



Enhancing engagement through employee experience design

Hanna Heikkinen

2019 Laurea



Laurea University of Applied Sciences

Enhancing engagement through employee experience design

Hanna Heikkonen
Service Innovation and Design
Master's Thesis
October, 2019

Hanna Heikkonen

Enhancing engagement through employee experience design

Year	2019	Pages	82
------	------	-------	----

Employers are competing in attracting and retaining the best talent in the job markets. Global trends of employee mobility across the countries, growing transparency in organizations and technological changes increase the competition and the employees' possibilities to choose the best places to work. Organizations have started to pay attention to their employee experience (EX) and the ways to engage the employees, but little research has been done so far on the possibilities of service design in developing EX or enhancing engagement.

The aim of this thesis is to examine how to enhance employee engagement. This is done by applying service design methods and process in the case company that is a Finnish IT company employing about 300 people. The EX of the case company is designed in an iterative and co-creative process with the employees. The thesis answers to research questions of how the employees experience the workplace, how well the company's cultural aspirations correspond to the employees' needs and how the employee engagement could be strengthened in the future. Although the research results are case-sensitive, the applied process and service design methods can be used as a model in developing EX in different organisations.

The topic of the thesis is studied through a theoretical framework of EX, engagement, talent management and Service and Customer Dominant Logics. It is proven that good EX strengthens the employee engagement, which in turn improves employee's performance at work. An engaged employee feels fulfilled at work and associates positively with the employer on an emotional level. Talent management provides a framework for examining the EX through the viewpoint of an employer, which is important, since the EX is the perception on the relation between employer and employee. Service and Customer Dominant Logics recommend putting the customer, in this case the employee, to the centre of actions and processes. By changing the angle from the employer to the employees, it is possible to design truly engaging experiences for them. As a result, both the individual and organisational performance improve.

The service design process along the Double Diamond model was applied in the EX design of the case company. The employees were interviewed, and the insights from the employee data were analysed. The versatile EX of the case company was visualised in personas and employee journeys in order to present the holistic experience. Finally, solutions for the chosen EX topics that relate to engagement drivers were co-created with the employees.

The designed solutions answer to some of the most pressing needs of the employees of the case company that were learning and innovations. It was found out that individualised solutions have the possibility to empower employees to co-create their experiences and to engage them strongly. At the same time, the designed solutions answer to the need of the case company to develop ways of working along the company's cultural aspirations. By considering the needs of both of the parties, it is possible to form a strong basis for mutual engagement and design meaningful EX. This leads to a chance for the company to become a great place to work and a possibility to attract and retain talent who is engaged.

Keywords: Employee experience, engagement, talent management, service design

Hanna Heikkonen

Sitoutumisen kehittäminen työntekijäkokemuksen muotoilun avulla

Vuosi 2019 Sivumäärä 82

Työnantajat kilpailevat työmarkkinoilla houkutellessaan ja pitääkseen parhaat kyvyt. Globaalit trendit kuten työntekijöiden kansainvälinen liikkuvuus, organisaatioiden kasvava läpinäkyvyys ja teknologiset muutokset lisäävät kilpailua ja työntekijöiden mahdollisuuksia valita parhaat työpaikat. Organisaatiot ovat alkaneet kiinnittää huomiota työntekijäkokemukseen ja tapoihin sitouttaa työntekijöitä, mutta tähän mennessä on tehty vain vähän tutkimusta palvelumuotoilun mahdollisuuksista työntekijäkokemuksen ja sitoutumisen parantamisessa.

Tämän opinnäytetyön tarkoituksena on tutkia, kuinka työntekijöiden sitoutumista voi parantaa. Tutkimus toteutettiin soveltamalla palvelumuotoilun metodeja ja prosessia suomalaiseen kohdeyritykseen, joka toimii IT alalla ja työllistää noin 300 ihmistä. Kohdeyrityksen työntekijäkokemusta muotoiltiin yhteiskehittämisprosessissa työntekijöiden kanssa. Opinnäytetyö vastaa tutkimuskysymyksiin: kuinka työntekijät kokevat työpaikan, kuinka hyvin yrityksen kulttuuriset tavoitteet vastaavat työntekijöiden tarpeita ja kuinka työntekijöiden sitoutumista voi vahvistaa tulevaisuudessa. Vaikka tutkimustulokset ovat tapauskohtaisia, sovellettua prosessia ja palvelumuotoilun metodeja voidaan käyttää mallina muissakin organisaatioissa.

Aihetta tutkitaan teoreettisesta viitekehystä käsin, joka muodostuu työntekijäkokemuksen, sitouttamisen, kykyjen johtamisen ja asiakaslähtöisen liiketoimintalogiikan teorioista. Tutkimus on todistanut, että hyvä työntekijäkokemus voimistaa työntekijöiden sitoutumista, joka puolestaan parantaa työntekijöiden työsuorituksia. Sitoutunut työntekijä tuntee täyttymystä työssä ja kokee työnantajan positiivisena tunnetasolla. Kykyjen johtaminen tutkii työntekijäkokemusta työnantajan näkökulmasta, mikä on tärkeää, sillä työntekijäkokemus muodostuu työnantaja-työntekijä-suhteeseen liittyvistä käsityksistä. Asiakaslähtöinen liiketoimintalogiikka sijoittaa asiakkaan, tässä tapauksessa työntekijän, toimintojen ja prosessien keskiöön. Vaihtamalla näkökulmaa työnantajasta työntekijään on mahdollista muotoilla työntekijöitä sitouttavia kokemuksia. Lisääntyneestä sitoutumisesta seuraa, että sekä yksilön että organisaation tulokset paranevat.

Tuplatimanttimaailmaa mukailevaa palvelumuotoiluprosessia sovellettiin kohdeyrityksen työntekijäkokemuksen muotoilussa. Työntekijöitä haastateltiin, ja työntekijädatasta nousevaa tietoa analysoitiin. Monimuotoinen työntekijäkokemus visualisoitiin persoonien ja työntekijäpolkujen muodossa kokonaisvaltaisen kokemuksen esittämiseksi. Lopulta työntekijöiden kanssa yhteiskehitettiin ratkaisuja valittuihin työntekijäkokemuksen teemoihin, jotka liittyivät sitoutumista ohjaaviin tekijöihin.

Muotoillut ratkaisut vastaavat työntekijöiden tarpeisiin oppia ja innovoida. Tulokset osoittavat, että yksilöidyt ratkaisut voimauttavat työntekijöitä yhteiskehittämään kokemuksiaan ja sitouttavat heitä vahvasti. Samalla muotoillut ratkaisut vastaavat työnantajan tarpeeseen kehittää työtapoja yrityksen kulttuuristen tavoitteiden mukaisesti. Kun otetaan molempien osapuolten tarpeet huomioon, on mahdollista muodostaa vahva perusta molemminpuoliselle sitoutumiselle ja muotoilla merkityksellisiä kokemuksia. Tuloksena yrityksestä voi tulla kiinnostava työpaikka, jolla on mahdollisuus houkuttaa ja pitää kykyjä, jotka ovat sitoutuneita.

Asiasanat: Työntekijäkokemus, sitoutuminen, osaajat, arvolupaus, palvelumuotoilu

Table of Contents

1	Introduction	6
1.1	The case company	8
1.2	Aim, research questions and approach of the thesis.....	9
2	Theoretical framework.....	11
2.1	What is employee experience?.....	12
2.2	Talent management	16
2.3	Employee engagement	20
2.4	Service and Customer Dominant Logics.....	24
3	Methods and process	28
3.1	Service design methods and process	29
3.2	Initial phase	32
3.3	Discovering phase to empathize with employees	34
3.4	Defining phase to synthesize insights	36
3.5	Developing phase to ideate future employee experience	38
4	Results.....	41
4.1	Strategy affects the employee experience	41
4.2	Employee experience is versatile.....	43
4.3	Employees are engaged in developing the company and themselves.....	49
4.4	Individualised solutions engage employees	53
5	Learnings and conclusions	56
5.1	Answers to the research questions	58
5.2	Evaluation of work.....	62
5.3	Recommendations for future research.....	66
	References	67

1 Introduction

The competition on skilled talents in knowledge economy has driven companies to develop the employee experience (EX) and look for ways to engage employees (Morgan 2017). Employees' skills and knowledge has been recognised as the most important resources in organizations: the organization with the best talent wins (Ray & Pandita 2018). Companies are trying to keep up with the speed of the changes in the working life and in the job markets and not to lose the competition on the best talent.

Since a group of McKinsey consultants came up with the phrase the "War for Talent" in 1997, the topic of talent management has received a remarkable degree of interest. The emphasis on talent management represents a paradigm shift from more traditional human resource management towards the management of talent specifically suited to today's dynamic competitive environment. (Collings 2009, 304) The employees are gaining power over employers in many areas in the knowledge economy. The competition and the challenges that the organizations face today are global in nature, which causes a need for systematic talent management practices in order to be able to gain and sustain competitive advantage (Tarique & Schuler 2010).

Morgan writes that there are five trends that shape the future of work. Firstly, mobility that makes it possible for people to access information anywhere, anytime. Secondly, multigenerational workforce forms a challenge for organisations to take into consideration the needs of the different generations at the same time. Thirdly, technological changes bring new opportunities to work such as artificial intelligence, the internet of things and robotization, and new skills to deal with the change are constantly needed. Also, social media and rapid sharing of information makes organizations more public and transparent. Finally, with ongoing globalization the world is becoming smaller where the boundaries of business are disappearing. (Morgan 2017, 17)

According to research in 2014 only 13 % of all employees were "highly engaged", only 54 % of employees recommend their company as a place to work, whereas 70 % of the Millennials expect their employers to focus on mission-driven problems and want to do creative work (Bersin 2015). Workers want an experience of work that aligns with their values. "They want a workplace forged in the image of their identities, not a workplace that tries to define them. They want organizations that can let go and grant them a greater say in how things are run." (Knolls trend report 2019, 6).

Collings writes that study of 40 global companies found that virtually all of them identified a lack of a sufficient talent pipeline to fill strategic positions within the organisation, which considerably constrained their ability to grow their business (2009). Smaller number of

younger workers will be coming into the workforce and will not be able to fully replace the larger number of larger generations retiring. Moreover, a lot of businesses are disrupted with new technological innovations, which add to the skill gap in organisations.

For companies to compete, they must continue to rethink the relationship with their employees (Plaskoff 2017, 136). Bersin (2015) writes that employees have won the war on talent and it is time for the business leaders to focus on engagement and retention issues and to build an organization that people want to work for. Employees need to be seen as heroes of their own journey and as sensitive, passionate and creative contributors in co-creation of workplace (Bersin 2015).

The priority of the businesses has traditionally been to put the shareholders first, customers second, and employees third. It is time to reverse the order and put the employees first, because they will then take care of the customers, and they in turn contribute to the interests of the shareholders (Bersin, Flynn et al. 2017). The challenges are how the companies could put the employees first and the business objective second and how the companies develop systems to continuously keep up with the good employee - employer relationship.

The current literature on EX examines themes of employee value proposition and talent relationship management as well as employee engagement and meaning of work to employees. Talent management is part of human resources management and it deals with the balance between employee needs, job markets and economic issues (Mellahi and Collings, 2009). It can be argued that talent management is the approach in the companies where the employee experience is designed. It is also the employer's viewpoint to employee experience. It is important to consider the employer's needs and resources when designing EX in order to form a holistic view on the situation and development opportunities of EX in a company.

Employee experience is defined as everything employee experiences in relation to the employer and the interactions between employee and employer along the whole employee journey that starts before entering the company and goes on all the way to the stage when employee has left the company (Plaskoff 2017, Morgan 2017). It consists of experiences related to cultural, technological and physical environments at work (Morgan 2017). Plaskoff (2017) writes that it is important to empathize with employees and to think holistically about the entire experience to understand the employee's perception of the relationship with the employer. Instead of starting with the company, the development work on EX has to start with the employees, generating insights on their needs (Plaskoff 2017, 138).

Employee engagement (EE) is proven to be crucial to both employees' performance on the individual level and the success of the employer on the organizational level (Eldor & Vigoda-Gadot 2017). That is why companies aim to increased engagement with employee experience

development efforts. Engagement is a psychological view to the employee's state of mind in relation to work, employer and employee's internal resources like for example cognitive energy that the employee uses at work (Kahn 1990). It is proven that when employee has a fulfilling state of mind that associates positively with the employer and her / his self-expression, the level of engagement is high, and the employee experiences the relation to employer and the tasks well (Eldor & Vigoda-Godot 2017). An engaged employee is committed on an emotional level to the employer and the work at hand.

Service Dominant Logic (SDL) and Customer Dominant Logic (CDL) recommend putting the customer, in this case the employee, to the centre of all actions and processes of development work (Lusch & Vargo 2014). By making the employee the hero in the story of a company, it is possible to change the angle from the organization to the employee and to design truly engaging experiences for them. According to SDL, value is always uniquely determined by the beneficiary and thus it is necessary to know the value formation mechanisms of the employees to know what creates value for them and to be able to facilitate the process that creates value (Lusch & Vargo 2014). Companies have started to design their employee value propositions to attract and retain talent.

1.1 The case company

The case company of the thesis has recently started to drive development of EX in socio-cultural, technological and physical environments in order to attract and retain talent. The case company is a Finnish IT company that operates in several countries. The aim of the company strategy is to drive innovation, especially in the digital domain, by using co-creation methods. The company can be described as a creative environment with highly skilled knowledge workers. The thesis author uses the case company as a laboratory to examine the development opportunities for employee experience. The author of the thesis does not work for the company but conducted the thesis work there during the spring 2019.

The case company has about 300 employees worldwide. The company has both IT and design offering, and their goal is to help customers through the life cycle of the co-created services. They aim at forming lasting partnerships in design and tech with the customers by applying user-centred and innovative approaches. The company has been formed with several merges and acquisitions. It can be said that the company has been under constant change and transformation, which has caused some uncertainty among the employees. That is one reason it is crucial to develop the employee experience.

The case company wants to develop employee experience of its workplace to have the best employee experience in the Nordic market in their field in order to increase engagement, to attract and to retain talent. The goal of the company is to form a unified company culture

that creates trust and lean processes by co-creating and defining employee journey to find unique differentiators of the EX. That is done by fixing pain points, by aligning processes, leadership and structures to support the desired culture, by launching a diversity initiative and by building a digital EX platform to drive new culture. The Head of EX of the company drives all the processes. The purpose is to affect the customer experience by the development of the employee experience and the company culture. The thesis work formed one part of the overall development efforts of the EX of the company.

The cultural aspirations of the company are described as beliefs and as behaviours (company values). The beliefs that form the heart of the company culture are related to views on the importance of people, collaboration, learning and success of the customers. The behaviours (company values) are ideal ways of working, for example exploring and caring. One goal of the company's EX process is to unify culture and to support the wanted behaviours across the company. Social and cultural aspects of EX are emphasised in the results of this study also because the company develops the physical office environments in a separate project. However, some of the findings of this study are used in developing office spaces of the company.

The case company has started a project to develop digital employee experience as a part of the overall EX development efforts and to renew some of the company's digital tools and environments. The company wants to provide the employees with a new digital platform to support their work in the global environment. The digital EX project went on in the company at the same time with the development efforts of the overall EX and the theme of the digital EX was combined partly in this development work. However, the whole digital EX project was not in the scope of this thesis work, but it had its own goals, processes and schedules. Thus, the digital EX project is not reported in this thesis.

The case company is in an interesting intersection of changes that the company has faced and new approaches and willingness to develop the employee experience. The employees of the company have gone through a lot of changes, also hard times, so that the development efforts are necessary. It is interesting to study how EX can be developed in a creative environment where employee experience has been already put on the company agenda. The importance of this thesis lies in helping organisations to develop employee experience in times of change and even confusion and disorientation.

1.2 Aim, research questions and approach of the thesis

The aim of the thesis is to examine how to enhance employee engagement. This is studied by answering the research questions:

1. How do the employees experience the workplace today?
2. How well do the company's cultural aspirations correspond to the employees' needs?
3. How could the employee engagement be strengthened in the future?

The driver for the work is to find ways to help organisations to develop employee experience and engagement with design thinking principles and tools. It is important to study the topic for the wellbeing and success of both employees and employers and for finding out the future meanings of work. Design thinking has been applied successfully for customer experience and user experience; it is just beginning to be recognized as an approach for employee experience (Plaskoff 2017).

When developing employee experience, it is crucial to put the employees in the center of the actions, to research their experiences and to design the experiences together. Before development can take place, it is important to find out what the employees think and feel about their work and what are their perceptions of the employer. Another need of the case company was to find out what are employees' perceptions on the company culture, how they view the company values, and do the values match with the needs of the employees. Finally, the case company, as the companies worldwide, would like to know how the employee engagement could be increased so that they will be able to attract and retain talent.

The author of the thesis conducted a service design process in the case company in order to find answers to the research questions and to develop the employee experience and engagement in the company by designing and co-creating solutions for fast experiments with the employees. Service design principles that emphasize human-centricity, co-creation that includes all stakeholders to the process and development in iterations were applied in the development work. Service design process and methods are suitable for the development work because they put the employee to the centre of the processes and co-create new solutions with the employees to answer their problems and to engage them with the new solutions. Quick experiments were designed in order to be able to concentrate on most pressing issues of EX of the case company and to get results fast.

Structure of the thesis flows from the presentation of the theoretical framework to the methods and process of the work, to description of the results and finally the conclusions. In the theory part and literature review, the concept of employee experience is first defined and discusses from multiple angles. The theoretical framework of the thesis consists of talent management, engagement and Service and Customer Dominant Logic theories. The aim is to form a balanced framework for examining employee experience and for answering the research questions of the thesis.

In the methods and process chapter the used service design methods and process are described in detailed from initial research phase to development phase of the solutions to be experimented. The process follows the Design Council's Double Diamond model (2007) for service design, in which different phases of research, development and experiments follow one another. Different service design methods were used in the process. Each method will be explained in detail.

The results of the study will be presented in the Chapter 4 and the outline of the results follows the used service design process. It is stated that the EX is versatile and affected by the company's strategy. It was also found out that the employees are engaged to develop the company and that individualized solutions engage them further. In the concluding chapter, the research questions will be answered, the study will be evaluated, and further research opportunities will be presented.

2 Theoretical framework

The theoretical framework of the thesis is constructed of EX theories, talent management theories, engagement theories and theories of Service and Customer Dominant Logic. The topic is studied through this theoretical framework in order to form a holistic picture on the subject and to be able to answer from the theoretical perspective to the research problem: how to enhance employee engagement.

First, the concept of employee experience is discussed from theoretical perspective. The definitions of the concept are analysed from different angles. It is stated that the employee experience consists of socio-cultural, technological and physical experiences and is the employee's perception of the relationship with the employer (Plaskoff 2017, Morgan 2017). Benefits of developing employee experience for business and people will be discussed as well.

In the Chapter 2.2, the role of talent management for the organizations is introduced. Talent management deals with filling positions in a company from the job markets, development of talent pool focusing on high performance of employees and ensuring engagement of the employees (Collings & Mellahi 2009). It is the context where the employee experience exists and where work is designed. This approach was chosen to better understand the elements contributing to employee experience. While it is important to bring the experiences of employees into the focus of workplace development, it is also essential to consider the needs of employers and their struggle in talent management globally in order to have a balanced picture of the situation. Both, the needs of employees and the needs of the company were considered in the process of this development work.

Thirdly, the theoretical approach of engagement focuses on the psychological factors at work and enlarges the definition of the EX by focusing also on inner world of the employee. Employee engagement is defined as a fulfilling state of mind that includes a strong association with the organisation and self-expression (Eldor and Vigoda-Godot 2017, 526). It has been proved that employee engagement is important to both employees' performance and to the success of the employer. By studying engagement, it is possible to broaden the view of the employees' personal motivations and the employee - organization relationship. (Eldor & Vigoda-Gadot 2017)

Finally, Service Dominant Logic (SDL) and Customer Dominant Logic (CDL) are used in the theoretical framework in order to bring the employee in the centre of the development work and to find ways to use co-creation in the development process. According to Grönroos it is possible to develop opportunities to co-create value with customers by engaging in customers' value creation (2008). In this case the employees are seen as internal customers of a workplace. Figure 1 presents the theoretical building blocks of the thesis.

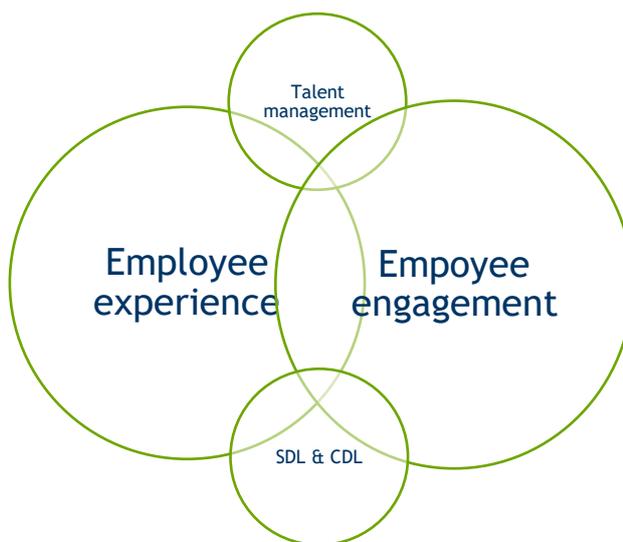


Figure 1: Theoretical building blocks of the thesis.

2.1 What is employee experience?

Plaskoff defines employee experience as the employee's holistic perceptions of the relationship with her/his employing organization derived from all the interactions at touchpoints along the employee's journey (2017). The employee journey consists of all the stages during the employee life cycle. It starts from the pre-employment stage with employer brand building and attracting talent and ends with post-employment stage with retirement or other transitions. The employee experience consists of interactions that the employee and

employer have in each stage of the journey. However, it is important to think holistically about the entire experience rather than a collection of events and to understand that perception of relationship starts before the employee enters the company and stays after they leave. (Plaskoff 2017, 138) Figure 2 presents the different stages and functions of the employee lifecycle.

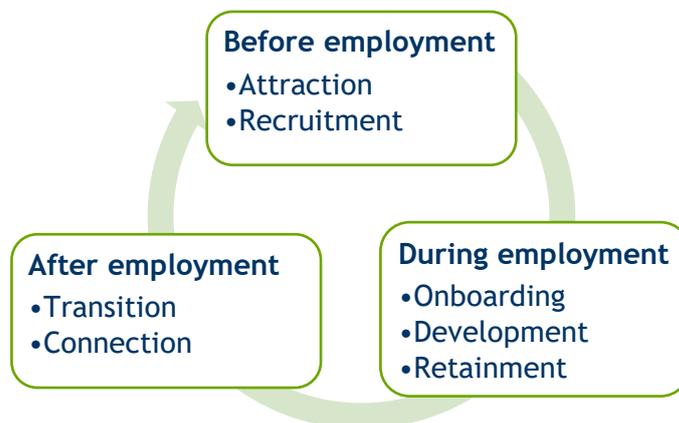


Figure 2: The employee journey.

Morgan views employee experience as something that has the possibility to create engaged employees by focusing on the cultural, technological, and physical design of the organization (2017, 6). He writes that the goal of the design is an organisation where people feel they want to show up instead of feeling that they have to (2017, 8). Moreover, the cultural, technological and physical environments support and empower each other. For example, flexibility in work requires all the aspects. The company policies need to support and encourage flexibility. The attributes of the physical environment of the workplace need to be flexible. And flexibility is not possible without the right technologies offered for the employees. (Morgan 2017, 131) Figure 3 presents the different aspects of the EX.

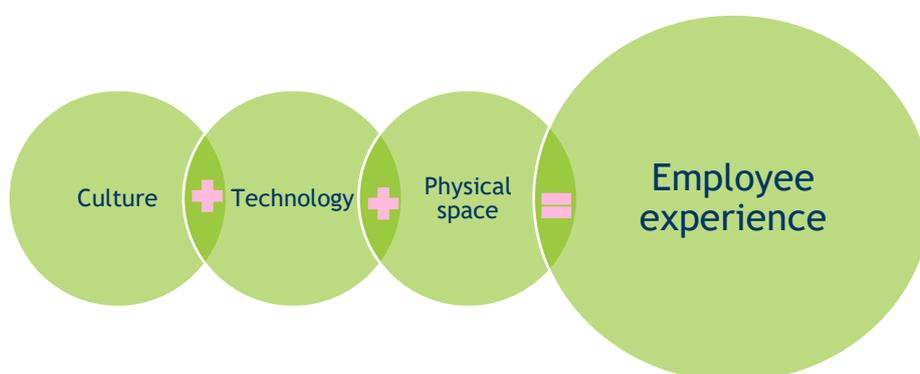


Figure 3: Employee experience consists of cultural, technological and physical experiences.

As the employee experience consists of perceptions of the relationship with the employing organization, the development of the employee experience requires finding out the employee expectations, needs and desires (Morgan 2017, 7). The employee also brings her/his cognitive, emotional and physical energies to work. That has an effect to the employee's level on engagement that leads to her/his experience. (Kahn 1990) The employer has their own perceptions, needs and expectations for the relationship. The employer provides the employees with job resources and demands as well as HR processes and talent management. Finally, the culture of the workplace effects the EX. The development efforts will have the most successful outcome when the employee experience is designed with the employees as well as taking into account the organisational aspirations. (Morgan 2017, 7) Figure 4 presents the different viewpoints on EX.



Figure 4: Viewpoints of employee and employer to employee experience.

Culture in a company setting can be defined as shared values, beliefs and ways they are demonstrated in the company (Grönroos 2007, 415). Those values and beliefs give meaning and provide employees with norms according to which behave at work. It can be said that culture is accumulated understanding what is important in organization in daily basis and it provides predictability for the people in the organisation (Grönroos 2007, 415). Schein writes that "Organizational cultures will vary in strength and stability as a function of the length and emotional intensity of their actual history from the moment they were founded. Occupational cultures will vary from highly structured ones such as medicine to relatively fluid ones such as management." (2010, 3). The importance of culture is emphasised in the times of change when the predictability has otherwise decreased in an organisation. Eldor and Vigoda-Gadot argue that employees need to actively participate in the workplace development in order to

deal with uncertainty and changes at work for example by updating their own skills (2017, 545).

Grönroos writes that in an organization where values are shared in a profound manner there are three common characteristics. First, the values form guidelines for task performance. Second, leaders focus and give time to developing the shared values. And third, the employees have internalized the shared values. Also, performance is better in organizations with strong shared values because managers and employees are motivated and devote themselves in ways of working that are aligned with the shared values. (2007, 420)

Collings & Mellahi write that employees who recognize a strong linkage between their own values and those of the organisation, have a higher level of organisational commitment (2009, 310). Research has proved that when the employees are committed, they do more than expected at work. This extra-role behaviour has a positive effect on organisational performance, participation and retention (Collings & Mellahi 2009). Therefore it is crucial to generate insights on employees' values and consider them when developing company's culture. Also, when recruiting new employees, person - organization fit should be considered to make sure the new people can feel engaged with the company's culture (Huang et al. 2016, 36).

The traditional human resource management approaches do not always build an engaging environment for workers but might instead have a controlling feeling to it. Developing employee experience is a new way to frame the employee - employer relationship and design organizations. Plaskoff writes that by putting the employee's experience at the centre, it is possible to produce a different approach to human resource management to engage the employee in the workplace. He states that developing employee experience enables the empowerment and engagement of employee through providing value and meaning for her/him. (Plaskoff 2017)

A company must truly understand and empathize with its employees, both as individuals and as part of representative groups in order to be able to design a unique employee experience and to have better results in retention, engagement and innovation (Plaskoff 2017, 136). Plaskoff recommends using design thinking methods in the process of developing employee experience. Instead of inside-out thinking (starting with the company), outside-in thinking is needed. That starts with the employees, generating insights with their context and understanding their needs and wishes. (2017, 138) Plaskoff's approach is applied in this thesis.

Plaskoff argues that the quality of employee experiences has a direct influence on employee satisfaction, engagement, commitment and, in the end, performance. The goal of developing employee experience is not to provide specific services as such, but to design an experience

that demonstrates care for the employees in the workplace (Plaskoff 2017, 137). In doing so, companies must involve employees in design process to be able to address the complicated and complex needs for meaning, value creation and other factors influencing engagement.

Morgan argues that businesses that invest in employee experience have highly engaged workforce that in return produces different business value from innovation to customer satisfaction and from profitability to overall happiness in the company (2017, 165). Thus, the developing EX is good for both, the employee and the company. Figure 5 concludes his findings on the effect of developing EX and engagement to businesses.



Figure 5: Employee experience business outcomes (Morgan 2017, 164).

2.2 Talent management

Human capital plays one of the most crucial roles in the success of organizations. The organizations with the best employees have the potential to have the best business results. Pandita and Rey argue that the most pressing concerns of business leaders are those about their human capital. They write that “an estimated 43 percent of senior leadership maintains that inadequate management of human capital has inhibited their organization’s growth and impaired their ability to meet their financial goals” (Pandita & Rey 2018, 186).

From human resources to talent relations and agile talent management

HR professionals have started to use the term human talent instead of human resources as the companies are rethinking their relations with their employees and valuing them as human beings as opposed to capital resources. The movement is away from authority and control towards a co-created workplace and shared results of work. This shift influences all interactions between organisations and people, from employing, developing, aligning, evaluating, and retaining employees. (Pandita & Ray 2018)

Human resources scholars have been interested in the employees' relationship with employer, but the perspective has been the organizations' point of view. The literature on talent management has disregarded the experiences and opinions of the employees (Pandita & Rey 2018, 187). Recent changes in labour markets such as lack of skilled workforce and seek for innovations question the use of only the employer's perspective (Plaskoff 2017). The organisations are now eager to fulfil the needs of their employees. There is a need for more open dialogue on the relationship between people and organisations. Employees are looking for a purpose and satisfying their own needs, which are becoming increasingly important in the employee - organization relationship. (Pandita & Rey 2018)

Talent management is part of human resource management, which operates in intersection of labour markets, employee needs and economic concerns (Collings & Mellahi 2009). The objective of talent management is to create and maintain a talent pool of skilled and engaged workforce (Pandita & Rey 2018, 188). Talent management can be said to be composed of six consecutive steps: talent planning, talent acquisition, talent development, talent deployment, talent retention and talent evaluation (Pandita & Rey 2018, 186), which from the employees' perspective form their journey at work (presented in Figure 2).

"Talent relationship management" refers to long term relational psychological contract that is developed by building HR practices on commitment and motivation in workplaces (Collings and Mellahi 2009, 309). By nature, relationship is a two-way formulation with interaction in between the parties. It is not enough that the employer alone defines the direction of the relationship and the experience of it, thus talent relationship management requires taking views and needs of employees into consideration and combine them with the perspectives of the organisation. It is stated that organizations with mature talent management practices see talent as their competitive advantage, not a cost (Garr, 2016, 27). Those organizations invest in the relationship with their talent to gain insights from them and to response the insights (Garr, 2016, 27). As stated in the previous chapter, a good way to develop talent management practices, EX and relationship between employees and organization is using service design approach.

Traditionally talent management systems are aiming at developing desired role behaviours among employees and assisting in focusing on the company's strategic objectives. Thus, employees' behaviours are mediating the talent management system - organisational performance linkage. (Collings & Mellahi 2009, 309) This is also a goal of the case company, to encourage desired behaviours among the employees that would lead to better customer experiences and a higher revenue.

Building organisational performance, companies first have to focus on individual performance. Performance is regarded as "a function of capacity (ability, health, intelligence, education

etc.), willingness (motivation, job satisfaction, status etc.) and opportunity to perform (tools, equipment, working conditions, co-worker and leader behaviour etc.)” (Collings & Mellahi 2009, 310). Pandita & Rey argue that engaged employees produce better performances, innovations, enthusiasm at the workplace, commitment to the company and citizenship behaviour. Engaged employees believe that their work influences the company’s performance and results. Furthermore, they believe that the way, in which they behave and work creates value for the company. (Pandita & Rey 2018,194)

The emerge of companies with agile talent management approach has set for its part the talent first in the companies and introduced thinking that talent needs to play a central role in formulating company strategy. Employees have a lot of power in those companies and they are seen as integral in delivering value to customers, thus integral to the business goals of the company. Employees are responsible for a lot of decisions in company, for example which projects they would like to work on. The agile companies have little structure in traditional hierarchy sense, and they empower employees to “think solution before profit”, that is to first adopt to changing market situations and think that profit will follow. (Denning 2018)

It has been studied that there is a strong association between employee engagement and the psychological impact the organization has on them (Kahn, 1990). The more positive the emotional impact that organization has on the employees by paying attention to them, the more employees engage with the organization. Employers can try to awake deeper intellectual and emotional bonds with employees by providing them a sense of caring, trust and meaning (Kahn, 1990). Pandita and Rey (2018) write that engaged employees are more enthusiastic about their work and more committed to it. Employee engagement is a good tool to help organization to gain competitive advantage over the others by attracting and retaining talents (Pandita & Rey 2018, 309) Employee engagement is defined and discussed more closely in the Chapter 2.3.

Employee value proposition and talent retention

Just like companies design their customer value proposition, they should equally design their employee value proposition (EVP). Pandita and Rey define EVP as “a sum of all tangible and non-tangible benefits that a prospective employee stands to gain from joining the organization, which includes learning, growth, social interactions, workplace climate conducive to good performance, an excellent employer image, etc.”. The goal is to create an employer brand that attracts talent. According to Pandita and Rey companies that are known for reaching their goals, following their values and ethics, delivering value and creating a safe environment for employees form the best employer image and attraction among employees (2018, 190).

Pandita's and Rey's "4E" framework for talent retention is based on cyclical process of relationship between talent management and retention and is composed of the following elements:

- EVP for attracting talent
- Enhancing employee capabilities and experience, making sure the employee's experience surpasses their expectations.
- Employee engagement will follow from the good EX: as a result, the organisation has a good talent pool.
- Enduring relationship: This connectedness makes the organization a great place to work at, strengthening the EVP in return.

(2018, 195)

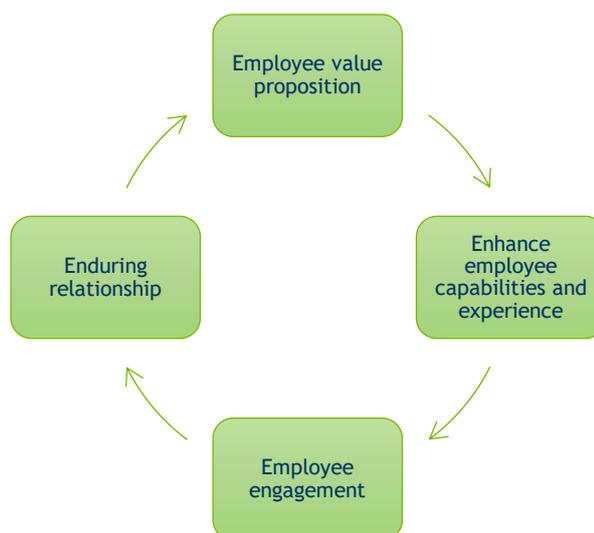


Figure 6: Framework for improved talent retention (Pandita & Rey 2018, 195).

According to Pandita and Rey an appealing EVP consists of 1) the quality of work at the organization, such as interesting and rewarding tasks, 2) opportunities to learn and develop on the job, 3) opportunities for career path progression and getting rewarded after excellent performance and 4) possibilities for networking and social interactions beyond the workplace. They argue that job security is a hygiene factor for most of the employees. Also, leadership, employee well-being and fair and competitive compensation have to be considered. (Pandita & Rey 2018) This needs to be done segment by segment of employees in a company. There is for example a growing number of employees who care less about career development but value more work-life balance (Coyle-Shapiro & Shore 2007, 172). Also, understanding the

employees' response to the EVP has to be covered for a functional and constantly developing model (King 2016).

Enabling employees by providing them support, skills and tools to perform well in their work is part of engagement and retention strategy in companies. When enabled, the employees feel empowered by their performance, are connected to their work and retain. Pandita and Rey write that when attempting of retaining talent, organizations must carefully match the company's needs and expectations with those of the employees' in order to avoid any culture clashes. It is important to assess the culture on both employees' and employer's ends (Pandita & Rey 2018, 190). More than that, it is important to ensure the employees' physical, social and emotional well-being in the job environment. If those hygiene requirements are met, employees will not start to seek the work elsewhere (Pandita & Rey 2018, 194).

Managers play a crucial role in retaining employees. Employee experience depends largely on how line managers enact HR and other practices of the company. Managers have the power to establish a lasting relationship between their team members and the company through themselves. According to Popli & Rizvi (2016) transformational leadership style has the most positive impact to employee engagement. Transformational leaders inspire and motivate employees as well as trust and appreciate them in gaining the goals of the company.

A culture of learning and positive interactions is essential in shaping the experiences and behaviours of employees (Pandita & Rey 2018, 194). Desired behaviours and attitudes such as learning new and understanding the purpose of their work increase engagement. These behaviours demonstrate a bond with the organization, and make sure that an employee stays with the organization as well as delivers good performance. Engaged workforce guarantees lower turnover and an increased ability in attracting talent, building a stronger knowledge base and gaining competitive advantage (Collings & Mellahi 2009, 194). One reason why to concentrate on retention is that organizations have huge recruitment costs associated with talent leaving an organization (Pandita & Rey 2018, 190).

Employee engagement can be seen as a partnership between employee and employer, each supporting one another in their goals (Sirisetti 2012). As the employee engagement is the goal of the talent management practices developing employee experience, it is necessary to look into the engagement more closely.

2.3 Employee engagement

As established already in the previous chapter, employee engagement (EE) is proven to be crucial to both employees' performance on the individual level and the success of the

employer on the organizational level. According to research EE effects also the quality of the service and client satisfaction. Thus, EE elevates the organization's results by giving it a competitive advantage. It benefits also employees in regard to their personal growth. "EE has the potential to broaden our view of the meaning of work and the employee - organization relationship in the contemporary organizational setting." (Eldor & Vigoda-Gadot 2017, 530-531)

There are many definitions for employee engagement. Generally, it is defined as a fulfilling state of mind that includes a strong association with the organisation and self-expression of the employee (Eldor and Vigoda-Gadot 2017, 526). Eldor and Vigoda-Gadot found three components of the concept of EE that the most research shares. First is the motivational nature of engagement that is the energy that employees use in their work. Second is the investing on the employee's well-being and self-fulfilment as the corner stone of a relationship of mutual engagement. The third component is the employee's simultaneous expression of physical, emotional and cognitive factors as investments to work. Eldor and Vigoda-Gadot define employee engagement as "an active, fulfilling concept that reflects the expression of multidimensional energies that benefit organizations and employees." (2017, 531). They conclude that EE is a powerful concept because it includes variety of ideas about the meaning of the employee - organization relationship (Eldor & Vigoda-Gadot 2017, 547).

Kahn's psychological definition of engagement is "the simultaneous employment and expression of a person's preferred self in task behaviours that promote connections to work, personal presence (physical, cognitive, and emotional) and active full performances" (1990, 700). According to Kahn, three psychological conditions lead to engagement: meaningfulness, safety, and availability. Factors influencing meaningfulness are task characteristics, role characteristics, and interactions at work. Psychological safety is composed by interpersonal and group relationships, management style and organizational rules. Availability is influenced by physical, cognitive, and emotional energies individual uses at work, individual insecurity, and life of employee outside of work. (Kahn 1990)

The physical presence in engagement concerns the energies of employees to accomplish behaviours at work with significant efforts over periods of time. The emotional aspect sees how employees feel at work and their emotional energy needed to meet the emotional demands at work. The cognitive aspect addresses employees' attention and vigilance to their work roles. If work is clearly defined, challenging, varied and autonomous there will be a strong connection to experience of employee engagement. (Kahn 1990)

Engagement can also be defined as one's psychological presence in or focus on role activities. According to this view, attention and absorption are two critical components of engagement. Absorption refers to state in which employee is engrossed in tasks at work and not easily

distracted by outsiders. Attention refers to the cognitive processes that help employee to concentrate and psychic energy that an employee puts to work. (Eldor & Vigoda-Gadot 2017, 528)

Eldor & Vigoda-Gadot write that in regard to employee - employer relationship, the direction of the relationship and the obligations and contributions in it can be studied and found out whether it is reciprocal or one-sided, broad or unbalanced (2017, 544). It can be determined if employees act independently in related to contributions or if they depend on the employer to tell them what to do. Another factor is the employees' level of activation in the employee - employer relationship. If the degree of activation is low, it cannot be said that the employees feel empowered. They might not be active participants in forming the relationship with the employer. The employee - employer relationship varies according the type of direction and the degree of activation. It can be stated that engagement involves mutual exchange and simultaneous activities in a connected manner. (Eldor & Vigoda-Gadot 2017, 544)

Both, employees and employer can choose the level of engagement with one another. One way for employees to pay back for their employers is through their level of engagement. They choose to engage themselves in response to the experiences and value they receive from the employer (Eldor & Vigoda-Gadot 2017, 529). Employers for their part choose the investments that they offer to employees and the level of contributions that they require from employees (Eldor & Vigoda-Gadot 2017, 532).

Employee engagement can be seen as an active process in which “people pour their personal energies into their work and express themselves through their work” (Kahn, 1990). The reciprocal and active relationship is a key to engagement that benefits both parties of the relationship. Eldor and Vigoda-Gadot argue that employees want to form a dialogical relationship with their employer these days in order to get their personal growth needs and self-actualization satisfied (2017, 544).

Although it needs to be found out on individual basis, what creates engagement for employees in an organization, some common characteristics of an engaging organization can be drawn. According to Bersin (2015) there are five elements that drive engagement:

1. Meaningful work. The work has to have a purpose for the employees. Employers need to think about job-person fit to be able to offer right kind of purpose for different people.
2. Hands-on management. When the goals and processes of work are clear, it is easy for people to engage with tasks at hand. Middle management plays a crucial role in executing most of the EX processes in a company.

3. Positive work environment. Diversity and inclusiveness, flexibility and culture of recognition are elements that create a good climate for working.
4. Growth opportunities. In an irresistible workplace there are both formal and informal development opportunities, mobility programs and reward system.
5. Transparent leadership by vision. Leaders of a company can generate engagement by inspiring employees, given them a purpose through company mission and invest in their people.

Job demands and job resources have an impact on employee engagement and wellbeing (Bakker & Demerouti 2007). Demands at work like pressure can affect employee's health. Job resources like feedback, support or autonomy can lead to higher motivation. Job Demands-Resources model by Bakker and Demerouti classifies all job characteristics under either job demands or job resources (2007). The model assumes that job strain develops when job demands are high and when job resources are limited. On the other hand, when job resources are high, work engagement increases also with high job demands. (Bakker & Demerouti 2007)

According to Bakker and Demerouti (2007), job demands are physical, psychological, social, or organizational aspects of the job that need effort or skill and that thus require physiological and/or psychological costs. The authors define job resources as aspects of the job that are functional in achieving work goals, reduce job demands and the associated costs and / or increase personal growth, learning, and development. Resources not only compensate the demands but are important on their own. They may be organizational resources such as career opportunities, social resources like team climate, task related resources like skill variety or others like role clarity or participation. (Bakker & Demerouti 2007)

Job resources play either an intrinsic motivational role because they contribute to employees' growth and learning (for example feedback), or an extrinsic motivational role as they are instrumental in achieving work goals (for example ability to make autonomous decisions). Availability of job resources leads to engagement and lack of them may cause cynical attitude towards work. (Bakker & Demerouti 2007)

Job resources can facilitate both, individual and group engagement. Group engagement is a collective construct, in which for example a team is energetic, committed and absorbed to work (Schaufeli 2012, 8). A supportive team climate can be seen as an example of resource that causes engagement and makes the team perform well. Engaged team perform better than less engaged teams (Schaufeli 2012, 8).

Employers must know when and how to focus efforts to ensure the best possible employee experience and engagement. An effective way to do that is to apply service design in the

development processes of employee experience. Next service design and theories of Service and Customer Dominant Logics are discussed.

2.4 Service and Customer Dominant Logics

According to Service-Dominant Logic (SDL), everything we exchange in the economic markets can be defined as service. Service is defined as “the application of specialized competences (knowledge and skills), through deeds, processes, and performances for the benefit of another entity or the entity itself” (Lusch & Vargo 2014). SDL defines the service further by capturing it in five axioms (Lusch & Vargo 2014):

1. Service is the fundamental basis of exchange

Service is always exchanged for service. The employee provides skills and knowledge at work, for the benefit of the employer. The employer provides the employee an income and perhaps a way to express themselves.

2. The customer is always co-creator of value

Value is always co-created through interaction. If company provides an employee for example with tools, working environment and training, no value is created before the employee uses them. Employer’s attempts can be seen as service and value is co-created through the use of the service.

3. All economic and social actors are resource integrators

Service is possible, when all the actors provide the needed resources for the service. An organization is able to serve the customers, only when the employee provides her / his resources at work and when the customer uses her / his skills to use the service.

4. Value is always uniquely and phenomenologically determined by the beneficiary

Value of a service is always uniquely experienced and determined by the user of the service. Service has no intrinsic value. At work, all the employees see the value of the services provided by employer and the whole employee experience in a different way.

5. Co-creation is coordinated through actor-generated institutions and institutional arrangements

Co-creation of value exists through the coordination of social institutions (Vargo & Lusch 2016). By institutions Vargo and Lusch mean the rules, norms, meanings, symbols and practices that aid in human collaboration (2016). Value is always co-created in service ecosystem (Vargo & Lusch 2016). For employees, the value of the experiences at work is co-created in a larger service ecosystem than just by the actors at work.

Before the introduction of SDL, Good Dominant Logic (GDL) interpreted the value occurring in an exchange of goods or services whereas SDL explains value to be always co-created through the interaction of actors (Vargo & Lush 2014, 15). Along the GDL lines, human resource management has traditionally been built around exchange and increasing profit, and processes of a company has been formed around production. HR has been about managing the performance, not around experience or engagement of employees.

The most obvious difference between the GDL and SDL is the view on where value is occurring. SDL does not see the value to be created in the exchange between a company and a customer in a transaction. SDL interprets value creation to be contextual (Lush & Vargo 2014). Therefore SDL focuses on co-creation on a societal level and on the ecosystems where value emerges. High-quality interactions are the key because they enable customers to co-create experiences with the company and unlock value formation. The co-creation of experience is a crucial source of value for both customers and companies (Akaka, Vargo & Schau 2015).

Whereas SDL sees customer as a co-creator of value, Customer Dominant Logic (CDL) takes a step further and places the customer in the centre of all business activities. Taking this view means changing focus from the providers involving customers in their processes to customers involving different providers in their ecosystems (Heinonen & Strandvik 2015). According to CDL customers embed services in their processes and companies can only offer services to be embedded by the customers to those processes (Heinonen & Strandvik 2015). An employee needs to be taken into consideration as a person who has life outside of work, too, in order to be able to build truly employee-oriented HR services in a company.

CDL changes the idea on how a company is led as it brings an approach to business, where customer's needs should be in the centre of all actions and decision making (Heinonen & Strandvik 2015). CDL can be applied as an approach explaining, why focusing on the employees' perspective is central for developing the internal services of a company and the whole employee experience. The employer should generate understanding for their employees in a deep level. When adopting CDL it is central to understand how the customer's logic and value forming processes are practiced in the provider's world through the design of the offering (Heinonen & Strandvik 2015, 122).

Both SDL and CDL talk about the value creation processes. According to CDL the value formation occurs in the customer sphere, where a service provider can engage in value creation process as a co-creator or value facilitator. This can be applied in the employee - employer relationships. Grönroos (2008) argues that customers are not interested in their purchases in the first place but what they can achieve with what they have bought or consumed. They use goods or services offered by companies in order to do something with it,

to generate value with it. Grönroos defines value of service as being or feeling better off than before a service process (2008). When applying CDL in employee experience development efforts this point of view of the employees has to be considered.

Voima and Grönroos explain the scope of the value in customer's creation in value-in-use as the "user's accumulated experiences (individual and collective/social) with resources, processes (and/or their outcomes) and contexts" from past, today and future (2013, 142). Figure 7 explains the roles of different actors in value spheres of provider, customer and the joint sphere.

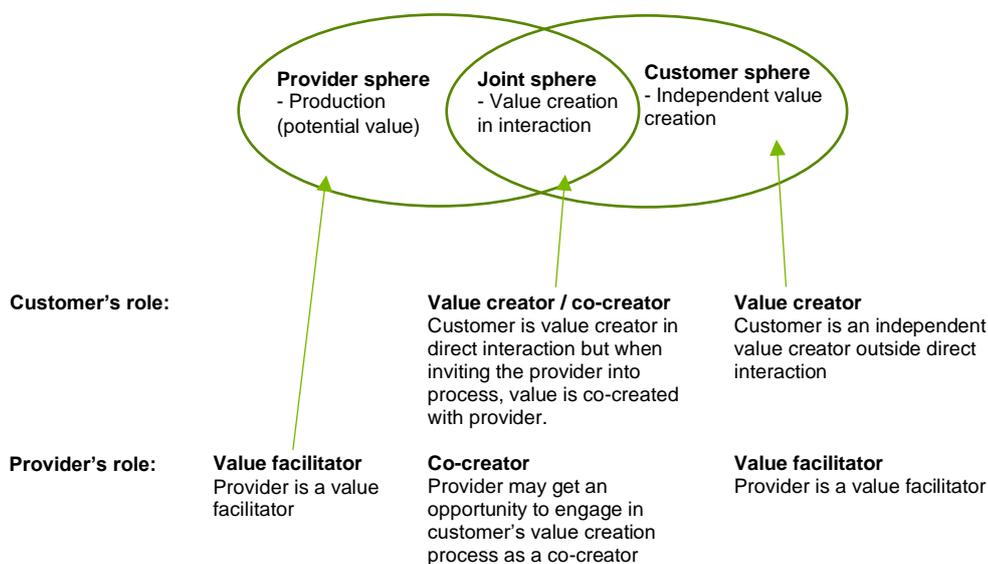


Figure 7: Roles of actors in value spheres (Voima and Grönroos 2013, 141).

Grönroos presents how companies can focus on understanding their customers' everyday lives and value formation processes and assist the customers by supplying services that support those processes:

- Focus on segmented customer practices in their everyday lives
- Assist the everyday practices in a way that supports value formation
- Develop new services towards customers' everyday practices
- Engage in customers' value formation processes by including interactions between the company and the customers in offering
- Develop opportunities to co-create value with customers by engaging in customers' value creation

- Companies can engage themselves in customers' value fulfilment processes by adopting this approach, and not only making value propositions

(2008)

Aarikka-Stenroos and Jaakkola write that especially in knowledge intensive services, customers have significant influence in forming the value proposition of service providers through negotiation and their own resources that they use in value creation (2012, 23). According to their research findings, suppliers have roles of value option advisor, value process organizer and value experience supporter in the value creation process, whereas the customers may act in roles of co-diagnoser, co-designer, co-producer and co-implementor (Aarikka-Stenroos & Jaakkola 2012, 23). In a work setting, the employer could act as value option advisor for the employees to facilitate greater autonomy for them, as value process organizer to guarantee a friction free working environment and value experience supporter to inspire employees with a mission and purpose.

Payne et al. write that companies need to find ways to involve the customers in co-creation activities or teach them co-creation behavior in order to identify value facilitation opportunities (2008, 93). Service managers could offer their customers "scripts" for interaction when starting the co-creation activities. The companies can then support the customers' process of co-creating value for themselves (Payne et al. 2008, 93). Perhaps employers could take a similar stand in finding ways to co-create the EX with the employees.

It can be concluded that in order to follow the CDL and employee-centric approach in developing employee experience, a close relationship between employees and employer has to be formed and employers have to generate good understanding on employees' everyday practices in their lives as a whole and not just at work in order to be able to support them in an optimal way. By doing so the companies will be able to make better employee experiences and finally customer experiences. The challenge is to find appropriate ways to do this and develop new systems that can facilitate the employee - employer relationship in different companies. It is noticeable that the employee experience is often collective, and the employees strongly affect the experience of one another.

Almquist, Senior and Bloch (2016) categorize value into four groups: Functional, emotional, life changing and social impact (Figure 8). They highlight the importance of knowing why something is important, by exploring the hidden elements of value in customer's behaviour or opinions. The value pyramid is a practical model, where the highest form of value is placed at the top. The authors point out that a company must provide first at least some of the functional elements to be able to deliver on those on the top of the value pyramid. They argue that when organizations have the right balance of the elements in the value pyramid, customer loyalty is improved (2016, 49). The same goes with employee experience.

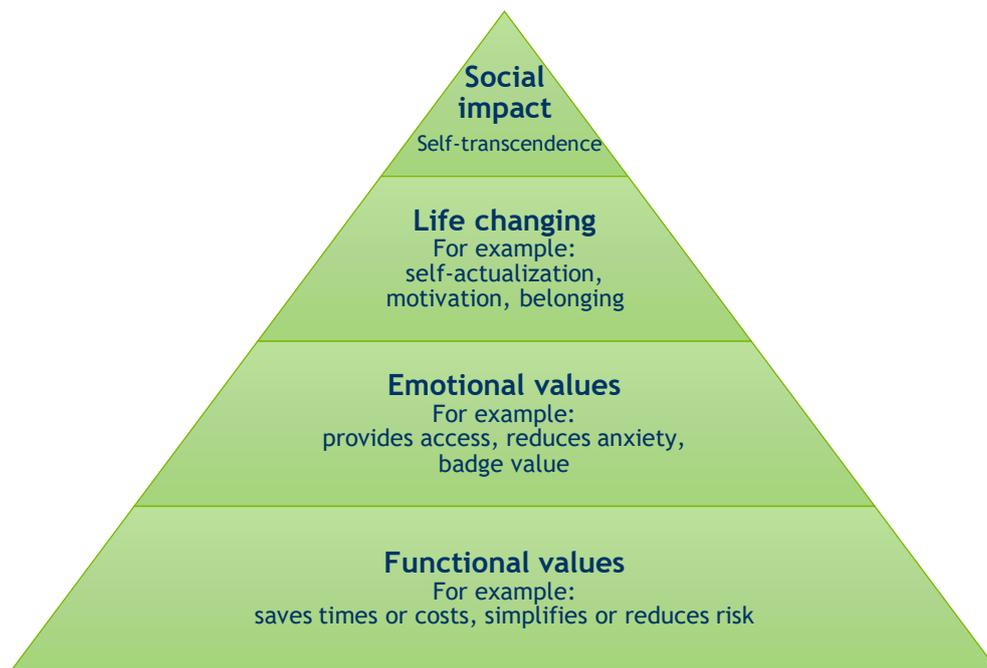


Figure 8: Value pyramid (Almquist et al. 2016).

When designing the employee value proposition, presented in the Chapter 2.2, it is essential to take into consideration the different values of the employees and use them as a starting point. This also relates with the job resources and designing the resources so that they produce value to the employees. In a workplace, the individuals' values are transmitted through the social context and value experience based on group experience might become dominant (Helkkula, Keller, et. all 2012). Ramaswamy writes that through a co-creation process mutual value of different parties can be explored and meaningful human experiences created together (2011, 91).

By engaging in a co-creation process, employees let their voices to be heard, generate understanding in different parts of the company and build the relationship with their employer. Plaskoff writes that the process itself can be an empowering and engaging resource (2017, 141). Next, the process and methods of the development work of this thesis is described.

3 Methods and process

This chapter explains how the development work was done and what kind of process and methods were used. The purpose was to develop the employee experience and engagement by using service design methods and process in the case company. Service design methods suit

to research and develop employee experience because service design studies experiences from the point of view of the user or client of the service, in this case from the point of view of the employee, and it uses co-creation methods to develop the experience, that is engaging the employees in the process where their experiences are designed. Service design is defined and the process, methods and the reasons choosing them are explained in the Chapter 3.1. The following chapters explain each phase of the process and methods used more in detail.

Service design methods are qualitative in nature. Qualitative research builds understanding on people's experiences from their point of view and is the best way to gain empathy for research subjects (Curedale 2013). It tries to answer questions why and how and it is especially concerned with meanings. It uses rather small sample sizes, often a case study, which makes it applicable in workplace context like in this study. Challenges in qualitative research are that it is hard to recreate the results in a different setting and the experiences of people cannot be generalised. (Curedale 2013)

This development work is inductive in its nature since it is identifying patterns and drawing conclusions from empirical insights, the employee data of the case company. Findings of the development work are reflected through existing literature and theories trying to add new information to the current knowledge base of the employee experience subject. (Ghuri & Grønhaug 2010)

The service design process in this case is research-based development work because it is trying to solve problems in practice in the case company and to develop new concrete solutions for the employee experience in the company (Ojasalo, Moilanen et al. 2014). Information is gathered systematically, and it is applied through critical thinking process. One goal is to produce new information for example to be used in next development projects. Active communication between different stakeholders was practice because it is essential in research-based development work in order to advance the process. (Ojasalo, Moilanen et al. 2014)

According to Ojasalo, Moilanen et al. (2014, 24) the process of research-based development work starts with recognizing the need for the development work, goes on with choosing the approaches and methods and ends with evaluation of the results and the whole process. The process is similar to service design process applied in this work and it is focusing on actions that produce concrete solutions. All the results of the process will be presented in the Chapter 4.

3.1 Service design methods and process

Service design is a practical approach to the creation and improvement of experiences, services and products. It is an iterative process of research, development and experiments

that is driven with service design principles and mindset (Stickdorn, Lawrence et al. 2018). The service design principles used in the process are:

1. **Human-centered: Service design takes the people's experiences into account.**
→ The employees in the case company were interviewed in order to find out their experiences and they were engaged into co-creation process so that their views could be used in developing the employee experience of the company.
2. **Collaborative: Different stakeholders are engaged in the process.**
→ Employees, management and digital EX renewal project were integrated in the process. Questions on client work of the case company were discussed with the employees but the clients of the case company were not included in the process.
3. **Iterative: Experimental process that iterates service toward implementation.**
→ Design problems were iterated to find out the right questions and the answers for them. The solutions designed in the process were to be experimented and then iterated to find out the best outcomes for improving the EX in the case company.
4. **Sequential: Services are visualized and arranged as a sequence of actions.**
→ Employee journey maps and user journey maps on the developed solutions were created to visualize sequences.
5. **Real: Research and development is practiced in reality, with real needs of people.**
→ Process was conducted in the case company, with its employees.
6. **Holistic: It addresses the needs of all stakeholders from users to business needs.**
→ Both, the needs of employees and the needs of the company were considered in the process. (Stickdorn, Lawrence et al. 2018, 27)

Service design methods and process are widely applied in designing customer experiences. The same process can be applied in developing EX. These processes are different sides of the same coin as the most beneficial customer experiences demonstrate the company's brand value at its best, the same is true with EX. For example, if a company wants to be known and have a brand for innovativeness, then the cultural, physical and digital EX should be innovative, too. With this approach, the employees experience the brand in the first place, have an opportunity to engage with it and then to communicate and reinforce it with the customers (Yohn 2016, 4).

The service design process in this study follows the Double Diamond model, in which four phases of divergent and convergent thinking and doing follow one another (Design Council 2007). In divergent phase options were sought and opportunities were created with as much data and ideas as possible. In convergent phase focus was on formulating key insights,

choosing ideas and making decisions, thus reducing the options. (Stickdorn, Lawrence et al. 2018)

Figure 9 presents the applied design process and its schedule. The four phases in the service design process of this study, according to the Double Diamond model were:

1. **Discover: Client needs are identified with research and collection of data.**
→ Needs of employees were discovered with interviews, and company data was collected with desk research.
2. **Define: Analysis and alignment of the client needs to form goals of development work.**
→ Key insights from the employee and company data were analysed, development options were recognised and visualized in personas and journey maps. Topics for the development phase were chosen.
3. **Develop: Ideation and development of human-centred solutions for prototyping.**
→ Discussions with different stakeholders and co-creation workshop with the employees of the case company to develop solutions and their prototypes for experimenting.
4. **Deliver: Service is launched, and feedback is collected for the next iteration round.**
→ This phase is out of the scope of the thesis work and will be conducted by the case company. (Design Council 2007)

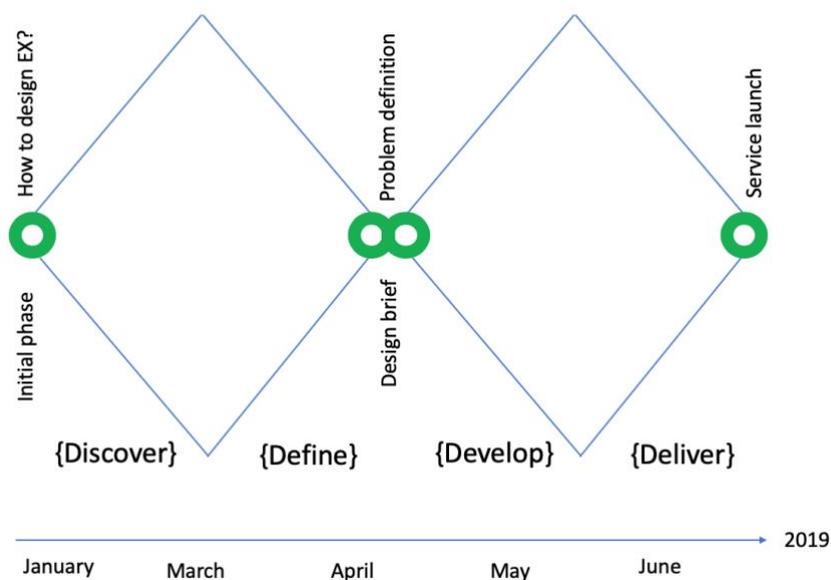


Figure 9: The applied design process and schedule of the work.

Table 1 presents the methods chosen for each phase of the service design process, the purpose behind each method and the outcomes of using the method.

Process phase	Methods	Purpose	Outcomes
Initial phase	Empathy map with the Head of EX	To empathize with employees	Empathy map
	Initial interview with the Head of Design Studio	To understand the situation of the employees	Ideas for the discovery phase interviews
	Group discussions with digital EX project team	To understand the goals of the project	Ideas for the discovery phase interviews on digital EX
	Desk research on existing knowledge on EX	To find out the current knowledge on EX	Data on what needs to be found out in the interviews
Discovering phase	Interviews with employees (9)	To find out what is the current EX and employees' needs	Qualitative insights on the current EX and employee's needs
	Drawing with employees (6)	To find out pain points and opportunities on digital EX	Visualizations on employees digital working day
Defining phase	Generating insights on issues that matter in EX	To analyze and define what matters in EX	Analysis and synthesis on the current EX and employee's needs - a report to the case company
	Creating personas	To exemplify groups of employees and their needs	Persona cards (2)
	Mapping employee journeys	To visualize experiences and emotions of employees during their working day	Employee journey maps (2)
Developing phase	Group discussion and ideation with digital EX project team	To ideate digital EX on the basis of the findings of the interviews	Refined requirements for the digital EX project
	Group discussion and ideation with management group and with employees	To ideate and make decisions on the basis of the findings	Choosing development themes
	Workshop with employees	To ideate future EX opportunities	Solutions for the most pressing problems in EX
Delivery phase	This phase is outside of the thesis work and will be conducted by the company.		

Table 1. Phases and methods of the development work process.

3.2 Initial phase

It is essential to discover the goals of a service design project and to make sure the service designer understands the situation of the customer and the clients and their true needs before the actual service design project begins (Stickdorn et al 2018, 86). It is also important to empathize with the target group even before talking to them directly to look at the big picture of their situation and to design the interview research questions for them.

Desk research

The purpose of desk research was to gather the existing knowledge on employee experience in the case company in order to be able to formulate the final research questions and to see what the internal documents of the company state about EX. The researcher got familiar with the current situation of the EX processes in the case company and sought for areas to be further studied. Also, the company's cultural aspirations and strategy was studied by the researcher. Desk research is about finding the right questions to ask in the research and it should always be the starting point of a research process (Stickdorn, Lawrence et al. 2018).

Documents were collected by the EX team and the digital EX project team of the case company and given to the researcher. Researcher then analyzed documents on EX process plans, digital product requirements of the digital EX project on the new EX platform and Pulse feedback surveys on EX. On the basis of the desk research and initial interviews a shared understanding of the current situation in the case company was formed and the interview research questions were finalized.

Initial interviews and discussions

An initial interview was conducted with the Head of Design Studio of the case company in order to understand the situation of the company and the employees and to get insights for the ideation of the discovery phase and the employee interviews. Questions like what is important in employee experience of the studio, what should be developed and what are the highs and lows in social, digital and physical EX were asked. The answers were used to formulate the interview questions for the actual employee interview research.

Group discussions with the digital EX project team helped to form a picture of the goals of the digital EX project and to gather ideas for the needs of the discovery phase. The researcher formed understanding on the scope of the digital EX project, what digital tools are renewed and what are the initial requirements for the new EX platform. On the basis of these insights the researcher could form interview questions on the digital EX for the employees.

Empathy map is a tool do to an exercise to develop shared understanding and empathy for other people. It can be used in various ways, but a central idea is to imagine how it would feel like to be inside someone else's head (Gray 2017). Empathy map was produced with the Head of EX of the case company to generate insights on the situation of the company's employees and to better empathize with them initially.

On the basis of the findings and outcomes of the initial phase, the goals for the discovery phase were iterated and the limitations for the interview research with the employees understood. The limitation in the content of the interview research was that not all the

phases of employee experience from onboarding to retiring could be studied but instead specific topics were chosen.

The topics for the discovery phase interviews were to find out 1) what are the current social, digital and physical employee experiences and what employees think, feel and do during their typical working day, 2) what are the needs, wishes, challenges and sources of inspiration and engagement of the employees, 3) how the employees experience the current company culture and values and what are their needs and wishes for developing company culture and strategy, and 4) to draw a typical digital working day in order to find out the pain points and opportunities for developing the digital EX. These formed the themes for the employee interviews.

The idea behind choosing a typical working day as one focus point in the interviews was that by asking about working day experiences the employees could tell in a concrete way how their work is, what they do, how they experience it, what kind of challenges they face in everyday life, what they enjoy at work and what are their wishes to make the experience better. There were a lot of questions also on engagement, such as what makes you happy at work and where would you like to be in 5 years. The interview questions can be found in the Appendix 1.

3.3 Discovering phase to empathize with employees

Different methods were used to improve the richness of the insights gathered in the discovering phase. The method triangulation aims at choosing enough methods in order to get more accurate results from the research and to establish a solid foundation for design decisions (Stickdorn, Lawrence et al 2018, 107). The methods used in the discovering phase were interviews and drawing and all the data was combined with the desk research data and the data from the initial interviews and discussions.

Interviews with employees

Interviewing is a method used to study people deeply, usually in their context, like in the office. Interviewers ask often not only about people's habits and behaviour but also the meanings behind them (Portigal 2013, 3). Interviewing can be used for example to identify pain points of customers, new opportunities or test ideas or already existing services. Portigal writes that in addition to the insights the interviewer gets from the interviewees, also more profound understanding of the experiences and feelings of the interviewees is gained - that is often called empathy (2013, 10).

Semi-structured interviews were used to gather systematic insights on employee experiences and generate empathy towards them. A semi-structured interview has both, predefined questions used in structured interviews and open-ended questions used in unstructured interview (Wilson 2013). An interview guide was formed to lay out the questions to be followed during the interview (Appendix 1). Open-ended questions were asked to give the employees a chance to tell about their experiences in their own words as flexibly as possible in order to gain deep insights. Qualitative interviewing is especially useful in collecting data on people's values and attitudes that are harder to observe or accommodate in a survey (Silverman 2011).

Nine interviews were conducted with the employees from six company units in five countries. The interviewees were chosen from different professions to get a good representation of the employees. However, the main categories of professions were the IT experts and the designers, which are the talent that mostly work with the clients of the company and thus make the most revenue. Three women and six men were interviewed, which follows the overall gender distribution of the company. The interviewees were also chosen both from employees who have worked in the company for many years and from newer comers in order to get a balance picture of the EX.

The employees were told about the topics of the interview beforehand so that they could tune in the subject. Each interview took 1,5 hours and they were conducted either on Google Hangouts or face to face. Because of the nature of the questions around the employee experience topic is rather sensitive, it was emphasized that the answers were reported anonymously to the company management and other employees. All the interviews were recorded, and transcripts were produced of each of them. The results from the analysis of the interview data combined with the data from the initial phase are presented in the Chapter 4.

Drawing with employees

The drawing task was done to gather qualitative insights on the digital working day of the employees and to make sure that the requirements of the digital employee experience took the employees' viewpoints into consideration. The requirements for the digital employee experience generated in the digital EX project were gathered with survey by the project members who are experts in digital products, such as the CTO of the case company. The requirements were specified in a form of user stories and the purpose was to generate the user stories to technical requirements of the EX platform in the future by the project team. The qualitative approach that the researcher of the thesis work took aimed at looking at the whole digital employee experience and sum all the experiences related to any digital service so that the focus was larger than in the digital EX project. In that way it was possible to

generate key insights on the overall digital experience and to add the insights to the digital EX project requirements. The actual outcomes of the digital EX project were outside of the scope of this thesis work.

The interviewed employees were given a task to draw their typical working day from the perspective of digital working environment, processes, actions and tools. After drawing, the day was analyzed by the drawer and discussed together. By using this approach, it was possible to explore more opportunities to improve the digital working day from the perspective of the employee as she / he was an active participant in expressing and defining her / his own needs and wishes (Mattelmäki 2006, 41)

The drawing task was done after the interview. Some of the interviews took so long, even two hours, that there was no time left for the drawing task. That is why there were only six who participated in the drawing task. However, it was enough to get the insights for the question how the digital working day is from the point of view of the employees, and to communicate the findings for the digital EX project group.

3.4 Defining phase to synthesize insights

Research data is one of the most essential drivers in design processes. It is a tool to focus on client and user experiences and ideate on basis of those facts and not assumptions. Research data of this study was analyzed, interpreted and synthesized to be used in answering the research questions. Personas and journey maps were drawn to communicate the findings.

Qualitative data analysis

Qualitative data analysis process was applied to understand the employee experience through the collected data. The data was first coded and categorized into themes that arose from the texts of the transcribed interviews, then patterns were formed to find similarities within the data and finally data was synthesized into insights about employee experience (Silverman 2011).

Coding and categorizations may be carried out in various ways and several cycles with iterations (Strauss & Corbin, 2008). The objective of coding is to create a consistent, organized scheme of objects, dimensions and categories from a vast amount of data, which should be based on the objectives of the research (Strauss & Corbin 2008). The codes and categories were formed around the topic of EX.

Qualitative analysis is an interplay between the data and the researcher. Although the goal of research is to do as objective analysis as possible, interpretation of data is always a biased process that is affected by researcher subjective thinking and choices like the interview

questions. The qualitative analysis of data gives also an opportunity to be creative and combine different viewpoints, find new categories and make comparisons.

In the Tables 2-4 of the Chapter 4.2 all the insights from the analysis are collected. On the basis of these insights, personas and employee journey maps were formed and the requirements for the digital employee experience were refined.

Personas

Two persona profiles were created in order to synthesize insights from subset of employees and to have tangible results from the research data that help to empathize with the employees. Personas are “characters” with which audience can engage and get to the same page on particular customer or user group and their needs. Personas are fictional but they are based on research. They gather and visualize customer information of a group with shared needs or common behavioural patterns. (Stickdorn, Lawrence et al. 2018, 41) Goodwin writes that personas are good for summarizing research data because they let team members or other stakeholders “meet” the interviewees “in person” (2009, 610).

Persona cards form boundary objects that can be used to align information in a multidisciplinary team or workshop group. Boundary object is an artifact that makes conversation, understanding and collaboration easier. (Stickdorn, Lawrence et al. 2018, 43). Personas and other boundary objects are useful in making design decisions that are user-centric (Goodwin 2009). The created persona cards were used throughout the design process in the case company.

Employee journeys

Employee journeys were mapped to visualize the employees’ experience over time (Stickdorn, Lawrence et al. 2018). A working day was chosen as the timeframe because of the limitation that the whole employee journey from onboarding till retiring could not be studied due to its large contents and small timeframe of the research. However, it was possible to get into detailed interactions between the employee and the workplace and into employees’ emotions during a working day. The employee journey maps summarized the most important touch points and they were also analyzed in quality and in value of the experience for the employee. Polaine et al. (2013) write that with employee journey maps it is possible to see gaps between expectations and experiences. When people’s expectations are met, they feel that the quality of the interaction is high and that their needs are satisfied (Polaine et al. 2013, 45).

A visualization of a working day made it easy to combine the whole employee experience: physical, digital and social. Purpose of journey maps is to reveal all the key steps of an experience and to find gaps in the experience (Stickdorn, Lawrence et al. 2018). Plaskoff writes that design thinking treats work not as mere employment, but as a life journey, with the employee as the hero (2017). Some wellbeing and personal life aspects of the employees were considered but they were not objective of the research. It is recommended that life journeys of the employees would be studied in the future in order to draw a more holistic picture of their wellbeing, also outside of work.

The purpose of using journey maps in this study was to synthesize all the research data and to identify opportunities for ideation of future employee experience. The author of the thesis created the employee journey maps on the basis of the research data. The journey maps together with the personas formed a basis of discussions and ideation in the developing phase.

3.5 Developing phase to ideate future employee experience

The purpose of the developing phase was to choose relevant EX topics to be developed, to ideate solutions for the topics and to design the solutions to be experimented in a lean fashion in the case company.

Group discussions and ideation of development topics

The defining phase results were discussed and further analyzed with the management team of the company, the digital EX team and the employees. On the basis of the discussions, topics were chosen for the ideation and co-creation of the developing phase workshop and experiment design with the employees.

The discussions and ideation with management on the insights were important in order to form shared understanding about the insights of the employee research among the leaders of the company and to make decisions on the development of EX before continuing the process. The managers made also decisions on the financing the development process.

The insights of the digital employee experience were discussed and further ideated with the digital EX project group in order to develop a holistic understanding of the digital EX and refine the requirements for the digital EX platform. When the quantitative and the qualitative data was combined in the requirements it was possible to complete them, form decisions in the digital EX project and move on in the project of renewing the EX platform. Apart of the research and data analysis, the digital EX project was outside of the scope of this thesis work.

Finally, the insights were presented to the employees of the company in a workshop where the employee research results were initially discussed, and the proceedings of the project planned. All the employees got the results also in an e-mail. Discussions with different stakeholders made it possible to receive feedback on the previous design phases and on results of employee research and include everyone to the design process. Plaskoff writes that radical participation is needed in the case of EX design, because it touches everyone in the company (2017). On the basis of the employee insights from the previous phases and the discussions with the different stakeholders, the topics of learning and innovations were chosen to be co-created further together with employees in a workshop.

Workshops with employees

The Head of EX of the case company told that there had been a previous ideation in the company on learning, which had led to an idea and a wish of a mentoring system in the company. That was used as a starting point and framework for the ideation on learning in the workshop with the employees. Similarly, on the innovation theme, there was a concept of an innovation day used in one of the company units. That was taken as a reference point for the ideation on the company level innovation solution after discussion and planning with the Head of EX. Thus, the goal of the workshop was to design solutions for learning and innovations in the case company on the basis of the concepts that were already developed earlier in the company. Innovation day was proven to be successful in one of the company units whereas the internal mentoring system was a new concept.

Moreover, the goal of the workshop was to co-create concrete solutions that could be experimented in fast iteration rounds. That is why the emphasis was on minimum viable product (MVP) when designing the solutions. MVP is a lean method that focuses on the impact of learning in new product development. The purpose of MVP is to collect the maximum amount of validated learning about customers with the least effort (Agile Alliance 2019). The idea behind MVP is to test a new service with customers to see how they behave when using it, and then improve the service on the basis of the customer insights.

Lean methods aim to make sure the new service development is in the right track right from the beginning by experimenting with customers rather than doing extensive planning in order to receive customer feedback early on and “fail fast” rather than go through a long development process before knowing if the new service is feasible for the market or not. Lean design is iterative in nature and its purpose is continuous learning (Blank 2013).

Workshops are a key function in service design because it is possible to engage groups of people and co-create solutions with them especially if the workshop is facilitated so that the participants feel safe in expressing their viewpoints and they are guided through a process that has concrete outcomes. By engaging different stakeholders in the development work, it

is possible to collect ideas effectively and keep the work rooted in reality of people. Facilitator is leading the workshop and plans the process of workshop so that all the participants can give their knowledge and experience to be used for the goal of the workshop. (Stickdorn, Lawrence et al. 2018, 391)

The facilitator uses different facilitation tools and techniques to proceed through the workshop. In the employee workshop of the case company, especially brainwriting and brainstorming techniques were used in the ideation group tasks in order to generate ideas effectively and to engage all participants. In brainwriting, the participants write down their ideas in silence. This way they had a chance to organize their own thoughts before talking about them with the others. In brainstorming, the ideas were formed together in discussion with the group. (Stickdorn, Lawrence et al. 2018, 180)

There were nine participants in the workshop that formed two groups. The researcher facilitated the workshop. All the employees of the company were invited to the three-hour workshop and it was emphasized that especially the team leaders' participation was important because they were the ones who would then encourage the employees to participate in the new learning and innovation processes. In the workshop tasks, lean service creation canvases (Sarvas, Nevanlinna et. all 2017) were used to co-create the solutions because they suited well to the workshop goal to co-create MVP solutions. The workshop consisted of:

- Introduction to the themes and presentation on the relevant findings from the employee research on the workshop themes
- Communicating the inspirations on the mentoring system and innovation day framework
- Group task 1 on the objectives and context of the solutions: The groups ideated objectives, resources and limitations of the solutions in order to find out what is needed to get to the goal and why the goal is important. The used canvas can be found in the Appendix 2 (Sarvas, Nevanlinna et. all 2017).
- Group task 2 on customer journey of the solution: The groups created the customer journeys for the mentoring and innovation day solutions in order to figure out all the necessary steps and touchpoints of the new solutions.
- Group task 3 on minimum viable product: Groups ideated what is in the MVP version of the solution and what is not in order to find the core functionalities of the new solution. The used canvas can be found in the Appendix 3 (Sarvas, Nevanlinna et. all 2017).

- Group task 4 on to do list for the minimum viable product: Groups formed tasks that need to be done before it is possible to launch the new solutions. The used canvas can be found in the Appendix 4 (Sarvas, Nevanlinna et. all 2017).
- Pitching the solution to the other group: The groups made a pitch of the group's work and presented it to the others who then commented the pitch.
- Feedback on the workshop: Everyone told how they felt after the workshop and gave feedback to the facilitator.

In the next chapter, the results of the whole research and development process are presented phase by phase.

4 Results

This chapter presents the results of the development work phase by phase along the design process. The main results were 1) in the initial phase the insights on the company's situation in regard to employee experience, including the empathy map that demonstrates that the strategy of the company has effects on the EX, and the themes for the employee research, including interview guide, 2) in the discovery phase insights on EX, engagement and company culture that show that the EX of the case company is versatile, and drawings on digital working day, 3) in the defining phase persona cards and employee journey maps to present engagement drivers holistically and 4) the EX solutions of the development phase to be experimented by the case company.

4.1 Strategy affects the employee experience

The purpose of the initial phase in the development process was to find out the needs of the case company in developing employee experience, to form a shared understanding of the situation between the company representatives and the researcher and to empathize with the employees in the company before interviewing them. By analyzing Pulse feedback survey and other company documents and by gathering insights from the initial interviews the researcher designed the next phase of the process where insights were discovered with the employees.

Pulse feedback survey gave a picture of the situation of the current employee experience in the company. In the survey the employees answer statements using a number from 1 to 5. The survey is sent to the employees on regular basis so that it is possible to follow the development of the answers. The statements are:

- I have a clear picture of where the company is going
- My tasks are meaningful and rewarding

- My input is appreciated
- It's fun to work with others
- Rate the overall feeling at the company at the moment

The overall score in the winter 2019 was 3,65 (1 is poor and 5 is excellent). 118 people answered to the survey. There was also open feedback to the company on the basis of which the company was making development efforts. The open feedback was considered in formulating overall EX insights.

The initial interview with the Head of Design Studio of the case company gave understanding of the situation of the company and the employees. The interviewee emphasized the importance of learning and including everyone to the company culture, also those who work remotely on the customer premises. According to the interviewee the company is focusing on projects and selling and not enough on people's development. One challenge is to make the company strategy true to everyone working in the company. One reason to the unclearness of the strategy is the continuum of changes that the company has gone through. The strategy has changed many times during past few years.

Initial insights for the digital EX project was formed on the basis of the initial interview answers by the Head of Design Studio. The interviewee told about the usability and the importance for everyday work of the current digital tools. Future needs like global resourcing tool, metrics (hours and billing), profiles of experts to support resource allocation and organizing project documents in unified way were gathered. The answers were reported to the digital EX project team and they were used in defining the requirements for the new EX platform.

In the interview with the Head of EX of the case company, it was found out that the situation and the goals of the employees depend on their location and field. They hear mixed messages, worries and feel that communication within the company is not sufficient. According to the Head of EX, the employees are saying that they do not feel connected to the strategy, that they do not understand it. The decision-making practices should be made clearer in the company so that everyone could know what level decisions they can make, said the interviewee. The employees of the company love working with their colleagues, even when things are rough, and that is the biggest asset they have. In general, a picture of a rather negative EX in the company was drawn in the interview.

Empathy map was produced on the basis of the initial phase finding to summaries and to visualize the results and to better empathize with the company's employees initially before doing the research among them. Figure 10 presents the empathy map.

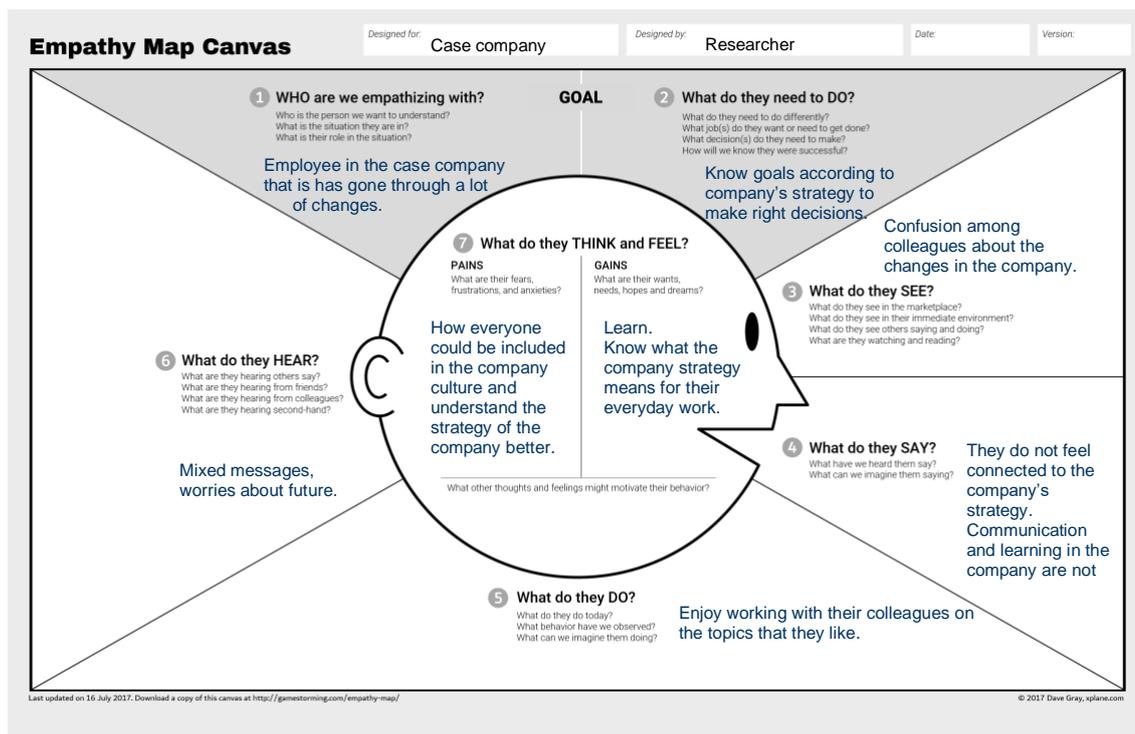


Figure 10: Empathy map (Gray 2017).

The main finding of the initial phase was that the employees feel disconnected with the company strategy, which has effects on the EX and engagement. On the basis of the results of the initial phase, the topics for the discovery phase research were formed and iterated. The topics were to 1) find out what are the current social, digital and physical employee experiences, focusing on a typical working day, so that it could then be developed further, 2) to find out the level of motivation of the employees and future drivers for engagement for them, 3) to find out how the employees view the current company culture and strategy in order to develop ways to strengthen the common values and culture, and 4) to draw a typical digital working day in order to find out the pain points and opportunities for developing the digital EX for the digital EX project. These formed the themes for the employee interviews.

4.2 Employee experience is versatile

A lot of data was generated in the discovering phase interviews and drawing task. The data was combined with the initial phase findings. Qualitative insights from the employee data were formed in analysis by finding patterns and common features. On the basis of the insights it can be said that the EX of the case company is versatile, including both positive and negative aspects. The positive experience is characterized by these insights:

1) Fun and devoted colleagues

Diversity, professionalism and friendliness of colleagues inspire the employees. It is

important to be able to share with the colleagues and participate in the community. “I love my team” was a common quote among the interviewees. This can be interpreted that there is psychological safety on individual level among the employees.

2) Possibility to use creativity at work

Challenging projects where one can use creativity for problem solving and learn new things, perhaps something no one has done before were issues that offer positive experience for the interviewed employees. “I like to be present in the moment of creation”, was a comment describing the enjoyment of working and creating together. The first and the second finding in this category relate to one another strongly.

3) Start-up feel and autonomy at work

Autonomy and flat organization create a start-up-feel and trust among the workers. The comment “Our project is like a start-up, company has full trust on us, no micromanagement” describes well this feeling. However, this was true only to some of the employees, depending on their location and role.

4) Delivering value for clients

It is fulfilling for the employees to deliver value for clients and have a good relationship with them. “I am happy when I can produce value, there are no obstacles and results are good” was a comment by an IT developer of the company. Value formation for or with clients seem creating a sense of meaning for the employees.

5) Office spaces

The central location of the office spaces of the company adds to the positive employee experience. The office spaces were not researched more closely in this study because that will be done separately by the case company as they develop their physical premises.

The negative EX includes:

1) Silos

Silos between units and between operations cause harm to business and mistrust among employees. People would like to work together, not in silos. The comment “Everyone works alone. It is because several companies became one. You can see the silos, there is no teamwork”, describes the background of the problem.

2) Lack of strategy and decisions

Slow decision-making stops people proceeding in their work. Lack of strategy makes it

hard to work towards common direction. People don't see the strategy implemented in their everyday work or business. "We need to go a step further from defining the strategy on high level to day to day basis. What does it mean for my day to day activities and how to measure objectives, for example how we increase customer satisfaction and measure it?"

3) **Lack of transparency and resources**

Lack of transparency creates a feeling of inequality. "We lack transparency on what people are doing and what is the agenda of directors." Shortage in resources makes people tired especially in the IT sector where the shortage is the largest.

4) **Problems in internal collaboration**

People in different units of the company speak different language. Not everyone has adopted a co-creation approach. "Colleagues not understanding me drains my energy. Communication between us and delivery team, we don't understand each other. Sales person selling something for the client that is not based on reality."

5) **Future uncertainty**

Despite the uncertainty of the financial situation of the company, there were signs that a lot of people are still hopeful. "Financial situation of the company has been bad for already 6 years."

Insights on motivation and drivers for future engagement can be summarized in three points:

1) Possibility to learn

The employees stated that it is not possible to create without learning so that the possibility to learn is a fundamental part of their work. "I need support on how to help my team to learn. Everyone should see their development path to the future."

2) More freedom to innovate

The employees want more autonomy to innovate and hope that the company will trust in people's skills. "My dream employer is supporting employees' innovations and creates a friction free environment where one can act independently. Vision and culture should make it possible for people to bring their own interests to work." This is happening already partly at the company but could be emphasized in all units in the future.

3) Meaning and success go hand in hand

Success of users and colleagues brings meaning to work. "I want to be working on big projects that touch people's lives. 2-3 success stories under my belt in 5 years that helps business grow and lead to better salaries is my wish."

Table 2 presents the key insights on the different aspects in EX as well as on motivation and engagement.

Topic	Insights
Highs and likes in EX	<p>Colleagues Friendly, professional, dedicated, diverse and international colleagues have fun together.</p> <p>New challenges Challenging projects where one can use creativity for problem solving and learn new things, perhaps something no one has done before.</p> <p>Delivering results It is fulfilling to deliver value for client and have a good relationship with them.</p> <p>Autonomous work Autonomy and flat organization create a start-up-feel and trust.</p> <p>Office spaces Central location of the offices is a big asset.</p>
Lows and dislikes in EX	<p>Silos Silos between units and between operations cause harm and mistrust. People would like to work together (globally, teams, individuals), not in silos.</p> <p>Strategy and vision Lack of strategy makes it hard to work towards common direction. People don't see the strategy implemented in their everyday work or business.</p> <p>Leadership and decisions Slow decision-making stops people proceeding.</p> <p>Transparency Lack of transparency creates a feeling of inequality.</p> <p>Resources Shortage in resources makes people tired.</p> <p>Collaboration with colleagues Miscommunication is energy draining.</p> <p>Uncertainty about future Despite the uncertainty, a lot of people are hopeful.</p>
Motivation and engagement	<p>Learning and creating It is not possible to create without learning.</p> <p>Freedom to experiment Trust in people's skills and give more autonomy to innovate.</p> <p>Meaning and success Success of users and colleagues brings meaning to work.</p>

Table 2: Key insights on the highs and lows in EX as well as on motivation and engagement.

It was found out that the employees think that the strategy or the values of the company are not implemented in their everyday work. "The strategy is very generic. Everyone is driving for innovation. Strategy hasn't come down to each individual on how we can deliver on this target." The employees care about values and think that they matter as the following quote states: "The culture things are good, and I believe they could help us and make us a good place to work."

The employees want to develop the company culture by taking concrete steps and working together towards common goal so that the values could be experienced in daily work. The employees would like to see the work towards the common goal starting very soon, which tells that the changes the company has gone through have affected the employees and they feel that development work towards the common culture has to be done quickly. “Working together and supporting one another we can go to that direction. I believe those who are still on board believe in our story.” The table 3 presents the key insights on company strategy, culture and values.

Topic	Insights
Company strategy	People think the current strategy is more like a vision. They want to know the way to the common goal.
Company values	<ul style="list-style-type: none"> • People feel empowered where the organization is flat. • Internal collaboration should be improved. • Learning has to be improved. • Customer success needs measuring. <p>People think that values matter, and they want to live according to them.</p>
Developing company culture	Taking concrete steps and working together towards common goal to experience the values in daily work, starting now.

Table 3: Key insights on company strategy, culture and values.

Five insights rose from the employee data regarding digital EX. Each of them had both pain points and opportunities or wishes. Those were:

1) Reporting (hours, expenses, etc.)

The pain points were usability issues and access to needed information or items. The opportunities for the new employee platform were linkage from employees’ tasks to reporting tool, combining different data and increased access to information.

2) Processes and ways of working

Pain points were long processes for example in decision-making and no transparency on what colleagues are doing. Opportunities included open calendar policy and more flat decision making (in some units of the company).

3) Knowledge management

Pain points were that some of the company’s shared knowledge is outdated, the findability is poor and there is not always access to needed documents. Opportunities were to organize Google Drive of the company and form internal knowledge mapping, for example skills and interests of people in a phonebook.

4) Communication

Pain points were that not everyone is using Slack and the internal video connection in events is so bad that it is hard to follow the conversation. The opportunities were to fix these pain points and to emphasize Slack as the primary internal communication channel.

5) Tools

Local servers that do not serve globally and old hardware were the pain points experienced by the people. The wishes were software tools that can be accessed anywhere and better ergonomics at work.

Table 4 presents the key insights on the digital employee experience.

Topic	Insights
Reporting (hours, expenses, etc.)	<p>Pain points</p> <ul style="list-style-type: none"> • Usability problems: lack of navigation flow and guidance • Lack of flexibility in viewing the needed items • Foreseeing and profitability figures are on individual spreadsheets <p>Opportunities and wishes</p> <ul style="list-style-type: none"> • Link to what employee is doing • Spreadsheets to one tool, no separate sheets • Transparency in individual performance, goals, rewards
Processes and ways of working	<p>Pain points</p> <ul style="list-style-type: none"> • Long processes • No transparency on what some colleagues are doing <p>Opportunities and wishes</p> <ul style="list-style-type: none"> • Open calendars • More flat decision making
Knowledge management	<p>Pain points</p> <ul style="list-style-type: none"> • Knowledge is outdated and the findability is poor • No access to all documents needed <p>Opportunities and wishes</p> <ul style="list-style-type: none"> • To organize Google Drive • Internal knowledge mapping - skills and interests of people in a phonebook
Communication	<p>Pain points</p> <ul style="list-style-type: none"> • Bad video connection internally • Not everyone using Slack <p>Opportunities and wishes</p> <ul style="list-style-type: none"> • Emphasize that Slack is the internal channel of the company • Better tools for internal video connection
Tools	<p>Pain points</p> <ul style="list-style-type: none"> • Local servers do not serve globally • Old hardware <p>Opportunities and wishes</p> <ul style="list-style-type: none"> • Software tools that can be accessed anywhere • Better ergonomics at work

Table 4: Key insights on the digital employee experience.

Six interviewees draw a picture of their typical digital working day from morning to the afternoon. They described the digital tools and processes they use doing their work tasks and

communication. They evaluated each phase or tool and there was discussion on the basis of the drawing on their needs and wishes regarding their digital experiences at work. The findings were used mainly in the digital EX project. However, topics like transparency are both digital and cultural of origin and were dealt in the company firstly as a policy and secondly as a technical issue. Figure 11 is an example of a drawing by an interviewee.

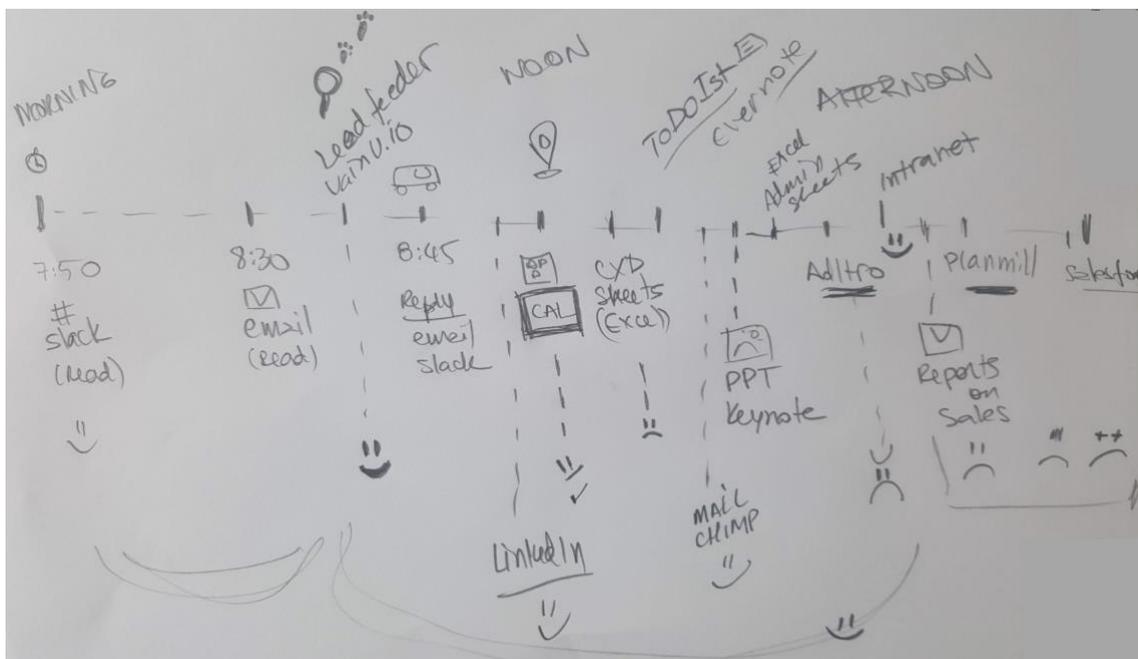


Figure 11: Example of a drawing of a digital working day by an employee.

All in all, it was found out that the EX of the case company is versatile. The hypothesis after the initial phase was that the EX is quite negative, since the emphasis was the unclear strategy. In that way the result, that the EX has both positive and negative sides to it, was a positive surprise for the company. On the basis of the discovering phase insights, an analysis on what matters in the employees' experiences and a synthesis on the employees' needs in the case company were drawn. After that, personas and employee journey maps were formed and the requirements for the digital employee experience were refined by the project team.

4.3 Employees are engaged in developing the company and themselves

The insights on EX and a synthesis on the employees' needs were reported to the company management and employees with who the findings were further discussed and analysed together. The outcomes were visualized in form of persona cards and employee journey maps. It was found out that the employees care deeply both their own development and the development of their company and they want to take part in the both processes. It was also found out that the employee journey mapping is a good tool to present EX in a holistic way.

By categorising the employee experiences to positive and negative ones a balanced picture of the situation of the EX in the company was formed. The positive experiences by the employees include assets that form a positive circle that has possibilities to increase the employee engagement. The analysis on negative employee experiences drew the pain points of the employees that increase the disengagement with the company. The positive experiences were mostly related to the contents and the social aspects of the work while many of the negative viewpoints dealt with the relationship with the employer in the case company. Insights on motivation factors and what could increase the engagement in the future formed drivers for future engagement. These include employees' wish for possibilities to learn and develop, freedom to innovate and bring personal interests to work, and clients' success that bring meaning to work.

Insights on the company strategy, values and on how the employees wish to develop the company culture in the future were generated from the interview answers. The employees' experience on the cultural aspirations of the company is characterized by uncertainty around the importance of the company strategy and values, since people feel the strategy and values are not implemented in ways of working. However, the values matter to people and they want to work together in finding common ways in implementing them and to develop the company together.

Five issues rose in the analysis of the digital EX. Each of them had both pain points and opportunities or wishes (presented in the Table 4). The results on the digital EX were used by the digital EX project group that aims at renewing the digital EX platforms of the company. However, the overall results of the digital EX projects (user requirements for the new platform and the actual development work of the new platform) were not on the scope of this development work and that is why for example the platform requirements are not presented or explained here.

Persona profiles were created in order to synthesize insights on subset of employees and the present them back to the company. Two persona profiles were formed on the basis of the analysis of the employee data. The personas represent the main characteristics for each subset of employees that rose from the employee data. The persona data was categorized by EX, engagement drivers and employees' viewpoints to the company's cultural aspirations. The function of the personas was that they were tangible objects that helped to empathize with the employees for example in the workshops.

The first persona Maria Mantega that is presented in the Figure 12 characterizes a "challenge lover", a person who is inspired by challenging and successful client work, motivated by constant learning in the area of her expertise (service design) and who is driven by proceeding fast in her career. She is an archetype of an employee in the case company who

wants to collaborate with her colleagues and is frustrated by lack of common ways of working. The second persona Niklas Sten presented in the Figure 13 is a “care hacker” because as a leader of a business unit he deeply cares for his employees and for example their learning. He is motivated by freedom to experiment new things at work and he wants to develop new business opportunities for the company.

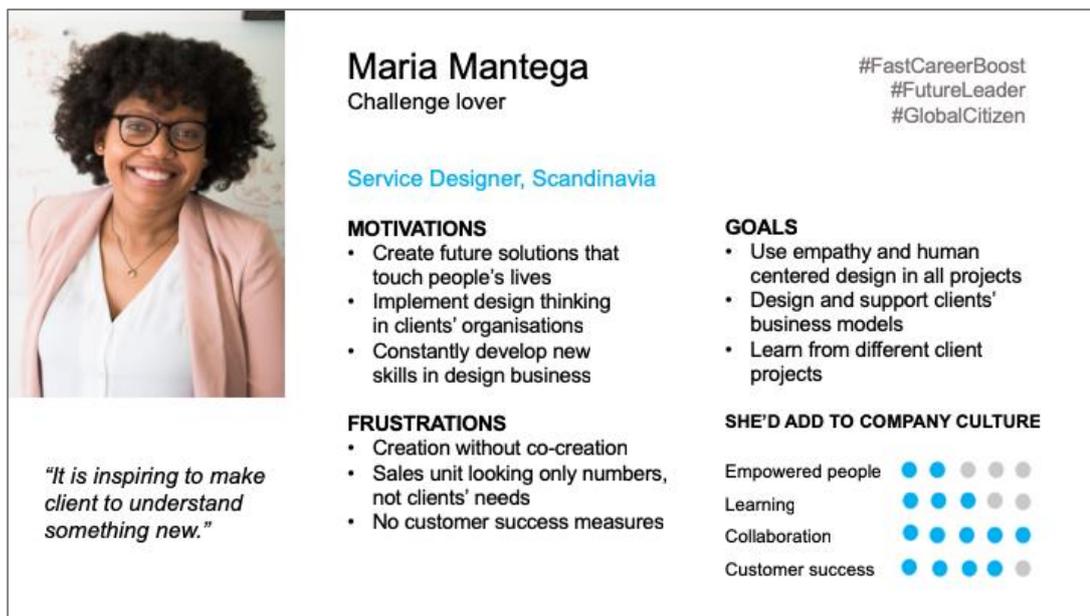


Figure 12: Illustration of the persona 1.

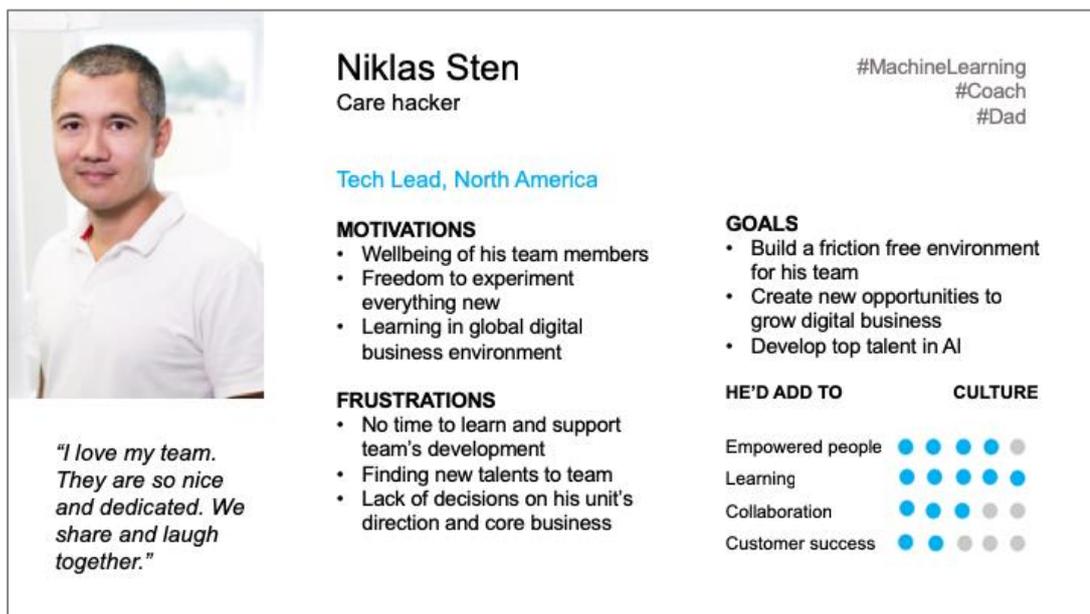


Figure 13: Illustration of the persona 2.

Employee journey maps synthesized all the research data and illustrated opportunities for ideation of future employee experience and engagement. The journey maps present a typical

working day of the personas and their social, digital and physical touchpoints with the workplace. The journey maps illustrate also the emotions of the employees during their working day. The purpose is to give a concrete and holistic picture of the EX at work and to present the drivers behind employee's engagement. The author of the thesis created the employee journey maps for the two personas on the basis of the research data and they were used in the workshops to illustrate the EX. It can be said that journey mapping is a good tool to present EX in a holistic way. Figures 14 and 15 present the journey maps. The maps can be found also in the Appendices 7 and 8. The company data is removed from the maps and that is why some areas are blank.

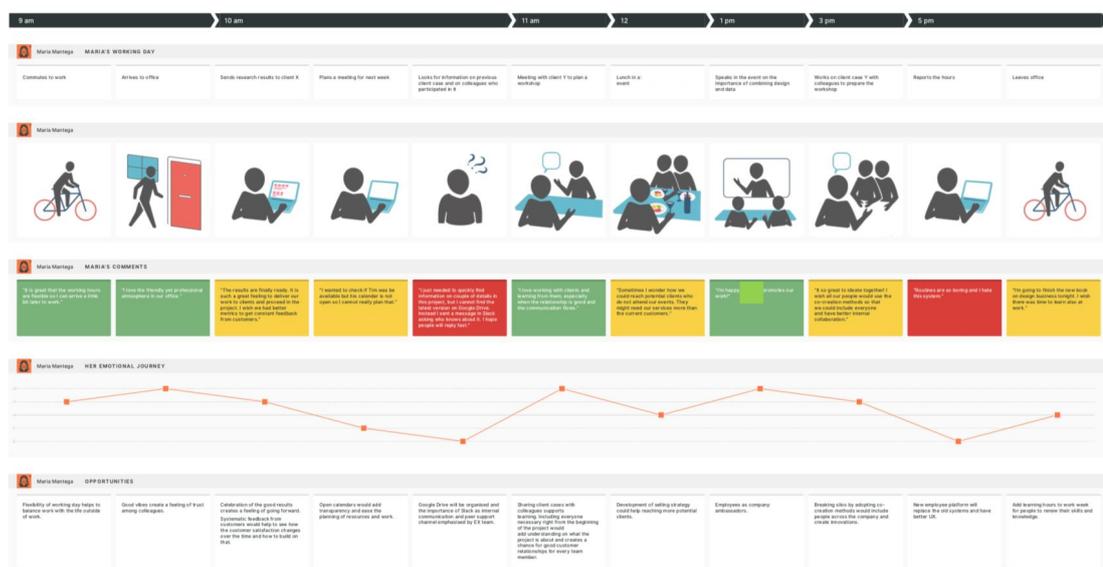


Figure 14: Illustration of the employee journey map 1.

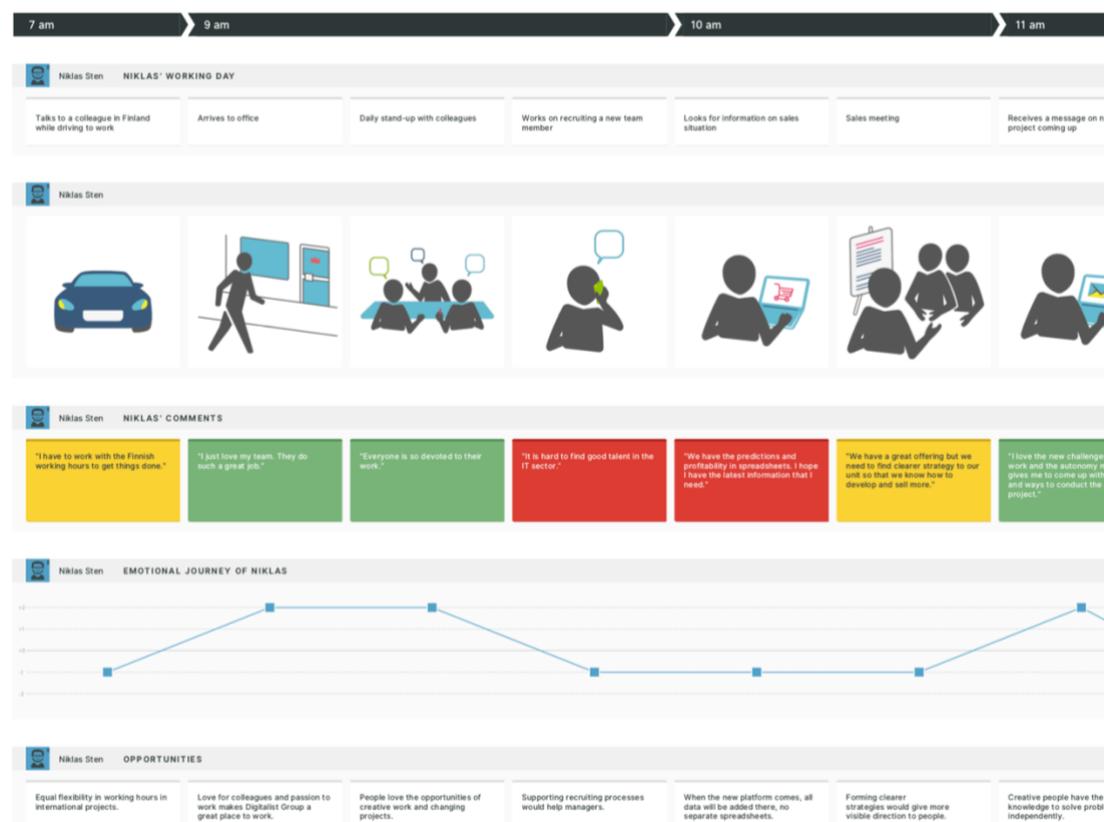


Figure 15: Illustration of the beginning of the employee journey map 2.

On the basis of all the findings, three “How might we” questions rose for the developing phase work. These were:

- How might we use the positive EX to boost the experience further?
- How might we combat the problems of the negative EX together?
- How might we increase the engagement and co-create possibility to learn and to freely innovate meaningful services?

4.4 Individualised solutions engage employees

The defining phase results were first discussed and further analyzed with the management of the company, the digital EX team and the employees. The whole topic of EX is so large that it was necessary to choose more specific topics for the developing phase. The topics were chosen on the basis of the most pressing issues in EX according to the employee research.

The discussions and ideation with management on the insights were important in order to make decisions on the development of EX before continuing the process. The management team members got validation for some of their previous knowledge on the company's

employee experience. It was noted that the positive experiences by employees were close to the company values although problems in experiencing the values were reported. The needs of the employer were also considered - what are the development opportunities from the employer's perspective for example regarding financing the objectives of the development work.

The insights of the digital employee experience were further ideated with the digital EX project group in order to refine the requirements for the digital EX. When the quantitative and the qualitative data was combined in the requirements it was possible to complete them, form decisions in the digital EX project and move on in the project of renewing the EX platforms. Questions that rose in the discussions in the project group were:

- How could technology break silos and unify ways of working?
- How could culture be transmitted through technology?
- How could transparency be increased?

Ideas such as social frontpage in the new platform and company rules and recommendations on transparency were gathered and put on the to do lists of the team members of the project group. Slack will be emphasized as the primary internal communication channel of the company and other recommendations were considered further. The digital EX project then went on finalizing the requirements and starting the building project of the new platform. That was outside of the scope of this thesis work.

The future engagement and motivation drivers of the case company's employees are: 1) possibility to learn and create, 2) freedom to experiment and innovate, 3) success of clients and colleagues bringing meaning to work. The first two topics were chosen to be co-created and developed together with the employees along the lines of the question "how might we co-create possibility to learn in a free environment to innovate meaningful services" and to answer the question on how the engagement could be increased in the future. The topics were also to answer the question of how to boost the positive EX and to combat some of the problems of the negative EX. Learning is one of the company's values and the aim of the development work was also to make that value more concrete in the everyday lives of the employees. An employee workshop was organized to ideate solutions on these topics.

The results of the ideation workshop with the employees consisted of four canvases that presented the solutions for the topics of learning and innovations in the company, more precisely, mentoring program and innovation day concepts, and the pitches of the solutions that were recorded in the workshop. The canvases were 1) objective and context of the solution, 2) customer journey, 3) MVP and 4) MVP to do list. Next figures present the canvases, except the MVP to do lists because they contained names of the employees.

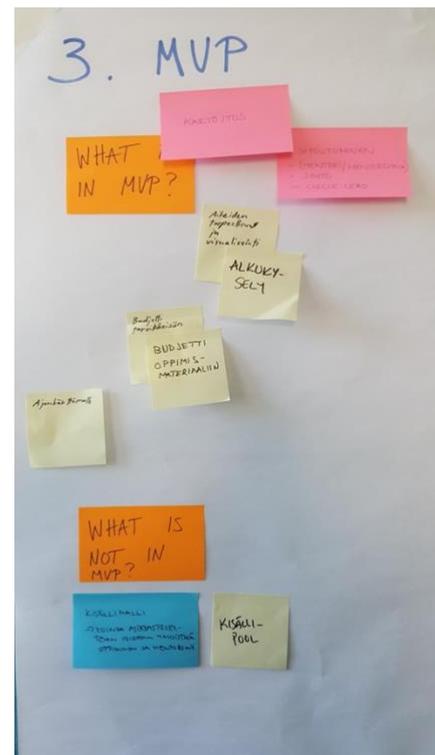


Figure 16: Canvases on the mentoring system.

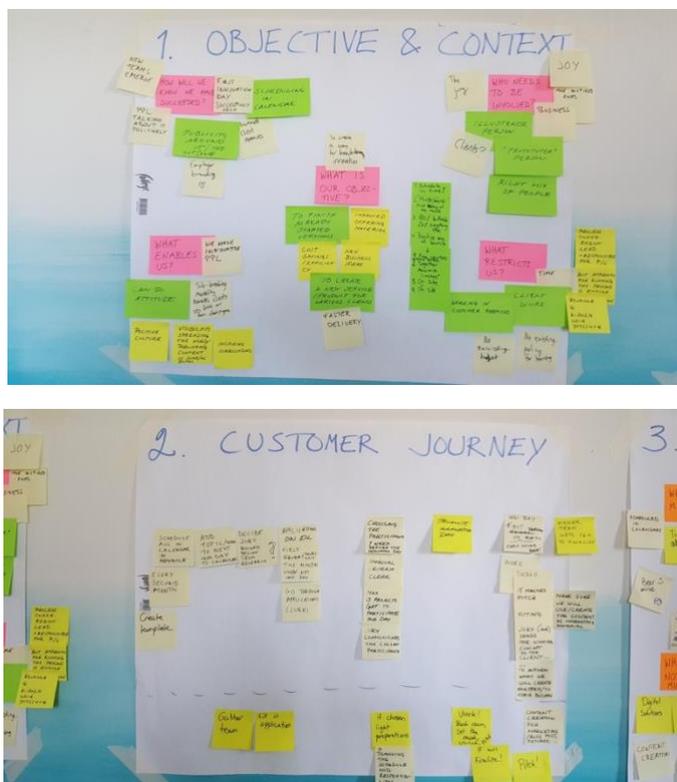


Figure 17: Canvases on the innovation day concept.

The objective of the designed mentorship solution is to increase learning in the case company by introducing a new system in which all the employees can offer a short mentoring program for their colleagues. It was defined in the workshop that a program consists of four one-hour face-to-face meetings with the mentor and the mentee. The mentor offers the program that she/he is an expert of, and the mentee sign-in to participate in it in order to learn a new skill, method or gain some deeper knowledge on the subject of the mentoring program. The idea is that both learn, share and increase learning in the company. By the mentoring program it is possible to break silos in the company if mentor and mentee come from different parts of the company.

The objective of the innovation day is to offer a possibility for the employees to develop innovations that they are passionate about and that support the company's strategy and offering. It was decided in the workshop that the innovation day takes place every other month in the company. Employees send their ideas beforehand to a company jury that selects ideas for the day. The employees work on the idea during the innovation day and in the end demo the idea to colleagues who then vote for the best idea. The team with the best idea wins and gets a time slot for two working days to develop their idea further. The idea is finally pitched to the whole company for further development.

These two solutions will be experimented in the company in the near future and after that there will be iterations to make the solutions better on the basis of the findings of the experiment. The experiments guarantee better results than trying to find end solutions at once. Iterations make the solutions more flexible and better-suited for the company's and employees' needs.

The both solutions have a possibility to offer an individual approach to the development of EX as they offer personalized learning and innovation opportunities to individual employees. Individual solutions are more likely to strengthen the engagement than general solutions, since people have different needs and wishes. Moreover, the workshop groups went on ideating on how they could use the new solutions in developing new offering for their customers in the future after they have been implemented internally. Future goals were set to offer mentoring program for the customers of the company and to use client cases in the innovation day together with the clients. This is an example of how employee experience and customer experience can be aligned concretely.

5 Learnings and conclusions

This chapter draws together the development work results and examines them through the theoretical framework. The research questions will be answered, and the general aim and the conclusions of the thesis discussed in relation to the literature. The development work of the

thesis is evaluated in the Chapter 5.2 and recommendations for future research on the topic are given in the Chapter 5.3.

The purpose of this thesis is to examine how employee engagement can be enhanced. It has been proved by former research that good employee experience improves employees' engagement with the employer and the employee - employer relationship in general. EX is everything that employee experiences in relation to the employer (Plaskoff 2017). Engagement is a fulfilling state of mind that includes a strong association with the workplace and self-expression (Eldor and Vigoda-Godot 2017). Engagement is a two-way, dialectical relation. The employees and employer form an inseparable union when considering a company and its results as a whole. It has been proven that better engagement results to better performance on both individual and company levels (Morgan 2017). It is important to study the topic in order to capture future trends of work, what is meaningful for the employees and to design experiences along those trends and meanings in order to achieve better performances and to build healthy and successful companies. This is especially important in creative environments where there is a strong need to develop innovations.

Service design process and methods were applied in the case company to find answers to the research questions and the general aim of the thesis. Internal mentoring program and innovation day of the case company were designed to enhance the engagement. The developed solutions have a possibility to improve EX and strengthen the engagement because they entail value for both the employees and the employer as they are designed for the needs of the both parties. Learning and creating were discovered to be some of the main motivators of the employees and it can be argued that by focusing on them, it is possible to assist the employees in their everyday lives in a way that supports their value formation (Grönroos 2008). At the same time, the company benefits of the increased learning activities and ideas for innovations. Moreover, especially the innovation day concept manifests the employee - employer interaction as a locus of value co-creation (Prahalad & Ramaswamy 2004, 5), since the employees prepare their ideas for innovations and then presents them to the whole company.

The solutions also have an individual approach to the needs of the employees as the mentoring program can answer the learning needs of an individual and in the innovation day the employees can work on their own interests. Prahalad and Ramaswamy write (2004, 5) that as individual is central to the co-creation experience, the experience needs to be personalized. One size does not fit all in the employee experience solutions (Pandita & Rey 2017). As a result, the case company can improve its employer brand as it can strengthen its employee value proposition with the new EX solutions and has a chance to attract and retain talent.

Moreover, the idea behind the designed experiments is to take concrete steps towards implementation of the final solution in an iterative fashion and learn on the way what needs to be improved. Fast experiments can also produce benefits to the both parties right away rather than create concepts only on paper (Stickdorn, Lawrence et al. 2018). It is recommended to companies to choose couple of development topics for EX at once, since it is such a large subject.

The conducted study showed that employee experience can be improved by development work that applies service design process and methods. It is crucial to generate empathy towards the employees and have an employee-centric approach in the development efforts to improve employee engagement. By creating a deep understanding of employees and their needs, the employer can understand, what is relevant for them to perform at work. The EX needs to be co-created together with the employees in order to guarantee the engaging results. It was notable in this study that the employees care deeply about their work, colleagues and company as their interview answers were filled with recommendations and wishes how to develop the work and their experiences around it. This demonstrates how crucial and strategic EX is for companies.

This thesis examined the development opportunities of employee engagement and experience through theoretical framework of EX, talent management, engagement and Service and Customer Dominant Logics. It can be argued that talent management represents the point of view of the employer whereas engagement is composed of psychological factors at work and employees' perceptions to work. It is also a mean to study employee - employer relationships to find out what kind of interactions and investments or resources the both parties contribute to the relationship. Along the lines of Service and Customer Dominant Logics the employee needs to be set in the centre of the development work of a workplace in order to be able to create a truly engaging experience with the employees. Design thinking has been applied successfully for customer experience and user experience. The time has come to use it as an approach for employee experience development and to make the employee the hero of her / his own journey.

5.1 Answers to the research questions

How the employees experience the workplace

The first research question of this thesis was how the employees experience the workplace today. Firstly, it was found out that the EX of the case company is versatile. Although the negative aspects of the experience prevail in the research findings there are simultaneously many positive aspects in it. By considering all aspects, both negative and positive, it was possible to draw a holistic picture of the employees' perceptions of their relationship with

the case company. Employee journey mapping was a good tool to visualize and communicate the versatility of the EX in a holistic way. According to Plaskoff, employee experience is regarded as the employee's holistic perceptions of the relationship with her/his employer derived from all the interactions at touchpoints along the employee's journey (2017).

The research finding that the EX is versatile means that the development work on EX should intend to keep the positive sides of EX and to tackle the negative aspects of it. Although the EX is often on the negative side, like for example in the case company, there is always something positive in it, too. It is notable, that the positive experiences are mostly related to the contents and the social aspects of the work while many of the negative viewpoints deal with the relationship with the employer in the case company. The negative employee experiences have to be combated together with the management and the employees in order to lift the employee experience of the touchpoints that contribute to the negative experiences. This is under many development efforts in the case company and the processes are led by the Head of EX. The designed solutions of learning and innovations intend to tackle some of the problems. The solutions have a potential for example to bring down some of the silos as the innovation teams are encouraged to be multi-professional and mentoring can be offered across the company's internal boundaries. The solutions use the positive aspects of the EX, too, as the new offering is created with the colleagues that are appreciated by the employees and there is a chance to use one's creativity in relation to the both solutions.

Secondly, the research findings demonstrate that the cultural, physical and digital experiences are interconnected in the individual experience at work. That is shown in the following cases:

- It was found out that there is a need for access to more information and a need for better internal communication. The cultural and digital aspects intertwine in the need as the communication is part of the socio-cultural construction of the company and the digital channels enable it in a globally distributed organisation. The physical locations of the company units in different countries add to this challenge.
- There is a need for transparent and faster processes that first have to be dealt in the socio-cultural setting of the company and then in the digital environment, for example open calendars. This has effects on the physical aspect of work as, for example booking a meeting with colleagues would change.

It is recommended that when designing employee experience, all the three aspects (cultural, physical and digital) are considered together. This is possible by a service design process and methods and by an employee-centric approach that aims at generating empathy towards the employees. Again, employee journey map is a good tool to visualize the multiple angles of the employee experience. Additionally, the company's perspectives and situation have to be

considered. In this case, the company culture and its assessment were one of the starting points of the development process. The next research question deals with that aspect.

How well the company's cultural aspirations correspond to the employees' needs

The second research question of the thesis was how well the company's cultural aspirations correspond to the employees' needs. It was found out that employees think that the company values are not put into practice in the daily lives of the employees. They also feel that the current strategy is not implemented in their work. There is a need to know the way to the goal of the company and to live according to the company values. The employees think that the values matter, and they want to work together in changing their ways of working so that they could meet the company culture and values. They feel that there is an urge to start living according to the values in the company, otherwise the values might be pushed to margin, forgotten and as a result the experience on them will become more negative.

This finding corresponds with the Employee Value Proposition (EVP) Model by Pandita and Rey (2018). According to the model, the employee experience can enhance engagement but only if the EVP is true in a sense that it follows the company values in practice. The company has to practice what it preaches, and the employees need to participate in putting the values into actions as a way to internalize the shared values. Internalized values lead to better performance at work (Grönroos 2007).

The answer to the research question is that the cultural aspirations of the case company do correspond to the needs of the employees but only on the paper. The desired culture and values need to be implemented in the daily lives of the employees in order to truly answer their needs and to develop the employee - employer relationship so that employees feel that the company is living according to those values. In the case company, learning, internal collaboration and customer feedback measuring need to be improved in order to meet the company culture in practice. The flat organization empowers many of the employees of the case company and thus the entire organization should be made flat in order to spread the sense of autonomy to all employees.

As a response to these needs, the solutions for learning and innovation were designed with the employees. Having enough time for learning was one of the most pressing issues emerging from the employee research data. Willingness to use one's creativity for innovations at work was another engagement driver for the employees of the case company. As these topics are present in the company culture, the designed solutions fulfil the needs of the both parties, the employees and the employer. The solutions have a strong potential of lifting the EX of the company culture to a next level because they offer a linkage between employees' values and

company values. The linkage is essential in the process of forming engagement at work (Grönroos 2007).

It can be argued that the solutions support one another, since they both focus on creativity and activity of the employees. As an employee learns, she / he will be able to come up with new innovations and vice versa, when an employee innovates, she / he learns and will be able to mentor others better on basis on the new learnings. Hakanen et al. (2008) have proved that job resources have gain spirals as follows: job resources produce engagement, which leads to personal initiative. Personal initiative has a positive impact on innovativeness at work, which creates engagement that in turn effect future job resources.

According to Pandita and Rey learning is a strong incentive in organizations as most of the employees are interested in developing and keeping themselves relevant in the job markets (2018). Self-determination and motivation theories suggest that people need to feel both autonomous and competent in order to be engaged at work (Gagne & Deci 2005, 332). Factors contributing to employees' autonomy and feeling of being competent increase work motivation. Companies should look for an employee image as a learning organization. Learning organization is a concept that refers to organizations that are able to solve problems faster in groups by using systems thinking method and by applying three learning capabilities: fostering aspiration, developing reflective conversation and understanding complexity (Senge 2006).

How employee engagement could be strengthened

The third and final research question was how employee engagement could be strengthened in the future. It was found out that the engagement can be strengthened by considering the engagement drivers of the employees when co-creating the solutions that answer the employees' needs and motivations for future engagement. Co-creation process starts the engagement of the employees with the solutions or future services, which is important, since positive engagement includes strong association with the workplace and self-expression (Eldor and Vigoda-Godot 2017). Moreover, it is important to design EX solutions that can correspond to individual needs of the employees in order to help the employees form value for themselves and in that way engage them.

It is essential to conduct employee research to find out the engagement drivers of the employees to be able to design meaningful solutions for their needs. As the EX effects the engagement, both positive and negative aspects of EX alongside with the engagement drivers were considered in the ideation workshop of the case company. The employee workshop was a mean to co-create concrete solutions to answer the employees' needs for future engagement that were learning and innovations.

It can be argued that the used service design process and methods were both the means and the end results in answering the question how employee engagement could be strengthened. The process and methods gave voice to employees and engaged them to co-creation process that resulted in solutions designed by themselves. The end results, the mentoring program and the innovation day, support the engagement, since learning and innovations are the employees' biggest drivers for engagement. At the same time the solutions relieve the lack of learning that the employees feel and the need to bring their own interests to work and use their creativity at work. The solutions have a good ground to become successful in the company, since learning is in the core of the company's cultural aspirations and innovations are in the heart of the company's strategy.

The needs and engagement of employees vary on individual level for example along the lines of motivations, meanings and levels of energies at work. It is important to design experiences that can be individualized because in that way they have potential to create more value for the employees. Value is always uniquely determined by the beneficiary (Lusch & Vargo 2014). The concept of mentoring program and innovation day take into consideration the individual needs of employees as the courses and innovations can be designed to correspond the individual needs of the employees. As a result, the company is able to build an "experience network" that empowers individuals to co-create and personalize their experiences (Prahalad & Ramaswamy 2004, 6).

It can be argued that the designed solutions have a potential to offer a way to employees' self-expression at work because the employees have an active role in both of the solutions (Eldor and Vigoda-Godot 2017). As the employees take part in fulfilling their and their colleagues' needs by offering and receiving mentoring or by forming innovation ideas for the innovation day, they invest their cognitive, physical and probably also emotional energies into work, which is another factor effecting employee engagement (Kahn 1990).

The case company has a possibility to awake deeper intellectual and emotional bonds with the employees by offering them a chance of learning and innovations and by doing so engaging them strongly. As the designed solutions are meaningful for the employees, they create more value and they can lead to strengthened engagement between the employees and the employer (Kahn 1990).

5.2 Evaluation of work

In this chapter, the development phases and the results of the thesis work are evaluated, as well as the implications of the work to future development processes are estimated.

Close co-operation with the case company, the EX team, the digital EX project team and the employees made it possible to form a relationship that created a lot of knowledge on the case. That benefited the generation of insights on the EX both in the initial phase and the discovery phase of the work. The employees were interested in sharing their experiences so that a lot of data was generated on different aspects of EX. That was partly because the employees were guaranteed anonymity of their interview answers. It can be argued that without an outside researcher it is difficult to conduct an employee research that generates deep insights because the employees might not want to tell all their viewpoints to their colleagues or managers. The case company employs several designers and it was easy to conduct the service design process, as the employees already know the benefits of service design.

The limitations to the discovery phase were that 1) the whole employee experience journey from recruiting to retirement and alumni relations could not be studied but instead some relevant topics of the journey were selected, 2) it was possible to organize only 9 interviews although there were several employee groups so that some more interviews could have given better insights, and 3) there was only one researcher whereas the triangulation tradition recommends to use more researchers to guarantee neutrality (Stickdorn et al. 2018).

Feedback from the Head of EX was collected after the development process and she reported that the insights and the visualization of the employee research results in the defining phase “helped the organization go to the right direction at the right time”. “It was especially good that the management of the company got the insights from an outside, neutral actor”, she wrote in her feedback. Although the results appeared to be helpful, the process could have been improved by co-creating the personas and the employee journey maps together with the employees. Now the researcher created the visualizations alone. Hopefully the personas and the journey maps will be used also in the future in the case company. If the employees had participated in forming them, the probability that they will be referred again would have increased.

Feedback from the development phase workshop was collected from the participants. They estimated that the solutions that were designed in the workshop will be applied in the case company because of the concrete steps that were planned together. The participants felt that the topics of the workshop were important and that it was good to hear the thoughts of their colleagues on the topics. However, more time than three hours would have been needed to go deeper in the topics in the workshop. Another limitation was that the ideation did not start on a blank paper but instead frameworks of learning and innovation were given to the employees. On the other hand, the innovation day had been developed by employees successfully in one of the company units and was now lifted to the global level in the company. The mentoring program deals with internal learning in the case company. In the

future, the company has to address the issue of learning outside the company, for example going to courses and external mentors, to complete the employees' needs for learning. Moreover, the employees could be empowered in the future to offer mentoring or teaching outside the company on the basis of their experiences on the internal mentoring.

The developed solutions on learning and innovation were co-created on basis of real needs of employees, taking into consideration also the company culture and strategy. The solutions were designed in a concrete manner and they are relatively easy to put into practice in the case company. Solutions are to be experimented in the case company along the service design principle of iterations (Stickdorn, Lawrence et al. 2018). The experiments will show how well the solutions meet the needs of the employees in the future. Research, also other than Pulse feedback surveys, on the experiments and their results need to be carried out in order to find out their effects on the employees and the company.

The case company was able to make instant changes on the basis of the findings, for example open calendar policy. The bigger development questions need to be tackled in the company in the future along the questions that rose from the research: 1) How might we use the positive EX to boost the experience further? 2) How might we combat the problems of the negative EX together? 3) How might we increase the engagement and co-create possibility to learn and to freely innovate meaningful services? The last question was partly dealt with the development process of this thesis, but more efforts can be designed in the future to ensure constant enhancement of engagement. It is recommended to develop the EX further to enhance the employer brand of the case company. This could be done for example by developing a holistic employee wellbeing program that takes into consideration the life of an employee as a whole. The value of the experiences at work is co-created in a larger service ecosystem than just by the actors at work (Vargo & Lusch 2016).

It can be argued that the case company can offer more job resources (Bakker & Demerouti 2007) to its employees as a result of the development process that lead to new employee solutions. It is important to increase job resources when developing EX because that leads to improved engagement that can then result to better performance. As a result, the company has the possibility to develop stronger employer brand and a chance to attract and retain talent.

Another important insight from this study is that it is hardly possible to develop the whole employee experience journey on a concrete level at once because of time and financial limitations in companies but instead choosing topics for iterative processes is more sustainable approach. Hopefully more and more companies start to apply service design processes and methods in their EX and HR development work. Choosing that approach makes it possible to place the employee in the middle of the development efforts and co-create

value with them. It is possible to choose the most pressing problems to be solved first, not everything has to be fixed at once. This notion contributes to the agile talent management practices. Although EX has to be designed according to the needs of each organization and their employees, this study can be used as an example of conducting a service design process on enhancing engagement by EX design.

An interesting result of the EX development process was that the designed solutions can be developed further to company services that it offers to the actual customers of the company. This is because the case company is offering consultation services to other companies. It can be argued that “mixing” EX and customer solutions tells about breaking down the silos between company boarders and the trend of increased transparency so that in a way EX is getting close to the customer experience in the companies. Perhaps in the future the outside-in strategy, where the customers’ needs are the drivers for companies’ offering, will be developed further so that the customers’ needs will be considered more closely when designing EX (Plaskoff 2017).

The case study is an example of how it is possible to take into consideration the holistic perceptions of the employees on the relationship with their employer, combine them with the viewpoints of the employer and form a strong basis for mutual engagement. In the process, the values of the employees and the employer were matched - an important exercise to improve engagement and performance. The designed solutions can generate answers to both group and individual needs of the employees. It is recommended to follow that guideline in the future development efforts in order to be able to satisfy employees’ personalized needs in relation to their employer and to strengthen their engagement.

The transferability of the results of this work and a wider application of them lay in the insight that it is possible to find out both the common values between employees and employer and the gaps in EX that need to be filled. One way to do that is to assess the cultural aspirations of the company by conducting an employee research. Company culture and strategy affect employee experience. Furthermore, a good employee experience works as a backbone in a company in the times of change and transformation.

It is possible to co-create more value for the both parties on the basis of the holistic picture of the employee experience. It can be recommended on the basis of the findings for companies to work on engaging their employees, since that forms exponential value for them, their employees and the relationship between them that all contribute to the future performance even in the times of turbulence and continuous change. The employees are interested in developing their work, the employing organization and themselves, which makes employee experience a dream case for service design and co-creation. Service design process

and methods of this work can be applied as a model to enhance employee engagement, but the starting point and the contents have to be considered uniquely in each organization.

5.3 Recommendations for future research

The concept of employee experience and engagement are very broad, and even though the research questions of this thesis were answered, there are several other questions that rose along the process and that need further research and development.

The employee experience topic is trending, and the companies have started to pay attention to the experiences of the employees. However, the question remains how employee-centric decision-making processes could be developed further to truly put the employees first and the business objectives second. Will the employees and the customers compete for the empathy of company leaders in the future? How could these two viewpoints be combined for the benefit of all? Perhaps the companies could develop an imaginary test for hiring their actual customers and use that as a starting point in treating the employees and developing their EX.

Second question is more practical one and deals with the need for anonymity of employee insights. It would be interesting to research and develop ways in which the employees could express their view on the EX, especially the negative ones, freely and feeling safe at the same time. Bersin (2015) recommends that companies need to develop tools that measure and capture employee feedback and data analytics systems on a real-time, but the deepest attitudes and emotions need to be found out by applying qualitative research methods. Are the companies or their HR departments too biased to do that on their own? It needs to be studied, what kind of new systems could be created to facilitate the employee - employer relationship in order to collect accurate and deep employee data and how that relationship evolves during employee journey. This is important in order to learn from the employees and to find out their engagement drivers to develop the EX and the whole company.

Finally, an interesting future research topic is how the EX solutions can be further developed to company offering and customer experiences. On the theoretical side, how customers' needs will be considered when designing EX, and vice versa how the employees' needs will drive the design on the customer value propositions in the future. In the end, customer experience and employee experience are different sides of the same coin.

References

- Aarikka-Stenroos, L. & Jaakkola, E. 2012. Value co-creation in knowledge intensive business services: A dyadic perspective on the joint problem-solving process. *Industrial Marketing Management*, Vol. 41, No. 1, 15-26.
- Agile Alliance. 2019. Minimum Viable Product. Accessed June 19th, 2019
[https://www.agilealliance.org/glossary/mvp/#q=-\(infinite-false-filters-\(tags-\('-mvp\)\)-searchTerm-'-sort-false-sortDirection-'asc-page-1\)](https://www.agilealliance.org/glossary/mvp/#q=-(infinite-false-filters-(tags-('-mvp))-searchTerm-'-sort-false-sortDirection-'asc-page-1))
- Akaka, M.A., Vargo, S.L. & Schau, H. J. 2015. The context of experience. *Journal of Service Management*, 26(2), 206-223.
- Almquist, E., Senior, J. & Bloch. 2016. The elements of value. 94 (9) (*Harvard Business Review*), 46-53.
- Bakker, A. B., & Demerouti, E. 2007. The job demands-resources model: State of the art. *Journal of Managerial Psychology*, 22(3), 309-328.
- Bersin J., Flynn J., Mazor A. & Melia V. 2017. The employee experience: Culture, engagement, and beyond. Accessed June 14th, 2019
<https://www2.deloitte.com/insights/us/en/focus/human-capital-trends/2017/improving-the-employee-experience-culture-engagement.html>
- Bersin, J. 2015. "Becoming irresistible: A new model for employee engagement," *Deloitte Review* 16, January 26, 2015. Accessed June 14th, 2019
<https://www2.deloitte.com/insights/us/en/deloitte-review/issue-16/employee-engagement-strategies.html>
- Blank, S. 2013: *Harvard Business Review*: Why the Lean start up changes everything. Accessed June 27th, 2019 <https://hbr.org/2013/05/why-the-lean-start-up-changes-everything>
- Collings D. & Mellahi K. 2009. Strategic talent management: A review and research agenda. *Human Resource Management Review*, 19(4), 304-313.
- Collings, D.G., 2009. Strategic talent management: A review and research agenda. *Human Resource Management Review*, 19(4), 304-313.
- Coyle-Shapiro, J. A.-M., & Shore, L. M. 2007. The employee-organization relationship: Where do we go from here? *Human Resource Management Review*, 17, 166-179.

- Curedale, R. 2013. *Service Design: 250 Essential Methods*. Design Community College Inc.
- Denning, S. 2018. "The emergence of Agile people management", *Strategy & Leadership*, Vol. 46 Issue: 4, 3-10
- Design Council. 2007. 11 lessons: managing design in global brands. Accessed May 14, 2019 <https://www.designcouncil.org.uk/resources/report/11-lessons-managing-design-global-brands>
- Eldor, L. & Vigoda-Gadot, E. 2017. The nature of employee engagement: rethinking the employee-organization relationship. *The International Journal of Human Resource Management*, 28(3), 526-552.
- Gagne, M. & Deci, E. 2005. "Self-determination theory and work motivation", *Journal of Organizational Behavior*, Vol. 26 No. 4, 331-62.
- Garr, S. 2016. Talent Management Maturity: High-Performing Organizations Invest in a Relationship with their Talent. *Workforce Solutions Review*, 7(4), 26-28.
- Ghuri, P.N. & Grønhaug, K. 2010. *Research methods in business studies*. 4th ed edn. Harlow: Financial Times Prentice Hall.
- Goodwin, K. 2009. *Designing for the Digital Age: How to Create Human-Centered Products and Services*. John Wiley & Sons.
- Gray, D. 2017. Updated Empathy Map Canvas. Medium. Accessed June 25th <https://medium.com/the-xplane-collection/updated-empathy-map-canvas-46df22df3c8a>
- Grönroos, C. & Voima, P. 2013. Critical service logic: making sense of value creation and co-creation. *Journal of the Academy of Marketing Science*, 41(2), 133-150.
- Grönroos, C. 2007. *Service management and marketing: A customer management in service competition*. 3rd ed. Chichester: Wiley.
- Grönroos, C. 2008. Service logic revisited: who creates value? And who co-creates? *European Business Review*, 20(4), 298-314.
- Hakanen, J. Perhoniemi, R. & Toppinen-Tanner, R. 2008. Positive gain spirals at work: From job resources to work engagement, personal initiative and work-unit innovativeness. *Journal of Vocational Behavior* 73, 78-91
- Heinonen, K. & Strandvik, T. 2015. Customer-dominant logic: foundations and implications. *The Journal of Services Marketing*, 29(6/7), 472-484.

- Helkkula, A., Kelleher, C., & Pihlström, M. 2012. Characterizing Value as an Experience: Implications for Service Researchers and Managers. *Journal of Service Research*, 15(1), 59-75.
- Huang, C., Simha, A., & Elloy, D. F. 2016. Exploring the relationships among person-organization fit, work engagement and positive mental health in a longitudinal study. *Journal of Business Administration*, (109), 21-40.
- Kahn, W., 1990. Psychological Conditions of Personal Engagement and Disengagement at Work. *Academy of Management Journal*, 33(4)
- King, K. A. 2016. The talent deal and journey. *Employee Relations*, 38(1), 94-111.
- Knolls trend report. Accessed 20th May 2019.
https://www.knoll.com/document/1352940439324/WP_FiveTrends.pdf
- Lusch, R.F. & Vargo, S.L. 2014. *Service-dominant logic: premises, perspectives, possibilities*. Cambridge: Cambridge University Press.
- Mattelmäki, T. 2008. *Design probes*. 2nd Edition. Helsinki, Finland: University of Art and Design.
- Morgan, J. 2017. *Designing Employee Experience: How to Win the War for Talent by Giving Employees the Workspaces They Want, the Tools They Need, and a Culture They Can Celebrate*. New York: John Wiley & Sons, Incorporated.
- Ojasalo, K., Moilanen, T. & Ritalahti, J. 2014. *Kehittämistyön menetelmät: uudenlaista osaamista liiketoimintaan*. Helsinki: Sanoma Pro.
- Pandita, D. & Ray, S. 2018. Talent management and employee engagement - a meta-analysis of their impact on talent retention. *Ind and Commercial Training*, 50(4), 185-199.
- Payne, A.F., Storbacka, K. & Frow P. 2008. Managing the co-creation of value. *Journal of the Academy of the Marketing Science*, 36, 83-96.
- Plaskoff, J. 2017. Employee experience: the new human resource management approach. *Strategic HR Review*, 16(3), 136-141.
- Polaine, A., Løvlie, L., & Reason, B. 2013. *Service Design: From Insight to Implementation*. USA: Rosenfeld Media
- Popli, S & Rizvi, I. 2016. *Drivers of employee engagement: the role of leadership style*. Sage Publications. *Global Business Review*17(4), 965-979

- Portugal, S. 2013. *Interviewing Users: How to Uncover Compelling Insights*. Brooklyn, NY. Rosenfeld Media.
- Prahalad, C.K. & Ramaswamy, V. 2004. Co-creating unique value with customers. *Strategy & Leadership*, Vol. 32, No. 3, 4-9.
- Ramaswamy, V. 2011. It's about human experiences... and beyond, to co-creation. *Industrial Marketing Management*, 40(2), 195-196.
- Sarvas R., Nevanlinna H., Pesonen J. 2017. *Lean Service Creation Handbook*. Futurice. Accessed June 25th leanservicecreation.com
- Schaufeli, W. 2012. Work Engagement. What Do We Know and Where Do We go? *Romanian Journal of Applied Psychology*, 14, 1, 3-10.
- Schein, Edgar H. 2010. *Organizational Culture and Leadership*. Wiley, ProQuest Ebook Central.
- Senge, P. M. 2006. *The fifth discipline: The art and practice of the learning organization*. Rev. and updated. New York: Currency Doubleday.
- Silverman, D. 2011. *Interpreting qualitative data: a guide to the principles of qualitative research*. 4th rev. ed edn. Thousand Oaks, CA: Sage Publications.
- Sirisetti, S. 2012. Employee Engagement Culture. *Journal of Commerce* (22206043), 4(1), 72-74.
- Stickdorn, M., Lawrence, A., Hormess, M. & Schneider, J. 2018. *This is service design doing: applying service design thinking in the real world: a practitioner's handbook*. Sebastopol: O'Reilly Media.
- Strauss, A & Corbin, J. 2008. *Basics of Qualitative Research: Techniques and Procedures for Developing Grounded Theory*. 2nd Edition. Thousand Oaks, United States: SAGE Publications, Inc.
- Tarique, I. & Schuler, R. 2010. Global talent management: Literature review, integrative framework, and suggestions for further research. *Journal of World Business*, 45(2), 122-133.
- Vargo, S. L & Lusch, R F. 2016. Institutions and axioms: an extension and update of service- dominant logic. *Journal of the Academy of Marketing Science*; New York Vol. 44, Iss. 1: 5-23.

Wilson, C. 2013. Interview Techniques for UX Practitioners: A User-Centered Design Method. San Francisco: Elsevier Science & Technology.

Yohn, D.L. 2016. Design Your Employee Experience as Thoughtfully as You Design Your Customer Experience. Harvard Business Review Digital Articles, 2-4.

Figures

Figure 1: Theoretical building blocks of the thesis	12
Figure 2: The employee journey.....	13
Figure 3: Employee experience consists of cultural, technological and physical experiences.	13
Figure 4: Viewpoints of employee and employer to employee experience.....	14
Figure 5: Employee experience business outcomes.....	16
Figure 6: Framework for improved talent retention.....	19
Figure 7: Roles of actors in value spheres.....	26
Figure 8: Value pyramid.....	28
Figure 9: The applied design process.....	31
Figure 10: Empathy map canvas.....	46
Figure 11: Example of a drawing of a digital working day by an employee.....	49
Figure 12: Illustration of the persona 1.....	51
Figure 13: Illustration of the persona 2.....	51
Figure 14: Illustration of the employee journey map 1.....	52
Figure 15: Illustration of the beginning of the employee journey map 2.....	53
Figure 16: Canvases on the mentoring system.....	55
Figure 17: Canvases on the innovation day concept.....	55

Tables

Table 1. Phases and methods of the development work process.....	32
Table 2: Key insights on the highs and lows in EX as well as on motivation and engagement...46	
Table 3: Key insights on company strategy, culture and values.....	47
Table 4: Key insights on the digital employee experience.....	48

Appendices

Appendix 1: The interview questions

Working day

1. How has your day been so far?
2. How is your typical working day? What do you do? With who? When (working hours)? Where (office / client)? How do you work (alone / with team / client)?
3. What kind of tasks or goals you typically have each day? What do you have to do to achieve those goals? Tell me examples. Tell about client work.
4. What is easy? What is hard?
5. What do you wish would change? How would you craft your job? How? Why?

Working day challenges and inspiration

1. What is the best (moment) in your working day? Week? Why?
2. Looking back on the week, is there anything that could have gone better? How would you make that better?
3. Anything in your work world that's causing frustration or delays?
4. What does give you energy at work? What does take your energy?
5. What inspires or motivates you every day? What is the most meaningful part of your job?
6. How autonomous / independent is your work? What kind of limitations there are to it?
7. What do you think about the current working spaces? Anything you would like to change? How? Why?

Company values and ways of working

1. When you were really happy at work? Unhappy?
2. What is the best thing in your company?
3. What is the number one issue you would like to develop in the company?
4. Where would you like to be in 5 years?
5. What could the company do to help you to get there? What else could the company do for you? Your boss, colleagues, team, yourself?

6. Tell me about changes done lately in your work. How do you see the changes? Pain points and opportunities
7. Your dream employer?

Cultural aspirations

8. What do you think about the company strategy?
9. Let's look at the values and culture picture (attached document)
10. What do you think about the values and culture in the picture? Why? Do they reflect the company?
11. Do they feel relevant / important to you? Why? What do you think your clients think about the company values and culture? Why?
12. Is there something missing from the picture? How would you change it?
13. How might the company group meet the values and culture? What needs to be changed in the company / teams / yourself? How? Do you think it will be possible? How will the company handle it?

Digital EX

1. Could you please draw a timeline that is your working day? Now, imagine that this is your digital working day. I would like you to write down (or draw) on the timeline what you do first in the morning digitally, what next and during the whole day (digitally) so that you cover the whole day.
2. I would like you to think what a good experience is and what could be better. I would like you to evaluate each moment or thing you do digitally from 1-5 where 1 is bad and 5 is excellent.
3. Discussion on the timeline and evaluation. Let's see, how is your day, let me know! How satisfied are you with your digital work day?
4. The worst digital experience you have ever had at work?
5. What kind of digital experience or tool would add value to your work? What would inspire you?
6. There will be a new EX platform. What do you think, how the new platform should be launch? What do you wish from the time when the platform is being used for the first time in your company?

Appendix 2: Business Objective and Context canvas used in employee workshop

BUSINESS OBJECTIVE AND CONTEXT

Fill together with the person funding this project

How will we know that we have succeeded?
(After a month? After one year?)

Who needs to be involved?
(Stakeholders, old and related projects..)

What is our business objective?
(business problem/need/opportunity..)

A

What enables us?
(Our brand, our new strategy, competencies, resources, new legislation, previous project, specific conditions, new trends....)

Why is it important?
(How does it fit our strategy?)

What restricts us?
(Budget, Schedule, Organization, Legal, Competition..)

ASK WHY.

+

-

We filled this together with the person funding this?

We talked these goals with our supervisors?

All in this canvas is clear and understandable?

We are comfortable to proceed?

futura

LEAN SERVICE CREATION

Lean Service Creation Toolbox by Futurice Ltd is licensed under a Creative Commons Attribution-ShareAlike 4.0 International license.

Appendix 3: Minimum Viable Product canvas used in employee workshop

LOVABLE
MINIMUM VIABLE PRODUCT - nothing but the essential

<p>What is in the MVP?</p>	<p>ASK WHY.</p>
<p>What is not in the MVP?</p>	<p>ASK WHY.</p>

 Lean Service Creation Toolbox by Futurece Ltd is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

futurece LEAN SERVICE CREATION

Appendix 4: MVP Backlog canvas used in employee workshop

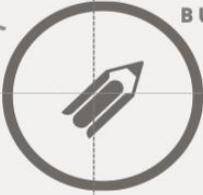
MVP BACKLOG - What is in between current state and the launched MVP

RIGHT NOW WHAT IS THE MOST CRITICAL...

TECHNICAL ISSUE?

BUSINESS QUESTION?

END USER VERIFICATION?

STORIES	TO DO	IN PROGRESS	DONE
<div style="display: flex; justify-content: space-around; align-items: center;"> <div style="text-align: center;"> <p>LEARN</p>  </div> <div style="text-align: center;"> <p>BUILD</p>  </div> </div> <div style="text-align: center; margin-top: 20px;">  <p>MEASURE</p> </div>			



Lean Service Creation Toolbox by Futurice Ltd is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

futurice LEAN SERVICE CREATION

Appendix 5: Persona 1.



Maria Mantega
Challenge lover

Service Designer, Scandinavia

MOTIVATIONS

- Create future solutions that touch people's lives
- Implement design thinking in clients' organisations
- Constantly develop new skills in design business

FRUSTRATIONS

- Creation without co-creation
- Sales unit looking only numbers, not clients' needs
- No customer success measures

#FastCareerBoost
#FutureLeader
#GlobalCitizen

GOALS

- Use empathy and human centered design in all projects
- Design and support clients' business models
- Learn from different client projects

SHE'D ADD TO COMPANY CULTURE

Empowered people	●	●	●	●
Learning	●	●	●	●
Collaboration	●	●	●	●
Customer success	●	●	●	●

"It is inspiring to make client to understand something new."



Niklas Sten
Care hacker

Tech Lead, North America

MOTIVATIONS

- Wellbeing of his team members
- Freedom to experiment everything new
- Learning in global digital business environment

FRUSTRATIONS

- No time to learn and support team's development
- Finding new talents to team
- Lack of decisions on his unit's direction and core business

#MachineLearning
#Coach
#Dad

GOALS

- Build a friction free environment for his team
- Create new opportunities to grow digital business
- Develop top talent in AI

HE'D ADD TO CULTURE

Empowered people	●	●	●	●	●	●	●
Learning	●	●	●	●	●	●	●
Collaboration	●	●	●	●	●	●	●
Customer success	●	●	●	●	●	●	●

"I love my team. They are so nice and dedicated. We share and laugh together."

Appendix 6: Employee journey map 1.

