalization of messages and customer experience.

Promoting Community's content in connection to on-going marketing activities is a great possibility. Customer communication email messages can be powered up by bringing the customer's voice as part of the content. The path to purchase could lead through the Community. The content in the email newsletter could be, for example, a device review by a customer. The customer goes to the Community to read the review and after the interest has been aroused, he would be directed to the web shop from the Community. The path is described in Figure 37.

Telia's other social media channels need to more tightly connected to the Community. Content and discussions could be shared via the social channels to promote them and new users could be invited to join. Advertising on social media should also be considered either for promoting the Community itself or for campaigns for which the Community has created content for. User reviews should be promoted in social media as well as in other marketing channels.

Cooperation with device manufacturers needs to be brought to a new level. A concept of device partner cooperation was created that encompasses three levels: light, medium and hard core. The levels of the concept will not be further opened in this thesis based on a wish from the commissioner.

Knowledge of the Community and its potential benefits in customer work need to be shared to the customer service team. There is vast potential in utilizing the information

available in the Community for customer work as well as in promoting the Community to the customers via customer service situations.

Engagement

The main method to drive engagement was chosen to be gamification. Currently, there are some elements of gamification, but they are not planned systematically or based on analyzing user behavior.

Five top actions were selected based on gamification theory from chapter 2.4. These five actions are: help others, make reviews, give ratings, start discussions and create content. The actions were chosen by the project team based on the organization's and Community's goals. The goals are to increase sales and save customer service costs and the users' actions are believed to lead to these end-results.

The core drives from the Octalysis framework presented in the chapter 2.4.1, were chosen by the author and the Community Manager based on the feelings Telia wants its brand to convey to its customers. The core drives to be addressed in the first phase of gamification application are: epic meaning and calling, empowerment of creativity & feedback, social influence & relatedness as well as unpredictability & curiosity. The elements for these core drives are presented in Figure 44 and they are positioned to the different phases in the user's journey in using the service. This plan is focused on the user's journey in the Community; however, the plan could be widened to cover the entire customer relationship. Planning entire journeys rather than parts of them would create a better customer experience as stated in 2.2.

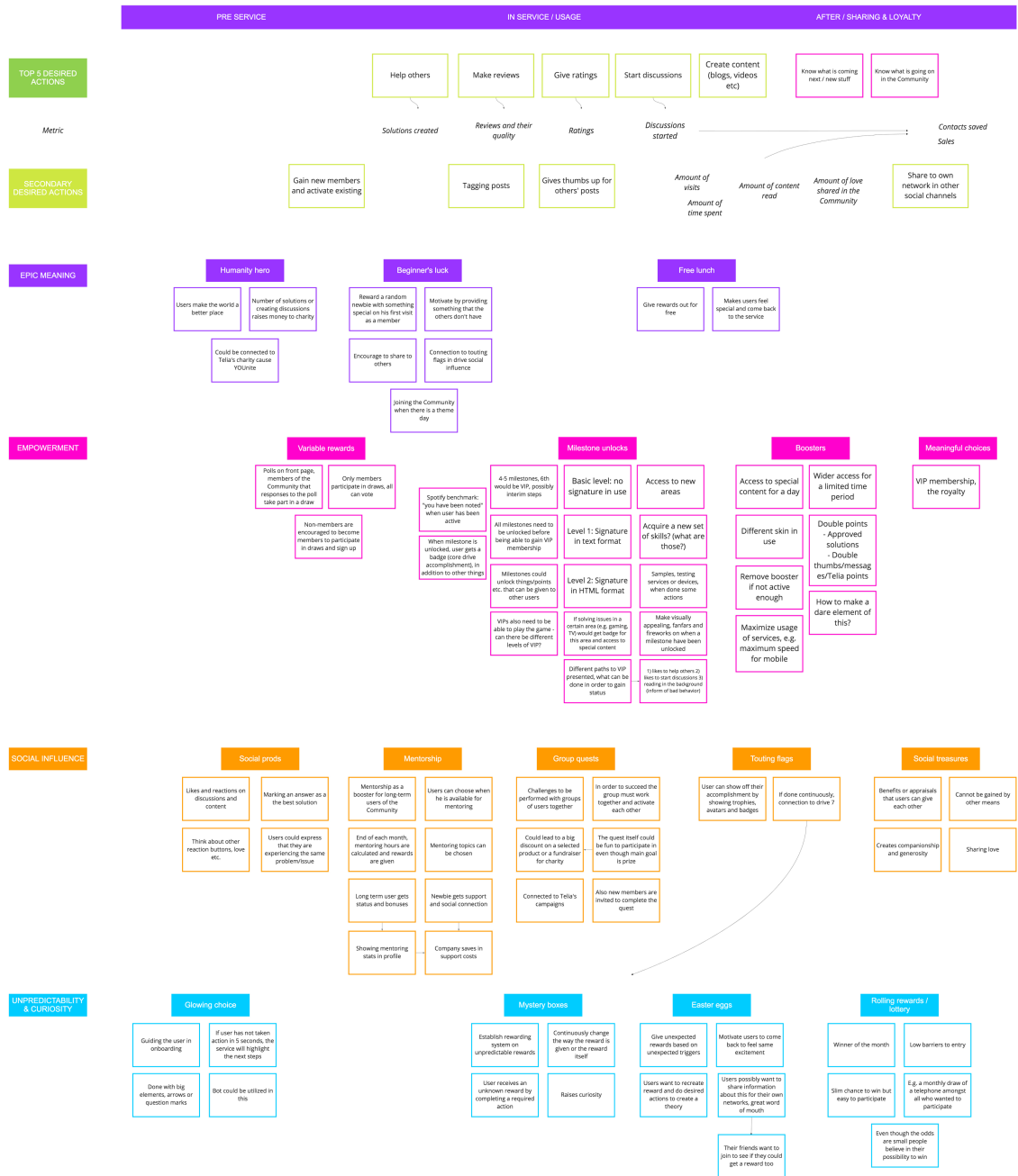


Figure 44. Octalysis core drives and elements for the Community.

As mentioned in the roadmap (5.2), the project has now created initial plans for gamification of the Community reaching level 1 of Octalysis (2.4.1). Subsequently this plan has to be connected to the digital channels vision work and validated by the users. The rewarding scheme needs to be related to the customer benefits that Telia offers to its existing and new customers, however, they also have to be tempting for non-customers. An implementation plan for the gamification can be done during 2019 and by

2020 the new gamification program can be taken into use. The planning of next levels of Octalysis can also be started.

5.3 Service Blueprint

Service blueprint, invented by Shostack in 1983, is utilized to explain the various levels of the service and how it operates. It connects the customers actions with the operations of the service provider. The actions, touchpoints, processes and other connected things are shown on consecutive rows. Furthermore, the emotions of the customer can be included in the service blueprint. (Curedale 2013, 97.) Service blueprint is a useful tool for identifying most crucial and overlapping areas of a service. It is often produced in collaboration with customers and other stakeholders. This again, encourages co-creation and brings together people from different parts of an organization. (Stickdorn and Schneider 2013, 204-205.)

A service blueprint of the Community (Figure 45) was created as part of the design process. It was acknowledged that this service blueprint represents only a partial view to the entire concept that is planned to be embedded to Telia's website. This, however, was considered appropriate because describing the Community service is in scope of this thesis.

The service blueprint describes the service for the user type info searcher (Figure 23) that becomes a member of the Community. This user type was chosen because they represent the majority of the Community's users. Additional service blueprint might be created in a later stage for the VIP users because their role in the service is crucial.

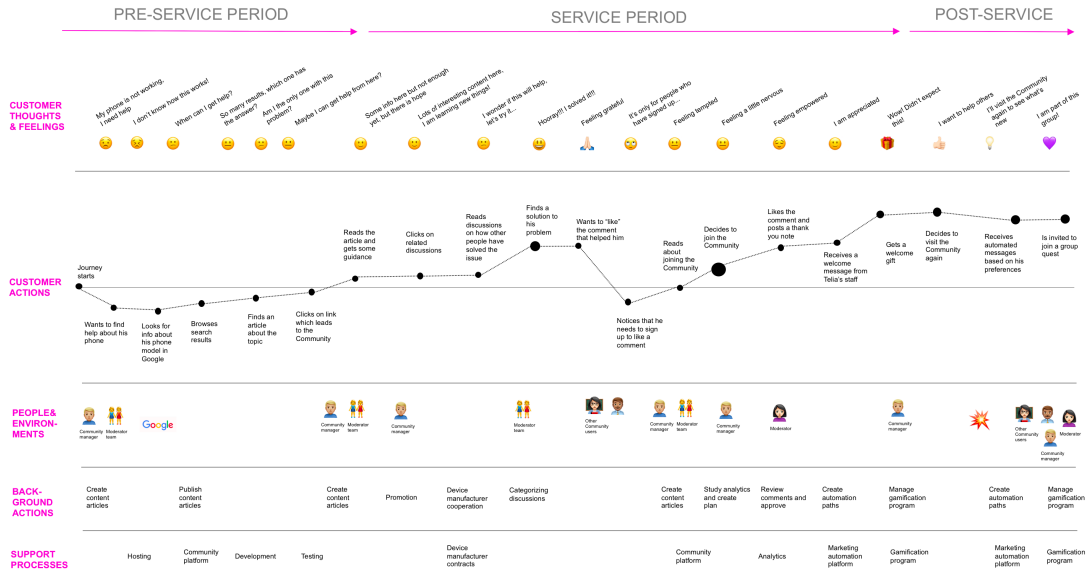


Figure 45. Service blueprint.

6 CONCLUSIONS AND EVALUATIONS

The goal of this thesis was to create a renewed and a more customer-driven role for Telia's online community and a roadmap for its future development. In addition, two major areas to focus upon were improving the awareness and the engagement of the Community. The challenge was approached with the methodologies of design thinking and service design as well as by applying the Double Diamond design process (Design Council 2015).

This chapter summarizes the conclusions and evaluates the results of this thesis from the project, future research and learning point of view.

6.1 Conclusions from the Project

The project originally started from a rather small wish of updating some visual elements and finding a new direction for the Community. However, it was quickly apparent that in order to develop the Community further, a wider development project was required. The research questions that the thesis aimed to answer were: what is the Community's role in Telia's digital ecosystem and in improving Telia's customer experience? To support this new role, what are the next steps in the Community's development? And what kind of internal and external people are needed in making this happen?

The research confirmed that the development area in question had many challenges, nevertheless, many possibilities were also identified. Therefore, the scope of the project became wider than originally planned. The Telia employees raised the topic of the unclear role of the Community and how it was seen as a separate entity. They also saw much potential in it and believed that it could benefit the business. The customers indicated that they needed help in buying and choosing products and services as well when taking them into use. They were keen on learning new things, especially regarding devices, applications and information security. They also pointed out that opinions of their peers are of high value when making purchasing decisions. Through the first two phases of the design process, the key areas of development were discovered to be role, engagement, awareness, content and topics as well as connecting the Community to Telia's business and its other digital channels.

The project then proceeded on to developing solutions to these areas. The new role of the Community started to formulate in the internal workshops and then was further developed together with the Community's members. The new role of the Community will be a digital lifestyle hub that inspires, helps and guides in devices, solutions and information security. The unique characteristic that the Community can provide is social proof to support the users' purchasing decision. By integrating the Community to the company's website, it creates elements that keep the site alive all the time and connects it more tightly to the digital ecosystem. More developed gamification elements can be introduced to increase engagement. Social media, customer communications and marketing automation can be utilized to increase the awareness.

The visualizations, overall concept and the roadmap provide the commissioner with guidance on the next steps. The commissioner has integrated the Community's development as part of their digital channels' vision and this work has already proceeded. Connecting the Community's development to Telia's digital channels vision work was a great opportunity even though this caused some restrictions and challenges in the design process. Furthermore, finding business owners for the Community was a crucial step in the integration to Telia's business. Other key internal people were also identified, and proposal of the roles and ways of working were created. VIP members are in a key role in keeping the Community vibrant. Therefore, a new gamification program to motivate existing and attract new VIP members should be created based on the suggestions of this thesis.

All in all, the thesis covered a very wide area of issues. In case the areas of development would have been narrowed down, it would have given the author the chance to focus on an area more in depth. This would, nevertheless, have restricted the holistic results delivered by the project.

It can be concluded that the project fulfilled its goal of creating a new role for the Telia Community, its next steps and concepts for engagement and awareness. Through these results, the project aimed to improve Telia Community's customer experience. This, however, cannot be evaluated at this point because the results are not implemented to the Community.

6.2 Prospects of Future Research

It was identified that there is a need for further concepting and design, for example for ratings and review, customer support articles and other telia.fi pages as well as for device partner cooperation described later on in this chapter. A more detailed plan should be made on how to utilize data in the development of the Community as part of other digital channels.

An initial gamification plan was created based on the Octalysis Framework. Further research on which gamification platform to select needs to be done. Furthermore, the next levels of Octalysis framework take the user's journey into closer investigation as well as different user types needs. This work would be advisable to continue.

Artificial intelligence can provide interesting possibilities in predictive analytics and in tailoring the user experiences as described in 2.3. This would be an interesting area to investigate further to gain additional efficiency to the operations of the Community as well as to enhance the loyalty of the users.

6.3 Lessons Learned

Working with this topic has been a very interesting learning experience for the author. Handling the elements of uncertainty in the beginning of the design process and scoping the project which kept changing during the process was rather challenging. These were the most interesting learning experiences in this project. They required the author to justify each move to project stakeholders as well as to herself.

One of the most challenging tasks was selecting appropriate methods and tools for each purpose. This project had a wide area of influence in the organization and this also required change management. Choosing to use the lean canvas in the beginning of the project resulted in an interesting and rich start for the project. In case another way of working would have been chosen it might have focused only on the challenges and wishes of the organization. Overall, the selected methods and tools suited the needs of the project well.

The project required an extensive amount of time to complete. The author has now experience on which are the most time-consuming elements in the design process. Especially processing the workshop outputs and crystallizing them into actions and insights takes a great amount of time. This has been a valuable lesson and she is now able to schedule her work better in the future. Furthermore, ways of speeding up certain phases of the process need to be further investigated.

Time management planning for the workshops proved to be a challenging task. The project had multiple issues to cover and rather little time to handle them. The author was at times somewhat optimistic of time management and this resulted to some parts of the agenda being left out. Fortunately, changing the plan worked out well and there was more time for discussions in the workshops.

Knowledge of design thinking, service design and the double diamond design process is not known by Telia's whole organization. This meant that there was a need to justify the design process and way of working to many parties in different occasions during the project. There was also pressure with the schedule from the organization due to lack of understanding about the demands of the phases of the design process. This, however, was a great opportunity to spread the design thinking and service design methodologies to different parts of the organization. The owner of project supported the way of working during all stages and this helped the project stay on the chosen path. Also, the people challenging the way of working were convinced of the benefits of design thinking after seeing the results.

Validation and testing with users would have been nice to incorporate more tightly to the end of the project. This was not done as the commissioner did not want to share draft concepts to the entire Community publicly. A chance of sharing concepts to a closed group was discussed. Most of the concepts handled Telia's internal issues on integration and building awareness and, therefore, for those parts it was suitable to validate the results with internal stakeholders.

Comments from the Commissioner

Commissioner's representative Marco Suvanto:

"It's has been a pleasure to follow Susanna's passion in the Telia Community project. That can be seen also in her thesis work. The thesis itself is very professional. It explains the design process well in theory and above all in the project context. The thesis can be used around the company as a good example of work to do for the transformation in the customer-centric thinking. Congrats for Suski for a great job!"

Project owner and Community Manager Tero Revonmäki:

"The thesis was professional, comprehensive and well-structured so it was easy to read. The thesis met our expectations and the project goals were also met. For me it was a pleasure to have Susanna working with me on the project. It was easy to work with her and I feel that we are thinking in a same way, so it was easy to communicate during the project. All the methods and tools we used worked well and we got most out of them. Congratulations and thanks Susanna."

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Appendix 1: Internal interview questions

Warm-up

Kerro lyhyesti itsestäsi. Miten pitkään olet ollut meillä töissä, millaisia hommia teet tällä hetkellä?

Asiakkaista

- Kuinka usein olet yhteydessä meidän asiakkaiden kanssa? Miksi ja kenen kanssa yleisimmin?
- Millä tavoin olet yhteydessä asiakkaiden kanssa?
- Ketkä ovat mielestäsi Telian tärkeimmät asiakasryhmät? Miksi?
- Miten näet tämän muuttuvan lähitulevaisuudessa?
- Millä perusteilla asiakkaat valitsevat Telian nyt? Millä perusteilla tulevaisuudessa?
- Millaisia ovat Telian asiakkaiden yleisimmät huolenaiheet? (Mistä he saavat apua näihin?)

Telia ja telialaiset

- Mitkä ovat kuluttaja/yritysliiketoiminnan tärkeimmät kehityskohdat tällä hetkellä?
- Mitä ajattelet Telian digikanavien kokonaisuudesta?
- Mistä/Millaisista asioista Telian pitäisi päästä eroon? Miksi?
- Ketkä ovat Telian pahimmat kilpailijat juuri nyt? Miksi?
- Ketkä ovat Telian kilpailijat tulevaisuudessa? Miksi?
- Mitä me teemme selkeästi paremmin kuin kilpailijat?

Yhteisö ja yhteisöllisyys

- Mitkä ovat ne digitaaliset yhteisölliset palvelut, joita ihaillet? Miksi?
- Mitä Yhteisöllisyys tarkoittaa mielestäsi Telialle?
- Minkälaisia mielikuvia/tunteita Telia Yhteisö herättää sinussa?
- Millaisen roolin näet Yhteisöllä olevan kuluttaja- tai yritysliiketoiminnassa?
- Millainen rooli telialaisilla voisi olla yhteisössä?
- Ketkä mielestäsi ovat avainroolissa Telia Yhteisön kehityksessä?
- Millaisen roolin näet Yhteisöllä olevan omassa tekemisessäsi?

Appendix 2: User interview questions

ALOITUS

1. Esittely

- Miksi olemme tällä ja keitä me olemme
- Perustiedot
- 'Kerro itsestäsi' "? (Harrastukset, perhetilanne, missä asuu jne.)
- Telian asiakkuus
- Tästä tulee kysyä ohimennen, esim. "Ai niin olitko muuten Telian asiakas?" tms.
- Kysymys ei ole tarpeen, jos asiakkuus on tiedossa etukäteen

TIEDONHAKU JA OMA KIINNOSTUS

2. Huolenaiheet ja kiinnostuksen kohteet

- Mitkä ovat kiinnostuksen kohteesi (digimaailmassa)?
- (Mikä on mielenkiinnon kohteesi, josta haluaisit oppia lisää / josta ei ole vielä kootusti tietoa ja keskustelua missään?)
- Mitkä ovat yleisimmät huolenaiheesi (digimaailmassa)?
- (Mikä on perimmäinen haasteesi?)
- (Mikä on ongelma, joka sinun arkeasi vaivaa?)

3. Tiedonhaku ja palvelun tarve

- Mistä yleensä haet tietoa? (netistä, blogit, sosiaalinen media, lehdet, uutiskirjeet...)
- Missä tilanteessa palvelua tai tietoa tarvitaan? (esim. käyttöönotto, harkinta, suosittelu)
- Mitä tapahtuu sitä ennen?
- (Miksi sitä tarvitaan?)
- Mitä tapahtuu sen jälkeen?
- Jatkatko etsintää muista kanavista?
- Vierailenko verkkokaupoissa tai soitatko lisätietoja?
- Kerrotko kaverille?

YHTEISÖT

4. Yhteisöjen käyttö

- Mihin muihin eri yhteisöihin kuulut? (foorumit, Facebook-yhteisöt, keskusteluryhmät...)
- Oletko Telia Yhteisön jäsen?

5. A) Yhteisöön kuuluva jäsen (Telia tai joku muu yhteisö)

- Miksi kuulut yhteisöön?
- Kuinka päädyit jäseneksi (tähän löytyy jo osittaisia vastauksia)
- Mikä on tällä hetkellä kaikista parasta yhteisössä?
- Millaisia asioista tai toiminnallisuuksista pidät näissä palveluissa?
- Mitä keskusteluista seurannut / mitkä keskustelut kiinnostavat erityisesti?
- Mitä hyötyä sinulle on yhteisöstä?
- Mitä yleensä tapahtuu ennen kuin tulet yhteisöön? (Triggeri)
- Käytkö usein yhteisössä?
- Kuinka aktiivinen olet keskusteluissa?
 - Millaisiin keskusteluihin osallistut?
 - Jos ei osallistu, niin miksi?
- Millaisia keskusteluita olet itse avannut (esittää kysymyksen)?
- Kuinka seuraat keskustelua?
- Mitä ajattelet siitä, että kaikkia ongelmia ei pysty täysin ratkaisemaan Yhteisössä? (ei ole täysiverinen asiakaspalvelukanava vaan vertaistuen avulla toimiva)
- Mitä ajattelet vertaisten välisestä keskustelusta vs. keskustelusta asiakaspalvelun kanssa? Kumpi tärkeämpää ja miksi?
- Mitä tapahtuu sen jälkeen, kun poistut yhteisöstä?
- Kuinka kehittäisit yhteisöä? Ideoita / toiveita?

B) käynyt vierailijana Telia Yhteisössä

- Kuinka päädyit Telia Yhteisöön?
- Mikä on kaikista parasta Telia Yhteisössä?
- Mitä hyötyä sinulle on yhteisöstä?
- Mitä yleensä tapahtuu ennen kuin tulet yhteisöön? (Triggeri)
- Mikä sai sinut vierailemaan ja osallistumaan Yhteisössä useammin?
- Mitä tapahtuu sen jälkeen kun poistut yhteisöstä?
- (Päättykö esim. Telian palveluun, jollekin toiselle nettisivulle tms.)

6. Jos on Telian asiakas,

- Kuinka pitkään olen ollut asiakkaana?
- Kuinka päädyit asiakkaaksi
- Mitä tuotteita ja palveluita käytössä?
- Kuinka tyytyväinen olet ollut asiakkaanamme?
- Jos on ollut ongelmia niin millaisia ja miten ne on ratkottu?

7. LOPETUS

- Muita toiveita tai palautetta meille?
- Kiitokset

Appendix 3: Benchmarking areas and questions

Yhteisön esittely

- Kuinka yhteisö ja sen tarkoitus esitellään?
- Miten yhteisö näkyy muualla?
- Kuinka helposti yhteisöön ohjataan muualta sivustolta?
- Kuinka yhteisön edut tulevat muualla esille?

Rekisteröityminen

- Kuinka helppoa yhteisöön rekisteröityminen on?
- Onko rekisteröitymiselle jotain vaatimuksia?
- Voiko kirjautua jollain jo olemassa olevilla muiden palveluiden tunnuksilla?

Rakenne ja ulkoasu

- Millaisiin osioihin palvelu jakaantuu?
 - Navigointi
- Millainen yhteisön ulkoasu on?
- Onko jotain visuaalisia tai muita elementtejä, jotka erottuvat muista?

Dynamiikka

- Kuka aloittaa yleisesti keskustelut?
- Millä tavalla keskustelut aloitetaan?
- Käykö keskustelusta ilmi, missä käyttäjä on asioinut ennen tuloaan yhteisöön?
 - Onko käyttäjä osallistunut muihin keskusteluihin?
 - Onko jäsenistä helppo erottaa kuka on kuka? (onko työntekijöitä?)
 - Onko jäsenissä erilaisia persoonia?
 - Kuinka yhteisömanagerit osallistuvat?
 - Millainen rooli työntekijöillä on?

- Millainen yhteisön henki on / keskustelun sävy?
- Millainen on työntekijöiden Tone of Voice?

Kirjataan ylös kaikki käytösmallit, jotka tuntuvat toistuvan ja kuinka usein ne toistuvat muilla käyttäjillä

Kaupallistaminen

- Kuinka yhteisöä on kaupallistettu?

Yhteisö palveluna

- Onko yhteisöllä linkitystä asiakkuuteen? Jos on, millainen?
 - Millaisia pelillistäviä elementtejä yhteisössä käytetään?
 - Kuinka pelillistävistä elementeistä kerrotaan?
- Ilmeneekö jotain palkitsemismalleja?
- Montako jäsentä yhteisössä on?

Onko huomattavissa, hyödynnetäänkö yhteisössä automaatiota tai chatbotteja yms?

Viestit / keskustelut

- Montako viestiä/aihetta tullut ja missä ajassa?
- Montako viestiä/aihetta tulee päivässä?

Mitä käyttäjät kirjoittavat/tekevät yhteisössä?

Mitkä ovat yleisimmät aiheet?

Onko yhteisössä jotain sisältöä joka erottuu muista?

Mobiilikäyttö

- Millaista mobiilikäyttö on?

Appendix 4: Schedule for the thesis

Time	Task
August	
wk 33	Working on draft and presentation
wk 34	1. seminar - presenting the project and goals
wk 35	Make changes based on the feedback
September	
wk 36	Theory - online communities, customer experience and gamification
wk 37	Theory - online communities, customer experience and gamification
wk 38	Theory - online communities, customer experience and gamification
wk 39	Theory - design process and methods
October	
wk 40	Theory - design process and methods
wk 41	Theory - design process and methods
wk 42	Documenting the research and continuing theory
wk 43	Documenting the research and continuing theory
wk 44	31.10 return thesis draft for 2. seminar
November	
wk 45	Service concepts and prototypes, document
wk 46	2. seminar 16-17.11. Service concepts and prototypes, document, make changes based on feedback
wk 47	by 26.11 return modified thesis draft
wk 48	Service concepts and prototypes, document
December	
wk 49	Service concepts and prototypes, document
wk 50	Analysis, evaluation, conclusions, executive summary
wk 51	Check grammar, references, document format, ask for feedback
wk 52	Finalise thesis and return to Optima by 28.12
January	
wk 1	Prepare the presentation
wk 2	final seminar 11-12.1. + maturity test
wk 3	Make changes based on feedback
wk 4	Make changes based on feedback
wk 5	Return final thesis

Appendix 5: Survey questions

KÄYTTÄYTYMINEN JA TIEDONHAKU NETISSÄ

Moikka!

Kerro meille, mikä sinua kiinnostaa digitaalisessa universumissa ja kuinka aikasi kuluu netissä. Autat meitä samalla kehittämään palveluitamme.

Arvomme kaikkien yhteystietojen jättäneiden kesken JBL Bluetooth -kaiuttimen (arvo 119€). Jos haluat osallistua arvontaan, täytä yhteystietosi kyselyn viimeiselle sivulle. Käsittelemme vastaukset anonymisti, joten tietosuojasystä emme voi vastata tätä kautta tuleviin yhdenottopyyntöihin.

KÄYTTÄYTYMINEN NETISSÄ JA KIINNOSTUKSEN KOHTEET

Miten kuvaisit käyttäytymistäsi netissä?*

- uin siellä päivittäin kuin kala vedessä, some on toinen kotini
- olen aktiivinen käyttäjä, sosiaalisen median kanavia käytän harvemmin
- käytän aktiivisesti some-kanavia, mutta en oikeastaan muuten surffaile netissä
- olen satunnainen vierailija, mutta vierailen aina kun tarve vaatii
- harvoin tulee käytyä, mutta joskus vaan on pakko hoitaa asioita

Mitkä ovat kiinnostuksen kohteesi digimaailmassa? Mistä haluaisit oppia ja tietää lisää? Valitse niin monta vaihtoehto kuin haluat *

- Laitteet ja tarvikkeet sekä erilaiset gadgedit. Kerro tarkemmin
- Digitaaliset ekosysteemit. Kerro tarkemmin
- Tietoturva & tietosuoja. Kerro tarkemmin
- Kuvaaminen. Kerro tarkemmin
- Sovellukset / applikaatiot. Kerro tarkemmin
- IoT, älykodit & älyratkaisut. Kerro tarkemmin
- Matkapuhelinverkot. Kerro tarkemmin
- Tulevaisuuden tekniikat ja mahdollisuudet. Kerro tarkemmin
- Tekoäly. Kerro tarkemmin
- AR / VR. Kerro tarkemmin
- Muu aihe, mikä?

Mitkä ovat suurimmat huolenaiheesi digimaailmassa?

- Tietoturva & tietosuojat. Kerro tarkemmin
- IoT & älykodit. Kerro tarkemmin
- Tulevaisuuden tekniikka ja teknologiat. Kerro tarkemmin
- Tekoäly. Kerro tarkemmin
- Muu, mikä?

ONLINE-YHTEISÖT

Oletko jonkin online-yhteisön jäsen? Esimerkiksi keskustelufoorumeit, Facebook-ryhmät jne.

- kyllä, kerro esimerkkejä
- En ole jäsen, mutta seuraan keskusteluita
- En ole jäsen, enkä seuraa keskusteluita (*hyppää tiedonhakuosioon*)

Mitkä ovat parhaimpia asioita niissä?

- Niissä keskustellaan aktiivisesti
- Saan apua ja neuvoa
- Hyvä henki jäsenten kesken
- Minua kiinnostavia aiheita käsitellään riittävän syvällisesti
- Kun osallistun, niin saan siitä jotain hyötyä. Kerro tarkemmin mitä esimerkiksi
- Muu syy, mikä?

Näppäret ominaisuudet, joiden ansiosta niitä on hyvä käyttää. Kerro tarkemmin

TIEDONHAKU

Jos kohtaat ongelman tai haluat jostain aiheesta lisätietoa, mistä haet tietoa ensisijaisesti?

- Googlesta
- Facebook
- Twitteristä
- YouTubesta

- Blogeista
- Harraste- ja muilta keskustelufoorumeilta
- Ystävältä, tuttavalta tai työtoverilta
- Muualta. Mistä?

Kun mietitään digitaalista elämänmenoa ja asioita, joita siihen liittyy, missä tilanteessa tarvitset useimmiten apua tai tietoa?

- laitteiden tai palveluiden käyttöönoton suhteen
- Kun harkitsen laitteiden tai palveluiden hankkimista
- Kun kaipaan suositteluita palveluista tai tuotteista
- Kun minulla on ongelmia palveluiden tai laitteiden käytössä
- Kun haluan lisätietoa jostain tietyistä aiheista tai kun haluan oppia jotain uutta

TAUSTATIEDOT

Matkapuhelin- ja laajakaistapalveluiden osalta... (*monivalinta*)

- käytän palveluita
- hankin palveluita henkilökohtaiseen tai lähipiirini käyttöön
- hankin palveluita yrityksemme käyttöön tai työskentelen yrityksemme ICT-palveluiden parissa
- olen julkishallinnon edustaja

ARVONTAAN OSALLISTUMINEN

X

Rekisteriseloste

Telian henkilötietolain mukainen rekisteriseloste on nähtävissä osoitteessa www.telia.fi/tietosuoja. Kaikki oikeudet muutoksiin pidätetään.

THANKS FOR READING! 😊

Have questions?

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