Kristina Relas

Redefining Consultation Packages for the Ecommerce Service Offering

in a Digital Marketing Software as a Service Company

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What a ride this past year has been! Combining Master's studies with full-time work has not been easy, but at the same time the program has supported my professional growth along the way greatly. The process of writing this thesis felt endless, but yet, here I am at the end, thankful and happy for the accomplishment.

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Abstract

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Service business is growing rapidly and in order to survive the increased competition, businesses need to focus on innovating and providing service activities that meet the needs of the customer and differentiate them from their competitors. Therefore many companies struggle with similar issues, such as what services they should provide for their customers, how these services should be designed and how they should be charged for. Hence, the objective of this thesis was to redefine consultation packages for the case company's ecommerce service offering in order to improve clarity, profitability and scalability for the solution.

The research for this thesis was conducted by applying the design research method, utilizing also mixed-method approach for collecting and analyzing the data. The primary method of data collection in this thesis was interviews, workshops and presentations. Existing documentation on the current packages and process were also used for qualitative analysis in the current state analysis stage, as well as for measuring the current performance of the consulting services in a quantitative manner.

Moreover, the research consisted of four stages, containing three data collection rounds. The first stage was a current state analysis, providing a summary of the strengths and weaknesses of the current Ecom consultation packages and the delivery process. The second stage of literature review, used to form the conceptual framework of the thesis, explored the existing knowledge of the main two weakness categories in the current state analysis, which were designing and packaging the service offering as well as pricing strategies for services. The third stage, building the proposal for the redefined consultation packages for the Ecom offering, was co-created together with the stakeholders by conducting several workshops and presentations gathering insights, ideas and feedback. The fourth stage was validating the proposal by the company's decision makers.

As an outcome, a proposal for redefined pick and mix consultation packages was introduced. The proposed packaging model is built upon all orders having to include presales and startup as compulsory elements with packaged pick and mix features to choose from, each of which contain a clearly outlined strategic and inspiring consultancy offering. Hence the proposed model provides more value to the customer, opens for upsell opportunities, and ensures the product's profitability without exposing the customer to Ecom features that they are currently not looking to implement. Further, packaging Ecom in the proposed way makes it easier to scope, sell and scale up with enhanced presale support from professional services.

Keywords	Consulting, professional services, service offering, service innovation, profitability, pricing models, pricing tactics

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1 Introduction

Service business is rapidly growing globally and across industries and is now the largest sector, accounting for almost 70 percent share of gross domestic product (GDP) worldwide (Buckley and Majumdar 2018). In order to survive the increased competition, businesses can gain competitive advantage by adapting the service-dominant logic and focus on providing service activities to meet the needs of the customer and differentiate them from their competitors (Lusch et al. 2007: 6-8).

Indeed, selling services often is a key component in innovative value propositions (Kommerskollegium 2016: 20). This encourages a broad spectrum of organizations to design and create new value propositions, but they only gain competitive advantage from service business if the whole organization is using service-dominant logic to survey itself and the whole market (Tekes 2010: 9). Due to this dynamic environment, companies cannot stick to their current value propositions and service offerings permanently, but need constant service innovations to remain profitable. (Lusch et al. 2007: 9; Kommerskollegium 2016: 20). Bettencourt et al. also state that it is not enough to only deliver a quality service to customers. Instead, companies that find entirely new service offerings that their customers find valuable will defeat their competition. (Bettencourt et al. 2013: 13)

Most of the companies operating in the service business context struggle with similar issues, such as what services should they provide for their customers, how should these services be designed and how they should be charged for. Even though one perfect solution that would work for every company does not exist, there are universal guidelines that can guide the companies in defining and designing their service offerings.

Therefore this thesis discusses these issues through a case study where the case company, working in the digital marketing software as a service industry, is looking to redefine consultation packages for their ecommerce service offering. These packages are redefined in order to provide better-tailored consultation services for the ecommerce solution customers and to ensure the profitability of the professional services and creative services departments delivering these services.

1.1 Business Context

The case company for this study is a Swedish software as a service (SaaS) company that focuses on data-driven marketing. During its eighteen-year existence, the case company has grown to be the Nordic market-leading provider of digital marketing solutions, such as marketing automation, lead generation, segmentation, email marketing and ecommerce. The case company currently has nine offices in six countries and employs over 280 people, helping more than 6000 customers around the world to create personal and valuable customer relationships regardless of the chosen platform and channel.

In the past, the case company has been mainly known for its email marketing software, focusing on the product itself, but the company is currently undergoing a shift from a product focus towards a service approach, operating in the whole digital marketing area. With this shift, processes are being changed from product focused to solution focused, which also means that the whole company culture needs to adopt the solution-based mindset. The case company provides different digital marketing software solutions, which then create value-in-use (Grönroos and Voima 2012: 136) for the customers, for example by providing better reach of the customer's end-customers, an increase in the amount of sales-qualified leads and bigger sales numbers overall.

In addition to the actual software, the case company is offering value-added services for their clients, such as creative services, support services and consultancy services. These additional services help customers gain better value-in-use by providing them hands-on help and best practices to develop their digital marketing actions, thus leading to increased perception in value they get from using the case company's software. Many of these services are offered locally and in the customers' language, which is an intended part of the business model and gives the case company a competitive advantage over some larger competitors in the digital marketing software as a service industry.

One of the solutions that the case company is providing is called Ecom. This ecommerce solution is meant for companies with online stores enabling them to act on behavioral data from visitors in their web shop by using personalized product recommendations or automated retargeting email flows in the case of cart abandonment, browse abandonment or post-purchase reminders. Indeed, the ecommerce business is rapidly growing as consumers shift their purchasing preferences from brick and mortar stores to online shopping. In fact, according to the study conducted by PostNord, 268 million European consumers did online purchasing in 2018 spending 198 billion euros in total (PostNord 2018: 8). Thus this thesis project was initiated to ensure the best possible service for the case company's Ecom clients to achieve great results by using the solution.

1.2 Business Challenge, Objective and Outcome

This thesis focuses on redefining consultation packages for the ecommerce service solution the case company provides to companies with online stores, called Ecom. The current Ecom offering consists of three inflexible product packages offered with multiple features. The Ecom solution is mainly delivered by the professional services department, which delivers the actual setup of the product, and consultation on the solution implementation as a managed service, where the amount of consulting work depends on the product package that has been bought. In addition, the creative services department is involved with designing and building the email modules that are used in the solution to provide personalized and visually engaging content for the online store visitors. However, the current pricing structure doesn't seem to support the managed service approach and doesn't cover the consultancy costs.

In addition, the contents of the case company's Ecom solution are currently not transparent enough and the customers have issues understanding and seeing what was bought, when it's done, and what other parts are included in the Ecom package that they purchased. Thus, as it has not been clearly defined what is actually included and when the managed service ends, the customers keep coming back to the professional services and creative services consultants with requests and questions because they themselves are never finished with the project. This results in professional services and creative services departments delivering unpaid hours and not being able to close the projects and charge for updates and changes outside of the original scope. Furthermore, the ecommerce solution is built on a third party platform, which affects the pricing and restricts the scalability of the solution.

Hence, *the objective of this thesis is to redefine the consultation packages for the Ecom service offering in order to improve clarity, profitability and scalability for the solution*. The *outcome of the thesis is a proposal for redefined consultation packages for the Ecom service offering* that the case company is providing.

1.3 Thesis Outline

This thesis discusses designing service and consultation offerings through service innovation, development and productization, and searches for recommendations for pricing consulting services packages. These topics are studied through a case study where the case company, working in the digital marketing software as a service industry, is looking to redefine consultation packages for their ecommerce service offering. Analyzing the case company's current Ecom consultation delivery process and packages is done by examining the existing package structure and process documentation, as well as conducting several stakeholder interviews and workshops. After the current state analysis, the method is to search for guidelines to redefining consultation packages for the case company's Ecom service offering by exploring the existing academic literature, press and internet sources around above mentioned topics.

This thesis is written in seven sections. Firstly, Section 1 describes the background of this thesis project. Section 2 follows by providing more detailed information about the research approach, data collection and analysis methods used in this thesis. Then, Section 3 analyzes the current state of the case company's Ecom consultation delivery process and packages by exploring their strengths and weaknesses. This is followed by Section 4 taking a look into existing knowledge about designing and packaging service offerings, and defining pricing strategies and models for consulting services, around which the conceptual framework for this thesis is built. Afterwards in Section 5, the findings of the current state analysis are merged with the conceptual framework to build a proposal for the redefined consultation packages for the Ecom offering, which is followed by validation of the proposal in Section 6. Lastly, Section 7 ends this thesis with an executive summary, conclusions and future implications for the thesis project.

2 Method and Material

This section presents the method and material used in this thesis in three subsections. First, the selected research approach is introduced. Second, the research design with key steps and data collection rounds is presented. Finally, data collection and analysis methods used in this thesis are described.

2.1 Research Approach

Grover (2015: 1) defines research as "*a systematic study of a problem attacked by a deliberately chosen strategy which starts with choosing an approach to preparing blue print (design) acting upon it in terms of designing research hypotheses, choosing methods and techniques, selecting or developing data collection tools, processing the data, interpretation and ends with presenting solution/s of the problem*". Thus, choosing the applicable research approach is a key element to applying also the corresponding research methods in order to be able to provide well-founded and solid results (Grover 2015: 7). However, choosing the right research method or approach depends on the challenge at hand, and whether existing theories explaining the investigated problem can be found (Kananen 2017: 45).

Research approaches are usually divided into qualitative and quantitative research, which help investigating the research problem and identifying any actions that could help solve the problem (Kananen 2017: 17). Creswell (2014: 4) characterizes qualitative research as using words and open questions to investigate and conclude the intent that individuals or groups have to a specific problem. In contrast, a quantitative approach uses numbers and closed-ended questions to measure and examine the association between the variables. Historically, the quantitative approach was the predominant research approach from late 19^{th} century to mid-20^{th} century, when in turn the qualitative approach gained popular interest. (Creswell 2014: 4)

A third approach, mixed method research, has been acknowledged as an appealing approach (Johnson et al. 2007: 112). According to Johnson et al. (2007: 113) mixed methods research could be described as "*an approach to knowledge (theory and practice) that attempts to consider multiple viewpoints, perspectives, positions, and standpoints (always including the standpoints of qualitative and quantitative research)*". Mixed method research originated when researchers and methodologists found combining qualitative and quantitative researches valuable for their research work already in the early 20th century (Johnson et al. 2007: 118), and was further developed during the latter half of the 20th century along with emerging interest in qualitative research (Creswell 2014: 4). However, the mixed method wasn't acknowledged as its own term for many years, and has only become the most popular term used for characterizing combining multiple points of views in research since the beginning of 21st century (Johnson et al. 2007: 118). This powerful third approach can enrich the research results by delivering a more actionable, holistic and balanced approach (Johnson et al. 2007: 129). Table 1 expresses the characteristics of these alternate research methods in more detail.

Table 1. Quantitative, mixed and qualitative methods (Creswell 2014: 17).

Quantitative Methods	Mixed Methods	Qualitative Methods
Pre-determined	Both predetermined and emerging methods	Emerging methods
Instrument based questions	Both open- and closed-ended questions	Open-ended questions
Performance data, attitude data, observational data, and census data	Multiple forms of data drawing on all possibilities	Interview data, observation data, document data, and audiovisual data
Statistical analysis	Statistical and text analysis	Text and image analysis
Statistical interpretation	Across databases interpretation	Themes, patterns interpretation

Table 1 summarizes the main characteristics of quantitative, qualitative and mixed methods explained by Creswell (2014: 17). While the quantitative method measures variables of performance, attitude, observational and census data, the qualitative method interprets interview, observation, document and audiovisual data. Hence, as the mixed method combines these two approaches, it utilizes multiple forms of data, providing a more holistic overview of the available data.

Other known research approaches, such as case and action researches, can be rather described as research strategies, as they utilize qualitative and quantitative methods instead of having their own methods (Kananen 2017: 28). Kananen (2017: 45) introduced a research strategy called design research, which combines action and development research characteristics and is used by e.g. Aalto University. In fact, design research can be seen as an applied action research and there are no immense differences, as both strategies aspire for improvement. However, while action research participates the researcher in developing and validating a cause, design research does not require the researcher's participation in a similar way, and can be vulnerable for remaining in the development stage. (Kananen 2017: 45) Nevertheless, development is always based on a theory or theories in design research and utilizes an applicable research approach. Additionally, design research mixes qualitative and quantitative research methods together to create new knowledge that improves a specific process, activity, situation or product. (Kananen 2017: 20-22). Moreover, process-like design research combines both development and research in a cyclic process of planning, action or recommendation and follow-up for on-going development work (Kananen 2017: 20, 44-45). Further, the project should be well documented and made public in order for a wider adaptation of the solution, as well as released for public debate and evaluation (Kananen 2017: 46-47).

The objective of this study is to redefine consultation packages for a case company's ecommerce service offering. Thus, an intensive analysis of the current packages needs to be conducted in order to be able to redefine the packages. The analysis consists of existing documentation of the packages as well as the delivery process, measuring the current performance by investigating time spent for the current packages from timesheets, calculating costs and analyzing the pricing structure, and involving the stakeholders in an intensive co-operation through qualitative interviews and workshops. Hence, this study utilizes the mixed-method approach for collecting and analyzing the data. Furthermore, as design research does not aim to generalize but concentrates on improving or developing a solution or recommendation for an organization or business, it is well suited by its nature as a research strategy for this study.

2.2 Research Design

Research design used for this thesis is presented in Figure 1. The research design consists of four stages, containing three data collection rounds. Figure 1 explains the logic of the research design as well as points to the outcome of each stage.

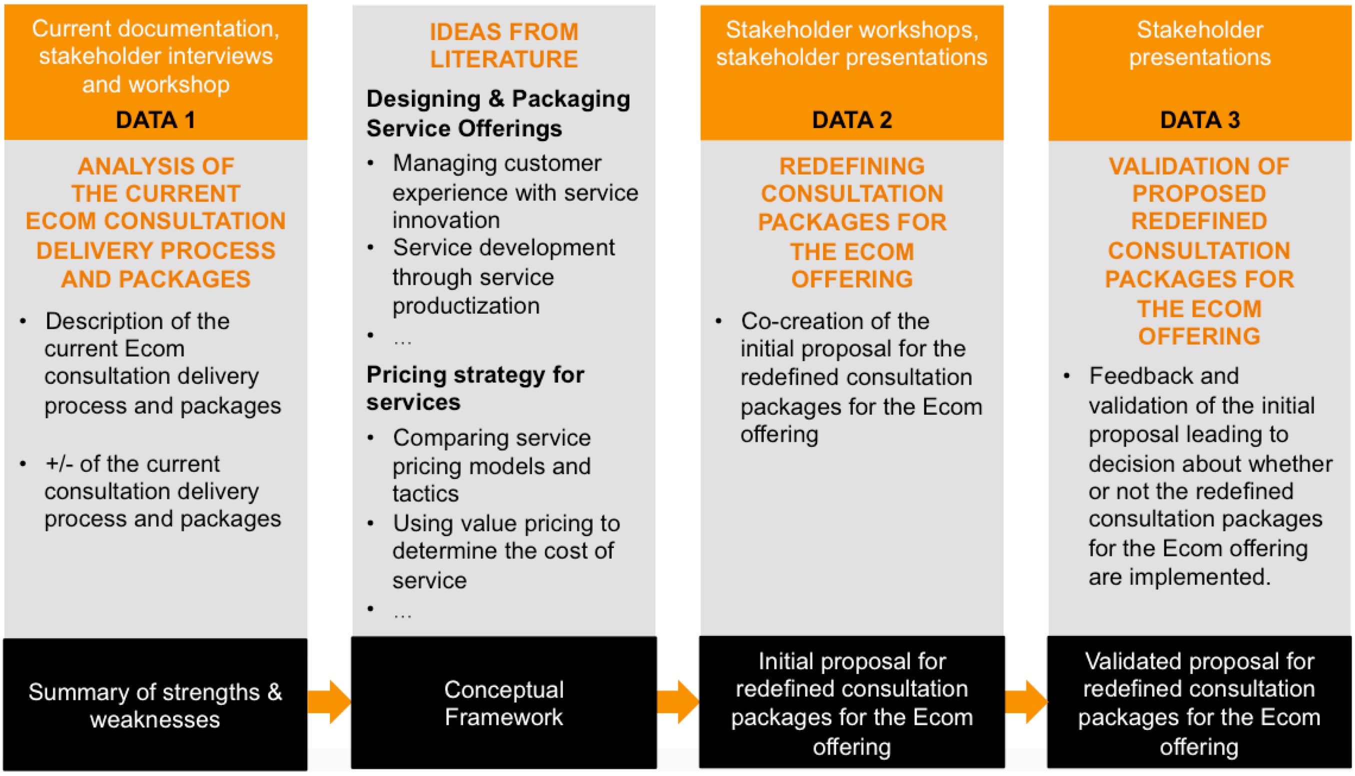

Figure 1. Research design used for this thesis.

The research design illustrated in Figure 1 starts with the analysis of the current Ecom consultation delivery process and packages. This first stage is conducted by exploring the existing documentation explaining the current packaging and the delivery process, measuring the current performance by investigating time spent for current packages from timesheets, calculating costs and analyzing the pricing structure, and involving the stakeholders in qualitative interviews and a workshop. As a result, a summary of the strengths and weaknesses of the current Ecom consultation packages and the delivery process is provided.

Second stage of the research design, a literature review, studies the existing knowledge and best practices about overcoming the weaknesses found in the current state analysis to build a conceptual framework for the thesis. Thus, in this thesis the conceptual framework focuses on designing and packaging services as well as pricing strategies for consulting services. The proposal is then developed in the next stage based on the conceptual framework.

The third stage, building the proposal for redefined consultation packages for the Ecom offering, is co-created together with the stakeholders by conducting several stakeholder workshops and presentations, gathering insights, ideas and feedback from all relevant stakeholders. Hence, this stage forms the second data collection round and results in the proposal for the redefined consultation packages, which is then presented to the decision makers for validation in the fourth stage.

The validation of the proposed redefined consultation packages for the Ecom offering is the final stage of the research design. Thus, feedback and validation of the proposal form the last data collection round and lead to a decision about whether or not the proposal for the redefined consultation packages for the Ecom offering is implemented.

2.3 Data Collection and Analysis

This thesis draws upon mixing both qualitative and quantitative data collected from three data collection rounds and utilizes materials such as existing documentation, face-to-face interviews, workshops, and presentations. The first data collection round is the current state analysis. The second round of data is collected from the co-creation of the initial proposal. Finally, the third data collection round is formed in the validation stage of the proposal. Table 2 presents in detail all data gathered during the three different data collection rounds.

Table 2. Details of interviews, workshops and presentations collected in Data 1-3 rounds.

	Participants	***Collected data***	***Topic or description of the data***	***Date, duration***	***Recorded***
	DATA 1 FROM THE CURRENT STATE ANALYSIS				
1	Respondent 1: Ecommerce specialist	Interview, face-to-face online	Detailed description of the process, view on the current packages and process; strengths, concerns and development needs.	4 Jan 2019, 65 min	Field notes, audio recording
2	Respondent 2: Commercial product manager for Ecom	Interview, face-to-face online	Purpose of the project, view on the current packages and process; strengths, concerns and development needs. Future plans for the Ecom product.	9 Jan 2019, 75 min	Field notes, audio recording
3	Respondent 3: Project manager / Ecom	Interview, face-to-	View on the current packages and process;	11 Jan 2019,	Field notes, audio re-

	consultant	face online	strengths, concerns and development needs. Customer needs and wants.	51 min	cording
4	Respondent 4: Professional services consultant 1	Interview, face-to-face online	View on the current packages and process; strengths, concerns and development needs. Customer needs and wants.	14 Jan 2019, 47 min	Field notes, audio recording
5	Respondent 5: Business controller	Face-to-face interview	Current pricing margins, expected and actual.	6 Feb 2019, 30 min	Field notes, audio recording
6	Participants 6-13: • Commercial product manager for Ecom • Ecommerce specialist • Professional services manager • Head of customer success management • Professional services consultant 2 • Creative services consultant • Creative services manager • Account manager 1 • Account manager 2	Workshop 1, face-to-face	Mapping the current delivery process and identifying critical pain points. Different stakeholder's view on the current packages and process; strengths, concerns and development needs. Customer needs and wants by each department.	15 Jan 2019, 3 hours	Field notes, audio recording
	DATA 2 FROM PROPOSAL BUILDING				
7	Participant 1: Ecommerce specialist	Workshops 1-5, face-to-face	Co-creation workshops for building the proposal with the Ecommerce specialist.	• 19 Feb, 6 hours • 20 Feb, 6 hours • 28 Feb, 6 hours • 8 March, 5 hours • 15 March, 2,5 hours	Field notes
8	Participant 2: Creative services consultant	Workshop 6 / discussion online	Discussion about the creative services department needs.	5 March 2019, 60 min	Field notes, audio recording
9	Participants 3-5: • Project manager / Ecom consultant • Professional services consultant 1 • Professional services consultant 2	Presentation 1, face-to-face online	Presenting initial proposal for the stage 1 stakeholders (professional services department) that are delivering the Ecom solution. Feedback gathered for co-creation.	18 March 2019, 60 min	Field notes, audio recording
10	Participants 6-7: • Professional services manager • Head of customer success management	Presentation 2, face-to-face online	Presenting initial proposal for the stage 1 stakeholders from operations management. Feedback gathered for co-creation.	21 March 2019, 75 min	Field notes, audio recording
11	Participants 1, 6 & 8:	Workshop	Workshop around pricing	2 April	Field notes,

	• Ecommerce specialist • Professional services manager • Commercial product manager for Ecom	7, face-to-face online	the service packages.	2019, 45 min	audio recording
12	Participants 9-14: • Ecommerce specialist • Creative services consultant • Professional services consultant 2 • Professional services manager • Commercial product manager for Ecom • Account manager 1	Workshop 8, face-to-face	Presenting and discussing the proposal in a workshop with all the key stakeholders. Opinions, improvement suggestions, other comments. Feedback gathered for co-creation.	3 April 2019, 3 hours	Field notes, audio recording
13	Participant 1: Ecommerce specialist	Workshop 9, face-to-face	Tweaking the proposal based on feedback gathered from workshop.	3 April 2019, 90 min	Field notes
	DATA 3 FROM VALIDATION				
14	Participants 1-4: • Commercial product manager for Ecom • Ecommerce specialist • Professional services manager • Head of commercial operations	Presentation 1, face-to-face online	Validation round 1 with Head of commercial operations and managing stakeholders. Evaluation of the proposal for redefined consultation packages for the Ecom offering.	10 April 2019, 55 min	Field notes and recording
15	Participants 1-4: • Ecommerce specialist • Professional services manager • Head of commercial operations • Chief commercial officer • Chief financial officer • Chief operations officer • Chief product officer • Chief executive officer	Presentation 2, face-to-face	Validation round 2 with C-suite and managing stakeholders. Evaluation of the proposal for redefined consultation packages for the Ecom offering.	16 April 2019, 55 min	Field notes and recording

Data for this thesis was collected from three different rounds as seen in Table 2. The first round of interviews and a workshop was conducted for the current state analysis. The second round of data was collected during the co-creation for building the proposal. This collection round consisted of multiple workshops, presentations, and related discussions with different stakeholders in order to collect insights, opinions, and feedback for effective co-creation of the proposal for the redefined consultation packages for the Ecom offering. The third and final collection round was getting validation for the proposal from responsible decision makers among the managing stakeholders and the C-suite, conducted during two different presentations. As documented in Table 2, all data from the interviews, workshops and presentations is available as field notes and most also as audio recordings, if further revisions are needed.

The primary method of data collection in this thesis was interviews, workshops, and presentations, which were conducted as semi-structured online face-to-face interviews with questions created in advance. Examples of questions used for the interviews 1-3 can be found in the Appendix 1-3, including the field notes for the Interview 1 in the Appendix 1. The interviews were also recorded for future reference. The workshops however were held on the company premises in Sweden and Finland and are recorded as field notes. The field notes were analyzed by utilizing the thematic analysis method (Boyatzis 1998: 4) to get a holistic understanding of the strengths, weaknesses and development needs of the current Ecom consultation packages as well as gathering customer needs and wants for the proposal co-creation in addition to collecting feed-back in the proposal building and validation stages.

Furthermore, internal existing documentation on the current packages and process were used for qualitative analysis in the current state analysis stage. Additionally, quantitative analysis was conducted using data on time spent for current packages from timesheets, and analyzing expected and actual pricing margins from previous projects. As a result, Table 3 presents all the internal documentation and data used as background information for the current state analysis of this thesis.

Table 3. List of internal documents used for the current state analysis in Data 1 round.

	Internal document / source	***Description***	***Other details***
1	Ecom package description	Illustrated description of the current packages.	1 page
2	Ecom project description	Internal document for guiding the Sales representative through the necessary steps in a typical Ecom project. Explaining the project cycle and defining roles and responsibilities, project milestones as well as systems and tools used.	8 pages
3	Ecom lifecycle document	Detailed internal description of all the steps in Ecom lifecycle.	10 pages, 1 chart
4	Price lists	Price lists for product packages and monthly subscription costs in addition to partner pricing structure.	3 pages

5	Roadmaps for current Ecom packages	Roadmap for Basic, Business and Enterprise package projects.	6 pages
6	Ecom battle card 2018	Battle card including industry overview, solution overview, pricing model, consulting offerings, targeting and competition.	9 pages
7	Order management and time management system	Analyzing past orders and related timesheets.	Data from 2016-2018
8	Cost per head in professional services	Description of the cost per head in professional services.	1 page

As seen in Table 3, this thesis also analyzed eight different internal documents or data sources for the current state analysis stage of data collection. The main documents described the current package structure and delivery process, and were analyzed utilizing the content analysis method (Montgomery and Duck 1993: 293) to gather all necessary background information on the contents of the current offering. Additionally, past orders and related time sheets were investigated from years 2016-2018. Consequently, expected and actual price margins for corresponding orders were calculated in order to be able to better understand the profitability of the consultancy services related to the Ecom projects. To summarize, most of the data collection was done in the current state analysis stage to establish a holistic view of the current consultation packages for the Ecom offering. The findings from the current state analysis are discussed in more details in Section 3 starting from next page.

3 Current State Analysis

This section discusses the current state of the case company's Ecom packages and service processes from the consultancy point of view in five subsections. First, an overview of the current state analysis stage is provided. Second, the case company's current Ecom solution packages are analyzed to find areas of improvement. Third, the whole service delivery process is mapped to better understand the work done by the professional services and the creative services departments, as well as to identify any critical pain points in the process. Fourth, any identified customer needs, wants and issues in the current Ecom packages and the delivery process are addressed to get the customer point of view included. Fifth, a summary of the findings from the current state analysis is formed at the end, as the purpose of this section is to analyze the strengths and weaknesses of the current offering in order to be able to redefine the consultation packages for the case company's ecommerce service offering.

3.1 Overview of the Current State Analysis Stage

Data for this report was collected in four main steps. The first step was to investigate the existing documentation on the current Ecom package contents, the pricing structure and the delivery process. In the second step, four individual interviews were conducted with the Ecom team members and the commercial product manager for Ecom. Due to the interviewer's and the respondents' different geographic locations, the interviews were conducted online using the Google Hangouts video conferencing system. These interviews were conducted to provide an overview of the respondents' perception of the current Ecom packages and delivery process as well as the key strengths, concerns, development areas and identified customer needs and wants. Third, a business controller was included in a face-to-face interview to discuss the expected versus actual profitability margins for the Ecom services. Fourth, a workshop was conducted, where all the parties involved with the Ecom delivery process at the case company were present: account management, professional services, creative services and product. The workshop was arranged onsite in the case company's office in Malmö, Sweden. The purpose of the workshop was to get all the stakeholders' input, to map the process steps in detail, identifying any possible pain points in the current Ecom delivery packages and processes for each department involved with the delivery, and to align needs for the redefined Ecom consultation packages.

3.2 Current Ecom Solution Packages

Ecom solution is one of the tools that the case company provides to their customers in order to strengthen their digital marketing actions, with this particular solution, the ecommerce actions. The current Ecom offering consists of three inflexible product packages: Basic, Business and Enterprise. These packages are offered with multiple features, suitable for both smaller and bigger customers, bundled with corresponding consultancy hours. The contents of the current packages are presented in more details in Table 4.

Table 4. Contents of the current Ecom packages.

BASIC PACKAGE	BUSINESS PACKAGE	ENTERPRISE PACKAGE
• Abandoned cart • Newsletter activity report • Enriching customer data based on last purchase information	• Abandoned cart • Browse abandonment • Post purchase triggers • Newsletter activity report • Enriching customer data based on last purchase information	• Abandoned cart • Browse abandonment • Post purchase triggers • Product recommendations in newsletters • Newsletter activity report • Enriching customer data based on last purchase information
Included consultancy hours: Total 11 h (7 h PS + 4 h CS) **Margin: 34 %**	Included consultancy hours: Total 28 h (16 h PS + 12 h CS) **Margin: -12 %**	Included consultancy hours: Total 51 h (35 h PS + 16 h CS) **Margin: -53 %**

As seen from Table 4, the current Ecom packages are built upon each other providing more features, such as abandoned shopping cart and browse abandonment reminders, as well as product recommendations, depending on the chosen package. Each feature also includes setting up three different trigger activities; such as three different product recommendation modules or three different reminder flows. On top of the actual software, the package includes help from the case company's two consultancy departments, the professional services (PS) and the creative services (CS), for doing the actual setup and guiding the customer to the solution with some best practice tips. According to several interviewees in the Data 1 stage, a long history and vast knowledge in email marketing as a company enables the consultancy departments to provide strategic consultation to the customers, hence their involvement creates trust also already in the presales phase. In addition, these services are offered locally, and a dedicated consultant guides the customer in the whole process, which helps to improve customer loyalty.

Table 4 also presents the consultancy hours included in each package for both professional services and creative services, along with the current profitability margins when internal costs for delivering the service are deducted from the price of the package, and the remaining amount is then divided by the price of the package. According to the professional services manager, the professional services department aims to have at least 50 % margin for profitability, but as expressed in Table 4, current margins are hardly profitable for the Basic package with a margin of 34 %, and get even as unprofitable as -53 % in the Enterprise package.

Additionally, the Ecom solution is currently delivered as a managed service, including consulting work, which depends on the product package that has been bought. However, as discovered from the interviews, the current pricing structure doesn't support the managed service approach and doesn't cover the consultancy costs. Moreover, the interviewees think that the contents of the solution are not transparent enough and the customers have issues understanding and seeing what was bought, when it's done and what other parts are included in their Ecom package. According to the ecommerce specialist quoted from the interview 1:

> *As a result of the customers not being able to pick the suitable features themselves, there are difficulties in closing the projects, because they are not ready or don't want to implement the remaining features that are included in the package they needed to purchase.*
>
> Data 1, interview 1: Ecommerce specialist

This results in professional services and creative services delivering unpaid hours and not being able to close the projects and charge for updates and changes outside of the original scope, which has an unprofitable margin to begin with. Thus the current way of working seems to be inefficient, and even more, unprofitable.

The managed service is needed because the case company uses third party partner as the technical platform, and customers cannot do changes to the setup themselves, but need help from the professional services and the creative services consultants instead. At the moment the customers can only see the reporting part and create the content for the Ecom emails. However, the case company is currently developing a new platform, which would then allow the customers to have more responsibility in the actual setup, giving them the opportunity to for example setup trigger rules and design modules themselves. Nevertheless, it will take some time before the platform is ready for use, and the packages and the process need redefining in order to improve the performance and make the consultancy services more profitable and efficient already in preparation for the new platform.

This current state analysis investigates the first part of the Ecom delivery process in more detail in the next subsection, as it is usually about setting up an abandoned shopping cart reminder, which is part of all of the Ecom packages. These process steps generally apply to other features as well and form a comprehensive understanding of the work to be done by the professional services and the creative services in the Ecom solution implementation phase.

3.3 Description of the Current Ecom Delivery Process

Understanding the strengths and weaknesses in the current Ecom delivery process is important in order to be able to redefine the consultation packages for the Ecom offering. Detailed information on all the required tasks and any critical issues in the process help in sculpting the proposal for redefined packages, as well as in identifying improvement areas in the process that could be developed simultaneously. This subsection first maps all the process steps in the current delivery process and then summarizes the identified critical pain points in the current process.

3.3.1 Mapping the Current Ecom Delivery Process Steps

The current Ecom delivery process was mapped in a workshop with help from internal documentation, and is described in details in Figure 2. The Ecom delivery process consists of 23 steps in total in the delivery phase, in addition to the support step after the delivery process as the 24th step. The responsibilities in the Ecom delivery process are divided between the customer, the account management team (AM), the professional services team (PS) and the creative services team (CS), also involving the third party partner in certain steps. Other parties involved with the process are the product team, the order management team and the research and development team (R&D). All of these departments fortunately have strong internal collaboration in place, which makes the process smoother despite many stakeholders involved.

Figure 2. Illustration of the current Ecom delivery step-by-step process. Identified critical pain points marked by red frame.

Figure 2 describes the current Ecom delivery process as a step-by-step illustration. The whole process starts when the account manager (AM) identifies an opportunity for selling Ecom for a customer. The sales department owns this process, and the professional services (PS) are not involved. The step consists of identifying and approaching potential clients and understanding the needs and challenges they have.

The second step is for presale, where the professional services department is in charge. The account manager places a presale request through the order management system, and provides details of the specific case and the customer. The professional services consultant then looks at the web shop to validate that Ecom solution will function on the customer's site. The professional services consultant spends around 30 minutes to two hours in this step depending on the amount of information given by the account management and the scope of the site(s) including additional site brands, languages and currencies.

The third step is for the order proposal approval, where the account management and the professional services share the responsibility. The account manager creates a proposal in the order system and the professional service consultant approves the Ecom package included in the order. The professional services department has one to five days to approve the order, thus the account management department is encouraged to create orders in time to avoid chaotic situations, and as the commercial product manager for Ecom stated in the Interview 2 in Data 1 stage: "*last day of the month stuffing*". The approval lies in securing that the included Ecom package is covered cost wise with regard to the invoice the partner will charge from the case company for using their platform. The professional services consultant spends around 15 minutes to two hours in this step for declining or approving the proposal and sending possible questions to sales.

The fourth step is for signing the order and the contract, and the responsibility lies in the professional services department as well as in the order management team. The account manager finalizes the order in the system and the order management team then creates all the needed errands for consultancy depending on the Ecom package that was chosen by the customer. The professional services department spends around 15 minutes in this step to assign a consultant for the errands and to make sure all needed consultation errands have been created.

The fifth step is for filling in the sales information form. The account manager needs to fill in the sales information form found in the intranet. This initiates the Ecom process for the client and is the first critical milestone in the process. When the account manager fills in the information about the newly signed Ecom client, a trigger sends an email to the new Ecom customer. It includes information on the next steps, a timeline for the Ecom package they bought as well as a link to a survey with questions. The professional services department needs the answers in order to create an Ecom account for the customer and to send information to the partner for customization of the script. This survey also enables the professional services to get alerted that a new Ecom case has been received. The account manager needs to confirm with the client that they received the email and highlight the importance of filling it in swiftly. The professional services consultant spends on average 15 minutes in this step for reaching out to the account managers to remind them about the sales information form, as very few fill it in immediately.

The sixth step is for making sure the customer fills in the Ecom survey providing all the necessary information for the implementation. The account manager needs to stay in dialog with the clients and push them to get the survey answers sent in, or otherwise the implementation work cannot get started. Thus, this is the second critical milestone in the process. Nonetheless, according to the professional services consultant 2 from workshop 1 in Data 1 stage:

> *Some customers take days or even weeks to get this done and it might require several reminders for account manager to get them push the customers to send in the answers.*
>
> Data 1, workshop 1: Professional services consultant 2

Hence, the professional services consultant spends at least 15 minutes in this step, possibly a lot more, for reaching out to the account managers to keep pushing the customer to get the responses in order to move forward in the process.

The seventh step is for signing the partner's order and setting up the account. The professional services department is in charge of this step together with the partner. The assigned professional services consultant fills in the partner order form with basic information on the package and the Ecom deal sold. The partner then provides confirmation for the price and sends over a contract, which needs to be signed by the ecommerce specialist. When signed, an account activation email is sent to the consultant in charge of the implementation, so he / she can activate the account and access the unique script and verification image pixel. The consultant then sends the script and the pixel to the account manager so that they can continue the dialog and push the customer to get the script and the pixel implemented swiftly. The professional services consultant spends around 15 to 30 minutes in this step.

The eighth step is then for implementing the script and the pixel, which the account manager is responsible for together with the client. Unfortunately according to the interviews done for the current state analysis, this is a step that can take one day to even two months. Thus, the account manager is supposed to chase the customer to implement the script and the pixel, as professional services can't proceed with the process if they are not implemented. Hence, this is the third critical milestone in the process. In this step, the professional services consultant spends at least around 15 minutes for reaching out to the account manager to keep pushing the customer, as professional services is waiting for the implementation to move forward in the process.

The ninth step is for script customization and account preparation, which the professional services department is in charge of, together with the partner. When the answers from the Ecom survey have been received and the script and the pixel have been confirmed to be in place, the professional services can ask the partner support department to start the script customization work on the customers website. Normally the partner support is finished with the customization work within one to two days. The professional services consultant can meanwhile prepare the customer account, activate the Ecom tool, set up all the triggers in the partner platform and connect the customer account with the partner platform. The professional services consultant spends around one to three hours in this step, using information from Ecom survey to fill in the partner knowledge transfer form on the client account, and creating triggers in the partner system and activities on the customer account.

The tenth step is for having a startup meeting for Ecom together with the professional services consultant, the account manager and the customer. The professional services consultant is responsible for setting up the meeting, however it is mandatory for the account manager to attend. It is also vital that the script and the pixel are confirmed to capture data reliably prior booking the meeting. Agenda of the meeting consists of the next steps of the process and going through the settings and requirements for the abandon cart trigger. The participants in the meeting also discuss the timeline and the abandon cart module layouts, ideas about the email content, and emphasize the need for the client to deliver the content and translations for the module as well as the content for the email. The professional services consultant spends around two to three hours in this step.

The eleventh step is for creating the content, which the customer is responsible for. The professional services consultant places the emails on the customers' account and the customers should create the actual content and the possible translations themselves. It is however a challenge to get the customer to deliver the content to move forward, thus the professional services consultant often turns to the account manager for getting help in pushing the customer. Consequently, sometimes the professional services consultant even ends up writing the copy of the email so that the project can move forward. However instead of seeing this as a challenge, the commercial product manager for Ecom encourages to embrace this as an opportunity:

> *I don't know if it's a challenge but maybe an opportunity, but one of the hiccup points where we get stuck is the content part where the customer should create the content for their Ecom email and try to make it as compelling that the customers want to go back to the site. The customers are extremely slow with that. I would say that in eight out of ten cases they get completely locked down and out of creativity and don't know how to create that and ask for examples. So I think there's an opportunity there that instead of making them feel they have to ask for help, we could proactively create packages to help them with it and prepare things for them. And I think even with the new platform this would be the sort of help that they would want.*

Data 1, interview 2: Commercial product manager for Ecom

Therefore, currently the professional services consultant spends around 30 minutes to two hours in this step by sending reminders, responding to questions and sending creative ideas or inspiration to the customer. However, this would be a good service step to develop in the redefined consultation packages.

The twelfth step is for placing the order for the Ecom module. The professional services consultant places the order for the creative services department for the module(s) providing all the needed information; order number, customer account number, translations, design requirements etc. The creative services consultant is then responsible for creating the module(s). However, there is no efficient procedure in place in this step, as the creative services consultant has no contact with the customer. Thus, when obvious issues with what is, or can be captured are arising, the creative services consultants need to go through professional services to reach out to the customer and / or the partner support. The professional services consultant spends around 30 minutes to two hours in this step depending on the case. The creative services consultant spends 4 hours in general for creating the module.

The thirteenth step is testing the setup and the content, which the professional services department is responsible for. The professional services consultant tests the trigger by receiving all the abandon shopping cart emails that would have been sent to customer's end customers. Testing includes checking images, texts and prices to identify any issues or problems. Challenge is to understand and to spot all the possible issues that can occur. Thus, when there is an issue, a great amount of communication is needed between the professional services, the partner and the creative services. The professional services consultant spends around two to four hours in this step, assuming that there are no large issues and only one set-up is provided.

The fourteenth step is for having the round of proofs, which the customer is responsible for. When the professional services consultant has approved the testing, the customer is set up catching all the triggered emails in order to be able to comment and request for corrections for the module design. The challenge here however is a prolonged discussion on the data, particularly what is being captured and displayed, and how. Sometimes issues are caused by how the script was customized and sometimes just because of poor quality content and platform classifications. As a result, this step usually needs research from the professional services engaging the creative services and the partner. The time spent by the professional services consultant in this step varies between one to three hours.

The fifteenth step is for preparing for going live, which the professional services department is responsible for together with the partner. The professional services consultant alerts the partner about the client being ready for going live. The partner then has a procedure to follow when going live and they will let the professional services consultant know when everything is actually ready for going live. The professional services consultant spends around 15 minutes in this step.

The sixteenth step occurs when the customer approves going live with the solution. The professional services consultant needs confirmation from the customer that they are ready for going live. The professional services consultant spends around 15 minutes in this step, communicating with the customer and logging information in the documentation platform for future reference.

The seventeenth step is for cleaning the test data, which needs to be done by the research and development team (R&D). The professional services consultant alerts the product manager with information on the customer account id and the date when that customer was set live. The product manager then arranges that the test data prior to that date will be cleaned out from the Ecom tool. The professional services consultant spends around 15 minutes in this step.

The eighteenth step is again for setting up for going live. The professional services consultant sets the trigger live in the partner platform and secures all the settings chosen by the customer, mainly whom to send to and settings for opting out. However, in the event of a customer with several site brands and triggers, going through the settings can be time consuming. The professional services department spends usually between 15 to 45 minutes in this step.

The nineteenth step is for taking care of questions and issues, which the professional services department is responsible for. When setting up for going live, the professional services consultant also books a result review meeting with the customer and the account manager. This meeting is normally conducted within two to three weeks after going live, so that there is authentic data and results to look at and discuss. During the time leading up to the meeting there are normally a few questions raised by the account manager and the customer. This requires the professional services consultant to troubleshoot and research a fair amount of time. The challenge is to be prepared for any kind of questions, creative or technical. The professional services consultant also needs help from the partner support and the creative services to figure out what is needed to provide an answer or a solution for the customer in order to live up to the expectations. The time spent in this step by the professional services depends on the case, in general being greater than what was planned for.

The twentieth step is for having the result review, which the professional services consultant is responsible for together with the account manager and the customer. The professional services consultant books and plans this meeting, but it is mandatory for the account manager to attend. The results and remaining questions are discussed with the customer in addition to focusing on reading the reports. The next steps are also discussed in this step depending on the Ecom package bought, or if the customer wants to activate 2nd and 3rd reminder for the abandon cart email. The professional services consultant spends around two to three hours in this step for preparation, looking at the results and conducting the actual meeting with a summary.

The twenty-first step is for following up, which the professional services consultant is responsible for. The professional services consultant responds and follows up to any questions raised in the result review meeting. Sometimes the issues need more investigation and thus cannot be closed promptly. Finding a way to avoid these issues and making sure they are covered as much as possible earlier in the process is however challenging. The time spent by the professional services in this step depends again on the case, being too much in general.

The twenty-second step is for signing off, or for next steps, where the professional services department is responsible. The professional services consultant signs off the project if the customer has purchased the Basic Ecom package, i.e. only the abandon cart trigger, and hands over all future communication with the customer to the account manager. Alternatively, if the customer has purchased Business or Enterprise packages, the professional services consultant focuses on the next steps of getting content in place for the remaining activities. The professional services consultant usually spends around 30 minutes in this step.

Thus, the twenty-third step loops back to the eleventh step for customer creating the content, and the professional services consultant chasing the customer to get ready. This step would then again be followed by possible Ecom module work by creative services and testing, continuing the same steps as in the first round all over again. The professional services consultant spends a minimum 30 minutes in this step, possibly much longer depending on the case.

The twenty-fourth and the final step is for support, where the support team, the professional services team and the creative services team all may be responsible for, depending on the case. The challenge however lies in the fact that the support department needs to turn to the professional services department in almost all Ecom related support errands due to lack of knowledge. Hence, the professional services department currently takes 95 % of the support errands, and in 50 % of the cases also needs to involve the partner. The creative services department is needed in case of adjusting and tweaking the code. Data on the time spent on the support cases by the professional services, the creative services, and the support team, has however not been collected in a centralized manner.

3.3.2 Summary of the Critical Pain Points in the Current Ecom Delivery Process

Mapping the process together with the stakeholders during the workshop 1 in the Data 1 stage revealed eight critical pain points in the current Ecom delivery process. The steps, which were identified as having critical challenges, were: 1. Opportunity, 2. Presale, 4. Order and contract signed, 6. Ecom customer survey, 10. Startup meeting, 12. Professional services to place order for Ecom modules, 22. Sign off or next steps and 24. Support. These pain points are explained in more detail in Table 5.

Table 5. Identified critical pain points and challenges in the current Ecom delivery process with documented improvement suggestions from the stakeholders.

	Challenges	Improvement suggestions
Step 1. Opportunity / Client needs	• Knowledge level for sales not sufficient enough • Sales don't engage with the documents that have been created • Customer doesn't have a clear picture of the whole process and responsibilities	• More clear and simplified sales documents ***(Account manager 2)*** • Throwing ball to sales about how they wish to learn and what they need from professional services to clarify the process even more ***(Professional services consultant 2)*** • Project template for the customer to follow the process, "live document" ***(Account manager 1)***
Step 2. Presale	• False expectations caused by insufficient knowledge level from sales • Getting the right persons with the required knowledge to attend from customer's side • Aligning and documenting the scope together with the customer • Getting stuck with complexity	• More involvement from professional services in the pre-sale phase, meetings in person with the customer ***(Commercial product manager)*** • Clarifying early enough what kind of persons need to be involved with the project from customer's side ***(Ecommerce specialist)*** • Making the package clear and transparent ***(Professional services manager)*** • Change requests that are out of scope can be done but will be charged for and affect the timeline ***(Professional services manager)*** • Complex cases would require project management ***(Professional services consultant 2)***
Step 4. Order and contract signed	• Professional services need to remind sales multiple times about filling in the Sales Ecom survey	• Automated reminder for sales to fill in the Ecom form from the order system after the order has been placed ***(Account manager 2)***
Step 6. Ecom customer survey	• Current information for the customer in the triggered startup email with the overview of the project timeline is not that detailed and doesn't explain the responsibilities clearly	• Project template with timeline and responsibilities shared with the customer as a "live doc", clarifying also the internal responsibilities and project management need ***(Account manager 1)***
Step 10. Startup meeting for Ecom	• Ownership and responsibilities are not clear; who should be the project manager, sccount manager or professional services consultant? • Lack of knowledge in sales	• Specified sales Ecom professional at each office, who could help sales persons selling Ecom with their questions and point them to the correct existing Ecom documentation ***(Professional services consultant 2)***
Step 12. Professional services to place orders for Ecom modules	• Responsibilities for creating the module code and designing the module are not clear enough (partner, professional services, creative services) • Creative Services not in contact with the customer about the module design, do their own investigation and proposed design, needs usually a lot of changes and back and forth emails between the client, professional services and creative services • Changes are not really limited and the process can go on for weeks or even months	• Roles and responsibilities need to be defined clearly ***(Creative services manager)*** • Specify a list of basic information needed for designing the module, Sketching the design together with the client in the startup meeting ***(Ecommerce specialist)*** • Sending an automated email to the customer, where to design the module themselves; choose attributes, color, font, style ***(Creative services consultant)*** • Needs clearly defined limitations, such as how many and what changes can be done without extra charge, and how many round of proofs are included ***(Creative services manager)***
Step 22. Sign off or next steps	• Responsibility for who should be in charge for following up when things stay still on customer's side is unclear • Professional services have a lot of pressure from the partner asking about the status, and it takes time to try to reach the customer repeatedly	• The amount of reminders that professional services will send to the customers should be limited, e.g. to two times, and then the account manager should take the ownership ***(Ecommerce specialist)*** • Professional services to stop the partner from sending so many reminders about the status before they have any news from the customer ***(Commercial product manager)***
Step 24. Support	• Support ownership is not clear to the customer, in which cases they can contact to get support with, and which cases are counted as consultancy that should be charged for • Don't know whom to contact when the project has been closed, professional services or support • Support has long lines, insufficient knowledge in Ecom and don't have access to the partner system, need to anyway involve professional services in 95% of the cases, causes delays and extra tickets	• Support ownership should be explained to the customer ***(Account manager 2)*** • Contact professional services instead of support for now, as it takes too much time to solve the cases ***(Commercial Product Manager)*** • Ticket could be sent to professional services with Ecom support tag, so the Ecom team could acknowledge the ticket faster ***(Ecommerce specialist)***

Table 5 summarizes the critical pain points and challenges in the current Ecom delivery process. As seen in Table 5, in addition to the challenges, also some improvement suggestions that were raised up in the workshop 1 in the Data 1 stage were documented for future reference, and the ideas can be utilized when building the initial proposal. However, even though the purpose of this thesis is not in improving the Ecom service delivery process, some improvements might be co-created as a secondary benefit.

3.4 Identifying Customer Needs and Issues

The interviews, as well as investigating the processes, revealed some customer needs and issues that need to be taken into consideration when building the proposal for redefined Ecom consultation packages. There were references to the current package contents not being clear enough to the customers, as well as the package being too overwhelming with multiple activities included in one feature, for example three different abandoned cart email flows with one to three emails each. In addition, as the current packages are inflexible, customers might need to purchase more features than they want and need in order to get the one feature that they desire, for example product recommendation which is only part of the Enterprise package. The statements below gathered from the individual interviews and the workshop in the Data 1 stage verify these issues:

> *I don’t think the customers understand the extent of the work behind each project, as they can’t see the steps in the process. Therefore it would be useful to have a shared document with the customer expressing all the steps and keeping the customer updated on where we are with the project.*
>
> Data 1, workshop 1: Account manager 1

> *To be honest, the fact that the customers can create three activities within one feature, each then containing up to three emails just confuses the customer. In many cases they don’t know what to do with even the first one. I think we give them too much choice that stresses them out and creates backlog for ourselves.*
>
> Data 1, workshop 1: Ecommerce specialist

> *We constantly struggle with not being able to close the projects because the customers are not ready or don't want to implement the remaining features that they have with the package. They are usually just relieved with getting the abandoned shopping cart implemented, and don't have the energy or inspiration to continue to other features straight away. So we need to constantly remind them and push them to move forward.*
>
> Data 1, interview 4: Project manager

Another issue that came up in the current state analysis is the knowledge transfer within the client company. The issue occurs if the customer contact person changes in the middle of the project, or after the project has been closed, as there seems to be no knowledge transfer inside the client company about the features that have been implemented. This results in the new contact person(s) reaching out repeatedly to the professional services consultant asking questions about the setup and possibilities. Thus, as the solution is sold as a managed service, this creates yet more unpaid work for the professional services consultants.

Nevertheless, the interviewees felt that dedicating one professional services consultant to guide the customer in the entire process is a definite strength and can be seen providing more trust and customer loyalty. The ecommerce specialist in the interview 1 in the Data 1 stage also expressed this as below:

> *Ecom is currently a managed service, and that means basically that we do hold the customer's hand from the beginning till the end of the project. In some cases maybe more than in others depending on what the customer's needs are. This is definitely a strength because we do see that the customers who stay with us really appreciate the fact that they know who their contact person for Ecom is, they know who to reach out to if they have any questions or if they see any issues with their Ecom solution.*
>
> Data 1, interview 1: Ecommerce specialist

Additionally, having a dedicated consultant who the customers can go to with their questions, and who acts as a project manager guiding them in the project, makes the customers' work easier. Usually the customer contact persons are working in the marketing department and are not that technical, thus they need to involve an external company to perform the required technical setups. Therefore, having a consultant who can have the conversation on behalf of them is a relief for many customers.

Furthermore, the need for more strategic and inspiring consultation approach emerged from the interviews and the workshop. One comment that was repeated by several interviewees was that the customers seem to struggle with content creation, and the process often gets stuck while waiting for the customer to prepare the content, as they don't know what kind of content they should create. As the commercial product manager for Ecom suggested in the interview 2 in the Data 1 stage, instead of letting the customer struggle with the content creation, the professional services department could proactively help them, if the package structure would be altered. This would also be beneficial as a consultancy service for the new self-service platform that the case company is developing.

> *In the future we would also maybe need more strategic services, so like creative workshops, ideas about what they can do, working with the customers to get them set up, putting them live, testing, analyzing and pushing them to get forward.*
>
> Data 1, interview 2: Commercial product manager for Ecom

> *We need to become more strategic with our Ecom offering. That would help our clients to get more value out of using the solution and will prepare us with the shift to the new self-service platform. Customers would still need guidance of what to do even though they are capable of doing it themselves.*
>
> Data 1, workshop 1: Head of customer success management

Thus, the future customer needs seem to concentrate on comprehensive customer experience and providing strategic guidance in order for the customers to get the most out of the solution and seeing better results, which would also keep them engaged and committed to staying as a customer.

3.5 Key Findings from the Current State Analysis

Several strengths and weaknesses were witnessed in the current state analysis conducted in the Data 1 collection stage. One of the main issues that the current state analysis revealed, is that the total time spent on the Basic Ecom project by a professional services consultant varies greatly, but can easily result to even almost 30 hours when any questions or issues need investigation. However, the current package only covers costs for 7 hours of the implementation project of the Basic package, so the professional services department ends up doing a lot of unpaid work. Professional services consultant 1 crystallized this in their statement in the interview 3 in Data 1 stage:

> *I don't really think seven hours that we have now allocated for the abandoned shopping cart are enough in many cases. If it would be just creating and implementing things inside the system, then yes it's enough time. But there's always human interaction involved and there's back and forth communication going on, which needs to be considered.*
>
> Data 1, interview 3: Professional services consultant 1

Thus, the main outcome of the current state analysis is that the current Ecom consultation packages, as they are sold now, are indeed unprofitable and do not cover the consultancy costs and supporting the managed service approach. Hence, the current consultation package for the Ecom offering needs revising.

Moreover, in addition to the weaknesses, also several strengths were discovered from the interviews and the workshop conducted during the first data collection round. The key strengths and weaknesses of the current Ecom consultation packages are summarized in Table 6.

Table 6. Key strengths and weaknesses of the current Ecom consultation packages and the service delivery process.

STRENGTHS	WEAKNESSES
Packages and Services • Three different product packages offered with multiple features, suitable for both smaller and bigger customers • Local consultancy services • Creating trust with presales • Dedicated consultant guiding the customer in the whole process → Loyalty • Long history and vast knowledge in email marketing as a company • Strategic consultation • Strong internal collaboration	**Packages and Services** • Unclear picture of the whole process and package contents • Scope not aligned together with the customer • Non-flexible packages, scaling up is difficult product-wise • Difficulties in closing the projects **Pricing** • Unprofitable work • Pricing structure doesn't support the managed service approach • Scaling up is difficult price-wise

As seen in Table 6, the current Ecom consultation packages have both strengths and weaknesses. Main strengths consist of the local consultancy services providing a dedicated consultant to guide the customer in the whole implementation process, creating already trust in the presales phase. In addition, strategic consultation is seen as a great opportunity in the future, and strong internal collaboration is appreciated. Most of the strengths relate to the services while the weaknesses are divided into two categories: packages and services, which are labeled in orange in Table 6, and pricing, which is labeled in green.

The first weaknesses categorized under packages and services presented in Table 6 are the contents of the solution not being transparent enough and the scope not being aligned in detail together with the customer from the beginning of the project. Thus, the customers have issues understanding and seeing what was bought, when it's done and what other parts are included in their Ecom package, and they keep coming back with questions and requests, which makes closing the projects difficult. Moreover, scaling up the solution is restricted by the third party involvement, and the current product packages cannot be mixed together, which in turn complicates the process even more. This also leads to the second group of weaknesses, pricing, as scaling up the solution is also difficult price-wise because of the third party involvement and the corresponding pricing structure. Furthermore, as concluded also in the beginning of this subsection, the current pricing structure doesn't support the managed service approach, which is considered as the main strength, resulting in great amount of unprofitable work.

In conclusion, the current Ecom consultation packages can be summarized to be unclear, unprofitable, and unscalable. Section 4 explores the existing knowledge on searching for best practices in designing and packaging service offerings as well as exploring different pricing strategies for services. The findings will then form the conceptual framework for this thesis.

4 Existing Knowledge on Designing and Packaging Service Offerings as well as Pricing Strategies for Services

This section discusses the two main weakness categories discovered in the previous section of the current state analysis. We explore the existing knowledge on both designing and packaging the service offering, as well as pricing strategies for services, in order to form the conceptual framework for this thesis and solve the challenges of the current Ecom consultation packages to provide clarity, profitability and scalability.

Hence, this section is divided into two chapters, one for each weakness category, followed by the conceptual framework. The first chapter focuses on designing and packaging the service offering, starting from firstly simplifying the service offering, secondly understanding customer needs to tailor services, thirdly managing customer experience with service innovation, fourthly combining products and services, and ending in the fifth subsection of service development through productization. The second chapter then focuses on the pricing strategies for services, firstly determining the profitability and pricing of consulting services, secondly comparing pricing models and tactics for consultancy services and thirdly using value pricing to determine the cost of service. This section ends with describing the conceptual framework for this thesis.

4.1 Designing and Packaging the Service Offering

This category concentrates on best practices on innovating, designing, developing and packaging the service offering as well as understanding the importance of customer experience and identifying customer needs.

4.1.1 Simplifying the Service Offering

According to the study identifying the world's simplest brands, conducted in 2018 by the company Siegel+Gale, the present day customers value and prioritize simplicity in all interactions with companies. Thus, customers appreciate companies that provide clear and easy customer experience. The findings of the report also indicated that simplicity has a great impact on trust, leading to intensified loyalty. Consequently, customers are more likely to use and recommend companies that deliver simple experiences. In fact, 55 % of customers are even willing to pay premium price for simpler experiences. (Siegel+Gale 2018). Hence, simplifying the service offering could drive financial gain for the company.

Likewise, Spenner and Freeman (2012) express that in order for the company to keep its customers, the company should keep things simple. They claim that making the decision simple, clear and easy is the biggest influencer of whether the customer will stick with the company. People often tend to second-guess and overthink the decisions they make. Thus too much choice overwhelms the customers and can in contrast create indecision, feeling of angst and regret, and ultimately lead to dissatisfaction. (Spenner and Freeman 2012)

Therefore, according to Spenner and Freeman (2012), in the context of decision simplicity, customers are looking for trust in their decision and seeking for trusted advice to help them evaluate the choices they are about to make. The customers need guidance for selecting the most suitable choice, thus companies should provide services to help them recognize and consider the most relevant choices and features. However, providing background information about the advisor is meaningful for building the trust between the customer and the company providing the service. (Spenner and Freeman 2012)

Likewise Amar et al. (2019) emphasize that customers expect three main things from their service journey: speed and flexibility, reliability and transparency, as well as simplicity and clarity. Thus, in conclusion, companies should establish simple services that give personal attention as a trusted advisor, in addition to being transparent, clear and most importantly, based on the customers' needs. These services could in turn provide increased financial gain with more loyal customers.

4.1.2 Understanding Customer Needs to Tailor Services

Marketing and service thinking have experienced a shift from a company perspective to a customer-centric approach. Thus Lusch et al. have introduced a new perspective for encompassing the concept of service and its role in exchange and competition through a service-dominant logic in contrast to the classical goods-dominant logic (Lusch et al. 2007: 5-6). This logic has raised the importance of customer centricity for the companies, pushing them to establish a visible customer focused leadership, understand the customer, design the experience, engage the supporting operations and to use the customer feedback to drive real-time improvements (Deloitte & Touche 2014: 4).

Furthermore, designing a service is crucial for ensuring the quality of the service, which ultimately results in enhanced customer satisfaction and loyalty (Caruana 2002: 811). Accordingly, Kalla and Purohit (2017) have introduced a new service-offering model for the digital marketing era, which is presented in Figure 3.

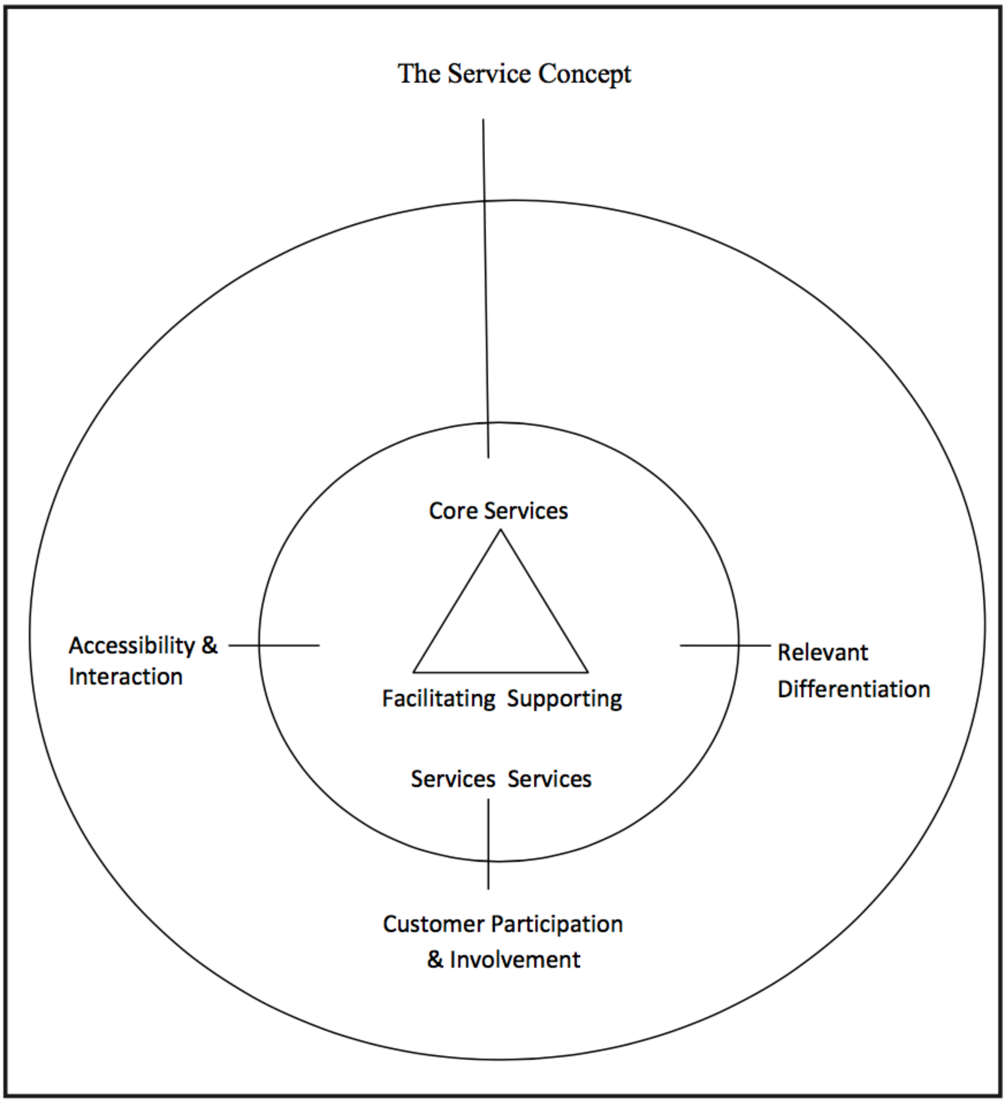

Figure 3. The Service Offering Model for e-Marketers (Kalla and Purohit 2017: 2).

The service offering model, created by Kalla and Purohit (2017: 2) and presented in Figure 3, first starts with developing the service concept. Secondly, a basic service package is formed based on the identified customer needs. This package incorporates three elements, which are the core service, the facilitating services, and the supporting services. Thirdly, an augmented service offering is introduced, which also consists of three different elements. The first augmented element, accessibility and interaction, indicates how easily and conveniently customers obtain the service. The second augmented element, the customer participation and involvement, measures how effectively customers are included in the service process. Engaging customers for example by asking for reviews and feedback creates an emotional bond between the customer and the company, and is vital for brand building. The third and final augmented element in Kalla and Purohit's service offering model is relevant differentiation. The service offering should propose useful additional value to he customer, which then differentiates the service from the competitors' offering. Differentiating features could be for example the quality of the service, and simple and clear service adoption. (Kalla and Purohit 2017: 2-3)

Offering products or services alone is however no longer enough; instead organizations must compete on providing memorable experiences throughout the whole customer journey (Berry et al. 2002; Maechler et al. 2016). Nevertheless, executives still often fail to understand the worth of a superior customer experience and how it can generate value (Maynes and Rawson 2016). Moreover, in order to be able to manage the customer experience, companies must understand the whole customer journey and identify the key factors of meeting and exceeding customers' emotional needs and expectations (Berry et al. 2002).

Berry et al. (2002) introduce the concept of experience clues that can be fit in two equally important categories. The first category is the actual functionality of the service or product, measuring if it actually delivered what was promised, such as if the alarm clock rang at the correct time. The second category is based on emotions, exploring for example the smells, sounds, and textures of the product or service and the environment where it is offered by either mechanic clues emitted by things, or humanic clues emitted by humans. (Berry et al. 2002) An example of a mechanic clue could be the sound of a cappuccino machine and smell of fresh coffee in a coffee shop in the morning, and a humanic clue could then be the presence and sound of a friendly sales assistant at a clothing store.

Along with Berry et al., also Boyarsky et al. (2016) underline the importance of understanding what the customer is trying to accomplish with the service or product that they buy from the company. The company must first identify who their customers are as individuals and what motivates them, before they can determine what their customers want to achieve and what are the fundamental causes of their satisfaction (Boyarsky et al. 2016). In addition to Berry et al. and Boyarsky et al., also Christensen et al. (2016: 4) emphasize that the service is essentially hired to help the customer do a job and if the customer is happy with the result, they will turn to the same service again in the future. However, if the service fails to deliver, the customer will search for another alternative. This theory is called the customers' jobs-to-be-done and it helps to identify the causal driver behind the purchase, thus resulting in competitive advantage by helping the company to create products and services that customers want to buy. (Christensen et al. 2016: 4)

Although profound understanding of the customers' jobs-to-be-done allows companies to innovate new services without making assumption on what compromises your customers are willing to make (Christensen et al. 2016: 6), it is only the first step in creating desirable products, especially premium-priced ones (Christensen et al. 2016: 7). What is really needed to gain competitive advantage is designing your company's processes to support positive experiences in purchasing and using the product. These processes must be integrated across different functions to provide clear guidance on the focus of the company actions. (Christensen et al. 2016: 8)

In conclusion, in order to tailor their service offering, companies must familiarize themselves with what the customers actually want and need to accomplish with the service. Companies can only then propose offerings that would help the customers' jobs-to-be-done and thus create additional value to the customer. In addition to the core service offering, companies must however consider the customer experience they are providing by engaging the customers in co-operation, enabling easy adaptation of the service as well as providing facilitating and supporting services. Consequently, a well-designed service offering ensures the service quality, creates a better customer experience, and builds loyalty.

4.1.3 Managing Customer Experience with Service Innovation

According to Berry et al. (2002) customers always have an experience in the purchasing event, whether it is good, bad, or indifferent. What matters the most is how effectively the company manages this experience by exploiting both functional and emotional benefits in the proposed services (Berry et al. 2002). This holistic view of the customer experience is also supported by Lemon and Verhoef, who suggest that the customer experience involves the customer's cognitive, affective, emotional, social, and physical responses to all interactions with the company (Lemon and Verhoef 2016: 70).

Maechler et al. (2016) underline that when companies focus on the customer experience, they think about all the individual transactions when the customers connect with their product, customer service, sales staff, or marketing materials, which are referred to as touch points. However, in order to truly embrace the holistic view on how the company can significantly improve its performance, they need to look at the customer's end-to-end experience throughout the whole customer journey (Maechler et al. 2016). Figure 4 presents the process model for customer journey and experiences illustrated by Lemon and Verhoef (2016: 77).

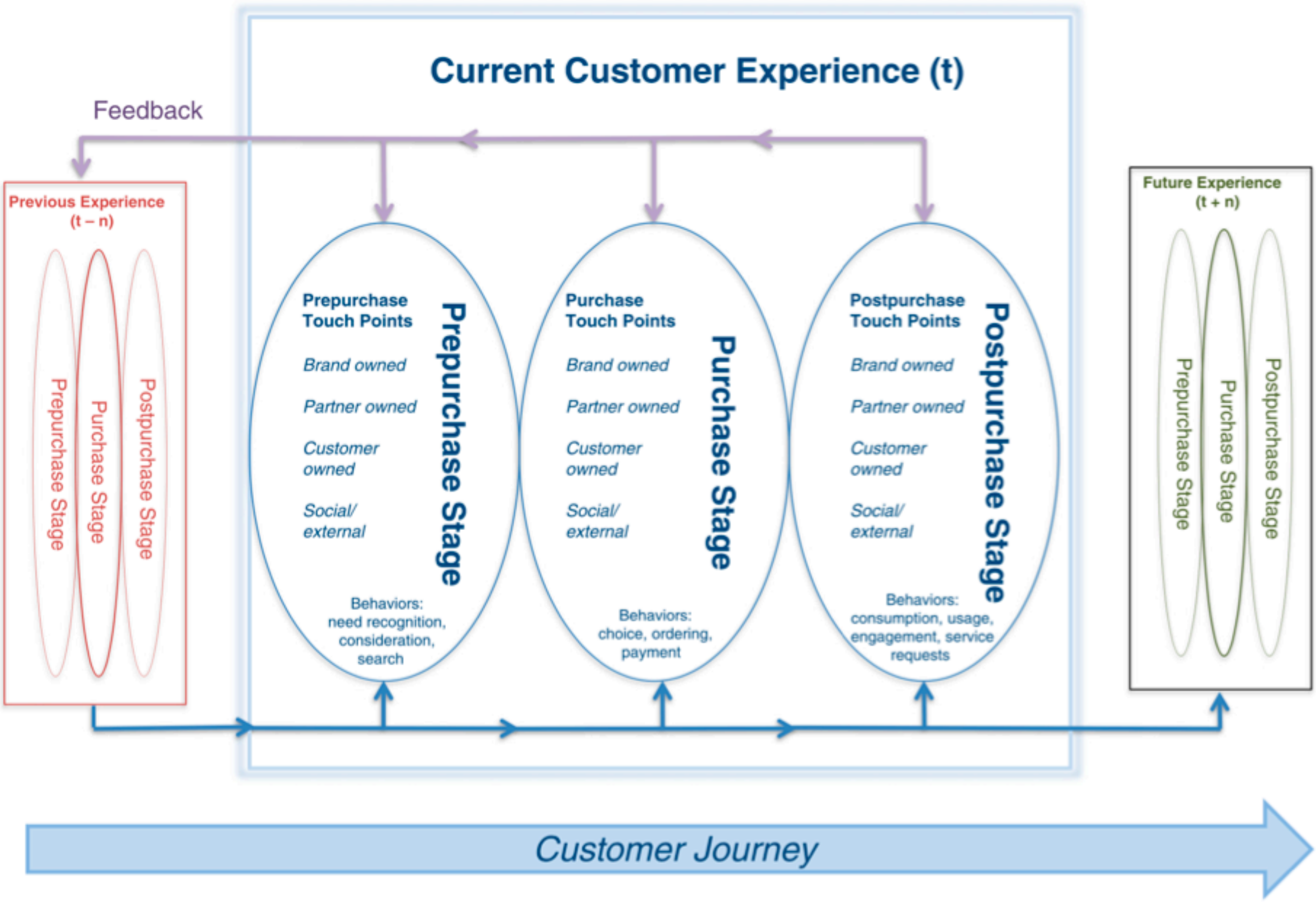

Figure 4. Process Model for Customer Journey and Experience (Lemon and Verhoef 2016: 77).

Figure 4 expresses the customer experience throughout the whole customer journey, which according to Lemon and Verhoef can be conceptualized in three overall stages: prepurchase, purchase, and postpurchase. These three stages can further be identified by four categories of customer experience touch points: brand-owned, partner-owned, customer-owned, and social / external / independent. The customer might interact with each of these touch point categories in each stage of the experience, but the importance may differ depending on the nature of the journey or service. Thus, Lemon and Verhoef suggest using attribution models to identify the most critical touch points for each customer throughout the journey, resulting in determining how to influence them. (Lemon and Verhoef 2016: 77)

Additionally, it is important to consider how past experiences may influence the customer's current and future experiences with the company through expectation formation and stickiness in experience evaluations (Lemon and Verhoef 2016: 78). Lemon and Verhoef also recognize the potential impact of broader externalities on the customer experience, such as the customer's dynamic external environment, for example poor weather diminishing the value of an outdoor sporting event (Lemon and Verhoef 2016: 78-79).

Moreover, Berry et al. (2002) claim that "*Customer value can't be reduced to functionality versus price. Instead, it is composed of both the functional and the emotional benefits customers receive minus the financial and the nonfinancial burdens they bear.*" How a customer perceives the amount and nature of value a product or service proposes is always unique. Therefore Almquist et al. (2016) claim determining what consumers truly value is hard and complex, which has led them to identifying 30 elements of value. However, these elements can be grouped into four categories; functional such as saves time and reduces effort, emotional such as rewards and entertains, life changing such as motivation and belonging, and social impact such as self-transcendence (Almquist et al. 2016).

Thus companies must embrace the emotional component of experiences in an equal way to the management of product and service functionality in order to bring experience as part of a customer value proposition (Berry et al. 2002). Hereby, in order to create a successful customer experience strategy and excel in service innovation, it is important for the companies to collect feedback from the customers and to observe and interview them to understand the clues they experience when dealing with the company (Berry et al. 2002; Meyer & Schwager 2007). This feedback should then be looped through the front line to improve behavior or connect it to innovation (Fanderl et al. 2016), which will in turn help the organization to design better services (Boyarsky et al. 2016).

Leading customer-experience companies use the same methods for listening to the employees as they use for listening to the customers to improve operations, because even though they indicate similar problems, according to Fanderl et al. (2016) "*employees uncover root causes, while customers only report on symptoms.*" Product-oriented companies have shown example that using customer insights may lead to creating a winning product, thus service businesses should also consider investing in service design incorporating both customers and employees (Fanderl et al. 2016).

To conclude, listening and understanding the customer experience is a great part of successful service innovation that will also help the companies to manage the customer experience with innovations. Moreover, paying attention to both the functional and the emotional part of the customer experience throughout the whole customer journey can result in designing better services that provide additional value to the customers and thus, gaining competitive advantage over the company's competitors.

4.1.4 Hybrid Offerings – Combining Products and Services

Many researchers throughout the years, such as Heimonen and Kohtamäki (2018: 164), Alix and Vallespir (2009: 644), and Shankar et al. (2009) have stated that innovation doesn't anymore rely solely on products or processes but instead increasing amount of companies have deployed a more holistic approach of combining their products with services in search of new revenue streams and outshining their competitors. These hybrid solutions then enable the companies to innovate new offerings that better match their customers' needs and thus create interest in both new potential customers and the existing ones. Formerly isolated offerings can thus be combined as integrated value adding solutions in order to strengthen customer loyalty and improve profitability. However, in order to succeed in creating hybrid offerings that create additional value to customers, the companies must create offerings that are well structured and scalable as well as marketed and packaged in the right way to differentiate them from the competitors. (Alix and Vallespir 2009: 644; Shankar et al. 2009; Heimonen and Kohtamäki 2018: 164)

Nevertheless, according to Shankar et al. (2009) designing hybrid offerings could be complicated, as various product and service combinations might have potential for a new solution offering. Therefore companies should invest in developing scalable hybrid solution offerings where the dependence between the product and the service could be further enhanced (Shankar et al. 2009). Thus, Alix and Vallespir (2009: 646) suggest that the companies need to conduct a strategic analysis of their customers' expectations and compare them to the strengths, weaknesses, opportunities and threats of the new hybrid offering development. This would then help the companies to determine and match the customer needs with the proposed offerings and thus provide superior value to both the customer and the company itself by choosing the best possible solution combination as a new hybrid offering (Alix and Vallespir 2009: 646).

Moreover, Heimonen and Kohtamäki (2018: 165) have introduced three characteristics that support the companies' new hybrid offering portfolio advantage, which are novelty, meaningfulness, and superiority. Novelty refers to the company's ability to design product and service offerings or combinations that provide unique or novel value to the customer, thus outperforming the competitors. Meaningfulness in turn measures how valuable or beneficial the offering is to the customer. The offering could for example propose value to the customers by relieving their current pain points and thus help them to perform their work and achieve their goals in a more efficient and meaningful way. Final characteristic, superiority should further differentiate the offering from the competing offerings by providing superior value, performance, service quality or cost efficiency. Together these three characteristics should help the companies to innovate and provide hybrid offerings that defeat the competitors' offerings. (Heimonen and Kohtamäki 2018: 165-166)

Therefore, companies should invest in analyzing their customers' needs as well as assessing how well their current offerings match these needs in order to survive the increasing competitive landscape and gain financial advantage. Thus, renewing the offering portfolio by innovating new hybrid solution offerings that combine current and newly defined products and services in a unique and meaningful way could result in providing superior additional value to the customers, and ultimately, improved customer loyalty.

4.1.5 Service Development Through Productization

Companies working in the service business struggle with balancing between being customer-centric and at the same time delivering services efficiently. Thus, productization of services could help companies overcome this challenge, especially in the consultancy business. (Järvi 2016: 13) According to Tuominen et al. (2015: 5) productization can be defined as changing the way people think and act. Productization aims at clarifying and simplifying the product and service offerings for both the customer and the provider by packaging them in a way that matches the customer's needs and expectations as well as provides mutual understanding of the value and the expertise that the productized service offers (Järvi 2016: 13; Tuominen et al. 2015: 5).

Moreover, according to Tuominen et al. (2015) involving both customers and employees in the productization process enables service innovation, provides new insights, motivates, and enhances loyalty. Järvi (2016: 36) has acknowledged that service innovations frequently emerge as a bottom-up process where the employees acknowledge the customers' needs and realize the issues they are facing, which afterwards could be recognized as innovations that can be further developed and productized into new service offerings. Additionally, productization helps standardizing service activities, enables repeatability and improves efficiency, resulting in providing value for both the customer and the service provider. However, productization isn't equal to standardization, as customizing the services to a certain extent should always be a part of the service nature. Instead, productization aims for finding the balance between standardization and customization. (Järvi 2016: 36; Tuominen et al. 2015: 5) Hence, Figure 5 presents the affects of different level of productization.

Figure 5. Levels of productization (figure translated from Jaakkola et al. 2009: 19).

As can be seen in Figure 5, the balance between the standardized and customized components affects the level of productization. Figure 5 shows that in the other extremity is a fully productized service with only standardized components, while on the other hand, the other extremity is a fully customized unique service. Hence, the ratio between these two components can vary depending on the service in question and thus, choosing the correct ratio for the service productization is a part of the company's strategic decision-making. Moreover, the adapted level of productization should define and structure the service to best support the value that the customer should experience with the service. Thus, if the service is fully standardized, individual customer needs cannot be considered. On the other hand designing the service all over with all the customers is usually inefficient and unprofitable. Hence, finding the right balance is key to developing the services with productization successfully. (Jaakkola et al. 2009: 19)

However, a standardized service could also be flexible if the service is divided into independent modules, from which the customers can then design their own service based on their needs. The company could offer a standardized base service, which the customer can further complement by choosing the most suitable add-on services. Another option could be compiling the modules in one package, from which the customer could then eliminate the service modules that are redundant for them. Thus, if the service modules are independent and easily combined into a scalable service, the modular service structure is not only flexible, but also fast and cost-effective. Therefore the modular service structure enables the companies to mass customize their service offering as the customer can customize the service package based on their needs and choice, but the service can still be produced with the same price as a standardized service. (Jaakkola et al. 2009: 19-20)

Productizing consultancy services however is not straightforward, as these services are usually more complex and highly customized. The consultancy service tends to further develop in each of the service delivery project and is highly dependent on the relationships between the stakeholders. Consequently, productizing consultancy services affiliates with two major challenges: finding the balance between standardization and customization as well as utilizing the silent knowledge that the consultants possess. Too extensive customization of the service is inefficient, but on the other hand simplifying and standardizing the service too much might not meet the customers' varying needs. Additionally, silent knowledge should somehow be captured in order to serve the customers better and to also profit the consultants. Knowledge could be for example compiled and transferred from an individual asset to an organizational benefit by involving the employees in process mapping, providing insights from inside of the process. Thus employees' expertise and customer experience should provide a foundation for productization. Hence, service productization should be co-designed together with the company, its employees and the customers by utilizing different means in different phases of the project. (Tuominen et al. 2015: 6; 13)

In addition to increasing efficiency and boosting sales, productization brings out other benefits such as homogeneous service quality, repeatability, internal knowledge transfer and improved collaboration, alleviated sales and marketing efforts, recognizing dependencies and synergies, as well as facilitating further development. On the other hand, productization also has some inherent challenges. The company should be aware that productization may lead to loosing the client perspective, sensing the productization as a threat, weakened employee motivation, rigid service and impaired innovation. Thus, in order for productization to succeed, clear targets should be set and agreed with the stakeholders. Hereby, companies could for example aim to boost service development, increase marketing and sales, or enhance internal knowledge sharing and cooperation with productization. Therefore productized service should be easily sellable, clearly defined, homogeneous, replicable and possible to develop further. (Tuominen et al. 2015: 7-9)

In conclusion, productizing service offering is an efficient method for service development. Even when services are productized, there is also room for flexibility and customization when choosing a modular service structure. Hence, the customers can be given the choice of tailoring their own service, which can be delivered with the same cost as a standardized service. Thus a modular service structure could provide a more scalable, efficient, and profitable service offerings for the company's service portfolio.

4.2 Pricing Strategies for Services

This category explores pricing strategies for services by scrutinizing the profitability and comparing different pricing models and tactics for consulting services as well as considering using value pricing to determine the cost of service.

4.2.1 Determining the Profitability and Pricing of Consulting Services

Richard Allen of Burcher Jennings Costs & Pricing Consultants presented his views in the Alliott Group EMEA 2017 Regional Conference in Berlin on why a change in mindset is required for professional services firms when considering pricing their services. Allen stated that lack of confidence has a negative impact on profitability and many times companies choose to discount the consultancy services when they feel pressured in the competitive landscape. However, this solution shows lack of imagination and can instead lead to failure, as the customers might not perceive the service being of a high-quality if it's priced too low, and thus, consulting services should be priced more creatively. Furthermore, Allen stated that pricing professional services is often driven by fear of not surviving the competition, not pleasing the customer well enough, or not hitting the monthly targets. However, these approaches are not profitable in the longer run, because the company may be thus sacrificing also their future fees. (Allen 2017)

Additionally, Allen stated that companies should not be fixated to pricing the services only based on the overhead cost supplemented with the desired profit. Instead, companies should provide the customers with a range of choice for pricing and opportunity to impact on the decisions of pricing of the services. Consequently, the pricing of the service should better reflect the perceived value that the customer gets by using the service. Nevertheless, Allen stated that the pricing decisions should be lead by example from top to bottom ensuring that a pricing policy is in place, although pricing should be executed among the front line employees. Furthermore, the pricing strategy might not be in line with the business strategy, and thus, companies often concentrate on turnover instead of profit. (Allen 2017)

Moreover, Allen claimed that professionals themselves are often also undervaluing their worth. Especially offering and estimating a fixed fee for a service often leads to a much bigger job than originally expected, and thus in lower profitability. Additionally, undervaluing the worth of the services could also lead to the customers undermining the company. Hence, companies and the professionals should become more confident and intelligent with pricing their services. In fact, having fewer tasks of higher value reduces stress and leaves more time, thus leading to better chargeability and profitability. However, this does usually require also a change in the company culture. (Allen 2017)

Likewise, Barolsky (2018) agree with Allen’s view on pricing professional services being complex. Pricing the services too high might cause losing the customer but on the other hand charging too low leaves money on the table. Barolsky feels that the main reason for pricing complexity is because all customers perceive value in different way. Thus pricing should always be adjusted based on the specific needs of the customer and circumstances. Therefore Barolsky claims that using one-size-fits-all approach to pricing destroys the profit margin. However, pricing a service or a project requires being explicitly clear on the company’s pricing objectives. Barolsky introduces two objectives that are mostly used: succeeding in communicating the value to the customer and thus getting them agree to the service, as well as at the same time ensuring a healthy profit margin. Hence, pricing could be described as finding the sweet spot between customer satisfaction and the service provider's profit. (Barolsky 2018)

Furthermore, Allen suggests that companies should invest in practice management to better understand the time required for different tasks, resulting in valuable insights into determining the current state of profitability and the possible need of developing the pricing of the services to enhance profitability. Likewise, consultancy services shouldn't actually be charged based on the time used but rather set the pricing for example based on urgency, achieved or proposed results, being present and easy to reach, providing certainty and empathy, as well as guiding the customer with expertise and knowledge. (Allen 2017)

Additionally, Owusu-Manu et al. (2012: 359) emphasize that consulting service pricing should reflect the consultant's proficiency, accomplishment and experience, while also generating a decent profit despite anticipating and allowing risks to happen. However, even though pricing the services too low immediately reflects to the company's profits, also setting the price too high can damage relationships and thus cause the company to lose profit by diminishing the company's market share. In any case, effective communication on the proposed value of the service to the customer is vital in rationalizing the cost of service. (Owusu-Manu et al. 2012: 362; 365)

4.2.2 Comparing Pricing Models and Tactics for Consulting Services

Developing the optimal pricing strategy for consultancy services is complicated and requires considering different factors. Strategic decisions not only have impact on the revenue and profitability, but also on customer relationships. Understanding the effect that pricing decisions have can facilitate managing the value creation and determining future pricing adjustment possibilities. Further, different pricing strategies, tactics and models might be needed over time to accommodate changing market requirements and service development. (Owusu-Manu et al. 2012: 363)

Consequently, rethinking the company's pricing strategy requires discipline and structure. Pricing is a skill that can be learned, and evaluating the company's pricing power helps to estimate the company's business worth. Companies possess pricing power if they can raise their prices without fear of losing any business to a competitor. Even small changes to the price can have a huge impact on profitability, ranging from 20 % to 50 % of raise or loss. However, the price setting and price realization skill development should be promoted and led by the top management's example in order to the company to excel in superior pricing and to achieve better price for their services than their competitors. Without managerial insights, companies issue too much pricing pressure and authority to their sales staff, who usually have no other means to set the price but to rely on available data, such as cost information. (Hinterhuber and Liozu 2012: 69)

Moreover, even though companies from different industries and countries differ widely in the methods that they use to set their prices, Hinterhuber and Liozu (2012: 70) claim that they usually end up with choosing one of the main three pricing models: cost-based pricing, competition-based pricing or customer value-based pricing. The first pricing model, cost-based pricing, relies heavily on the accounting data that is usually easily available and aims to achieve certain return of investment on actual costs. However, this approach disregards the demand perspective, such as willingness to pay or price flexibility, as well as bypasses the competitive price level setting. Examples of the cost-based pricing approaches include cost-plus pricing, target return pricing and break-even pricing. (Hinterhuber and Liozu 2012: 70)

The second pricing model, competition-based pricing on the other hand exploits data on competitive price levels by observing the competitive landscape to base proper pricing level for the company's services. In contrast, competition-based pricing doesn't account the demand factors. Competition-based pricing could however easily lead to pricing wars between the companies operating in the same industry, as price is often perceived as one of the main purchase criterions for the customers and thus can provoke even greater competitive atmosphere. (Hinterhuber and Liozu 2012: 71)

The third pricing model, customer value-based pricing determines the final selling price based on the perceived customer value of the service. Instead of focusing on getting higher prices for the services, the value-based pricing model considers how companies could propose additional customer value and thus win the customers from the competitors. Therefore Hinterhuber and Liozu (2012: 71) state that utilizing customer value based pricing requires profound comprehension of the customer needs, their vision of value and their willingness to pay. However, this data might be difficult to find and construe. Moreover, customer value-based prices are usually relatively high and may expose the company to competing services being offered at slightly lower prices, and thus decreasing their market share. Further, companies that use customer value-based pricing should acknowledge that customers might not want to pay for the service unconditionally but rather base their decision on price, even though the company perceives the service as a superior and value-adding. Thus, companies must harness their marketing forces to educate the customers about the superior value prior to connecting the price with value. Nevertheless, value-based pricing is often the preferred model for setting or adjusting prices, especially with consulting services. (Hinterhuber and Liozu 2012: 71)

Likewise Blumer (2011) agrees with pricing professional services based on the value the service provides to the customer instead of the timesheet. He states that customers are actually willing to pay more than they imply. Additionally, customers usually do not understand their own needs and wants. Thus the company needs to do the thinking on customers' behalf and propose and develop services that are useful for the customers even though they haven't realized it yet themselves. Moreover, Blumer states that developing new consulting services require also creativity with pricing the service. Most importantly pricing should be based on the value that the service provides to the customer. However, every customer differs in their perception of value, thus Blumer suggests pricing the customer instead of pricing the service. (Blumer 2011)

Further, Blumer (2011) claims that customers only care about the outcome and how the service makes their life better and easier, hence information about how many hours the service takes from the company is irrelevant for the customer. Nevertheless, the companies should ensure they are paid properly for providing the service, which could actually generate a huge additional profit for the customer. Therefore pricing based on the hours spent for providing the service might not correlate at all with the value the customer gets from using the service. Instead, Blumer proposes that value-based pricing should be considered with professional and consulting services. (Blumer 2011)

Moreover, different pricing tactics can also support pricing decisions. Doolan (2015) introduces a range of pricing tactics that companies could use for pricing their services. This thesis explores the following five tactics: free not cheap, show the price of added value, give the client options, supporting a client in distress, and be in the pack.

The first tactic, free not cheap, encourages the companies to give something to the customer free of charge instead of using heavy discounting. According to Doolan prices can almost never be increased later on and lowering prices too much can position the company and its expertise as low-cost and low-quality provider. Thus it is better to find some piece of work that could be instead provided for free as an initial investment to the relationship and call it a gift. However, the company must clearly state the cash value of the free service. Nonetheless, if other discounting is still needed, Doolan doesn't recommend discounting percentages of the total profit for good, especially with subscription costs, but instead give a little more discount of the first few months as introduction and then change to normal pricing. (Doolan 2015)

The second tactic is showing clearly the price of added value to the customer. Instead of saying that the customer gets a free one day workshop, the service provider should express that the customer gets a workshop worth 1500 €. Another option is to provide the customers with a value-added account, where a percentage of their yearly spend, subject to a minimum agreed spent, will equal towards credit for free added-value offerings and services. Additionally, if the customer wants to reduce spend, the service provider could in turn reduce the amount of services in the value-added account, allowing the company to make up for some of the lost margin. (Doolan 2015)

The third tactic is to provide the customer a range of service options to choose from. Scoping the service clearly together with the customer might not always be possible, thus giving the customer an option to choose from for example three service offerings; minimal bronze package, middle range silver package, and a comprehensive and the most expensive gold package, will enable the customer to choose the package that fits their needs the best. This tactic reduces the risk of losing the deal if making a too high or too low proposal for the customer. Additionally, the customers can then later on develop more details around the chosen offer. Consequently, a single option could very well be far away from the client's needs and expectations, thus leading to immediate rejection of the proposal. (Doolan 2015)

The fourth tactic is to support the client in distress when they might need a special favor from the service provider and thus sustain the relationship even in rougher times. However Doolan (2015) states that the worst thing that the service provider could do is to lower the hourly rates or fixed fees, as it is extremely difficult to increase the prices again in the future. Hence again Doolan suggests offering a special deal for a fixed timeframe, for example a 10 percent discount on all costs for six months that will automatically expire after the agreed time period. The company could also in this case seek for something in return from the customer, such as introducing a new potential client or department, possibly leading to new deals for the company. (Doolan 2015)

The fifth tactic is being part of the pack when the customer is evaluating their options. When for example the customer is comparing different companies based on their hourly consulting rates, they are likely to eliminate the options with the highest prices, because of the sense of overcharging, and the lowest prices because they might question the quality and experience of the company that underprices itself. Hence the two extreme ends of the scale are excluded from the pack. However as the options in the pack tend to be grouped quite closely together, Doolan (2015) recommends that the companies should aim to be at the top of the pack instead of thinking about how low they can go with their service prices. Doolan adds that customers want to choose the best option and thus the highest price of then pack is expected for the best service and acts as confirmation of their choice. Nevertheless, companies can expect that their customers will try to negotiate reductions to the price, yet companies should understand that they don't actually need to move that much. As a result of being the highest of the pack, the company has room for negotiating and yielding a bit with the price while still retaining a healthy profit margin. (Doolan 2015)

In conclusion, a company can choose from a variety of different pricing models and tactics to build their pricing strategy. However, most importantly, companies need to understand the value of the service they are providing and also communicate that value clearly to the customers. Pricing also affects the customers' perception of the quality and expertise the company is providing. Hence, companies should not underprice their services but also avoid overcharging by being the most expensive solution. Additionally, even though creating an optimal pricing strategy is difficult, pricing is a skill that can be learned. Nevertheless, pricing decisions need managerial insight thus the top management should lead the price setting and price realization skill development in the company in order to outsmart the competitors and achieve better price for the services.

4.2.3 Using Value Pricing to Determine the Cost of Service

Cahill and Robinson (2004: 37) state that pricing consulting services is difficult, as the pricing decisions affect both the profitability and the market's perception of the company. In addition Baker (2009: 62) claims that the "*business is defined by the value it creates for its customers*". Hence Cahill, Robinson and Baker all agree that companies need to thoroughly understand their customers' needs, habits and purchasing behavior in order to be able to determine what the customers' perceive as value and define their value proposition. However the perception of value changes from customer to customer and also over time, thus the pricing decisions need to be made with the bigger picture in mind. Nonetheless, understanding different kind of value propositions enables the service companies to consider the impact of pricing their work. Thus, some customers might chase the lowest price when others seek for premium service. Therefore, as the price speaks more about the company's value proposition than any other marketing action, companies must decide how they want to place themselves and hence price the services accordingly. (Cahill and Robinson 2004: 37; Baker 2009: 62)

Moreover, Cahill and Robinson (2004: 37) also emphasize that pricing the services too low can result in attracting customers who only base their purchasing decisions on price and thus are vulnerable to be lost for competitors easily. Undervaluing the services can in addition affect the company's credibility as customers question why the company charges less for their services than competitors. However, Cahill and Robinson imply that setting competitive or higher fees and boosting them with positive marketing messages can result in maintaining a profitable margin in the long term. These positive marketing messages for potential and existing customers include highlighting effective relationship development, using satisfied customers as references to build the company's brand and reputation, as well as showing both technical and industry expertise. (Cahill and Robinson 2004: 37)

In addition, Dholakia defines value-based pricing as “*the method of setting a price by which a company calculates and tries to earn the differentiated worth of its product for a particular customer segment when compared to its competitor*.” Thus in Dholakia’s point of view, value-based pricing should always focus on a single customer segment, or for business to business (B2B) companies even on a single customer. In case the company has multiple segments, Dholakia urges the company to determine suitable value-based pricing for each segment. Additionally, to be able to calculate the value-based price, companies should compare their pricing with the competing next best alternative and hence consider what the customer segment would buy if their service would not be available. Furthermore, the companies need to figure out the service features that differentiate them from the competitors and also understand and place a price for the differentiated worth, which in Dholakia’s opinion is often the most difficult step in determining the value-based price. Nonetheless, the proposed service’s differentiated worth is still subject to negotiation with the customer, and thus in the end, is only worth what the customer thinks it is worth, and hence how much the customer is prepared to pay for it. (Dholakia 2016)

However, Baker (2009: 63) reminds that changing the company’s pricing structure is hard and involves confronting lot of challenges and resistance. Thus, implementing value-based pricing requires time, commitment, leadership, creativity, innovation, and resources. Furthermore, defining value-based pricing is not a one-time job and hence demands continuous development and education. (Baker 2009: 63)

4.3 Conceptual Framework

The conceptual framework of this thesis is formed based on the two main weakness categories discovered in the current state analysis, which are firstly designing and packaging the service offering, and secondly, creating pricing strategies for services. The conceptual framework explores existing knowledge to seek for best practices from the literature and use the insights to solve the case companies current issues with the Ecom consultation packages not being clear, profitable and scalable enough. The conceptual framework of this thesis is presented in Figure 6.

Figure 6. Conceptual framework of this thesis

Figure 6 describes the components of the conceptual framework of this thesis. The framework is divided into two main categories and eight sub-elements. The first category focuses on designing and packaging the service offering, starting from the first element of simplifying the service offering, secondly understanding customer needs to tailor services, thirdly managing customer experience with service innovation, fourthly combining products and services, and ending in the fifth sub-element of service development through productization. The second category on the other hand focuses on the pricing strategies for services, firstly determining the profitability and pricing of consulting services, secondly comparing pricing models and tactics for consultancy services and thirdly using value pricing to determine the cost of service. Findings from the current state analysis and insights gathered using the conceptual framework are utilized in Section 5 of this thesis for building the proposal for the redefined consultation packages for the case company's Ecom service offering.

5 Building the Proposal for the Redefined Consultation Packages for the Ecommerce Service Offering in the Case Company

This section merges the findings from the current state analysis, discussed in section 3, and insights gathered using the conceptual framework from section 4 towards the building of the proposal for the redefined consultation packages for the Ecommerce offering in the case company. The proposal is co-created together with the stakeholders from different functions and findings from this stage form the second round of data for this thesis. This section is divided in three subsections. The first subsection provides an overview of the proposal building stage. The second subsection describes the proposal building process and finally the third subsection presents the co-created proposal for the redefined consultation packages for the case company’s Ecom service offering, thus fulfilling the objective of this thesis.

5.1 Overview of the Proposal Building Stage

The current state analysis of the current Ecom packages reveals two different weakness categories in Section 3. The first identified weakness category is packages and services, which are not transparent and scalable enough, while the second weakness category focuses on pricing issues, causing unprofitability for the consulting services. Therefore also the proposal building stage of this thesis is divided into two main categories: designing and packaging the service offering as well as pricing strategies for services. In addition, this stage utilizes insights for both categories gathered by using the conceptual framework from Section 4 to help to build packages that are more clear, profitable and scalable.

The proposal for the redefined consultation packages for the ecommerce offering in the case company was co-created in seven stages by conducting several stakeholder workshops and presentations gathering insights, ideas and feedback from all relevant stakeholders from different functions, including Data 1 participants. The first stage was to identify the main components of the redefined Ecom consultation packages and co-create an initial proposal together with the ecommerce specialist all in all in five comprehensive face-to-face workshops. The second stage was to evaluate the creative services department’s needs for the redefined packages in co-creation with the creative services consultant. The third stage was to present the initial proposal for the professional services consultants who deliver the Ecom solution and who were interviewed in the Data 1 stage to gather their feedback for co-creation. The fourth stage was to present the initial proposal for the stage 1 stakeholders from operations management, and to also collect feedback for co-creation. The fifth stage was an online workshop around pricing the service packages together with the ecommerce specialist, the professional services manager, and the commercial product manager for Ecom. The sixth stage was a face-to-face workshop in the case company's office in Sweden, where the proposal was presented and discussed with all the key stakeholders to compile final opinions, improvement suggestions, and other comments for co-creation. Finally, the seventh stage was to analyze all feedback gathered from the workshop together with the ecommerce specialist to form the consolidated proposal for management validation.

Further, the Data 2 section of this thesis collected from the co-creation of the proposal was based on the findings from the current state analysis, incorporating the insights gathered using the conceptual framework for best practices for designing and packaging the service offering as well as pricing strategies for services. Thus the purpose of this stage was to co-create redefined consultation packages for the Ecom service offering that provide clear, better-tailored, and scalable consultation services for the ecommerce solution customers, ensuring also profitability of the professional services and creative services departments delivering these services. The findings of the Data 2 section are discussed in more details in the following subsection.

5.2 Findings of the Data 2 Collection

Figure 7 presents the whole proposal building process in three stages. The first stage starts with the challenges identified from the current state analysis forming the Data 1 stage for this thesis. In the second stage we move to the insights gathered from the conceptual framework, providing best practices for solving the challenges from the Data 1 stage. In the third stage we combine the first two stages in co-creation of the proposal for the redefined Ecom consultation packages incorporating all relevant stakeholders in the Data 2 collection.

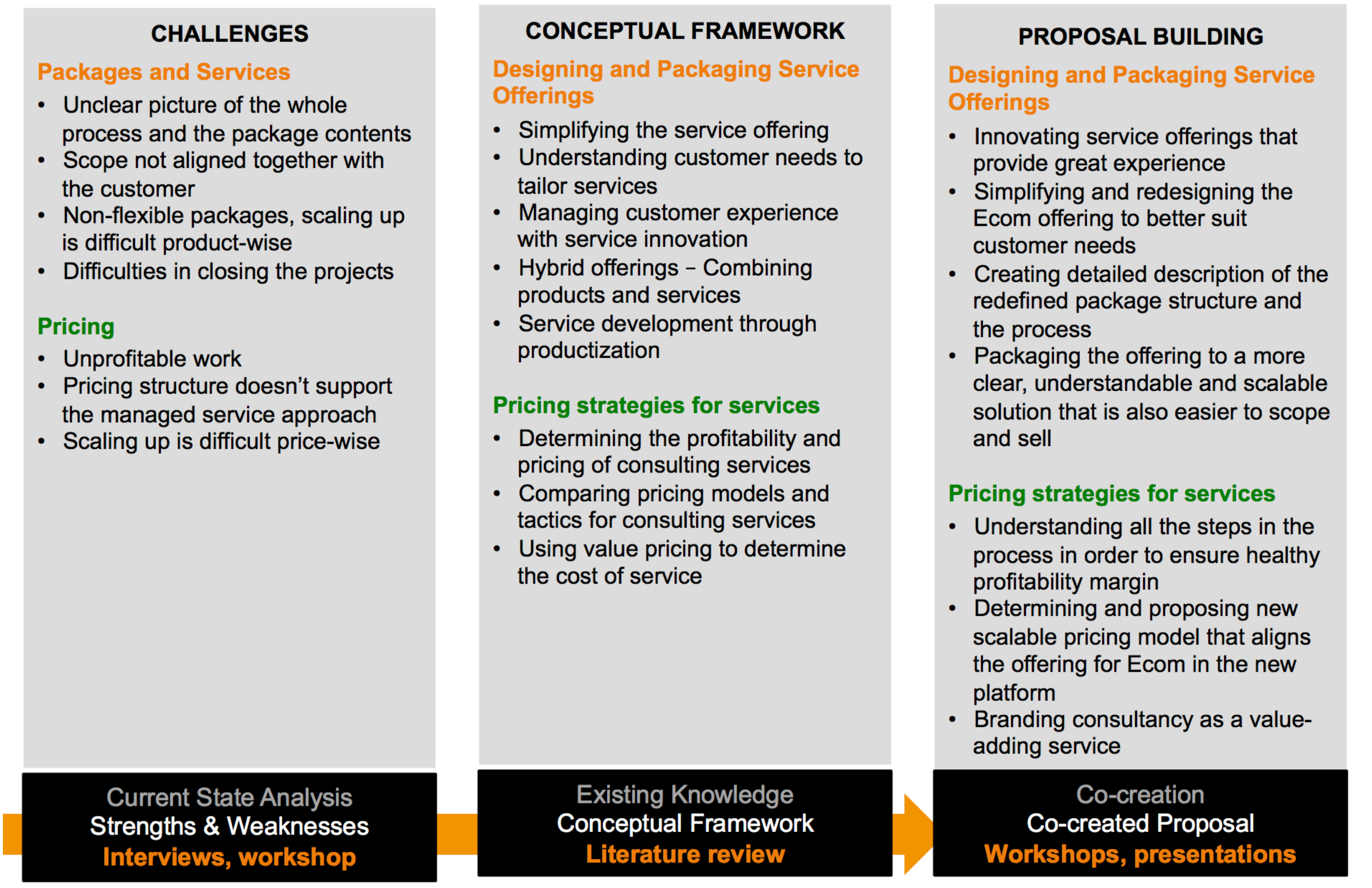

Figure 7. Findings of the thesis combined from the current state analysis (Data 1), the conceptual framework and the co-creation of the proposal stage (Data 2).

As seen in Figure 7, all findings from the three different stages can be divided based on the two weakness categories identified in the current state analysis phase: packages and services, which is labeled in orange, and pricing, which is labeled in green. Accordingly, the findings of the Data 2 collection are divided into two subsections describing the co-creation of the proposal for the redefined Ecom consultation packages in more detail. The first subsection presents the findings regarding designing and packaging service offerings, whereas the second subsection expresses the findings concerning pricing strategies for services. These findings then form the proposal for the redefined consultation packages at the end of this section.

5.2.1 Designing and Packaging Service Offerings in Co-creation

Co-creation for designing and packaging service offerings starts with identifying the challenges related to the current packages and services. The first challenge is that the customers have an unclear picture of the whole process and the current Ecom service package contents. The second weakness is that the scope is not aligned together with the customer in detail from the beginning. Additionally, the third weakness is that the current packages are non-flexible, thus scaling up the solution is difficult product-wise. Consequently, the fourth weakness under packages and services is that as the customers have issues understanding and seeing what was bought, when it's done, and what other parts are included in their Ecom package, they keep coming back with questions and requests, which makes closing the projects difficult for both professional and creative services.

Hence the proposal building stage focuses on solving these challenges by firstly innovating service offerings that provide great experience, secondly simplifying and redesigning the Ecom offering to better suit the customer needs, thirdly creating detailed description of the redefined package structure and process, and fourthly packaging the offering to a more clear, understandable and scalable solution that is also easier to scope and sell. As a result, improvement ideas and suggestions from the main stakeholders (Data 2) are presented in Table 7.

Table 7. Stakeholder suggestions for improvements (Data 2) grouped by the key focus areas combined from the current state analysis (Data 1) and the conceptual framework.

	Key focus area combined from Data 1 and the conceptual framework	***Ideas from relevant literature regarding designing and packaging service offerings***	***Stakeholder suggestions from Data 2 collection***
1	Innovating service offerings that provide great experience	• Listen and understand the customer experience and customer journey • Identify critical touch points • Provide clear and easy customer experience • Understand the customers job-to-be-done • Engage supporting operations • Use customer feedback to drive real-time improvements • Design company's processes to support positive experiences in purchasing and using the product • Engage customers in co-operation • Provide facilitating and supporting services • Exploit both functional and emotional benefits	• Add more strategy and consulting thinking to the current process and packages. • Providing best practices on Ecom activities for the customers during the project would add value and brand the consulting services as value-adding expert services. • Use feedback from previous projects and analyze the current process to identify touch points where customers usually get stuck with to find new angles for the service delivery. • Make the process smoother and easier to understand for both the customer and the company as it is now too complicated and not transparent enough.

			• Automate some steps, for example the reminders for the sales and customer surveys to ease the consultants workload and free time to focus on more important tasks and serve the customer better.
2	Simplifying and redesigning the Ecom offering to better suit customer needs	• Collect feedback and observe • Identify customer needs • Make the decision simple and provide trusted advice • Enable easy adaptation of the service • Use novelty, meaningfulness and superiority as advantage • Find the balance between standardization and customization	• Identifying the customers' struggles within the process helps to mold the process to better serve the customers needs. In which phases would they expect more help? Add steps to facilitate supporting the customers more in those steps. • Make the package easier to understand and give the customer some choice, for example choosing the features that they actually want and need.
3	Creating detailed description of the redefined package structure and the process	• Customers expect speed and flexibility, reliability and transparency as well as simplicity and clarity • Provide mutual understanding of the value and the expertise that the productized service offers	• Involve professional services more already in the presales phase to help the customers understand the process and the value of the service.. • Create a detailed project template with timeline and responsibilities for the customer to follow the process in a "live document". • Clarify the steps and the roles early enough so that the customer knows what kind of persons need to be involved with the project from their side.
4	Packaging the offering to a more clear, understandable and scalable solution that is also easier to scope and sell	• Combine products with services as integrated value adding solutions • Create offerings that are well-structure and scalable • Market and package offerings in the right way to differentiate them from the competitors • Divide service into independent modules from which the customer can design own service package based on needs • Offer standardized base service that can be complemented with suitable add-on services	• Provide a clear and easy to understand description of the package. • Give the customer some choice, such as different level of service packages and customizing their own package with the chosen features. • Make the package scalable. • Emphasize the process as a managed project lead by an expert guiding the customer and providing help in all the steps. • Bring in the strategy and consulting angle as a competitive advantage.

As seen in Table 7, the stakeholder suggestions are grouped by the identified key focus areas, combined with findings from the Data 1 collection, and the insights gathered using the conceptual framework. The suggestions focused on firstly providing services that are based on the customer needs, and thus propose additional value to the customer. The stakeholders also suggested adding more strategy and consulting thinking into the process, which would in turn brand the consulting services as a value-adding competitive advantage. Secondly, suggestions state that the contents of the service packages should be clarified in order to make them easier to understand and consequently relieving the scoping of the project and facilitating the customer's purchasing decision. As account manager 1 stated in the workshop 8 in the Data 2 phase, "*having a detailed project template with timeline helps to clearly specify where the responsibilities lie; what we expect from the customer and what the customer can expect from us*". Moreover, the key stakeholder suggestions express that in order to maximize the value proposed to the customer, the packages should also be scalable and customized based on the customer's needs and choice of features. Thus, as a result of redefining more simple, clear, and scalable service packages that are based on the actual customer needs, the company could gain competitive advantage over the competitors. However, the packages need to be also prized correctly in order to ensure the profitability of the service and to beat the competition.

5.2.2 Co-creating Pricing Strategies for Services

The second challenge category related to the current Ecom packages focuses on the pricing aspect of the consulting services. The current state analysis revealed that the current Ecom packages, as they are sold now, are unprofitable and do not cover the consultancy costs. Hence, the pricing structure doesn't support the managed service approach. Further, scaling up of the Ecom solution is difficult price-wise because of the third party involvement. Thus the proposal building focuses on firstly understanding all the steps in the process in order to ensure healthy profitability margin, secondly determining and proposing a new scalable pricing model in addition to thirdly branding consultancy as a value-adding service. Consequently, improvement ideas and suggestions from the key stakeholders (Data 2) for redefining the pricing of the Ecom consultation packages are presented in Table 8.

Table 8. Stakeholder suggestions for improvements (Data 2) grouped by the key focus areas combined from the current state analysis (Data 1) and the conceptual framework.

	Key focus area combined from Data 1 and the conceptual framework	***Ideas from relevant literature regarding pricing strategies for services***	***Stakeholder suggestions from Data 2 collection***
1	Understanding all the steps in the process in order to ensure healthy profitability margin	• Invest in practice management to better understand the time required for different tasks and to ensure healthy profit margin • Set the pricing based on providing certainty and empathy as well as guiding the customer with expertise and knowledge • Lack of confidence often results in discounting services and has negative impact on profitability • Pricing should reflect the value the customer gets by using the service • Find the sweet spot between customer satisfaction and profitability • Become more confident, creative and intelligent with pricing • Having fewer tasks of higher value reduces stress and leaves more time → better chargeability and profitability	• All the steps in the process need to be clearly defined in order to calculate realistic time spent for the whole project and make the process clear and transparent to the customer. • Eliminate any unnecessary handshakes or steps that could be automated in the process to free consultant's time. • Adding more strategic and consulting thinking approach to the project in order to better serve the customers and help them maximize the value they get from using the Ecom services could help building customer loyalty. • Calculating the estimated profit for the customer generated by using the Ecom services effectively already in the presales phase could help justify the higher price for the service and speed the project.
2	Determining and proposing new scalable pricing model that aligns the offering for Ecom in the new platform	• Provide a range of choice and scalability • Pricing discussions should be led from top to bottom • Exploit different pricing tactics, such as free not cheap, show the price of added value, give the client options, supporting a client in distress and be in the pack	• Make the package easier to understand and give the customer some choice, such as different level of service packages and customizing their own package with the chosen features. • Make the package scalable. • Price the solution high enough but not as the highest to set a perception of quality service.
3	Branding consultancy as a value-adding service	• Change in company culture and mindset • Professionals' worth shouldn't be undervalued • Pricing services too low might indicate that the service is not of high-quality • All customers perceive value in different way, pricing should be adjusted based on the needs and circumstances • Clear and effective communication of the value • Understand and place a price for the differentiated worth the service provides	• Change in company culture and mindset is needed with pricing and discounting the consulting services. • Emphasize the process as a managed project lead by an expert guiding the customer and providing help in all the steps. • Introduce the strategy and consulting angle as a competitive advantage. • Communicate the value the customer gets and what financial impact it approximately has for the customer's profit in order to justify the higher price.

Table 8 groups the stakeholder suggestions for improvements in three key focus areas. The first focus area is ensuring a healthy profit margin for the consulting services. Hence the main stakeholders urged to document and define all the steps in the process in order to calculate realistic time spent for the whole project, while in addition making the process clear and transparent to the customer. Moreover, the estimated profit that efficient use of the solution could generate for the customer should already be calculated and presented to the customer in the presales phase as it could both help justify the pricing of the service, and speed up the project on the customers' end. Additionally, the main stakeholders encouraged defying the current fixed packaging model in order to be able to provide the customers with more choices and scalability. As the account manager 1 in the workshop 7 in the Data 2 phase concluded, "*I understand the dilemma we have with the third party involvement, but we still shouldn't complicate the process too much because of our internal issues with order remakes*".

However, all stakeholders agreed that valuing the consulting services, eliminating unnecessary discounting of the services, and instead charging proudly for consultancy require a great change in the company culture and mindset. Nevertheless, as the account manager 1 added in the workshop 7 in the Data 2 phase, "*it's just the matter of how we communicate and present the value of the services*". Yet, the change won't be instant and requires internal education. Thus the professional services consultant 1 suggested in the same Data 2 workshop that "*we should have a plan for internal communication and have internal workshops together with sales and professional services, as sales doesn't really understand how much work Ecom project really requires and what expertise we bring to the table*".

Further, the stakeholder ideas and suggestions in the Data 2 collection for both designing and packaging service offering as well as pricing the consulting services together form the co-created proposal for the redefined consultation packages for the case company's ecommerce service offering in the following subsection.

5.3 Co-created Proposal for the Redefined Consultation Packages for the Ecom Service Offering

The proposal for the redefined consultation packages for the case company's ecommerce service offering was co-created together with the key stakeholders. As a result a new proposal for packaging the Ecom service offering is presented in Figure 8.

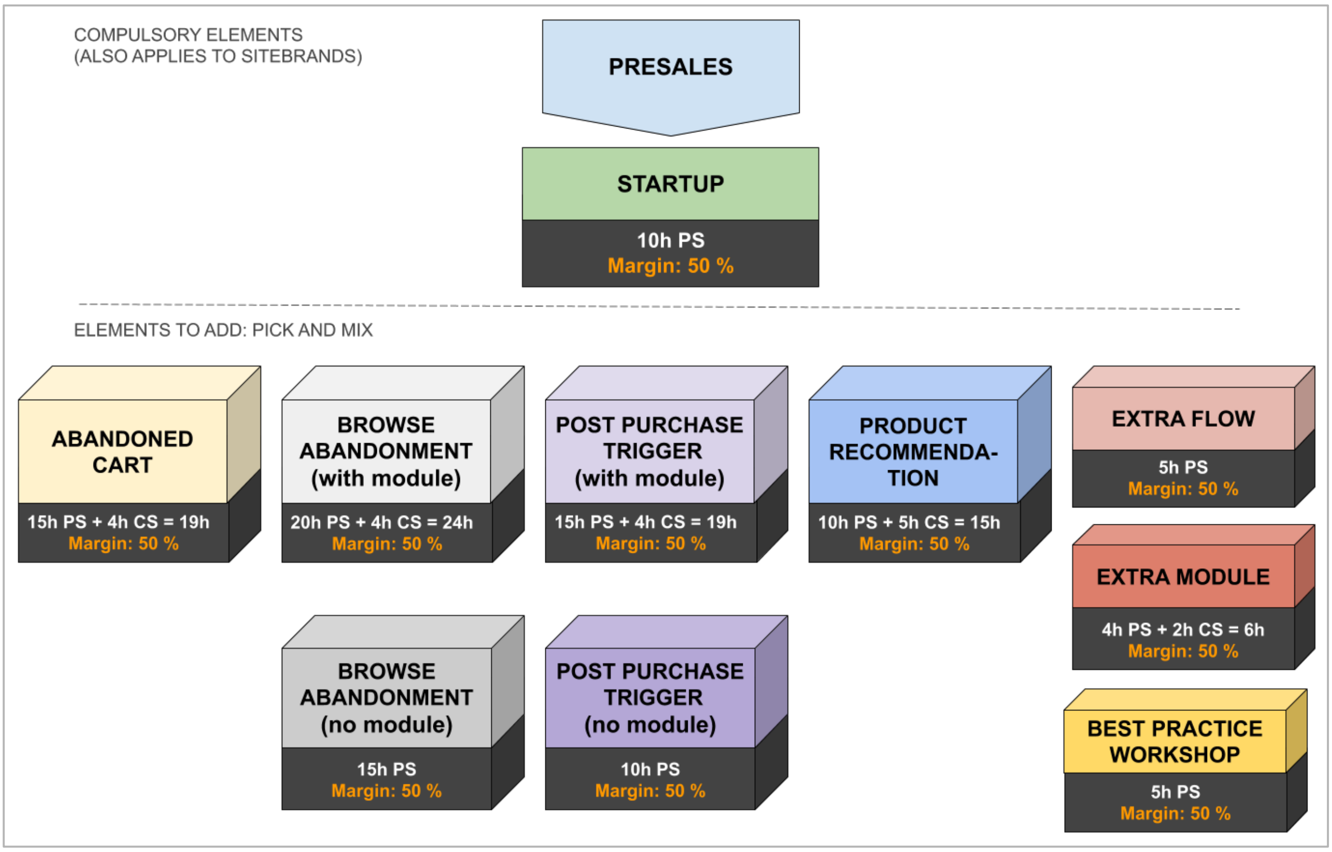

Figure 8. The co-created proposal for the redefined consultation packages for the Ecom offering.

As shown in Figure 8, the new co-created proposal for the redefined consultation packages for the Ecom offering is divided into two compulsory elements and additional nine packaged pick and mix features to choose from, that each contain a clearly outlined strategic consultancy offering. Thus the proposed pick and mix model provides more value to the customer, opens for upsell opportunities, and ensures the product's profitability without exposing the customer to Ecom features that they are currently not looking to implement. Packaging Ecom this way also makes it easier to scope and sell with enhanced presale support from professional services.

Further, the compulsory elements for the redefined consultancy packages for the Ecom offering are presales and a startup package including 10 consultancy and project management hours for professional services (PS). The target margin for all consulting services is 50 % profit after deducting the internal costs per head, leaving room for price negotiations but still ensuring a healthy profit. The startup element includes project management and initial setup required before the actual implementation and common to all additional feature elements, such as background information on the customer's ecommerce platform, the Ecom script implementation, and modification and inspirational scoping and startup meeting for Ecom. The startup is needed only once for a new Ecom customer, and the solution can be further developed later on by adding more elements from the pick and mix section. However, a separate startup is needed for each possible additional sitebrand that the customer wants to add, such as new brands and markets who have their own webshop and domain.

In addition to the compulsory elements, Figure 8 presents nine additional elements from which the customers can choose and build their own service package. The customer should choose at least one additional element to start with, but they can later on scale up the solution by adding more features. The first additional element introduced in the proposed pick and mix model is a service package for abandoned cart feature. The abandon cart service package includes one flow with 1-3 emails with basic trigger conditions. Additional flows can then be purchased for extra charge and advanced trigger filtering can be provided for extra cost. The service package is simplified from the previous abandon cart product, which included 3 flows with 1-3 emails each, but only seemed to create more confusion, frustration and backlog as the customers didn't usually need more than one flow. Thus the new service package is reduced to cover only one flow but provide more strategic help with 15 hours of consulting and project management from professional services in addition to 4 hours for module programming from the creative services (CS) department. The work related to the abandon cart service package includes strategy and best practices about setting up reminders for abandoned shopping carts, documenting and following up on the customer action points, and helping them on the way as well as testing the solution together with the customer before going live and signing off ensuring the project was fulfilled according to the expectations and leaving the customer with a documented working solution.

The second additional element is a service package for browse abandonment with a module of the browsed products, which can be used in the reminder emails. This element covers building three different browse abandonment flows with 1-3 emails each with basic trigger conditions. Additional flows can then again be purchased for extra charge and advanced trigger filtering can be provided for extra cost. This element also provides strategic consultation for the customer, managing the project from start to end and communicating with all relevant stakeholders, following up, building and testing the triggers together with the customer as well as documenting the solution after going live and signing off the project. The browse abandonment service package with module requires 20 hours of work from the professional services and 4 hours for module programming from the creative services department, as the same module can be used in all of the flows as the professional services consultant can set up and use trigger scripts for filtering the content in the modules for different emails. However, the browse abandonment service package can also be purchased without the module, which makes the third additional element. This element doesn’t thus require any work from the creative serviced department and also decreases the time commitment needed from professional services from 20 to 15 consulting hours.

The fourth additional element to choose from is a service package for post purchase trigger with a module of previously purchased items, which could be used in the reminder emails. This service package previously included 3 flows with 1-3 emails each, but again is simplified to cover only one flow with a predefined “we miss you” angle as the customers felt overwhelmed with what they should do with the three different flows and what kind of messages they should use for the post purchase reminders. However the customers can still purchase additional flows for extra charge. The professional services helps the customer along the way with a consultative approach for up to 15 hours in addition to 4 hours for module coding from the creative services department. Moreover, also the post purchase trigger can be purchased without the module, which makes the fifth additional element in the pick and mix model and reduces the time commitment from professional services to 10 consulting hours.

The sixth pick and mix element is a service package for product recommendation modules to be used in campaign emails. These modules contain pictures and information of products, which are relevant to a person, for example because he or she has browsed those products. This package has again been simplified from 3 flows to 2 predefined flows. Previously the customers needed to decide on different personal or crowd-sourced filtering conditions and tactics for each of the modules, which took time due to their indecisiveness. Hence the amount of included flows is dropped to two with one personal module, such as frequently carted or browsed based on the person's historic behavior, and one crowd-sourced module, such as the most popular products at the moment. The professional services consultant discusses the logic for the modules with primary and fallback sources in addition to other filtering options together with the customer and manages the project and all relevant communication with other stakeholders during the project. The time commitment expected from the professional services for product recommendation service package is 10 hours and the creative services need 5 hours for building the two different modules with the chosen logic.

The seventh element that can be added in the proposed pick and mix model is an extra flow for either abandon shopping cart or browse abandonment reminders. This element is handled by the professional services consultant, who defines the trigger purpose together with the customer and builds the new flow for the customer during the provided 5 consulting hours.

The eighth pick and mix element on the other hand is an extra module to be added to any of the other elements in addition to the existing modules. The module takes 2 hours from the creative services consultant to create, but professional services is needed for the project management, communication, scoping and testing, thus this element also reserves 4 hours worth of work from the professional services consultant.

The ninth and final additional element is a best practice workshop around ecommerce actions. This workshop can be already purchased separately in the presales phase to provide inspiration and hence help the customer to decide which elements they want to purchase or later on in the process to spark interest in the additional features and create upsell opportunities. The workshop provides tips on how to design the ecommerce actions in the most effective way and what can be done by using abandon shopping cart, browse abandonment or post purchase reminders in addition to utilizing product recommendations to drive more sales. Thus the workshop can help the customers to utilize the solution in a more effective way and hence boost their existing actions or provide new profit for the case company by scaling up the customer's solution with additional features.

Nonetheless, the scalable pick and mix model requires also changes to the subscription fees of the Ecom software as a service product because of the third party involvement and restrictions on the pricing structure. Thus the new co-created packages are based on the current Ecom Enterprise level subscription cost, which enables using any of the features and thus doesn't complicate the process with order remakes every time a customer wants to add a new feature. Hence the price of the whole hybrid offering increases significantly with a higher subscription fee and added realistic consultancy hours, even though the new packages include 20 % discount from the list price for the consultancy hours. Therefore it is important to educate the customer about the value the solution and the service can together generate for the customer and thus justify the price for the service. In general the ecommerce actions provide a great increase of profit for the company by recovering lost revenue, increasing engagement, and re-activating the customers. As a result, the companies usually cover the costs of the yearly subscription and the startup service for the Ecom actions in few months and can expect substantial monetary value from using the ecommerce features, thus rationalizing the higher costs for the service packages. Furthermore, the new pricing strategy supports aligning the offering for Ecom in the case company's upcoming platform, targeting more advanced middle range customers.

In conclusion, the purpose of this section was to build a co-created proposal for the redefined consultation packages for the Ecom service offering that improve clarity, profitability, and scalability for the solution, thus fulfilling the objective of this thesis. Overall, the stakeholders were excited about redefining the Ecom consultation packages and adopting a more value-focused and strategic approach. In addition to the new packaging model, some process steps were smoothened simultaneously, such as automated survey reminders for mandatory customer information and a template for creative services' module design requirements. Furthermore, a detailed package structure proposal for the redefined Ecom consultation packages can be found as an Appendix 4. Moreover, the co-created proposal is validated in the following Section 6 of this thesis.

6 Validation of the Proposal

This section reports on the results of the validation stage of the co-created proposal for the redefined consultation packages for the Ecom offering. This section is divided in four subsections, starting from overview of the validation stage followed by more detailed description of the two different validation rounds. At the end of this section, further recommendations towards implementation are presented.

6.1 Overview of the Validation Stage

This section validates the proposal for the redefined consultation packages for the case company's ecommerce offering co-created in Section 5. The proposal was built based on the two main challenge areas identified from the current state analysis and presented in Section 3. Further, the proposal building stage unveiled insights for both designing and packaging the service offering as well as pricing consulting services gathered by using the conceptual framework from Section 4. The purpose of the proposal co-creation in Section 5 was to use key stakeholder input for development ideas to build packages that are more clear, profitable and scalable.

Further, the validation stage of this thesis was divided in two separate rounds. The first validation round consisted of a face-to-face online presentation of the proposal for the head of commercial operations and the managing stakeholders. The second validation round on the other hand was done as a face-to-face presentation at the case company's headquarters in Sweden for the C-suite and the managing stakeholders. Consequently, these two validation rounds formed the third data collection round for this thesis and the findings are described in the following two subsections in more details.

6.2 First Validation Round of the Proposal

The co-created proposal for the redefined consultation packages for the Ecom offering was first presented for the head of commercial operations and the managing stakeholders to validate if the proposal would be presented further for the C-suite. The presentation included presenting the current state of profitability for the Ecom services, followed by overview of the new proposed pick and mix model and description of the service contents and a proposal draft for pricing and pursued profit margins. However the final pricing decision needs to be led by the management. The proposal was well received and the head of commercial operations was ready for further validating the proposal with the C-suite. Nevertheless, as the pricing of the overall solution increases significantly with the new proposed model, the head of commercial operations suggested establishing a six-month fixed trial period for the customers in order to evaluate the service and its value-added results. Hence, the proposal was sent for the second validation round without other changes to the proposal.

6.3 Second Validation Round of the Proposal

The second validation round was conducted as a face-to-face pricing board presentation and discussion with the C-suite and the managing stakeholders in Sweden. An executive summary of the background and the proposal was sent to the participants beforehand in an email in order to ensure an efficient meeting. The presentation was given in a similar way as in the first validation round, and the decision for implementing the new proposed pick and mix model for the Ecom consultation services was put up for the management. As a result, 75 % of the participants were supportive to the proposed redefined consultation packages and the chief executive officer was very happy with the background work and the initiative done for the project. Nonetheless, the remaining 25 % were resistant to the proposal and requested a thorough market analysis before implementation actions are taken. Additionally, the chief commercial officer would like to involve customers in evaluating the pricing of the service. However, both of these further action points are out of scope of this thesis. Thus named executives should decide on whether the proposed redefined consultation packages are indeed implemented, or if further evaluation is needed. Nevertheless, the outcome of the validation round is that the proposal is accepted as a recommendation for redefined consultation packages for the Ecom service offering and recommendations towards implementation are presented in the following subsection.

6.4 Next Steps and Recommendations Towards Implementation

The current state analysis in Section 3 revealed that the current Ecom consultation packages, as they are sold now, do not cover the consultancy costs and hence are unprofitable. Furthermore, the contents of the solution are not transparent enough, and customers have issues understanding and seeing what was bought, when it’s done, and what other parts are included in their Ecom package. Moreover, the current product packages are non-flexible because of the third party involvement and the prevailing pricing structure, hence making scaling up the Ecom solution difficult. Therefore the current Ecom packages indeed need revising, and the proposed pick and mix model aims to provide better clarity, profitability, and scalability for the Ecom solution. However, as one fourth of the management were hesitant to implement the proposed solution because of the steep increase in price, further actions out of scope of this thesis project might be needed before the actual implementation of the redefined consultation packages for the Ecom offering. Nonetheless, as the case company is losing money with the Ecom solution every day, it would be recommended to take action swiftly.

In order to move towards implementation, the management needs to first decide whether some customer interviews of the proposed pricing model would take place in addition to a thorough market analysis. Nevertheless, if these actions should be taken, they should be conducted in a proper and reliable way, gathering enough data for conclusions. Thus several customers should be interviewed, and a thorough market analysis should be conducted, which could be hard to fulfill, as the competitor information is hard to gather and might not be publicly available. Second, the results should be analyzed in order to decide whether the proposed redefined consultation packages for the case company's ecommerce offering should be further developed, or implemented as proposed. Third, a change management and communication plan is needed for communicating the change to the whole organization and educating also the customers about the additional value the service proposes. However, these actions are out of scope of this thesis project and need managerial insight, time commitment, and resources. Further, next Section 7 summarizes the findings and evaluates the credibility of the thesis.

7 Conclusions

This section summaries the findings of this thesis starting with an executive summary, followed by providing managerial implications, continuing to thesis evaluation and finally concluding the thesis with final words.

7.1 Executive Summary

Service business is growing rapidly and in order to survive the increased competition, businesses need to focus on innovating and providing service activities that meet the needs of the customer and differentiate them from their competitors. Thus, most of the companies operating in the service business context struggle with similar issues, such as what services they should provide for their customers, how these services should be designed and how they should be charged for. Hence, even though one perfect solution can't be found, there are universal guidelines that can guide the companies in defining and designing their service offerings.

This thesis discusses these issues through a case study where the case company, working in the digital marketing software as a service industry, is looking to redefine consultation packages for their ecommerce service offering because the current packages are not transparent, profitable and scalable enough. Further, the research for this thesis was conducted by applying the design research method, utilizing also mixed-method approach for collecting and analyzing the data. The primary method of data collection in this thesis was interviews, workshops and presentations. Existing documentation on the current packages and process were also used for qualitative analysis in the current state analysis stage, as well as for measuring the current performance of the consulting services in a quantitative manner. The objective of this thesis was to redefine consultation packages for the Ecom service offering in order to improve clarity, profitability and scalability for the solution. The outcome of the thesis is a proposal for redefined consultation packages for the Ecom service offering that the case company is providing.

Moreover, the research consisted of four stages, containing three data collection rounds. The first stage was a current state analysis, providing a summary of the strengths and weaknesses of the current Ecom consultation packages and the delivery process. The second stage of literature review, used to form the conceptual framework of the thesis, explored the existing knowledge of the main two weakness categories in the current state analysis, which were designing and packaging the service offering as well as pricing strategies for services. The third stage, building the proposal for the redefined consultation packages for the Ecom offering, was co-created together with the stakeholders by conducting several workshops and presentations gathering insights, ideas and feedback. Hence, this stage formed the second data collection round and resulted in the proposal for the redefined consultation packages, which was then presented to the decision makers for validation in the fourth stage, forming the third data collection round.

In order to provide a clear and easy to grasp Ecom solution for the customers, a redefined pick and mix structure was co-created in the proposal building stage. The redefined consultation packages for the Ecom offering are always based on the current Enterprise level subscription cost, which supports aligning the offering for Ecom in the case company's upcoming platform as well as allows to have a more strategic and inspiring consultancy approach for the implementation. Hence the proposed model provides more value to the customer, opens for upsell opportunities, and ensures the product's profitability without exposing the customer to Ecom features that they are currently not looking to implement. Further, packaging Ecom in the proposed way makes it easier to scope, sell and scale up with enhanced presale support from professional services. The proposed packaging model is built upon all orders having to include presales and startup as compulsory elements with packaged pick and mix features to choose from, that each contain a clearly outlined strategic consultancy offering.

The co-created proposal was validated in two separate rounds. The first validation round consisted of a face-to-face online presentation of the proposal for the head of commercial operations and the managing stakeholders. The proposal was well received and sent for the second validation round, which was done as a face-to-face presentation for the C-suite and the managing stakeholders. 75 % of the participants were supportive to the proposed redefined consultation packages, but the remaining 25 % were hesitant and requested a thorough market analysis and involving customers in evaluating the pricing of the service before any implementation actions are taken. The proposal was accepted as a recommendation for redefined consultation packages for the Ecom service offering, and any further action points are out of scope of this thesis.

7.2 Managerial Implications

The new proposed pricing for the pick and mix model in addition to branding consulting as a value-adding service, and thus charging for it accordingly, require first a great change in the company culture and mindset, as usually the consulting services are the first to be discounted. Hence internal education is needed for valuing the consulting services, eliminating unnecessary discounting of the services, and instead, charging proudly for consultancy. Thus secondly, the company should develop an internal communication and change management plan in order for sales to understand the work required behind each Ecom project, and the expertise that adds value to the customer with the service. Only then can the sales department succeed in selling the consulting services proudly, and brand the company as a strategic and value-adding companion to the customer. Third, a marketing plan is needed in order to communicate benefits of the new value-added services to the potential customers. After all, using the Ecom solution in an efficient way to recover otherwise lost revenue usually results in significant financial gain for the customer, and thus, the case company should charge for it accordingly. Even though change might not happen instantly, even small increases to the price could affect the company’s profit notably.

7.3 Thesis Evaluation

The objective of this thesis was to redefine consultation packages for the Ecom service offering in order to improve clarity, profitability, and scalability for the case company’s Ecom solution. The outcome of the thesis is a proposal for redefined consultation packages for the Ecom service offering that the case company provides. The proposed redefined pick and mix model for the Ecom consultation services provides clarity, profitability, and scalability for the solution, making the service easier to understand, scope, and sell, and enabling the customers to customize their own Ecom service package. Thus, even though the proposal wasn’t yet implemented, it was well received in general, and emphasized the importance of branding consulting as a value-added service and a competitive advantage.

However, as the proposed redefined service package also increases the price of the Ecom solution significantly, one fourth of the managing pricing board was hesitant to implement the proposal without further evaluation and suggested involving customers in evaluating the new proposed pricing model in addition to conducting a thorough market analysis. Indeed direct involvement of the customers would be best practice with service design, but as the customers don't always understand their needs and wants, observing customer behavior and analyzing feedback from previous projects was chosen as a strategy for this thesis. Additionally, as the perception of value varies from customer to customer, a large number of customers should be included in the design process, which would have been hard to arrange within the scope of this thesis project. Similarly, a thorough market analysis would require extensive analysis of the competition based on information that is not generally publicly available. Thus, as the local consulting services facilitating and supporting the customers are an intended part of the company's business strategy, the proposal was built on providing more valuable strategic consultation for the customers, helping them also to gain more value from using the case company's Ecom solution. Even though the pricing of the services increases notably when reflected to the realistic amount of work, the cost is still moderate compared to the financial profit the customers can achieve with effective use of the Ecom solution with the help of the consultant.

Nevertheless, the proposal was accepted as a recommendation for redefined consultation packages for the Ecom service offering and thus fulfills the objective of this thesis. Any further actions are out of scope of this thesis even though they would provide valuable insight for evaluating how well the proposed model would be received when implementing the redefined solution. The credibility criteria for this thesis is discussed and evaluated further based on the following four categories divided into two subsections: validity and reliability as well as logic and relevance.

7.3.1 Validity and Reliability

The thesis project utilized design research approach, mixing both qualitative and quantitative research methods to create new knowledge that improves a specific process, activity, situation or product (Kananen 2017: 20-22). Thus as the design research combines different methods, the credibility should be evaluated separately for each method used for the research (Kananen 2017: 181).

The credibility of quantitative research is measured by validity and reliability. Validity, in the context of quantitative research, expects that the correct issues are investigated using correct measures, while reliability means that the research results should be consistent and possible to replicate. (Kananen 2017: 183-186) A quantitative analysis was conducted in this study for analyzing existing documentation for measuring the current performance by investigating past orders and related time sheets from years 2016-2018. Consequently, expected and actual pricing margins for corresponding orders were calculated in order to be able to better understand the profitability of the consultancy services related to the Ecom projects. The results were consistent throughout the data and thus the current packages could be interpreted as unprofitable. However, the available data mostly comprehended the first part of the current Ecom delivery process, which is consulting hours used for abandon cart setup, as there was not enough data recorded for the other parts of the Ecom features. Thus the current level of profitability of the remaining features couldn't be determined in a reliable way and was left out of this thesis content.

On the other hand, in the context of qualitative research, validity is ensured with accessible documentation on the research results, following consistency in the result interpretation, validating the material and result interpretation by the concerned person, as well as ensuring that the material is comprehensive but not oversaturated (Kananen 2017: 189-192). The primary method of qualitative data collection in this thesis was interviews, workshops, and presentations, which were conducted as semi-structured online face-to-face interviews with questions created in advance. The interviews were recorded for future reference and detailed field notes were written based on the recording word by word, with no modifications done by the researcher. The workshops however were held on the company premises in Sweden and Finland, and are recorded as field notes. The field notes were analyzed by utilizing the thematic analysis method to get a holistic understanding of the strengths, weaknesses and development needs of the current Ecom consultation packages as well as gathering customer needs and wants for the proposal co-creation in addition to collecting feedback in the proposal building and validation stages. Results from the qualitative research were comprehensive and reached a saturation point. In addition, the main stakeholders validated the results of this study. Nevertheless, the level of engagement of the different stakeholders varied greatly throughout the project because lack of available time commitment, thus some main stakeholders may have dominated the decision for certain development actions. Hence the data collection could have been designed in a more comprehensive way from the start, ensuring multiple viewpoints in all of the steps of this research project.

7.3.2 Logic and Relevance

The logic of the thesis determines whether the research is structured in an understandable and logical way. Thus the logic of this study was planned well in advance with the help of a research design plan, and the plan was followed throughout the thesis project. The research started with first identifying the objective of the thesis project based on the case company's business challenge. Second, a current state analysis was conducted, identifying two challenge areas, which were designing and packaging the service offering as well as pricing strategies for services. These two focus areas were also followed in the third step of literature review, forming the conceptual framework of this thesis as well as in the fourth step of proposal co-creation. Finally, the case company's C-suite and the managing stakeholders validated the proposal.

The relevance of the study was confirmed by choosing a business challenge that is urgent to solve and has significance for the case company's business. Thus ensuring the clarity, profitability and scalability of the consulting services for the case company's ecommerce service offering was chosen as a thesis project as redefining the current Ecom packages could have great impact for the profitability of the case company's consulting services. Furthermore, branding consulting as a value-added service can open up new business opportunities also for other consulting services the case company is providing, even if the proposal for the redefined consultation packages for the Ecom service offering wouldn't be implemented as proposed. Moreover, in order to ensure the scientific relevance of this thesis, the conceptual framework was developed based on relevant existing literature gathered from reliable sources and related to the consulting and professional services field of business.

7.4 Closing Words

A recipe for success with service innovation starts with understanding the customer needs, wants and the purpose of their actions. Observing the customer and utilizing their feedback open new possibilities for creating supportive and facilitating services that support the use of a product and maximize the value the customers could achieve by using the solution. Thus a hybrid offering of product and services could propose additional value and bring in new profit for companies.

Even though one perfect solution that would work for every company does not exist, different tactics for designing and pricing services can be combined regardless of the business area. Thus there are vast amounts of tactics and models to choose from when searching for the best possible combination that can beat the competition and result in the company being perceived as the preferred service provider. However, it is important to keep things simple and clear in order to win the customers' loyalty.

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Appendix 1. Research Interview 1 (Discussion)

DETAILS	
Name (code) of the informant	1A
Position in the case company	Ecommerce specialist
Date of the interview	04.01.2019
Duration of the interview	65 min
Focus of the interview	Detailed description of the process, view on the current packages and process; strengths, concerns and development needs.
Document	Field notes

	TOPICS OF THE INTERVIEW	QUESTIONS	FIELD NOTES
1	**Interviewee's experience and role**	*Please state your experience and role with the Ecom delivery process*	I'm the ecommerce specialist and I've been working with our Ecom product implementations as being the first point of contact for the customers during the technical implementation phase for 2,5 years now. I moved over to Ecom and became a specialist in the Ecom product from being consultant and a trainer for other products.
2	**Describe the current Ecom delivery process**	*Give a clear, step-by-step description. Start with a general overview and zoom into particular steps.*	How we essentially start with all of the new Ecom customers is that first our sales identifies a lead and qualifies the lead on their end going through the customers website and identifying the challenges and opportunities we might come across there. When the sales feels confident that they have identified a potential new customer for Ecom, they send the site to us in professional services for site validation, and we go through the site and look at the site markup to identify if we are technically able to support the site with our Ecom product and if we can identify some challenges or opportunities for that specific prospect. If the prospect then shows interest for the Ecom product, the sales person will need to send a proposal of the order over to professional services, who will the need to go through the proposal to check that the order covers everything that was identified during the site validation process. So if there are any special features to think about, like multiple domains or separate mobile domain, we need to add additional features in the order for sitebrands. So we need to make

			sure we are covering the cost of what was initially identified in the site validation process. If we then in professional services approve the proposal it can be send to the customer for signing. And when they do sign, the sales person would need to fill in the Ecom survey via the Intranet. Then that Ecom survey will automatically send out a survey to the customer to fill in more details about their Ecom platform, their site, specific details such as purchase complete url and so forth, so we can then modify what needs to be captured by the Ecom script. And at this point, when we get the survey in also from the sales to professional services, we will then send the Ecom script and the Ecom pixel over to the sales person so that they can send them forward to the customer. This is done in co-operation with our partner, so when the customer signs with us, we in professional services, and now specifically me as the product expert will sign the contract with our partner for the solution. So that’s where we are supplied from with the script and the pixel that need to be implemented. Then professional services waits for the customer to confirm that they have successfully implemented the script and the pixel to their site, and then we can start with the script modification work. And when we can see signals coming in from the script and the pixel, we can book a startup meeting with the customer and we can place an order for their Ecom module, usually their Abandoned cart module, depending on which Ecom package they have purchased from us. This is a detail that the customer fills in the survey, so they choose which design for the module they would like to have. Then we have a startup meeting with the customer, we discuss the different settings and options that they have when it comes to the abandoned cart or whichever Ecom trigger they choose to start with. In the meantime while we wait for the module to be coded we create the setup between the partner account and the customer account. So we create channels to connect the two platforms and we also create triggers and activities based on the customer’s wishes about what they want to start with. Also, we create an Ecom folder for the customer in their customer account, where we add newsletter templates so the customers can start creating the content and copy for the Ecom emails. That is what the customer is responsible for doing during this time and we do the technical setup. When the module is ready we start by testing the

			emails in professional services first. So we send some test emails to ourselves to double check that everything looks ok with the modules code and so forth. And when we are happy, we add the customer as a catch-all tester to the trigger. That means that they will receive all of the Ecom emails generated by the site's traffic to their inbox, and they are not send out to the customers at this point. Then they can approve or ask for some last minute changes or other final tweaks into the module design or the copy of the email. When they are happy, we can go live and after few weeks we will book a follow up meeting to close the project with the customer, if they are a basic customer only doing cart abandonment. There we will go through the Ecom report in the customer account and we will go through the different settings and discuss with the customer if there's anything more that they need to know about or if there's anything more they are looking to implement and so forth. So depending on which package they have this would either be a meeting where we close the project or a meeting where we agree on the next steps with Business and Enterprise customers.
3	**Describe the current customer change request process in your part of the Ecom delivery process**	*Give a clear, step-by-step description of what happens when customer asks for changes out of scope.*	This is something that I think still heavily relies on the individuals that we have in the organization working with the Ecom, and that's individuals working in professional services and creative services. We of course have tight co-operation when it comes to the Ecom projects and we usually discuss the customer cases almost daily or at least on a weekly basis. So if we do get change requests is, depending on how advanced they are, so if it's just small tweak, like that they want to change the headers in their module or something simple like that, usually we would just ask creative services to do those changes, as it wouldn't take long time to do them. So we wouldn't create an additional ticket or ask for extra hours. But when it comes to bigger changes, such if the customer feels they would like a new design for the module or if they would like to create different types of modules or decide to add side brands into the order, so to create new projects for us, then the sales person would need to create orders for those. So we would do that through the official channel, so the sales person would create the order and we would divide the hours for professional services and creative services to make sure everybody's covered for their time that the changes or additions will cause in different parts of the project.

			However the most common change requests would be rather small and usually dealt with during the process. This also falls in quite naturally with the customers who have Business or Enterprise solution in Ecom. With basic customers it's more of a hassle because the project has been closed already after they have said they are happy with the setup and we have had the follow up meeting, but with the Business and Enterprise customers it is an ongoing process. So let's say if the creative services are already working with additional modules for example for browse abandonment or product recommendation, they can quite naturally do changes to the existing module as well, if the need arises. If the customer requests changes for the setups that have already been done by professional services, we would make an estimation of how much time the changes would require. If it's maybe a customer who has an abandonment trigger running and they would like to add a new reminder for the trigger flow, we can add another email quite easily and that wouldn't be a new order. But if it was, let's say, a totally new setup then of course we would need an order from the sales person in the system to cover all then hours that we would need in order to built the new setup for the customer.
4	**Key strengths**	*Is the current Ecom delivery process efficient from your point of view?* *What are the key success factors in the Ecom delivery process?* *What are the company's specific strengths in Ecom delivery process?* *What metrics are (or can be considered) as indicators of success?*	The process I described earlier is efficient with the customers who are very clear internally as to who has the responsibility of each part of the project. And if they have the resources to actually implement the project in the same pace that they would like to go live. This is definitely a challenge for us because of course the customers would usually like to go live the next day from signing. But we have our own process to accommodate for, but also their resources really play a key role in this. So with customers who have the resources, who are very clear on what needs to be done and when and also deliver, the process is actually rather efficient. So we can be live quickly, we can answer their questions and we can support them. But with customer who don't really have that or struggle with that, we do also see that those would be the cases where we also see the biggest challenges as to how much can we support and how much we chase and are there for the customer. Also the efficiency would of course take a hit in those kinds of cases. So it depends entirely on customer's resources at the moment I would say. Ecom is currently a managed service, and that means basically that we do hold the customer's hand from

			the beginning till the end of the project. In some cases maybe more than in others depending on what the customer's needs are. This is definitely a strength, because we do see that the customers who stay with us really appreciate the fact that they know who their contact person for Ecom is, they know who to reach out to if they have any questions or if they see any issues with their Ecom solution. So that's definitely a big strength I would say, that we have with the solution. But at the same time this requires quite a lot of resources that we don't always have during the busiest periods when we do have a lot of requests coming in from the customers. So it can also sort of turn into a stress factor and also an issue for us to be able to deliver that kind of service that the customers mostly are used to. So it's a strength and internal challenge at times, I would say. It does give us the edge when it comes to the local markets as we can serve the customer in their local language. We see that's a really important key selling point for us. We also definitely have a nice looking product. So if we don't just narrow it down to the implementation phase itself, we do have a product that works for lot of our customers. They see the needed key metrics and the results for the Ecom solution, and it's rather easy to use. So that's definitely something that we are happy with at the moment. And also when it comes to the technical reliability and capability, we feel it's a really good strength. We are really good in identifying traffic and we are able to do special solutions for our customers, like we can look at different types of values and attributes on their site and we can create trigger scripts based on those. So we can actually deliver a lot of customized work that probably a lot of our competitors wouldn't be able to or wouldn't be able to include in their packages in the same way that we can because we get great support from our partner for those as well. So that's definitely a strength. And when it comes to the implementation process internally, currently it's mostly run from here in the Malmö office where we have creative services. And that of course gives us an edge because we sit in the same building and on the same floor, and we are able to communicate with our colleagues from creative services on a daily basis and reach out to them whenever there's something that needs their attention. So that's definitely a strength for the time being. But again, I think it comes down to the resources,

			because of course they have their limited resources and professional services also have limited resources, and also we have our consultants sitting in different countries so not everybody is based in Malmö. So we do see some challenges there as well of course. It's not an endless resource but it's something that we maybe have become accustomed to at this point. It works well, for now. I would say the presales process as well is something that we are quite good in supporting. So when the sales person is going through the presales process with the customer, with cases where they need support or extra information technically and so forth we are able to support them and sit in the meetings and actually answer the customers' questions already at that point before signing. So they know exactly what they are signing up for. With some customers we have even been able to involve our partners to support from their side even in the presales process. So we have been able to identify some pain points in the structure of their site and been able to give them advice on what needs to be changed on the site for Ecom to work well and for us to be able to support Ecom on their site. We do offer a wholesome solution and I think we create a lot of trust already in the presales phase. From the company perspective we look at things such as identification rate, so how much of the traffic on the site we were able to identify. That's of course a key metric for us, and of course for the customer, but that's for us a measurement to see whether we are doing a good job or not, because of course, everything in Ecom comes down to identification. If we are not able to identify the traffic then we also won't be able to send out any Ecom communication, so it kind of always starts from there. So that's definitely a key indicator for us and we keep an eye on that for our customers. Also when it comes to the metrics and numbers, from the company perspective we look at deliverability, so we keep an eye on how many emails we were able to send out, how many were we able to deliver and so forth. So if we see any issues there that's of course always also a concern for us. But we can see we are a strong engine for the Ecom send outs, so that's also obviously a strength for us that we can proudly talk about with our customers. So that kind of technicalities and metrics related to those would be really important for us internally. But for the customer it also of course comes down to

			the revenue that they can generate through the Ecom solution. And of course it's important for us as well that our customers are able to see good numbers there. But I would say that's obviously more in the interest for the customer, so that's maybe not something that we measure as much, but of course it shows the combined strength of the identification and deliverability capabilities that we have. So it's a combination of those things.
5	**Key concerns**	*Which steps / areas are especially challenging in the Ecom delivery process?* *Which steps / areas are especially challenging in the customer change request process?* *What are the key concerns?*	I would definitely say that the key word here is resources. As I mentioned before, with customer who have their resources outlined from the very beginning of the project, and if they have good project management on their side, and they know what to implement and when and have the people assigned to the project, we see no issues with our process and everything sort of runs smoothly with that kind of a customer. But I would say the key concern that we have is that we are a managed service with limited resources, so with customers who are not able to have such a clear process on their side, our concern is that we do have customers falling under the radar. We can only do so much chasing and if they don't deliver from their side, there's definitely a concern that we maybe never go live with their solution or that the project is very delayed, which obviously results in the customer not being happy. So that would definitely be a concern with the current process that we have, so how to manage especially with a type of a customer who just requires more of our attention and handholding. Challenge also here is that our current packages are built upon a partner platform, which makes our packaged offering non-flexible. As a result of the customers not being able to pick the suitable features themselves, there are difficulties in closing the projects, because they are not ready or don't want to implement the remaining features that are included in the package they needed to purchase. This causes professional services and creative services delivering a lot of unpaid hours and not being able to close the projects, which creates a lot of backlog. In the customer change request process the concerns I would say again are the people and the resources and how we become accustomed to use our resources internally. As I mentioned before I think for the time being, with the amount of Ecom customers that we have currently, this works. So in the internal process that relies quite heavily on the good relationships between colleagues and different departments,

			we can approach each other when the things do come up and sort of validate the customer change requests quite quickly together with our colleagues from creative services. For the time being we see no issues here, it seems to be a good process. But I think there's definitely a concern when it comes to the future development of the process that we have for Ecom moving from a managed service to a self-service product. And also the process that we have in place today is maybe a little inefficient as well, but working will obviously be insufficient at that point. So I really thing we need to raise this now and create a clear process for what's to come to be able to serve our customers well in the future as well. I would say when we start the project and do the site validation we sometimes miss something maybe in the site's markup that becomes an issue later on in the customer journey, and I wouldn't say it's maybe a concern but it would be something to keep on the radar to try to minimize somehow the possibility of those types of issues coming up later on. At that point it's difficult to say who is responsible as it could be that the customer has maybe done some changes to the site markup at some point that we weren't aware of. So that's definitely something that we need some clarity on to avoid any issues going further in the project.
6	**Lessons learnt / Development needs**	*In which areas do you think there is space for improve-ment? In what way?* *What would you change and how?*	I would say that the process that we have today and the sort of a historic relationship that we have with some of our Ecom customers, especially with those who have been with us for a long time and maybe reference customers that we tend to serve in the fastest possible manner, we have created a relation-ship where it would be really difficult to sort of step down, and require more attention to the project and the technicalities on the customer's side leaving some responsibility to them that they have been used to throw back to us. We need to examine a bit to how to do this in a nice way that the customers still feel that they get the same level of support but also under-stands that they need to take responsibility of their own Ecom project. So that's definitely something that we need to develop further and have a clear picture about, how to do that. Because we do have a lot of these type of customers as well. And especially going forward now with launching the self-service product we will need to find a way to not loose these customers and not make them feel like we have turned our backs on them and do not offer the same level of service that we do cur-rently. So that's something we will need to think about and a process we would need to improve and basical-

			ly develop from scratch. I would say maybe internally, when it comes to again our colleagues in the different departments, we see different levels of engagement from the sales organization. Some people are really engaged with the process, they understand it and take the initiative to read about the process to follow the process, but we do see still in many of the cases that the engagement and that own initiative isn't always there. That causes a lot of extra work and hassle for us in professional services and creative services. So understanding the process internally and making sure that we all follow the steps that we have actually crated, and that there is information for internally, that's definitely something I would put more emphasis on. So if there's anything to change then maybe change in attitudes and trying to make everybody in the organization understand how important it is that we follow those steps.
7	**To add**	*Would you like to add something that we have not yet discussed?*	I think to be honest we covered pretty much the implementation process itself and where we see the challenges today. I think where we are today with the current Ecom product and the process that we have as a managed service, and going forward launching the self-service product, of course it will be able to do technically the exact same thing as we are delivering today as a managed service. But I think this is definitely a time where we need to be really careful about how we introduce the new product to our customers and how we manage this process also when it comes to the phase where we have already launched the new Ecom where we have customers who are on the self-service package but still continue to serve customers who are on the managed service package. We need to get it right at that point and sort of smoothly transition into serving the customer with the new product only. That is definitely something that will be a big challenge for the year to come.

Appendix 2. Questions Used in the Research Interview 2 (Discussion)

DETAILS	
Name (code) of the informant	*2B*
Position in the case company	Commercial Product Manager for Ecom
Date of the interview	09.01.2019
Duration of the interview	75 min
Focus if the interview	Purpose of the project, view on the current packages and process; strengths, concerns and development needs. Future plans for the Ecom product.
Document	Field notes

	TOPICS OF THE INTERVIEW	**QUESTIONS**
1	**Interviewee's experience and role**	*Please state your experience and role with the Ecom delivery process*
2	**What is the purpose of this project**	*Why was this project initiated?* *What do you hope to get out of this project?*
3	**What is your view on the current Ecom delivery process and the existing packages?**	*Is the current Ecom delivery process efficient from your point of view?* *Pros and cons of the current Ecom packages?*
4	**Key strengths**	*What are the key success factors in the Ecom delivery process?* *What are the company's specific strengths in the Ecom delivery process?* *What metrics can be considered as indicators of success?*
5	**Key concerns**	*Which steps / areas are especially challenging in the Ecom delivery process?* *Which steps / areas are especially challenging in the customer change request process?* *What are the key concerns?*
6	**Lessons learnt / Development needs**	*In which areas do you think there is space for improvement? In what way?* *What would you change and how?*
7	**What are the future plans with the Ecom product?**	*In what way the transition from managed service to self-service will / should affect the existing Ecom packages and current offering?*
8	**To add**	*Would you like to add something that we have not yet discussed?*

Appendix 3. Questions Used in the Research Interviews 3-4 (Discussion)

DETAILS	
Name (code) of the informant	*3C & 4D*
Position in the case company	3C: Project manager / Ecom consultant 4D: Professional services consultant 1
Date of the interview	3C: 11.01.2019 4D: 14.01.2019
Duration of the interview	3C: 51 min 4D: 47 min
Focus of the interview	View on the current packages and process; strengths, concerns and development needs. Customer needs and wants.
Document	Field notes

	TOPICS OF THE INTERVIEW	**QUESTIONS**
1	**Interviewee's experience and role**	*Please state your experience and role with the Ecom delivery process*
2	**What is your view on the current Ecom delivery process and the existing packages?**	*Is the current Ecom delivery process efficient from your point of view?* *Pros and cons of the current Ecom packages?*
3	**Describe the current customer change request process in your part of the Ecom delivery process**	*Give a clear, step-by-step description of what happens when customer asks for changes out of scope.*
4	**Key strengths**	*What are the key success factors in the Ecom delivery process?* *What are the company's specific strengths in the Ecom delivery process?* *What metrics can be considered as indicators of success?*
5	**Key concerns**	*Which steps / areas are especially challenging in the Ecom delivery process?* *Which steps / areas are especially challenging in the customer change request process?* *What are the key concerns?*
6	**Lessons learnt / Development needs**	*In which areas do you think there is space for improvement? In what way?* *Where should we focus to be most efficient in the process?* *Is there anything specific you would change and how?*

7	**Customer needs**	*What do you feel customers want and are expecting from the consultancy?* *What customers need to be as efficient as possible?* *In which touch points professional services would be needed with the self-service product?* *What kind of services or consultancy packages you think would be needed in the future?*
8	**To add**	*Would you like to add something that we have not yet discussed?*

Appendix 4. Detailed package structure proposal for the redefined Ecom consultation packages

INTERNAL COST PER HEAD		XX **SEK**	**Margin**		** PRICES ARE CONFIDENTIAL*
PS HOURLY PRICE		XX **SEK**	**50 %**		
CS HOURLY PRICE		XX **SEK**	**50 %**		
Packages	**Number**	**Phase**	**PS Hours**	**CS Hours**	**PS comments**
PRESALES	1	*Opportunity / Client needs*	*0*	-	*KAM is responsible for identifying the* ...
3-5 PS hours	2	*Presale*	*2*	-	*PS sends the site to be validated by F* ...
	3	*Order proposal approval*	*1*	-	*PS checks the order proposal errand* ...
	4	*Additional PM / Support time*	*2*	-	*Depends on the complexity of the ca* ...
NOT CHARGED		***TOTAL HOURS***	***5***	-	
		TOTAL COST (NOT CHARGED)	*XX*	-	
STARTUP	1	Order and contract signed	0.5	-	Check / update / create / assign erra ...
10 PS hours	2	Sales information form Ecom	0.25	-	PS shouldn't be needed as automatic ...
	3	Ecom customer survey	0.25	-	PS should not be involved, responsib ...
	4	FR order signed and account setup (PS consulta	0.5	-	Update Trello & Filestore, fill in FR o ...
	4	FR order signed and account setup (Product Ex	1.5	-	Product Expert gets the link from FR, ...
	5	Script and pixel implementation	1	-	PS fetches the script and pixel from t ...
	6	Script customisation and account preparation	1.5	-	Ecom customer survey needed, base ...
	7	Inspirational scoping and startup meeting for Ec	2.5	-	Booking the meeting (KAM or PS), PS ...
	8	Additional PM time	2	-	Additional PM time if any of the step ...
PACKAGE PRICE (SEK)		**TOTAL HOURS**	**10**	**-**	
XX		**TOTAL COST**	XX	**-**	
ASC	**1 FLOW, 1-3 EMAILS + TRIGGER CONDITIONS / FILTERING. ADDITIONAL FLOWS FOR EXTRA CHARGE. ADVANCED TRIGGER SCRIPTS AT EXTRA COST.**				
15 PS hours	1	Start-up / Consultancy / Strategy	1.5		Discussion about how many emails s ...
4 CS hours	2	Follow up on customer action points	1		PS follows up that the action points ...
	3	Building and testing trigger + Pro activity	3	2	PS builds and tests the agreed trigge ...
	4	Customer testing and final round of proofs	3	1	PS activates catch all testing for the ...
	5	Go live	1		PS asks FR to go through the go live ...
	6	Documentation	1.5		Detailed documentation about the flow and how it has been built, what's the logic and what information is connected to it. ...
	7	Sign off ASC	2		2 weeks after going live: Schedule ar ...
	8	Additional PM / Support time	2	1	Additional PM, support or communic ...
PACKAGE PRICE (SEK)		**TOTAL HOURS**	**15**	**4**	
XX		**TOTAL COST**	XX	XX	
BA (with module)	**3 FLOWS, 1-3 EMAILS EACH + TRIGGER CONDITIONS / FILTERING. ADDITIONAL FLOWS FOR EXTRA CHARGE. ADVANCED TRIGGER SCRIPTS AT EXTRA COST.**				
20 PS hours	1	Start-up / Consultancy / Strategy	2.5		Discussion about how many emails s ...
4 CS hours	2	Follow up on customer action points	1		PS follows up that the action points ...
	3	Building and testing triggers + Pro activities	5	2	PS builds and tests the agreed trigge ...
	4	Customer testing and final round of proofs	3	1	PS activates catch all testing for the ...
	5	Go live	1		PS asks FR to go through the go live ...
	6	Documentation	2.5		Detailed documentation about the fl ...
	7	Sign off BA	2		2 weeks after going live: Schedule ar ...
	8	Additional PM / Support time	3	1	Additional PM, support or communic ...
PACKAGE PRICE (SEK)		**TOTAL HOURS**	**20**	**4**	
XX		**TOTAL COST**	XX	XX	
BA (no module)	**3 FLOWS, 1-3 EMAILS EACH + TRIGGER CONDITIONS / FILTERING. ADDITIONAL FLOWS FOR EXTRA CHARGE. ADVANCED TRIGGER SCRIPTS AT EXTRA COST.**				
15 PS hours	1	Start-up / Consultancy / Strategy	2.5	-	Discussion about how many emails s ...
	2	Follow up on customer action points	1	-	PS follows up that the action points ...
	3	Building and testing triggers + Pro activities	2.5	-	PS builds and tests the agreed trigge ...
	4	Customer testing and final round of proofs	2	-	PS activates catch all testing for the ...
	5	Go live	1	-	PS asks FR to go through the go live ...
	6	Documentation	2	-	Detailed documentation about the fl ...
	7	Sign off BA	2	-	2 weeks after going live: Schedule ar ...
	8	Additional PM / Support time	2	-	Additional PM, support or communic ...
PACKAGE PRICE (SEK)		**TOTAL HOURS**	**15**	-	
XX		**TOTAL COST**	XX	-	

PPT (with module)		**1 FLOW (WE MISS YOU), 1-3 EMAILS + TRIGGER CONDITIONS / FILTERING. ADDITIONAL FLOWS FOR EXTRA CHARGE. ADVANCED TRIGGER SCRIPTS AT EXTRA COST.**				
15 PS hours	1	Start-up / Consultancy / Strategy	1.5		Discussion about how many emails s	...
4 CS hours	2	Follow up on customer action points	1		PS follows up that the action points a	...
	3	Building and testing trigger + Pro activity	3	2	PS builds and tests the agreed trigge	...
	4	Customer testing and final round of proofs	3	1	PS sends test sendings for the custor	...
	5	Go live	1		PS asks FR to go through the go live	...
	6	Documentation	1.5		Detailed documentation about the fl	...
	7	Sign off PPT	1		After going live: Schedule and condu	...
	8	Additional PM / Support time	3	1	Additional PM, support or communic	...
PACKAGE PRICE (SEK)		**TOTAL HOURS**	**15**	**4**		
XX		**TOTAL COST**	XX	XX		
PPT (no module)		**1 FLOW (WE MISS YOU), 1-3 EMAILS + TRIGGER CONDITIONS / FILTERING. ADDITIONAL FLOWS FOR EXTRA CHARGE. ADVANCED TRIGGER SCRIPTS AT EXTRA COST.**				
10 PS hours	1	Start-up / Consultancy / Strategy	1.5	-	Discussion about how many emails s	...
	2	Follow up on customer action points	1	-	PS follows up that the action points a	...
	3	Building and testing trigger + Pro activity	1.5	-	PS builds and tests the agreed trigge	...
	4	Customer testing and final round of proofs	1	-	PS sends test sendings for the custor	...
	5	Go live	1	-	PS asks FR to go through the go live	...
	6	Documentation	1	-	Detailed documentation about the fl	...
	7	Sign off PPT	1	-	After going live: Schedule and condu	...
	8	Additional PM / Support time	2	-	Additional PM, support or communic	...
PACKAGE PRICE (SEK)		**TOTAL HOURS**	**10**	**-**		
XX		**TOTAL COST**	XX	-		
PR		**2 PR-MODULES; 1 PERSONAL + 1 CROWD SOURCED, FILTERING INCLUDE / EXCLUDE BASIC OPTIONS (PRICE, CATEGORY, PURCHASE BEHAVIOUR DATA). ADDITIONAL MODULES FOR EXTRA CHARGE.**				
10 PS hours	1	Start-up / Consultancy / Strategy	1.5		Discussion about the logic for the mo	...
5 CS hours	2	Follow up on customer action points	1		PS follows up that the action points a	...
	3	Building and testing modules	5	2.5	PS orders the modules from CS, then	...
	4	Customer testing and final round of proofs	2	2.5	PS instructs the customer on how to	...
	5	Sign off PR and documentation	0.5		Written sign off and documentation	...
PACKAGE PRICE (SEK)		**TOTAL HOURS**	**10**	**5**		
XX		**TOTAL COST**	XX	XX		
PS EXTRA FLOW		**FOR ASC, BA AND PPT (NO EXTRA SCRIPT OR CS WORK). BASE: STARTUP AND BASE PACKAGE DONE. ADVANCED TRIGGER SCRIPTS AT EXTRA COST.**				
5 PS hours	1	Start-up / Consultancy / Strategy	1	-	Define trigger purpose; basic script v	...
	2	Building and testing trigger + Pro activity	1.5	-	PS adds the agreed content (newslet	...
	3	Follow up on customer action points	0.5	-	PS follows up that the action points a	...
	4	Customer testing and final round of proofs	1	-	PS activates catch all testing for the (	...
	5	Go live, sign off and documentation	1	-	PS removes the catch all settings fro	...
PACKAGE PRICE (SEK)		**TOTAL HOURS**	**5**	**-**		
XX		**TOTAL COST**	XX	-		
EXTRA MODULE		**FOR ASC, BA, PPT OR PR (BASIC PREDEFINED LAYOUT, CUSTOMIZED MODULE CAN BE PURCHASED FOR EXTRA COST**				
4 PS hours	1	Start-up / Consultancy / Strategy	0.75		Define module layout and logic with	...
2 CS hours	2	Building and testing module	2	1	PS orders the module from CS. Testi	...
	3	Customer testing and final round of proofs	1	1	PS sends test to the customer. Custo	...
	4	Sign off PR and documentation	0.25		Written sign off and documentation	...
PACKAGE PRICE (SEK)		**TOTAL HOURS**	**4**	**2**		
XX			XX	XX		
ECOM BEST PRACTICE WORKSHOP		**INSPIRATIONAL PRESENTATION, TRENDS, SCOPING OF POSSIBILITIES**				
5 hours		Booking the session	0.25	-	PS schedules the workshop with the	...
		Preparation	1.5	-	PS prepares for the workshop, tweak	...
		Workshop	2	-	2 hour workshop with the customer,	...
		Sign off and evaluation	0.25	-	PS sends the material + evaluation to	...
		Travel time	1	-	Internal time for travel etc.?	...
WORKSHOP PRICE (SEK)		**TOTAL HOURS**	**5**			
XX			XX	-		