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Business Model Development Towards Event Management in Manchester, UK

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Business Model Development Towards Event Management in Manchester, UK

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It is known that the people in United Kingdom spend lot of time travelling and have a very busy schedule. Generally, offices are far from their home location. Due to the time crunch, they are always in search of an event planner or organizer to organize their events like Halloween parties, children's birthday parties, graduation ceremonies, social events, baby shower. There is a huge scope for a service model, which will help them to organize these events with less hurdle. Thus, various service design tools and methodologies can be used to develop the service for event management with the objective of achieving customer satisfaction through the delivery of this service.

Value co-creation with customer, new service model concept and service dominant logic covers the theoretical framework. The lean start approach and the new service design principles supports the new service concept. New design of the service concept is the outcome of service design process and tools supported by lean start-up principles. The lean start up principles will help to derive the MVS (minimum viable service) focusing on value co-creation with customer keeping the customer at the centre. Service dominant logic acts as the basis for the new service developed. While designing the new service model, the theoretical framework concentrates on various aspects of service design. For example, various service design tools to gain customer insight to understand their unmet needs and requirements, services in general. The framework also has flexibility to reshape the structure of the service delivery in order to increase the customer satisfaction index (CSI). The thesis also intends to modify, alter, and enhance the structure of the service according to the feedback received from the customer. The lean start-up approach is implemented in order to design the new service model.

Value co-creation with the customer and customer involvement in all phases of the service design was the main focus while designing the new service. This was further supported by various processes in service design, various design tools taking lean start-up approach. Double diamond model - a widely used service design method - was used for the development of the new service. In addition to this, lean start-up approach introduced few new concepts, are also implemented for the new service design. In order to collect the valuable feedback from the potential customers, interviews were also conducted in various stages and phases of the service design. In order to understand the delivery system of the newly designed service, customer journey maps, stakeholder maps, personas representing respective customer segment, and service blueprints were created. In order to validate the hypothesis done about the service, quantitative and qualitative business value being delivered to the customers, a Business Model Canvas was designed. A Facebook page was designed and launched as a MVS as an outcome from the lean start-up approach. In order to test the concept of the newly designed service, a pilot event was organised for a pilot customer.

The factual study and the theory discussions in the thesis have revealed the fact that the customers based in Manchester, UK have been in search of event organizers who can arrange their events end-to-end. The motto of this service design was to introduce a service in an innovative way through which the customer can co-create the value by contributing their skills and various ideas.

Keywords: service design, double diamond model, lean start up, event management

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1 Introduction

1.1 Background

Over the last two decades, the way we combine our professional life with our personal life, people are finding it very difficult and challenging to organize, arrange and plan the social events. For example, due to their busy schedule, they do not get enough time to plan their kids' birthday celebration and on the other hand, kids nowadays have become more demanding and choosier about their birthdays and they demand to have a theme for their birthdays. No doubt it has become a tedious task for parents to arrange such birthdays with themes. So, they try to find some easier ways to celebrate and arrange birthday celebration in children's play zone. But, this is certainly not the wise decision wherein kids are dropped in the play zone, they are engaged with some games for few hours and thus the birthday is celebrated. Some of the time parents go for hiring the event planners who can plan, arrange and organize the events as they have a very little time to do it by themselves.

We are living in a digital era of digital services, which has changed consumers' behaviour significantly over the past few years. As per Schiffman, Kanuk and Hansen (2012), user behaviour is nothing but the act of finding, utilising, buying, assessing the various products and their associated services, which according to them, will meet their requirements. Desire to match up with the social standards and to stand ahead in the social competition, increases the pressure on parents and as well as on children. This pressure keeps them up to date with the emerging and latest trends.

A decade before, the event organising industry was supposed to be a part of an administrative work. Our society has cradled latest design developments and decoration methods. In recent years, events like theme parties have gained popularity. A lot of money has been spent on it by the traditional middle class and upper middle class families. Arranging and managing an event needs lot of interactions and actions and hence the event industry has become a complex system. People with various skills and various expertise come together to create an experience. Market has gone under changes in social, cultural and economic perspective and change in thought process has induced in the ideology of "customer value". The huge demand for "artistry" is arisen and hence the aim is to offer a personalised experience-rich service and value co-creation with customers. (Capell 2013.)

Organizing, arranging, and creating events is certainly a tedious task which requires proper coordination, enough time, teamwork, experience in the field and organization skills. In the current era, it is considered as one of the 10 fastest, rapidly growing profession on global level. (Event management 2016.)

As per an online report in Telegraph, United Kingdom (2015), over an entire lifetime, parents spend more than 19,000 GBP for their children's birthday. As per ASDA supermarket chains, average cost of a child's birthday party is shown in figure 1.



Figure 1 : Cost estimates for a party, UK (source: ASDA supermarket chains, UK)

Theme birthday parties have been an emerging trend since last few years. Pine and Gilmore (1998, 102-103) mention that, one of the most important steps in organising a birthday is to organise a well organised theme. It is beyond doubt that a well organised theme is succinct and fascinating. Pine and Gilmore (1998, 102-103) mention a very important point that theme decoration for a birthday party should be in such a way that the guests and the host should be charmed by the unique story of the theme. It is important to learn the trends emerging in celebrating the kid's birthday parties. As per mykidwantsit.com, Prince birthday party theme was most popular in 2019 followed by Frozen and Mario theme. To get updated with the current trends, Capell (2013) suggests glancing through the market and get the information on how the competitors are organising the birthday parties, how do they generate ideas.

In order to make a theme birthday party successful and memorable for all the participants, it should include excitement, humour, fun, music, colour, and most important surprise element. It should be able to create the rich sensory experience. As per the latest trends, the key for the entertainment is the interactive events. (Shock 2011, 110; Capell 2013, 111.)

As per royalpepper (2020), youngster wants flexibility and recognition at their age and what they want is a lively and happening party so that they can click many selfies and post on their social networking channels. Themes which are trendy in 2020 for birthday bash for youngsters are Halloween theme party, party based on cartoon character, circus theme party, woodland and wonderland theme party, mermaid theme party, garden theme party etc. Based on the

study made by royalepepper (2020), on how families celebrate their birthday events, it is found that there is a trend growing in buying the packages for theme based celebrations which caters party arrangements, return gifts, food, music, entertainment and much more.

New trends are originating in the industry. Based on royalepepper (2020), theme-based birthdays and theme based parties are the latest and popular trends which children prefer to have in their birthdays. Such trends are shown in figure 2.



Figure 2 : Theme-based party decorations (Image creation by Chaudhari Vikrant)

It is an event wherein all the event related (e.g. birthday related) material is chosen based on a theme. For example, in a theme which is based on the movie "Mermaid", the decoration material and colour is selected according to the Mermaid movie. Theme colours which are blue and green and in the similar fashion, the theme characters and their costumes are selected. Similarly, for a Mario theme, balloons, colours, costumes, cake etc are based on the movie characters and the colour.

World is rapidly moving towards digitalization and hence the event planners and organizers. They have started incorporating the digital medias like online invitations, online planning for parties, suppliers etc. Abundant of such event planners are available in the market who are specialised in arranging these types of occasions.

Such phenomenon is referred as shaping the occasion. This proposition has based on designing a modern business in Manchester, UK. Manchester has very few such businesses offering such provision which can arrange and organize theme based birthday events as that of London. Few physical stores in the City Centre are available which cater party supplies. Hence the aim is to design new service model with the use of various service design tools there by providing satisfaction in customer experience.

As per Buxton (2007, 144), being designers, a real value will be delivered by us only when the mindset of designing a new service which is based on end user insight is developed. Manchester, UK has people from different origin, different culture, and different countries. From my personal experience, I have observed here that people spend lot of time in travelling and have a very busy schedule. Generally, offices are far from their home locations. They are always in search of an event planner/organizer to organize their events like kid's birthday parties, Halloween parties, graduation ceremonies, social events etc. There is a huge scope for a service model which will help them to organize these events with a very less hurdle.

Also, based on my personal experience of not being able to organise, find proper party supplies for my close friend's child's birthday, I could gather valuable insights in the area of organizing social events in Manchester, UK. Hence this idea of designing a new service. The aim of this service model is to cater end-to-end service to the customer which is rich in feature and as well as rich in action.

1.2 Objective

The thesis serves the purpose of developing an innovative business model with the help of service design tools and service design methods. This newly developed service model will cater the end user to arrange, organize and celebrate private and social events like baby shower events, birthday parties and graduation events. The aim is to design such service using various service design tools and methods involving customers from the initial stage and co-creating values with customers.

Lean start-up way of working will be adopted for new service development. Along with the service design tools, concepts like looking for early adaptors, MVS (minimal viable service) and customer learning will be used. Customer will be at centre during the design of this service which will enhance the value co-creation with the customer. Hence, this service concept will be proposed to the people as pilot landing page and then further it will be assigned to the suitable customer groups (customer segments). Social communication and networking site like Facebook will be used to launch the landing page. Research done in the analysis phase will be used to create this page. This analysis phase will encompass surveys, interviews and participant

observations. This will be based on the MVS concept from lean start-up way of working with value co-creation and improvement of service with the help of continuous feedback from the customer.

1.3 Services in general

Services in our surroundings are of different forms. For example, buses, hotels, petrol pumps, hospitals, shops etc. These services are derived from various touchpoints like information, people, our own surroundings, and products (Design Council, 2005). As Stickdorn and Schneider (2011, 81) state, user connects in many ways with the service providing system through various touchpoints in his/her journey. With the help of interactions, users associate to our service.

Couple of decades before, services were treated as design objects. There were only two sectors that got recognised, agriculture and manufacturing. Later on, the service sector got the recognition.

According to Pisano (2015) services are meant to work like backbone to life and increase survival of the commodity. Nowadays, various commodities include services in them. Mobile, fits very well to this criteria which is an inevitable and important product in our life for daily communication but on the other hand without the service of sim card these cell phones are of no use except playing games. Hence the service in the cell phone adds value to it and make it competitive in the market. This thesis will concentrate on various service development theories there by using various service development methods as a backbone.

1.4 Introduction of the business case

This thesis intends to develop an innovative and advanced business model called Event Manager which will be keen to organise various celebrations of customers providing an end to end arrangements there by making their life easy so that they can participate in their own celebrations without having any concerns or botheration about the arrangements and other matters related to arrangements. The goal of the service is to study, analyse, conceptualise, and design the suitable themes for the events. We offer end-to-end service for Halloween parties, birthday parties for kids and grown-ups, graduation ceremonies, baby shower and anniversaries. We put our customers at the centre. We provide attention to details to address our customers' requirements. Our core is to give experience rich service to our customers.

It is mainly a business-consumer business model, which entails activities listed below:

1. Custom made theme decoration (custom made banners, dresses, hats, masks, props, cut-outs, posters)
2. Lighting the hall with audio and video
3. Entertainers and artists
4. Face painting experts
5. Video shooter and photographer
6. Planning for return gifts
7. Analysing, deciding, and arranging themes for the event, e.g. Halloween, X-mas, new year party
8. Event styling
9. Deciding the venue for the customers
10. Providing customised party supplies
11. Providing catering services to customers
12. Planning games and entertainments
13. Renting out custom made theme decoration material and assistance in in-stalling and un-installing.

It is a start-up organization having initially four people who are working in software industry. They give equal importance to life and work by maintaining the work-life balance there by creating the win-win situation in both the worlds. They want to help people with busy and hectic work schedule to celebrate their social life. We live and operate in Manchester City centre and deliver custom made party supplies all over Manchester. The aim is to help customers to arrange, organize and manage their parties with a less hurdle there by bringing ease to their lives. The idea is to stand as an independent service and shape their social events to make them memorable. The idea is to link our interest to our business. The attempt is to channelize our interests and ideas into a business there by creating a win-win situation for us and for our customers.

In our childhood, celebrations and parties used to be at home only. It used to be of a very simple type with friends, family, relatives and neighbours with cake, drinks, balloons, and music. However, the world has changed rapidly and the way of celebrating such events have changed a lot. New trends are observed in this decades. Parents want different themes in their kids' birthday parties. These themes are based on their kid's favourite character from an animated movie, favourite colour there by making the celebration a memorable event for their kids.

It is definitely not an easy task to arrange such birthdays with all the little details. Decoration accessories like balloons, ribbons, caps, hats, masks, dresses, posters, cakes, return gifts, table-cloth, curtains have to be in sync with the selected theme. Arrangements need to be made

for food and various games. Clicking the event photos is also an important task. Someone also needs to address it. On the other side, it is also needed to attend the guests. Parents often try to manage both but at a time, they can either focus on these arrangements or attend the guests. They can't even fully enjoy their kid's birthday party.

This being completely a new service, we have decided to follow a lean start-up approach there by launching a MVS with the help of social media and social networking/communication sites. This is backed by the idea of continuous improvement by continuous feedback.

1.5 Thesis format

There are six parts in which the thesis is divided in.

Induction phase of the thesis is carried out in part one. Motto, intention, and design is mentioned here.

Logic behind the service industries along with new service development concepts is encapsulated in various services. Process behind designing of such services is entailed in part two.

Part three targets on creating the new service model concept using different service design tools and lean start-up approach.

Design process model of type double diamond reflects the theory for the new service design process. This theory constitutes part four.

Outcome of the various process followed to design the service is described in part five.

Part six helps to draw the conclusion for this thesis advocating why the various design tools and techniques used suit to the thesis and how it helped to achieve the objective of this thesis.

Value co-creation with customer, new service model concept and service dominant logic covers the theoretical background. The lean start approach and the new service design principles supports the new service concept. Figure 3 depicts the fundamentals of the thesis in which it is shown that the new design of the service concept is the outcome of service design process and tools supported lean start-up principles. The lean start up principles will help to derive the MVS focusing on value co-creation with customer keeping the customer at the centre. Service dominant logic acts as the basis for the new service developed.

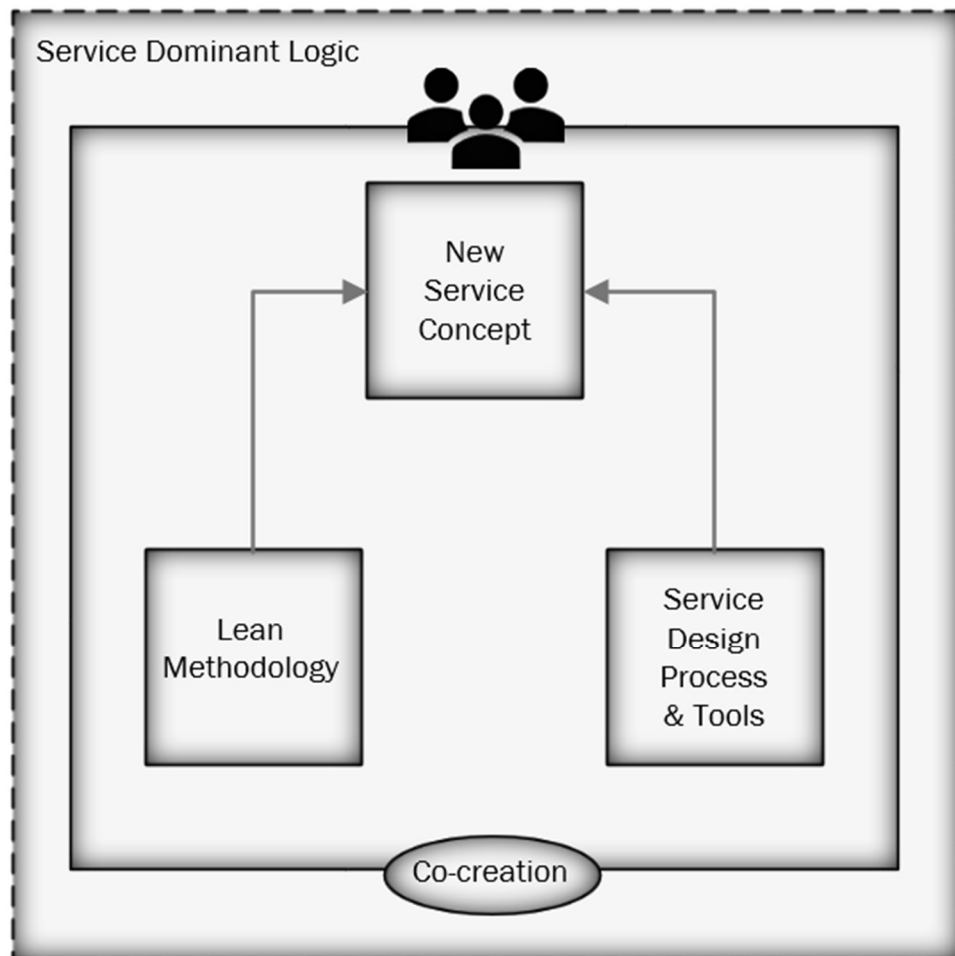


Figure 3 :Fundamental blocks of thesis (image creation by Chaudhari Vikrant)

2 Process of service design and lean start-up way

2.1 Designing the service

As per Design Council UK (2015), service design combines several professional specializations. It is an approach that combines various design domains. It is a continuous process and has no end even after launching the service. As Pisano (2015) states, service designing is not only designing the architecture of the entire service know-how along with its experience, but it also involves architecture of the entire strategic processes to cater that particular service. It is a complete package. Design Council UK (2015) mentions that it is a tool that facilitates design and marketing of the services with attention to cater superior service experience. This also involves in the creation of touchpoints and making decisions about the interaction of these touchpoints at every stage. Traditional customer centred design approach focuses on designing for people, but service design approach focuses on designing with customer (Buxton 2007, 205).

The main focus of the service designers is on new service concept and service eco-system creation. They conduct research on service development which is cross disciplinary which needs strategic work and fore sighting. Marketing and communication of the designed service is also included in their plan. Apart from this, service process development is also guided by them. Service design process empowers the designers to take into consideration, all the stakeholders' participation in service design and enables to keep the customer at the core of the service design process. (Curedale 2018.)

Thus, the customers' needs, unmet needs are understood by such an integrated view (Kjaer 2014, 22).

2.1.1 Process for service design

There are several service design processes. E.g. service design process by Stickdorn and Schneider (2011) which includes the phases like exploration, creation, reflection, and implementation. Stigliani and Fayard (2010) proposed a service design having phases like research, definition, development, and delivery. Ethnographic approaches are used in the research phase. Various ideas are generated in the definition phase. Solutions to the customer problems are developed and tested in the development phase and finally the designed service is introduced in the market in the delivery phase. Curedale (2013) proposed the service design process having phases like “defining a vision, knowing people and their context, framing insights, exploring ideas, prototyping and iterating, and implementing the outcomes.”

Technology Strategy Board and Design Council (2015) proposed a Double Diamond model having phases like discover, define, develop and deliver as shown in figure 4. The representation of this linear process can be shown by two diamonds connected to each other indicating the convergent and divergent nature of service design process.

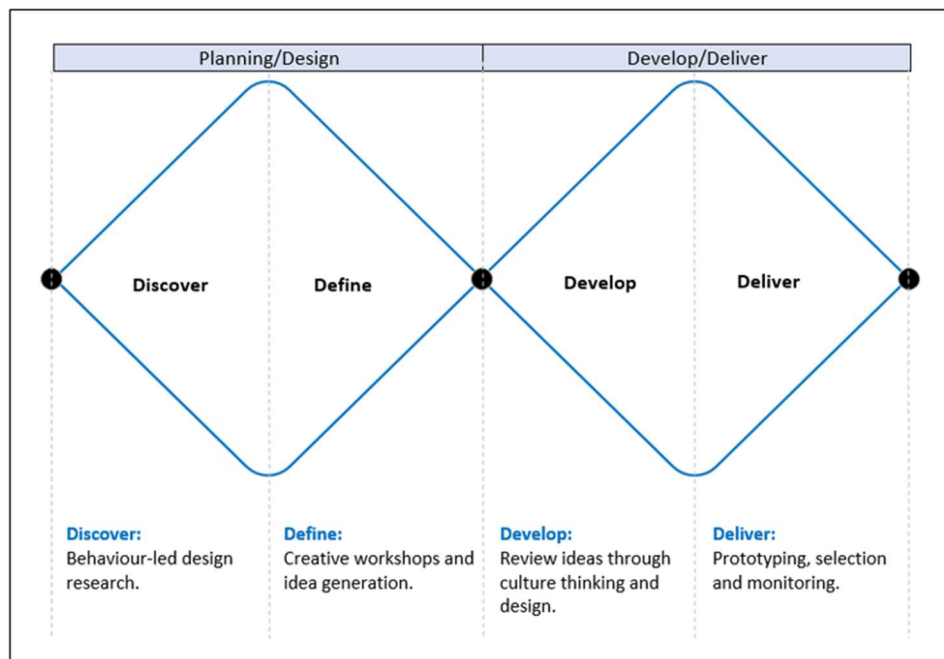


Figure 4 : Double Diamond Model (image creation by Chaudhari Vikrant
Based on source: Design Council 2005, 7)

Discover

The first phase of the process is to discover insight into a problem area for which we intend to design a solution or a service. It is the stage of collecting insights, inspirations, identifying user needs and pain points to get insight to a problem and then developing initial ideas. The objective of this phase is to build a rich knowledge pool or resource having complete understanding of the problem. In this creative process, plenty of ideas are created (divergent thought process) and then they are narrowed down to the best ideas addressing the problem (convergent thought process). In Double diamond process, this happens twice. Once to confirm the best solution that addresses the problem and once to deliver the solution. (Technology Strategy Board and Design Council, 2015.)

Define

This phase is the definition phase. Designers try to find and explore all the possible ways to define solutions to the identified problem. Number of ideas and findings are evaluated and analysed. These ideas and solutions are aligned with the needs of the organization, business goals and budget and then it is decided which idea or the solution to take forward. The objective of this phase is to analyse the outputs generated in the Discovery phase, process the findings in to a reduced, limited number of opportunities. (Technology Strategy Board and Design Council, 2015.)

Develop

In this phase the product or the service concepts are refined so that they are ready for implementation. It is not possible to refine them in one go and hence designers take iterative approach of development and testing. They iterate the process until they reach to a finetune product or a service. This ensures a more robust service. This is the phase where the solutions are created, prototyped and tested. Designers workout different methods to solve the problem and to seek improvements in various ideas. The objectives and the main activities in this phase are prototyping, brainstorming, visual management, multi-disciplinary working, various development methods and finally testing. (Technology Strategy Board and Design Council, 2015.)

Deliver

In this last phase the designed service or the product is launched. This addresses the problem discovered in stage 1. User feedback is important in this phase and hence it is made sure that systems are in place to capture user feedback. The collected feedback is useful for the colleagues, service designers and the business partners so that they can analyse it deeply and make further corrections, enhancements to the service design. (Technology Strategy Board and Design Council, 2015.)

2.2 Lean Start-up way

Entrepreneurs use the approach of lean start-up concept to create and manage their service business. Taiichi Ohno and Shiego Shingo while working in Toyota invented a lean manufacturing system. The concept of lean start-up has originated from it. This concept has sought a lot of attention of entrepreneurs. This approach is different than that of the other approaches which are being followed traditionally. The lean start-up methods gives confidence to entrepreneurs to manifest their ideas into reality and into a service or a product. This approach suggests sketching our own hypothesis, starting from the problem statement, coming out of the office, and developing the service in an agile way. It is not necessary that implementing the lean start-up mindset will enable the start-up companies to be successful. It only means that if there is any failure, that will be detected at earlier stage which saves the cost rather getting the problem detected in later stages. (Blank 2013.)

The concept of "sketching your hypothesis" insists to use business model canvas instead of business plans. It recommends starting with the risk prone part, identify the risks associated with it. "Coming out of the office" means involving the customers in value co-creation. Getting continuous feedback from customer on every part of the business model. It is termed as a bad

practice to take the feedback from your relatives and friends because there are chances that they are biased and may not be able to give the honest advice. Hence it is always encouraged to get the feedback from the real customers who are not your friends and relatives. This increases the possibility to get the genuine feedback. Long development cycles are avoided. The approach of agile development is followed in which product or a service development is in cycles and iterative. In each cycle customer feedback is taken and based on it, further modifications or enhancements are done in the service or a product. (Blank 2013.)

This thesis is based on lean start-up approach. It adopts the aspects of lean start-up like minimum viable product, early adaptors, and build-measure-learn cycle.

2.2.1 Concept of MVP (Minimum-viable-product)

The term Minimum Viable Product is used in software development. It contains the key and important features the customer needs. The intention is to boil down the product feature to the extent that it solves the core problem. Once the core problem is solved, further the product or the service is enhanced to have additional features. When the requirements are gathered for a particular product or a service, they are further categorized as critical and non-critical. Critical requirements are those which the product or the service must have. Such requirements are met in the MVS. Sometimes the requirements are not clear, vague or on high-level. (Stickdorn, Lawrence, Hormess & Schneider, 2018.)

As per Stickdorn et al. (2018), in such cases where the requirements are not clear, vague or on high-level, defining an MVP requires a lot of discussion. Authors recommend defining the job story and mention the job the end user wants to do. From this definition the desired MVP is derived. Work is done on the solution and the shitty first draft is created. This is an iterative process. The solution or the minimum viable product is tested by the end user and further modifications are made based on the input. According to Olsen (2015), first MVP can be termed as a service design process or a technique in which a product or a service is developed with minimal, important, primary features which meets user's primary needs. It includes the must have features.

2.2.2 Build the least possible to learn as much as you can - loop:build-measure-learn

Build-measure-learn is an early feedback cycle. It is the core aspect of the lean start-up approach. Build, measure and learn are the three stages of the loop as shown in figure 5. Minimising the waste is the main objective of the loop. Since it is a repetitive process, hence the

name. The main objective of the first phase is to develop the MVS as quick as possible. It is not necessary to involve the actual product in this phase. An idea of the product is more than enough initially. In the second phase, feasibility of the idea is measured. It is also checked that how promising the idea is and what sort of response will it receive from the customers. It is also checked whether there is a need to add, enhance or modify the service features or the functionalities. In the third phase, based on the learnings from the build and the measure phase, the validation of the decision to move forward with service development is taken (Kromer, 2012). The best practice is to shorten the time to complete the feedback loop. Earlier the feedback, earlier the solution and vice versa (Kromer, 2012).

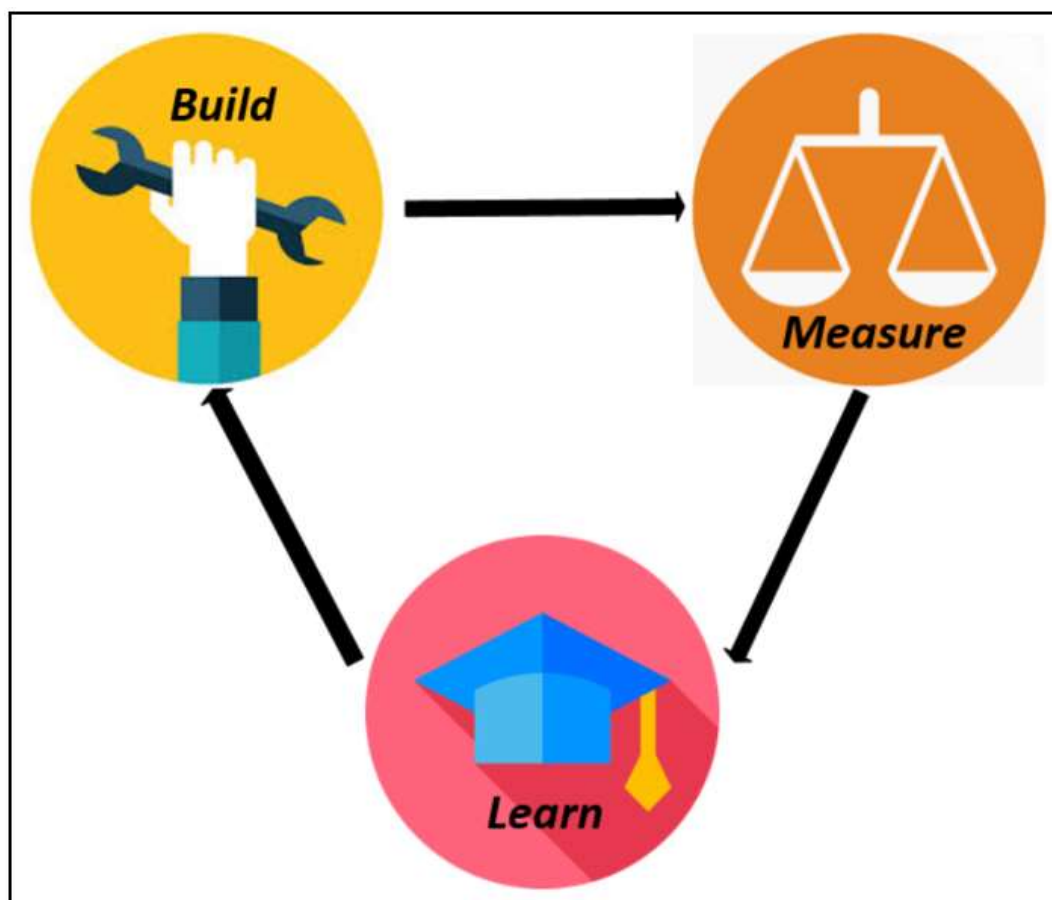


Figure 5 : Cycle of build, measure and learn (Image creation by Chaudhari Vikrant based on source: Build Measure Learn - Why The Lean Start-up Loop is Backwards 2012)

Early Adaptor

When the new service is developed or created, there are key players who adopt to new technologies. They can be differentiated easily from the other customers in the aspect of adapting new technology (Interaction design foundation, 2019). It is one of the most important dimensions of the start-up. They hold importance in the phase wherein the start-up is enhancing,

polishing, and sharpening the product. Including such early adaptors in service development is important and it is a wise decision to include them in service design. It is the best approach to find the customers or the early adaptors who badly need to service or the product as they often provide genuine feedback and tend to forgive the mistakes. (Kromer, 2012.)

For better service design, there is a need to identify the early adaptors of the service. To verify if our service design benefits them, they can be interviewed further. Once the feedback is received from them, service designers encourage them to take part in service design and to validate various ideas. Customer behaviour plays an important role to identify the early adaptors. Contacting the audience who have been using the old generation mobile devices will not serve the purpose of developing a mobile application. Launching the product in early stage helps to diagnose the early adaptors' needs. This is because there are high chances that visibility of the product could get hidden due to the other features introduced in the product. (Interaction design foundation, 2019.)

3 New service design aspects

3.1 SD logic and value co-creation with user

This section of the thesis entails the Service Dominant Logic which is the base for the thesis. Later on, the SD logic will be associated with various service design methods and principles in order to device the new service model. According to Ramaswamy and Prahalad (2006), value co-creation is achieved by involving the customer in every stage of service design and customer involvement should not be the last part in the supply chain.

As per them the focus has been shifted from goods to service. SD logic introduces the customer from the beginning of the supply chain rather than in the last stage. According to Ramaswamy and Prahalad (2006, 35), many of the developed countries have shifted their focus from manufacturing to service eco-system. This indicates that majority of the manufacturing organizations are no longer core manufacturers of good but rather they are service providers. Service can be described as the practical use of expertise and information for the welfare of the customer (Ramaswamy & Prahalad 2006, 9). In simple terms, in service, first party does some meaningful work for the second party due to which the second party gets benefited by any means. This is achieved by the value co-creation from both the parties.

As per Ramaswamy and Prahalad (2006), service is treated as the basis of exchange. This causes drastic shift to service dominant logic from goods dominant logic. Ramaswamy and Prahalad (2006) highlights an import aspect that goods form the basis of mechanism by the virtue of which the service is distributed. Later on, SD logic was compiled as Foundational Premises.

Service-dominant logic foundational premises		
Premise	Explanation	
FP1	Service is the fundamental basis of exchange.	The application of operant resources, service is the basis for all exchange. Service is exchanged for service.
FP2	Indirect exchange masks the fundamental basis of exchange.	Goods money and institution mask the service-for-service nature of exchange.
FP3	Goods are a distribution mechanism for service provision.	Goods derive their value through use the service they provide
FP4	Operant resources are the fundamental source of competitive advantage.	The comparative ability to cause desired change drives competition
FP5	All economies are service economies.	Service is only now becoming more apparent with increased specialization and outsourcing
FP6	The customer is always co-creator of value.	Implies value creation is interactional
FP7	The enterprise cannot deliver value, but only offer value propositions.	The firm can offer its applied resources and collaboratively create value following acceptance, but can not create/deliver value alone.
FP8	A service-centered view is inherently customer oriented and relational.	Service is customer determined and co-created; thus, it is inherently customer oriented and relational.
FP9	All social and economic actors are resource integrators.	Implies the context of value creation is networks of networks
FP10	Value is always uniquely and phenomenological determined by the beneficiary.	Value is experiential, contextual and meaning laden

Figure 6 : Foundational Premises (Image creation by Chaudhari Vikrant, Source: Vargo, S.L & Lusch, R. F. 2014, 54)

As shown in figure 6, Foundational Premises 6-8 hold importance as they focus on the relationship between the customer and the service provider. It had been highlighted by Ramaswamy and Prahalad (2006, 12) that Service Dominant Logic plays a vital role in identifying and further developing these core competencies. It also helps in identifying the appropriate customer base.

Service development happens in such a way that the customer is involved from the very first stage in value co-creation. The value is accomplished when the customer is engaged in various stages of newly designed service. It is an important aspect to examine the co-creational activity and follow how the user interacts during the service design and deliver process. In most of the cases the end user becomes the source of learning and valuable learnings can be gathered from the experiences which they get. This avoids designing and developing non-compatible services and non-compatible with customer requirements. (Andreassen, Kristensson, Lervik-Olse, Par-asuraman, McColl-Kennedy, Edvardsson & Colurcio, 2016.)

Value Co-creation with the customers and keeping the user at the centre

Different stakeholders always get involved in the process of designing a new service or making some improvements in an existing service. This phenomenon is termed as co-creation. This involvement from the customer helps in gaining the long-term commitment and customer loyalty. This results in increasing the CSR (Customer satisfaction ratio). Service provider and the customer can have the clear and concise interaction. (Stickdorn & Schneider 2011, 37-39.)

User integration while developing the service

Andreassen et al. (2016), introduce a framework which focuses on customer involvement while designing a new service. As shown in figure 7, this framework divides the customer information in four different groups as practitioner, dreamer, correspondent, and tester. These groups are distributed in bi-dimensional situation and context. The groups are called as customer-integration methods. This helps to get the user related information.

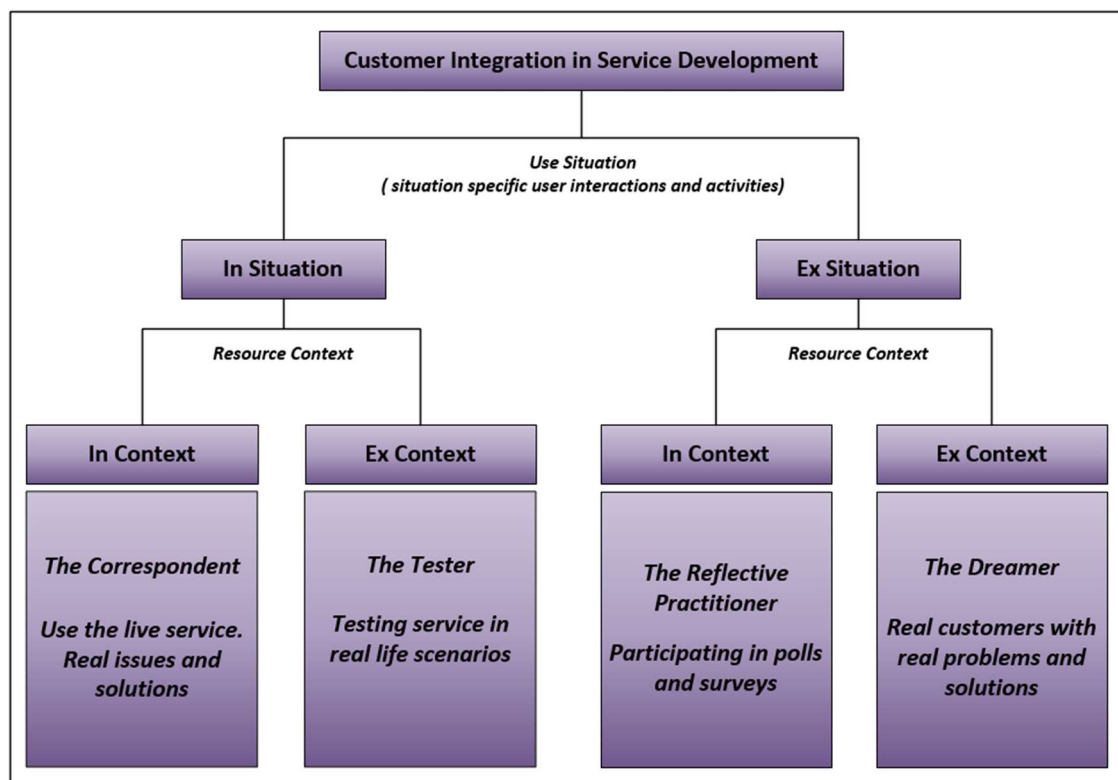


Figure 7 : Customer Integration in Service Development (Image creation by Chaudhari Vikrant based on source: Andreassen et al. 2016, 25)

Correspondent: Group - One

While operating in this mode, users use the service. Once they start using the service, they can tell about real issues encountered while using the service and possible solution as well.

Reflective Practitioner: Group - Two

This mode does not involve the user in real-time situations like in Mode1, but they are invited for polls and surveys.

Tester: Group - Three

Users have information regarding application along with the knowledge how to use it for actual scenarios.

Dreamer: Group - Four

Users make the first time use of the application. Actual customer role is performed by the users and produce the information about the real problems faced in real life situation. They also provide the corresponding solution. These four modes of integrating the customers in the service yield vital knowledge in order to design an innovative business model (Andreassen et. al. 2016).

3.2 Evolving an innovative service

Service as a Notion

All service based organizations have service concept implemented which demonstrates how the organization serve its customers. The very first thing while designing any new service concept is to identify the target customer or the customer segment, identify customer needs, their unmet needs. It also important to measure how effective the service is, till what extent the service can be stretched to satisfy the customer. A good service concept should be able to connect organization strategy to its customers' needs. To deliver an effective service, it needs alliance and coordination of various services like skills, technology, manpower and market study. (Service automation framework, 2018.)

Starting point for developing a complete package comprising all the services catering to customer unmet needs, is the service concept. This package is further classified into three classes like supporting, core service and facilitating service. Customer is meant to use main service. Facilitating and support service for supporting the core service. It is found that service organizations often face considerable challenges in the phase of service concept delivery. For example, organizations need to take decision at each phase of the service delivery and those decisions may divert the attention from target customer needs (Gray, Brown & Macanufo 2010, 193.)

NSD (New-Service-Development)

New service development is either alteration in the current service or conversion of an existing service into other market at different location across the globe. In the era of new service development, the focus is on innovating with customers rather than innovating with the product (Gray et.al. 2010.)

This innovation needs to change the thought process of the user. This helps to bring value to the service. Service automation framework (2018) suggests whenever a service is provided, the focus should always be on users' needs. Chipchase and Steinhardt (2013, 79) explain this with a well-known example of a machine which monitors the glucose level in the blood. This machine is widely used by many people to monitor the glucose level while being at home or anywhere. Initially this glucose monitoring process was being conducted by the doctors. This type of product design indicates through understanding of customer needs. This empowers designing an innovative service which combines user skills which co-creates the value.

NSD and value co-creation

Czarnota (2015, 68) mentions a very important information that service is an outcome of a process. Customer inputs are taken during the entire process. These inputs add value to the process there by enriching its quality. Hence, it is important to define the customer role in designing a service. Value co-creation accepts openness. For instance, to get feedback and suggestion for improvement, Starbucks motivates its customers to participate and contribute to online community. The success factor of the community is different customer segments giving the diversified feedback. Such approach contribute for vital learnings to collect a wide range of feedback and ideas from different customer segments having different needs (Ramaswamy & Prahalad 2006, 7.)

Collaboration forms the basis to form an organization for value co-creation. According to Ramaswamy and Prahalad (2006, 175), service designers need to trust the people who are out of their organization, to co-create value with them. Broad-mindedness and clarity is essential for value co-creation while designing a new service.

For an example, in the Mozilla organization, almost all the development work has come to an accomplishment due to the end user's commitment. With their high motivation, and volunteer contribution to the welfare of the organization. While Microsoft was giving a tough competition, Mozilla organization accepted the openness and value co-creation with end user. customers showed deep involvement and commitment towards the organization and voluntarily wrote the

code for important functions of the organization. Thunderbird and Firefox are the best examples of the result of value co-creation by the organization and its customers. Designing a new service is about having customer involvement in all its phases. (Calin & Gemsio, 2010.)

The perspective of designing a new service describes that service designers should design the new service or the product in such a manner that the customers should be able to find the new ways to avail the service by their own. Hence the core part of the innovation is to invent new ways together with customers to solve their problem. This conceptual model of co-creation is demonstrated in figure 8. This model proposes face-to-face, regular, and bi-directional communication while solving a problem. It helps to establish transparency, trust, and exchange of high quality information. This helps to gain insight to user requirement (Hidayati & Novani 2015, 415.)

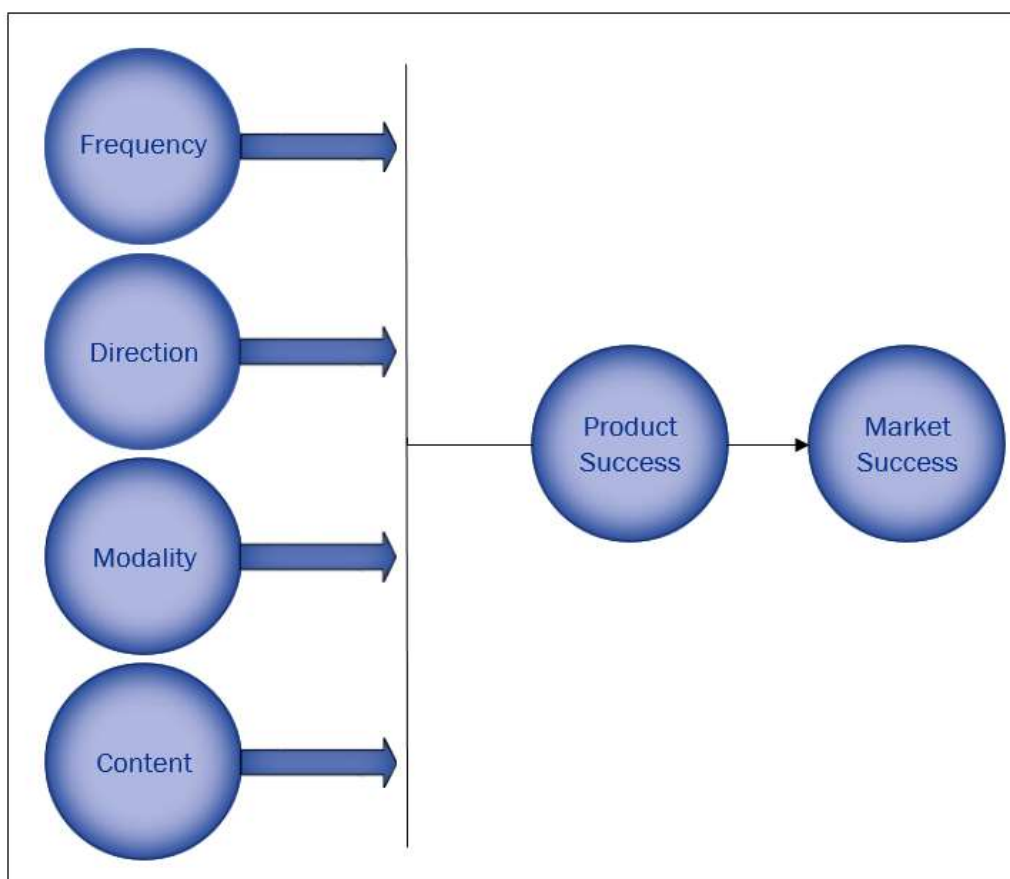


Figure 8 : Value Co-creation Conceptual Model (Image creation by Chaudhari Vikrant)

Customer involvement in NSD

One of the positive aspects of service design is to involve your customers into service development and network with them. Earlier, the perception of the customer was the receiver of the service outcome. Nowadays this perception has changed. Customer has become a significant

influencer of the outcome of the service who also act as a co-producer. According to Czarnota (2015, 75), there are various angles of customer involvement, which changes from passive addition of 360 degree feedback from customer to removing the distinction between service designers and customers. The most favoured involvement level is comprehensive consultation and continuous feedback. It is important to predict and understand the variation in customers' needs. Designing a new service depends on this prediction which can be made from the research of the traditional market (Czarnota 2015, 303). A necessary thing in service development process is customer assistance and observation. Thus, it becomes crucial to involve customer in Service development which is significantly different than that of product development. Chesbrough (2011) suggests that our process of service design should be flexible enough so that the information exchange and information flow can be in and out throughout the life cycle of the service. This opens the doors for the open innovation. It is important to cradle the ideas from the customers rather than restructuring the innovation in the organization.

As shown in figure 9, value co-creation is the core principle in new service development and the four aspects of designing the new service are: continuous feedback from the customer at every stage of the process and simultaneously co-producing the service, verification of service design with customer with active participation.

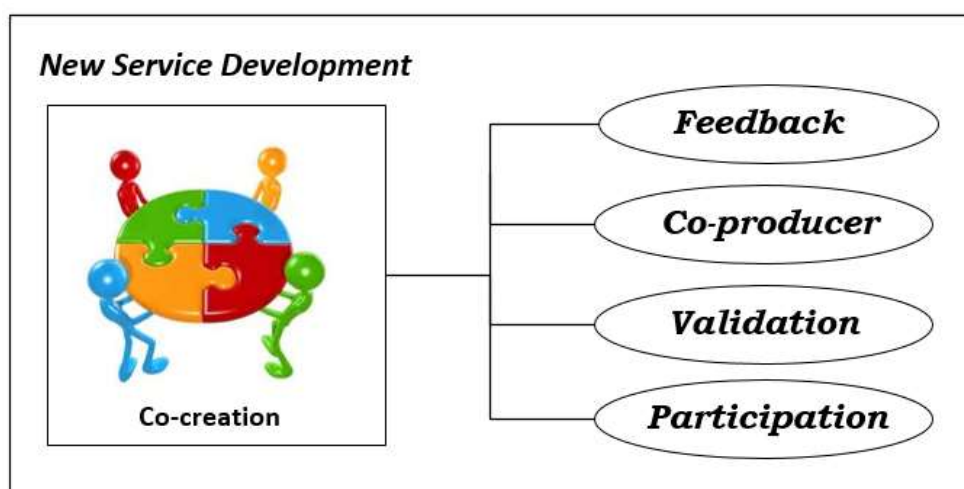


Figure 9: NSD with Value co-creation with Customer (image creation by Chaudhari Vikrant)

Investment done in service based firms is different than that of investment done in research and development based firms (R&D firms) because the activities carried out in both the types of firms are different. Results are not vividly visible in case of service based organization than that of R&D firms. In service firms the service offered to the customer is not tangible or physical but in the form of knowledge, process, material and skills or combination of all these which cannot be analysed easily. Hence the term new service development is used by the marketing

scholars rather than the term service innovation. An innovation is defined as a process of creating constructive use of ingenious concept or to device an ingenious concept which is previously conceived (Meyer & Garg 2005, 112).

4 Processes and methods in developing a service through various stages

Each phase in the service design model has its own uniqueness and characteristics. Different tools and methods were used in each phase to extract the respective result. Output from one phase is used as the input for the next phase.

4.1 Phase - Discover

Various service design processes and methods were used in the Discover phase. These are listed below.

4.1.1 Trend analysis and megatrend

One can develop its own vision about the future and make liner estimation which is systematic. One can also make assumption whether the existing trend will continue or not. This is called as forecasting. In this method, future events can be projected and predicted. Also, the value of the changes for which actual outcome is not observed, can also be rated. Future of the organization can be anticipated with several tools available. These tools can be categorised into weak signals, wild cards, trends, and megatrends. So far as this report is concerned, the focus is on megatrends and trends. (Kjaer 2014, 55.)

According to Dragt (2017, 52), the changes which are strongly observed, persistent and create large impact across the globe and affect diversified areas of life are described by megatrends. It takes several years to develop the megatrends and such trends are always long lasting. On the other hand, trends has short period of life and they last for short period. This period can be of two to five years. According to Kjaer (2014, 37), trends can be defined as a characteristic for a particular aspect and changes in it over the period of time. With the help of time series analysis, trends can be improved and experts having awareness about certain changes can spot it (Dragt 2017, 79).

It is also important to study the different cultures and understand how they celebrate their birthdays. It is also a possibility that not all the families especially from the rural areas are financially strong and capable of spending sufficient amount of money for birthday parties. According to Doherty (1997), in today's American culture, celebrating children's birthday is treated as the parental responsibility and in spite of having financial issues, the rural families would not like to skip their children's birthday celebrations. Such families develop different strategies to collect, create or allocate the required resources for their birthday celebrations.

Authors mention that the main motive of such low income celebrations was to make the child special. Main activities performed were eating and sharing the food together, blowing candles, dancing and singing the birthday song and offering presents to children. (Lee, Katras & Bauer, 2009.)

One of the strategies used by the rural families are arranging cook-outs together at the birthday celebration. Family friends and relative gather together at the birthday house and cook together for the celebration. This brings joy and happiness in the atmosphere. Edin and Lein (1997) mention that some families use theme to celebrate the birthdays. The props required for the theme are made at home. Wolin and Bennett (1984) mention that some rural families celebrate the birthdays with their extended family members like, grandfather, grandmother, aunt. Most of the families who cannot afford to rent the venue, celebrate their birthdays at home or at relative's place if their house is short for celebration. Schrader (1997) mentions that some families visit the public places like zoo, parks in order to keep the expense as low as possible but still make the birthday special.

4.1.2 Stakeholder assessment and maps

There are various stakeholders involved in the service design and its implementation. Visual presentation of such stakeholders is called as stakeholder maps. Categorization of various stakeholders is possible with the help of the stakeholder maps. This categorization of the stakeholders can be done based on their contribution and importance in the service development. For example, the customers helping to generate the cash flow (Stickdorn & Schneider 2011, 150-151). Various parties involved in the service design can have different relationships amongst themselves and with the service. These relationships can be represented physically or visually with the help of stakeholder maps. This plays an important role in analysing and understanding the key stakeholders and to identify the values exchanged by them. Designers can also get the information about the relationships amongst the stakeholders. Designers can also use it as a tool for their internal communication and discussion about the service design.

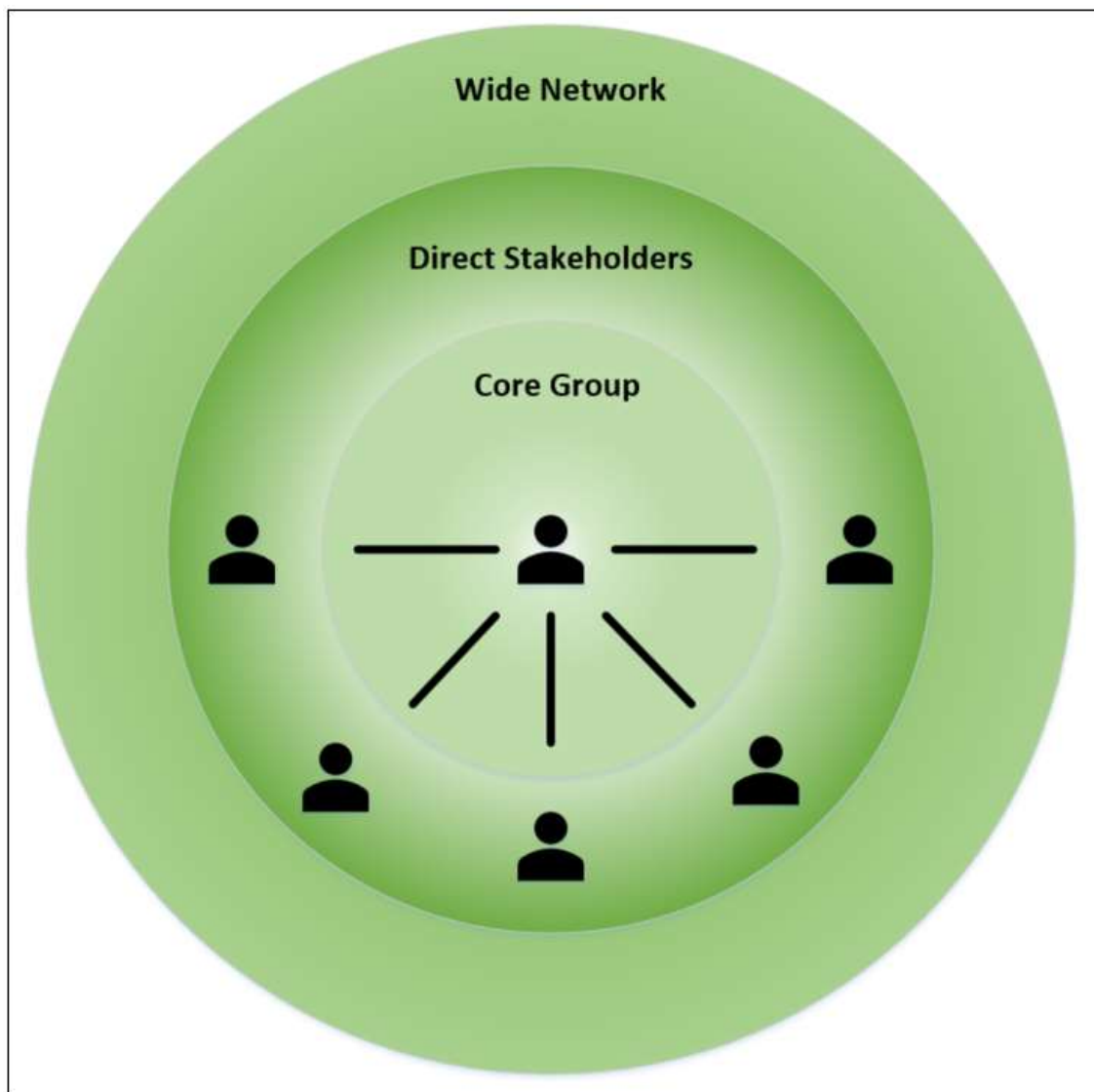


Figure 10 : Stakeholder map (Image creation by Chaudhari Vikrant)

There are various formats of the stakeholder maps. But, irrespective of the formats, both internal and external stakeholders with their relationships should be identified by any stakeholder map. Value is exchanged by all the stakeholders in some form or the other. Important task is to visualise their relationship. Figure 10 entails the stakeholder map which is divided into three groups. These groups are: 1. core group, 2. stakeholders directly involved, 3. network involving in the service. Internal and external stakeholders are listed in the side column in the stakeholder map. Going further, these stakeholders are analysed and prioritised based on their contribution and importance on the service. An example of such a stakeholder map is shown in figure 11. After this, the relationships between various stakeholders and customer are drawn. (Stickdorn & Schneider 2011, 153.)

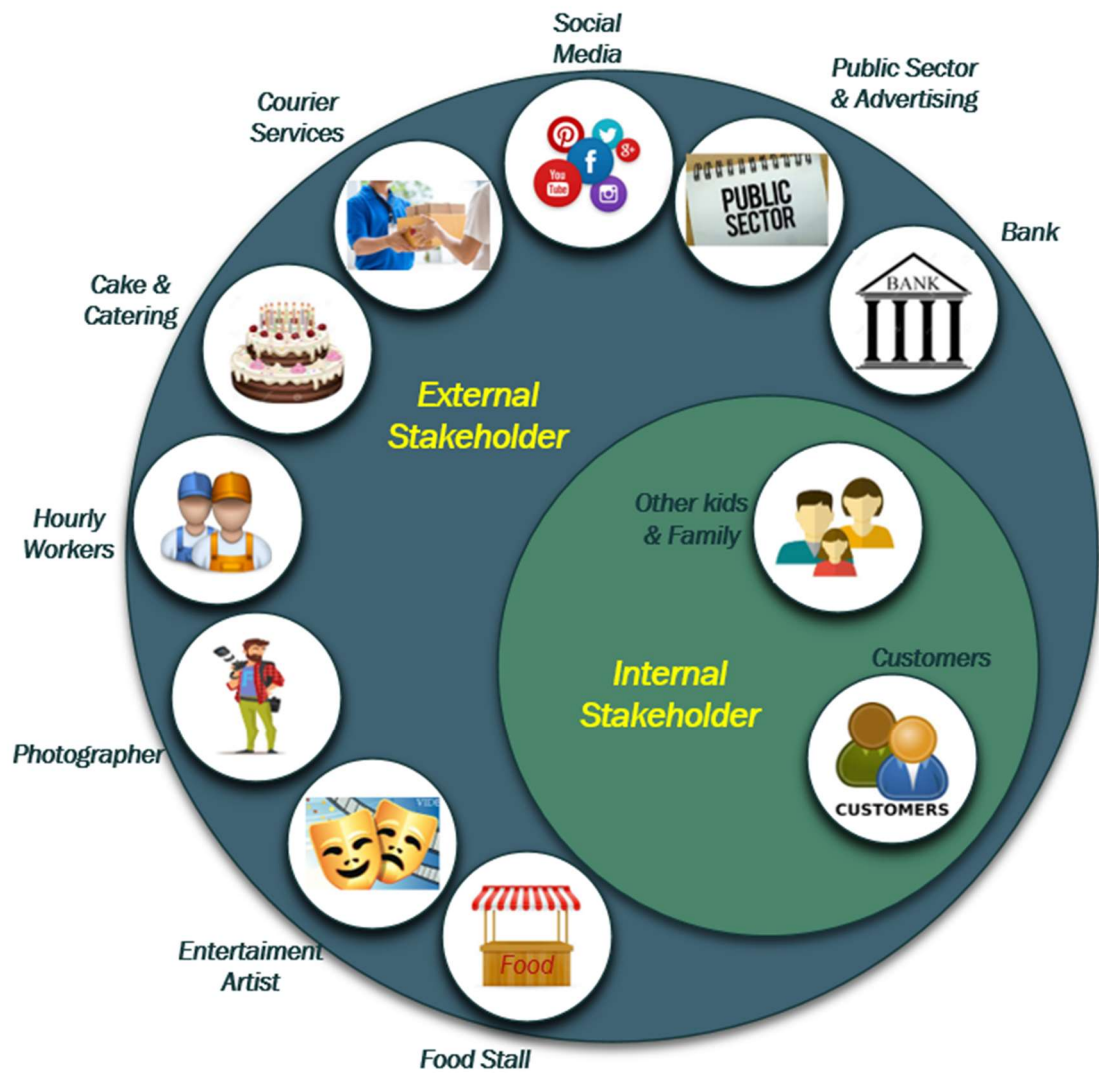


Figure 11 : Stakeholder map example (Image creation by Chaudhari Vikrant)

The objective and intention of the Discovery phase was to explore and identify the answers to the research questions:

- Which is relevant customer segment and customer base?
- What are the challenges the customer encounter while doing the arrangements for personal events?
- What are the customer preferences while celebrating personal events?
- What are the expectations of the customer from the service?

To find out the relevant customer segment and to know which customers are keen to hire a third party service to arrange their events, online survey method was used.

Participant observation method was used to find and analyse the challenges that customer encounter while planning and arranging the personal events. To know and understand what the customer preferences are while celebrating their personal events, mobile ethnography was used. It was also important to collect the feedback and review from the customers while designing the service. Hence contextual and in-depth interview methods were used. In the last, for the team to understand the relationships between the stakeholders and customers, stakeholder maps were used.

4.1.3 In-depth Interviews

It is one of the methods to generate an insight into an individual's perception about the product or service. In-depth interviews are productive and inspiring ways to provide opportunities to elaborate and explore the issues related to service or a product with participants, query them and verify what they say and get understanding of what they mean. While interviewing, it is important observing customer to understand the way they interpret the world around them. There are number of techniques available to make the interviews informal, engaging and more interactive as possible.

These techniques are drawing, card sorting, meeting participant at their home or places of work for bringing ethnographic context, creating boundary objects like scribbles, personas, user journey maps, eco-system maps system maps etc. The boundary objects like touchpoints cards and journey map prove helpful for the interview for recapping their experiences (Stickdorn et al. 2018.)

As per Stickdorn and Schneider (2011), there are two variations of in-depth interviews, 1. interviewing consumers in pairs and 2. business-to-business in-depth interviews. In one-to-one situations, there are chances that the interviewee may say what you want to hear. In such cases, consumer interviews held with pairs of friends or couples are more effective. This is because since they know each other, they feel more comfortable and provide genuine answers. Also, at the same time you receive, feedback from 2 people at the same time as compare to interview one person. Business-to-business in-depth interviews are best for B2B situations or when you want to interview client stakeholders, or you need to interview suppliers or customers of your client. In a one-to-one context they are freer and more relaxed to share you the things about their company which they might not say in front of their colleague. Stickdorn and Schneider (2011, 161) recommend paying attention to the gestures and the body language of the interviewee and note down the important observations which can further lead to questions.

4.1.4 Contextual interviews

Contextual interviews are conducted with relevant stakeholders, customers, or employees in a situational context relevant to the research question (Stickdorn et al. 2018, 31). According to the Portigal (2013, 3) interviewing means “conducting contextual research and analysing it to reveal a deep understanding of people that informs design and business problems”. To sum it up, it is a deep dive into customers’ lives (Portigal 2013, 11). The main point is to understand their expectations, emotions, needs and environment and hidden agendas of specific actors and expose formal and informal networks. Contextual interviews help the interviewees to parse the problems and needs as they are in the context (Stickdorn et al. 2018, 31.)

Contextual interviews can be done with customers during the customer experiencing the specific service, product, or phenomenon. As per Stickdorn et al. (2018), resultant output of these interviews is in the form of audio, video recordings, photos, text (transcripts, field notes), artefacts.

4.1.5 Participant observation

In this method, people or the customer who are getting observed know that researchers are present, and they are currently being observed as mentioned by Stickdorn et al. (2018). This is different as compared to non-participant observation in which people or the customers do not know that they are being observed. Service designers can get complete, accurate, rich and in-depth insights how people use the products and services. It helps to understand the people behaviour, their motivations, context, and interaction with the system. It also helps to understand what people need and their unmet needs if any.

While doing the participant observation, it is not only important to observe and understand what people are doing but also what they are not doing by their gestures, body language. E.g. if they ignore the instruction about how to use the service or products? It is very important to minimize the observer effect. Observer can do it by not making any efforts to influence the participant but at the same time being with the participant as close as required. Hence it is important to establish the trust between the observer and participant. At the end of the observation, observers write the key learning and insights and highlight the important note. At the end of each participant observation, a short summary is written which includes the key insights and the data to explain or elaborate them. This data can be in the form of audios, videos, photos, quotes (Stickdorn et al. 2018.)

4.1.6 Survey made online

In short span of time, lot of useful information can be collected from large set of people via online survey. Data can be easily collected by using e-survey tools which are widely available online. SmartSurvey (2019) introduces such an online survey method. In this method interviewee gets time to think and then reply on the question. The research done for this thesis is aimed for wider range of audience living in UK. Research subject is transformed in to set of questioners and the answers of which helps to gain the valuable insights. It is important that the questions made for this survey are precise and accurate. Once these questions are formed, they are spread across large sets of people. One important aspect of the questionnaire should be that the same question can be asked, re-structured in different ways to validate the answer. According to Balch (2010, 27), this helps to establish sound communication between the respondent and the researcher.

In the survey process, exact questions to which we are seeking the answers, are needed to be communicated properly. As Balch (2010, 27) states, the questionnaire acts as a conversation medium between the people even though they are distant from each other and direct communication is not possible. It is relatively economical method which can be conducted very quickly and easily than that of paper surveys. Paper surveys are usually costly, and lot of efforts are involved with it. In such traditional surveys, cost is incurred in the form of travelling, purchasing, or renting the equipments to record the answers, phone charges etc. Any kind of virtual communication or online surveys offer a platform for the people who share common hobbies, interests, activities, and beliefs (SmartSurvey 2019). Service designers can easily access such platforms. This method also holds importance in the situation when certain group of people for whom face-to-face meeting is not possible, can share the thoughts.

4.1.7 Mobile Ethnography

Novoa (2015) discusses that It is an innovative market research method that clubs the traditional ethnography with mobile research. According to Stickdorn et al. (2018), participants who use smartphones use the dedicated apps for smartphones to document their experiences with a particular service, product or a brand by taking photos, recordings their videos providing window into their world and enabling the service designers to see the user experience while using the service. There are various ethnography softwares and apps available e.g. Indeemo, SurveySwipe, experiencefello.com.

As per Novoa (2015, 98), it is one of the qualitative research methods used to study the various communities and cultures online. This method helps to collect the secondary data without going in an actual field. Muskat and Zehrer (2018, 6) mention that this method offers a great degree of flexibility as the researcher can choose any topic of his/her interest in research. In order to conduct online research through mobile ethnography, as per Muskat et al. (2018), researcher needs to follow the two step process. Researchers need to prepare the research questions beforehand and they need to identify the online forums where these questions will be posted so seek the answers. Second, they should get them familiar with the people, groups and forums which they intend to research. Muskat et al. (2018) states that it saves time, money and resources as compared to traditional ethnographic studies.

Stickdorn and Schneider (2011, 171) mention that this method allows the service designers to collect the user centred information which is location and time independent. The main purpose behind using this method is that it not only allows the participant to mention and define their own touchpoints but also rate their effectiveness. This helps to get a user structured image and understand how the service is perceived by the user. As Stickdorn et al. (2018) states that the output expected from this method can be in the form of text, audio, video recordings, photos, digital sticky notes. These outputs can further be clustered and analysed to find out the emerging trends.

4.2 Phase - Define

Various service design processes and methods were used in the Define phase. These are listed below.

4.2.1 Designing poster for the service

While designing the service, service designers have many service ideas. It is required to link these ideas to the reality. According to Service Design Tools (2015), a visual solution that links the service ideas with the ground state reality is called as the Service Poster. The objective of service poster is to communicate the service concept with nominal text and pictures. According to servicedesigntools.org (2019), most critical features of the designed service should be ideated by the picture in the service poster. In short, from the service poster, anyone should be able to understand the main features of the service provided.

We wanted to try to find and explore all the possible ways to define the service poster for Event Manager. Idea was to draw and generate the service poster with minimal and precise text. Hence number of ideas and solutions were considered for designing the poster so that the one

which is closer to the customer requirements can be shortlisted for further analysis and with further customer feedback, it can be fine tuned. That is the reason why the service poster was considered in define phase.

As Foster (2006, 103) mention that with the help of the service poster one can get the insight of the service by nominal or no text material. Another names of service poster are service picture or service image. Image in the service poster represents the creativity aspect. It also serves as the visual proof of the designed service. University of Liverpool (2012) suggests designing the poster of the service in such a way that the viewer should be able to visualise the important feature of the service. The objective in this phase is to visualize the important ideas and concepts.

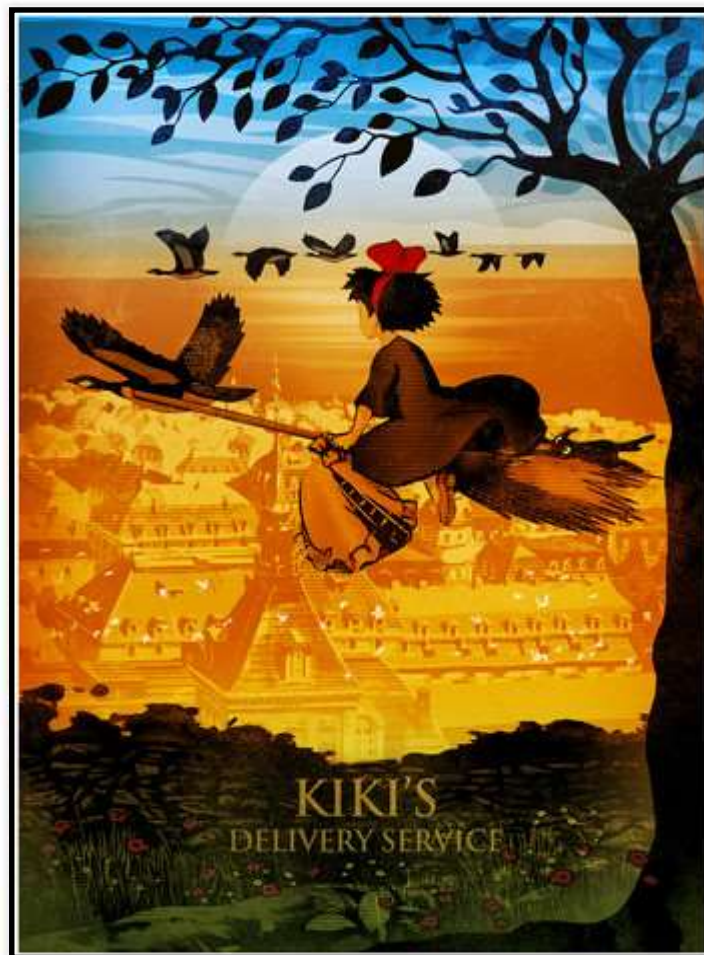


Figure 12 : Service Poster Example (Kiki's Delivery Service Posters and Prints 2020)

It is beneficial to draw the customer journey map in the discovery phase. As the customer insight gained in the discovery phase can be represented in visual format to understand customer's interaction with the service and how the service is perceived by the customer. As depicted in figure 12 above, very minimal text is used to make an advertisement of the delivery

service in which the girl with her magical broomstick indicates that the delivery service is very quick and prompt.

4.2.2 Aligning users' journeys

Customer experience can be visualised with the help of customer journey maps. Customer's touch point with the service are identified and then such maps are created. According to Stickdorn and Schneider (2011, 158-159), virtual interaction of customer with the website, personas or any trips in the physical forms can be used to create such maps. As Stickdorn and Schneider (2011, 159) says there are various parameters which control the customer experience. A customer or a user journey map gives overall view of such parameters which are built taking users' viewpoint into consideration.

Customer's experience can be visualised in a structured way with the help of the customer journey map. Touch point is created with the interaction of the user with the service . As per Miettinen and Koivisto (2009, 52), simplified version of service blueprint is called as customer journey map. This is developed by mapping the user journey while using the service. This helps to understand how the service is perceived by the customer. This also helps to understand the important interaction points of the customer with the service.

Service designers can understand the customer's state of mind as soon as they map the customer journey. It helps the service designers to understand what customers are thinking, their feelings while perceiving the service and what they are expecting from the service. This entire process helps to gain not only the qualitative but also the quantitative data about the customer experience (Miettinen & Koivisto 2009, 201.)

Canvas is categorised in to three stages. Period before the service is provided, period during the service is provided and period after the service is provided. Each customer journey map represents the journey of the customer representing a specific customer segment. A service can have more than one customer journey map based on the segment the customer represents. A persona representing a specific customer segment is selected and its end-to-end journey is represented visually in the map. User's interaction with the service with various touchpoints and its encountered emotions are shown as well in the customer journey map. A customer journey map is drawn in figure 13.

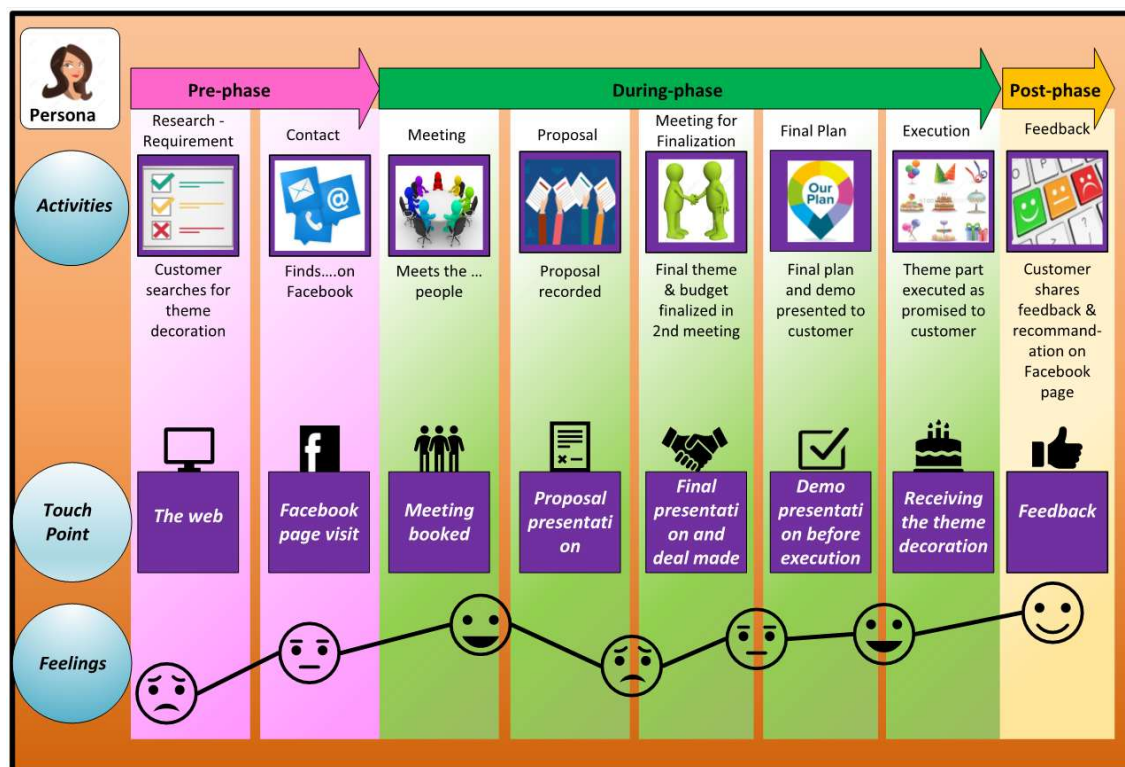


Figure 13 : Customer journey map example (Image creation by Chaudhari Vikrant)

4.2.3 Co-creating personas

As per Stickdorn and Schneider (2011, 177), personas represent a character with which the service designers can engage. These are fictional profiles developed to represent a particular user group based on their shared interests. In business term, each persona represents a particular customer segment having particular attributes, likes, dis-likes and needs. The success of the persona depends on how engaging it proves to be. Insights developed from interviews, observations, ethnographic research play a major role in creation of personas. Stickdorn et al. (2018) give an example how a successful persona can be created.

According to them, if service designers want to create persona of the service users or customers, they should invite the front-line employees who are in direct contact with the various types of customers every day. Thus, they can provide the deep insight about different types of customers, their needs, expectations and future demand. Here, the key is to diverge to create many different personas, then group them, converge them according to their shared interest, use, needs, expectations and segments.

Broader version of the personas are called as insight boards which represents the insights based on real people who had been interviewed. These insights boards stand alternative to fabricated personas. Including photographs on each board help people to relate to the participant. The structure of the board is such that the it should be able to be read in three levels. First is headline quote, second is series of key insights and third contains larger paragraphs of narrative texts. These types of physical boards hold importance than digital boards in larger workshops because digital boards can display only one image at a time while the participants can glance through all the physical boards at the same time. (Stickdorn & Schneider, 2011.)

4.3 Phase - Develop

Various service design processes and methods were used in the Develop phase. These are listed below

4.3.1 Service-blueprint

Service blueprints were first introduced in 1984. Service blueprint gives the pictorial representation of the current service and how it is perceived by its customers. It is quite possible to have more than one service blueprints for a service based on the customer segments it is targeted for. Whenever a new employee joins the company, to make him/her understand the current service, service blueprint can be helpful. Service blueprint is also used as a tool for planning. With the help of this planning tool, innovation in the new service and improvements in the existing service can be carried out. (Pugh 2019.)

Service blueprint allows service designers to test their hypothesis on paper, find bugs in their service implementation and fix them. As per Kalakota and Robinson (2003), service designers' problem solving capacity and creativity can be increased by using the service blueprint. According to Pugh (2019), service consists of activities in series, carried out to function the service effectively. It is important for service designers to understand how the service is perceived by its user step by step. Service blueprinting is an ideal way to represent these series of activities. There are various systems involved in the service. These systems interact with each other for the proper functioning of the service. Inter-communication and interaction of these systems can be represented in the matrix form by the service blueprint. Five major elements create the service blueprint. These elements are physical evidence, customer action, front-stage action, back-stage interaction, support process. According to Stickdorn et al. (2018), these five elements and their interaction is explained by the customer journey map.

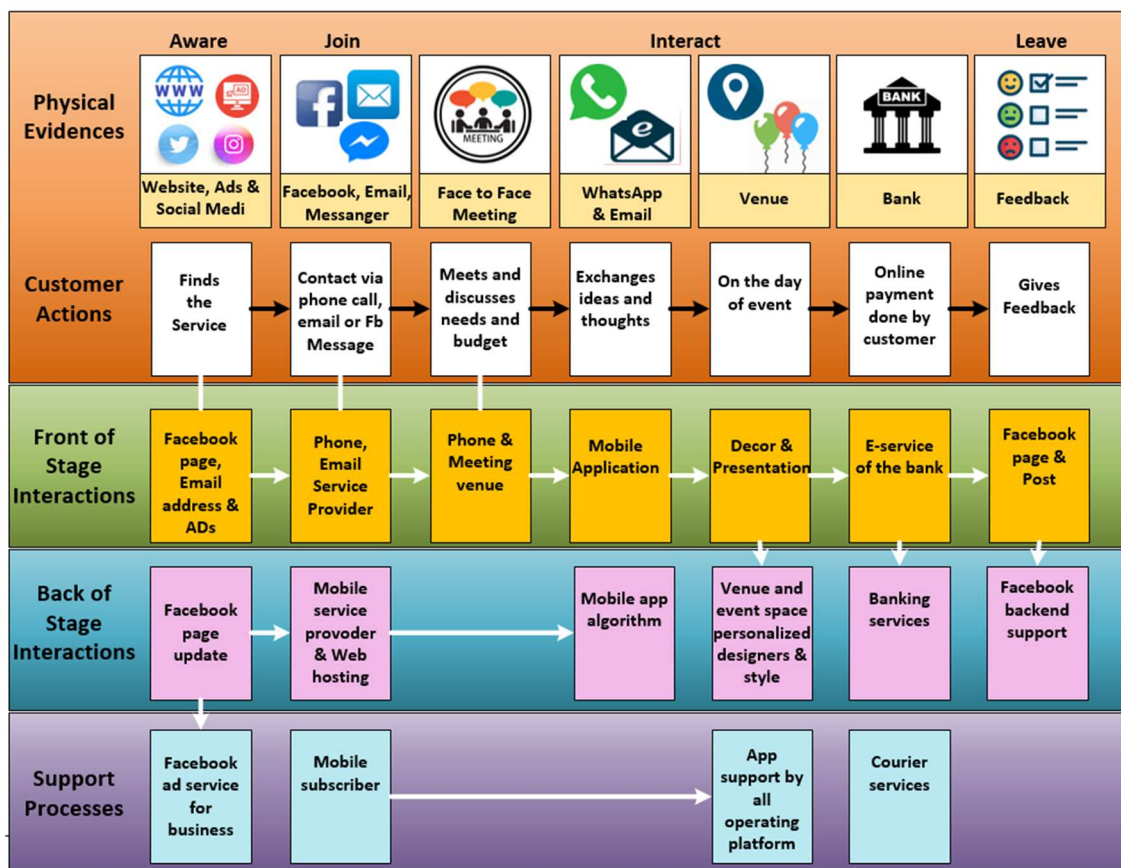


Figure 14 : Service blueprint example (Image creation by Chaudhari Vikrant)

As shown in the figure 14, the lower part of the blueprint is grey coloured. There are two lines drawn in this grey colour area. These lines are called as line of visibility and line of interaction. Customer interaction with the service happens in the area between these two lines. The line of visibility divides the activities in to two parts. First the activities which customer can see and the second, the activities which are happening at the backend end and which customer cannot see.

Kalakota and Robinson (2003, 9) mention that the activities below the internal interaction line do not have direction relation to the customer but they are part of the backend activities. Sometimes it is important to observe and analyse the service from different angles and make changes, enhancements in certain part of the service. Service blueprint can be very useful for such purpose. It can also be fitted in to various phases of service development. In the initial phase of the project if it is used, it helps to understand the current service and its interaction with its users. It also throws light on the various roles involved in the service and their inter-relationships and interactions. It also helps to understand the customers' emotional journey and their expectations from the service. User engagement in the offered service and its interaction with the service can be vividly seen in a service blueprint. (Pugh, 2019.)

The objective of this phase is to

1. Find various ways to work with the customer, their touchpoints with the service, customer experience throughout the service.
2. Innovate various ideas to meet the customers' unmet needs.
3. Create ways to implement the concepts and solutions proposed.

Thus, the use of Business Model Canvas helps to develop and innovate new service concepts and its value proposition. On the top of that, development of service blueprints help to understand and analyse the different entities involved in the service process lifecycle and their interaction with the customer there by throwing light on how the service is perceived by its customer.

4.3.2 Canvas for the business-model

This method provides the high-level approach to visualize, consider, and co-create the business model components and value offerings. This gives flexibility to service designers to test, refine and verify various options in an iterative way. Stickdorn et al. (2018) mention a very important thing that this tool is not a substitute for a classic business plan but rather it is a complement to the business plan. The result of prototyping and testing of various scenarios and ideas can help the service designers to understand their impact on business, employees, and customer experience. As shown in figure 15, building blocks of the business model canvas are: a) Value propositions b) Customer segments c) Channels d) Customer relationships e) Key activities f) Key resources g) Key partners h) Cost structure and i) Revenue streams. Point to be noted here is that, one does not need to start work from the scratch as the first seven building blocks are connected to design tools like prototypes, service blueprints, journey maps, personas and system maps. The lower two blocks are used to calculate the possible financial impact of the business model.

KEY PARTNERS Who are our key partners? Who are our key suppliers? Which key resources are we acquiring from partners? Which key activities do partners perform?	KEY ACTIVITIES What key activities do our value proposition require? Our distribution channel? Customer Relationship? Revenue Stream?	VALUE PROPOSITIONS What value do we deliver to the customer? Which one of our customer's problems are we helping to solve? Which customer need are we satisfying? What bundle of product and services are we offering to each customer segment?	CUSTOMER RELATIONSHIP What type of relationship does each of customer segments expect us to establish and maintain with them? Which ones have we established? How are they integrated with rest of our business model? How costly are they?	CUSTOMER SEGMENTS For whom are we creating value? Who are our most important customer?
	KEY RESOURCES What key resources do our value proposition require? Our distribution channels? Customer Relationship? Revenue Stream?		CHANNELS Through which channels do our customer segments want to be reached? How are we reaching them now? How are our channels integrated? Which ones work best? Which ones are most cost efficient? How are we integrating them with customer routine?	
COST STRUCTURE What are the most cost inherit in our business model? Which key resources are most expensive? Which key activities are most expensive?		REVENUE STREAMS For what value are our customer really willing to pay? For what do they currently pay? How are they currently paying? How would they prefer to pay? How much does each revenue stream contribute to overall revenues?		

Figure 15 : Business-Model Canvas (Image creation by Chaudhari Vikrant based on source: Create a new Business Model Canvas - Canvanizer 2019)

4.4 Phase - Deliver

This is the last stage in service design process. This is the phase in which the service is fully implemented, and the results are delivered. A change process is always followed by a new service implementation. There are various factors involved on which the change process is dependent. This is the phase in service design where improvements and changes in the new service are made to happen. Apart from this, business plans and prototypes are also delivered in this phase. (Stickdorn & Schneider 2011,134.)

In this stage, the service is introduced in the market, that does not mean that the service design process is ended. Since the environment is always changing, it is very much required to make the necessary changes in the service, test it and then deliver to the market. It is not only important to get the feedback from the user but also act on those feedback. Knowledge and awareness of few aspects of the service is required in this phase. Service designers should know the mission and must have the vision for the new service delivered, key stakeholders in the service should be identified, market to which the service is supposed to be introduced should be identified, key features of the service should be decided. Consolidation of this checklist is termed as creative identification. (Stickdorn et al. 2018.)

As per Design Council UK (2015), service designers should set three main objectives:

1. Launch of the service to the targeted market.
2. Asking for customer feedback
3. Sharing with the team the lessons learnt from the development phase.

In this stage, the performance of the delivered service is measured and gets certified. There are various methods available for the evaluation of the service. These methods includes the testing of the scenario, prototyping the service and testing after the release. Evaluation of the service can be done in the actual market or within the team.

For the thesis, in the delivery phase, the newly designed service was introduced in the market for a specific customer segment and a Facebook page is created as a pilot page to test the service. Feedbacks were collected by conducting contextual interviews with the customer. Facebook page was introduced as a part of MVS and tested before the release. Example image is shown in figure 16. However, various methods used in the different phases of the double diamond are mentioned in figure 17.

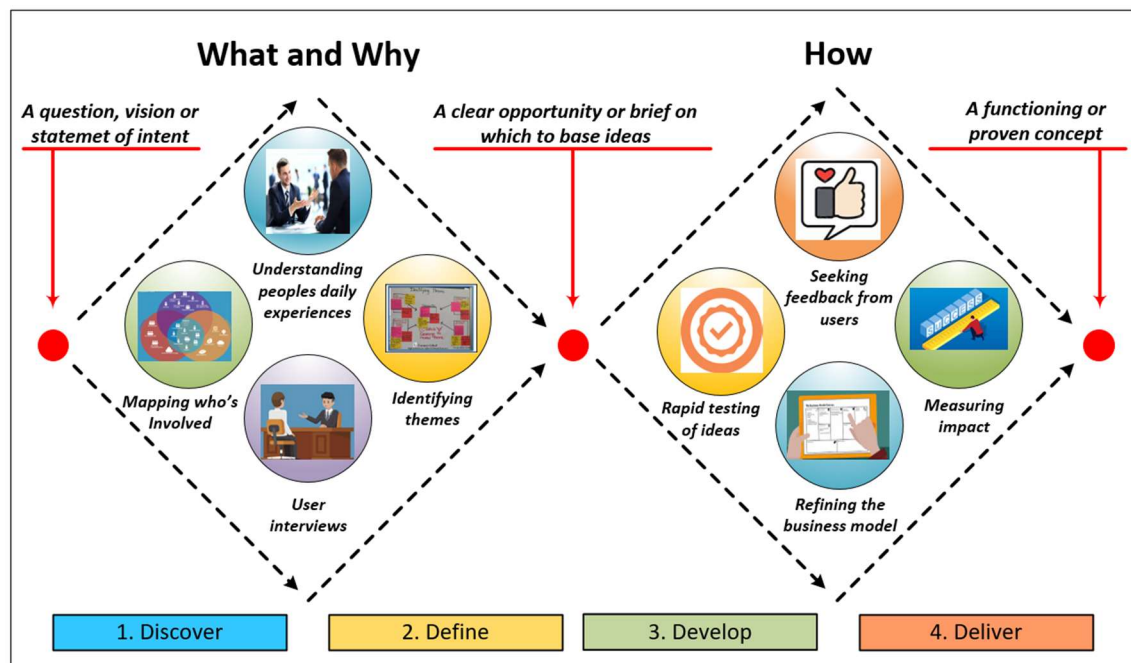


Figure 16 : Developing new service with various service design process and methods (image creation by Chaudhari Vikrant based on source: Design Council 2005, 7)

Discover	Define	Develop	Deliver
<ul style="list-style-type: none"> • Online Survey • Participant Observation • Mobile Ethnography • In-depth Interviews • Contextual Interviews • Stakeholder assessment • Trend analysis and megatrend 	<ul style="list-style-type: none"> • Service Poster • User Journey • Personas 	<ul style="list-style-type: none"> • Service Blueprint • Business Model Canvas 	<ul style="list-style-type: none"> • Build Measure Learn Loop • MVS

Figure 17: Methods used in new service development (Image creation by Chaudhari Vikrant)

5 Outcomes from various phases in designing the service

As discussed and mentioned above, each phase in the service design process is unique and has its own importance. Similarly, the outcome from each phase has its own individuality and characteristics.

5.1 Outcomes from phase discover

Outcome from phase discover contributes its share to lead to the conclusion. Various methods adopted in the discover phase and their respective results are described and discussed below.

5.1.1 Trend analysis and megatrend

These megatrends were identified and evolved by following different ways. For example, by following latest researches and trend reports from the industry leaders. This helps to find out what is trending in your field of interests. Regular follow up of the publications and influencers in the respective industry can also help to find the upcoming megatrends. Listening to customers' unmet needs, asking questions to them, e.g. what would be their needs in future (Hall, 2020.) While doing the survey, few megatrends were found.

1. Multiculturalism

Societies now a days are becoming multicultural. UK is a hub for multicultural and diverse population. Understanding the events celebration in various cultures will definitely help the company to gain the multicultural clients.

2. Fast growing technology

This is the most favourable megatrend for the organization. 99% of the work is coordinated online to make advertisements for the service, value offering, customer queries etc.

3. Population shift from rural to urban areas

By 2030, around two third of the world population will be migrating to the cities. As compared to rural areas, people in urban areas prefer to celebrate theme-based events. This shift of people from rural to urban areas will definitely help the organization to gain more customer base (UN DESAP, 2018.)

4. Growth of the population

There is always a high scope for the trends to evolve when there is population growth. People try different things and slowly it becomes a trend.

5. Population that is aging

As per UN DESAP (2018), in 2050, 22% of world population will be over 60. It causes significant increase in celebration as population ages and the company can provide platform for celebration. People are bound to celebrate and organise events on this day to make it memorable.

For the new service development, it is necessary to concentrate on the recent market trends in Manchester. While analysing the latest trends in Manchester, aim is to seek the answers to the below questions.

1. Which are the popular themes that children likes
2. How do we maintain the communication with the customer after we get the contract?

Question 1. Trend Spotting: Finding out the popular theme of the year and use it in party decoration.

Every year new trends are emerging in the market. But these trends cannot sustain themselves without changes in them according with the new trends. Company is conscious about the ongoing trends in its industry and is up to date with the upcoming trends. Company is specialised in organizing the events and has expertise in theme-based decorative materials. As per the current market trend, people are interested in having theme-based events and they want every part of the celebration to be managed by some theme like colour coordination, costumes, props etc.

Hence, company invests in such decorating theme-based materials which have ever green, continuous demand in the market. As part of the analysis of the current trend, it is found that kids having age range from 4 to 7 has gained the popularity for the mermaid, superhero theme parties. For analysing the latest, popular and current trends in the market, we referred to the website catch my party. It is US based website based on the party ideas in US where people put their party pictures.

It is one of the popular websites which contains various diverse party ideas. As shown in figure 18, when searched with mermaid word, the result brought 732 results as compared to 196 posts for Mario theme parties and 175 posts for snow white theme parties. No other movie from Disney has created such a huge impact on the event industry. It is clear that it will be a very good strategic decision to invest in such theme based decors. These decors can be used as many times as the company wants across the year. Return on investment (ROI) in this case will be high.

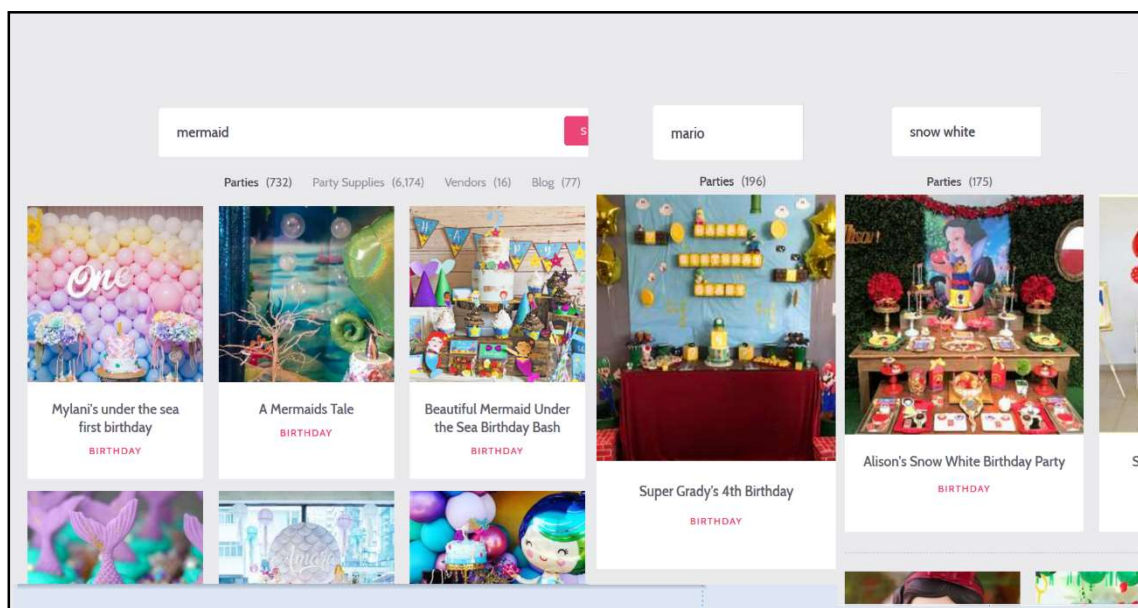


Figure 18 : Catchmyparty search results (search date: January 2019)

Question 2. Trend Spotting: How to communicate with the customer after receiving the contract.

This was the major issue for the company. Communication with the customer should be smooth and intact after receiving the contract. This communication involves sharing the ideas related to styling, colour coordination, costumes, props, hats, wall papers, return gifts etc. The social communication platforms like Facebook and WhatsApp are the major communication media

widely being used by the people. It was easy to send ideas, texts messages, images, attachments, pictures, videos to the customer. Live chats and instant messaging services proved to be the effective way of customer communication. For customer presentation the software used was Zoom.

These presentations were remote to save the travelling time. Customers were also fine with such presentations as long as we were able to communicate them, and they could understand it. We also used Flickr to explain the previous work done to the customer. We put our ideas on google drive and shared with the customers who rented our party supplies.

5.1.2 Stakeholder assessment and maps

There are many stakeholders associated to the service. Comprehensive view of different associated stakeholders can be seen from the stakeholder maps. Stakeholder map for the thesis was drawn to get the high-level view of different stakeholders connected with the service. The map was created with the help of the company associates. It was a half-day workshop having discussions on identifying the different stakeholders, their responsibilities and inter-relationship with the other stakeholders involved.

Four different steps were involved in stakeholder mapping

Stakeholder identification

It was an important step to identify the key stakeholders of the service. This task was achieved by the brainstorming session. Customers, party decor suppliers, catering and cake service providers, magicians and entertainment artists, banks, social media, courier service providers were the key stakeholders. Cleaning services, venue renting organizations, photographers etc were the stakeholders which were indirectly involved.

Roles analysis

Aim of this stage was to find and analyse the role of each stakeholder involved in the process. All the stakeholders were analysed for their respective position in the stakeholder map. Customer was at the core of the map. Social media and all the suppliers are in the group next to the customer.

Relationship Mapping

It is an important step in the stakeholder mapping. It helps to identify the different and various relationships formed between the stakeholders. Value exchange between different stakeholders and their respective mapping is done in this stage.

Ranking and Prioritizing

Ranking of the stakeholders were done based on their role and importance in the service. At the end of the process, this ranking and prioritizing was done as all the involved stakeholders did not have the same propriety and ranking. The core group was at the centre of the map. Customer was part of this group. Immediate next group was shown with the next subsequent circle. This involved Social media and the all the suppliers.

During the process, two different maps were drawn. First stakeholder map is shown in Figure 19. This was the first draft. Final version of the stakeholder map was shown in Figure 20. In the first draft few stakeholders were missing. For example, we did not think of adding photographer, hourly workers and entities associated with advertising. Also, the other kids and family coming for the event were put in the section of external stakeholders. After having discussion with the team, it was revealed and concluded that the kids and the other family members are the internal stakeholders and hence they were moved in the list of internal stakeholders in the final version. Also, the stakeholders like photographer, hourly workers and entities associated with advertising which were missing in the first draft were added in the final version in the list of the external stakeholders.

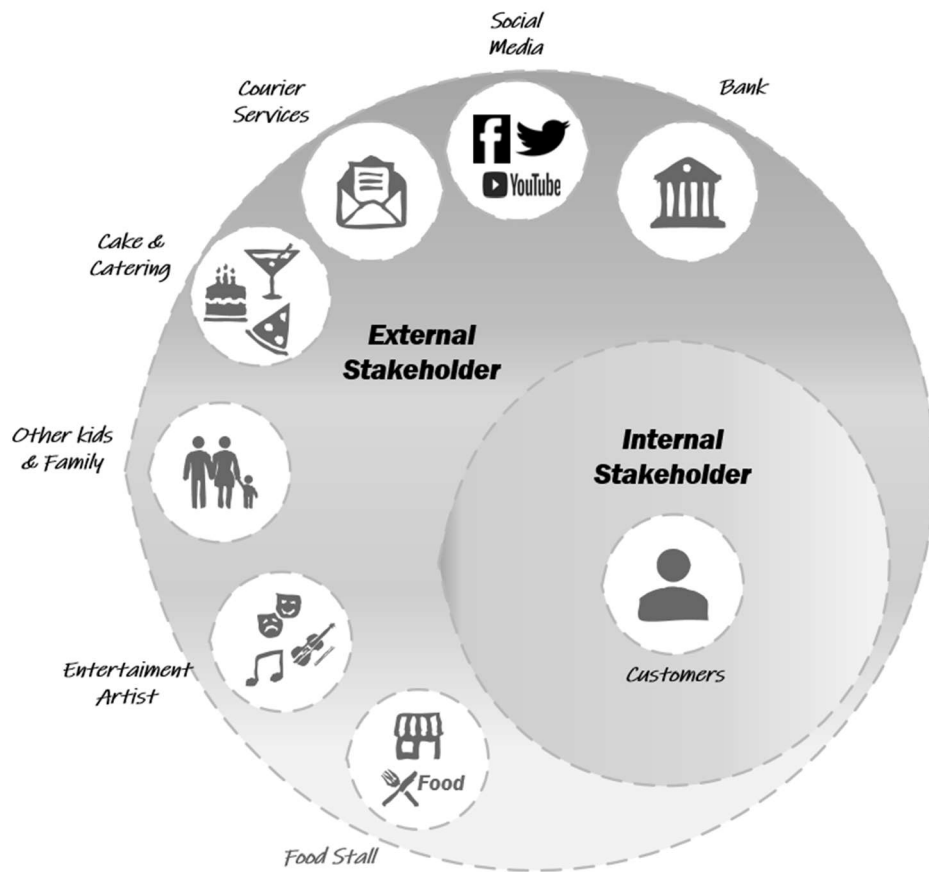


Figure 19 : Stakeholder analysis, first trial version (Image creation by Chaudhari Vikrant)

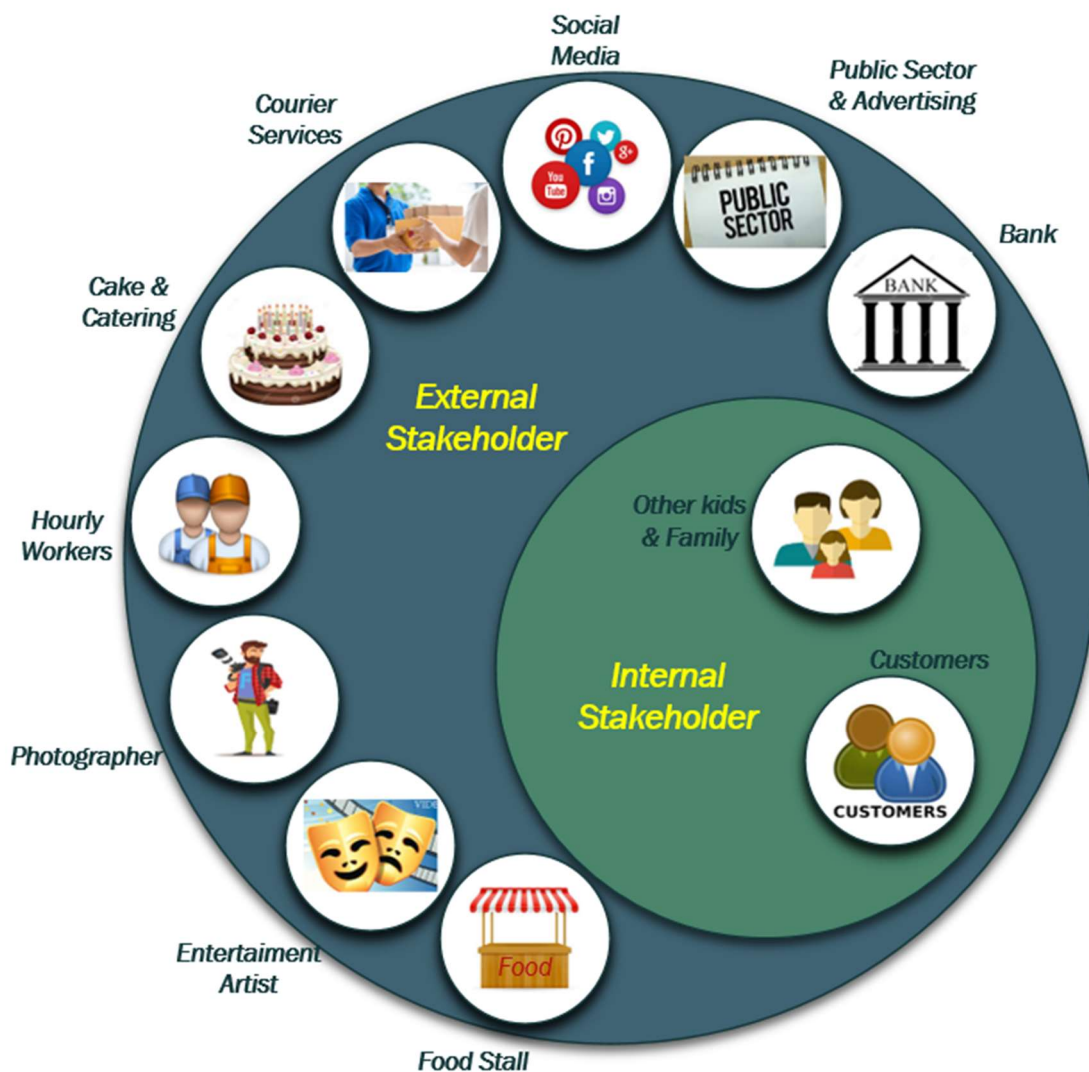


Figure 20 : Stakeholder map, final version (image creation by Chaudhari Vikrant)

5.1.3 Outcomes from in-depth and contextual interviews

In-depth and contextual interviews were conducted to gain the insights. These interviews proved to be efficient to gain the deeper customer insight and understand the unmet needs of customers. Five interviewees were shortlisted and face to face interviews with them were conducted. The time slot for each interview was for an hour. Mobile phone was used for the recording purpose. Important insight, feedback during the interview was noted down on a notebook.

The data from the audio recordings was stored and later on transcribed. Multiple times the recording was heard to note it down word by word. After all the interviews were conducted,

all the gathered data was transcribed into text and conclusion was made. As shown in figure 21, four different categories of the interviewees were created.

1. Customers who opted the service before
2. Customers who opted the service only once and after that did not show willingness to opt for next year.
3. Customers who were completely new to the service
4. Customers who contacted us but did not opt the service.

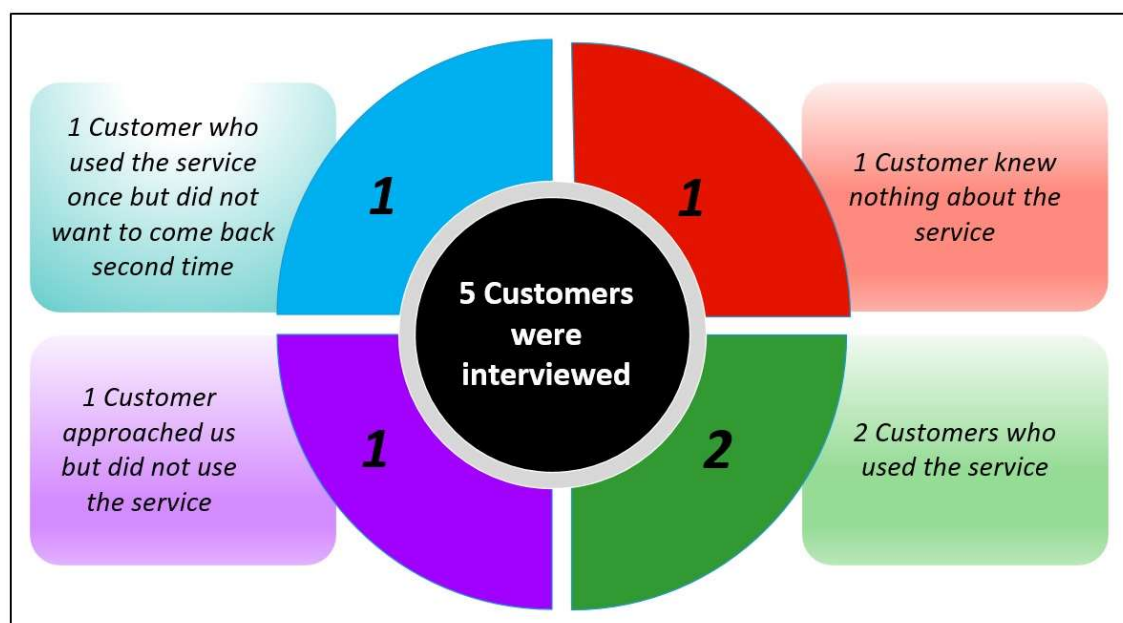


Figure 21 : Summary from the conducted interviews (Image creation by Chaudhari Vikrant)

In early phase, the first set of interviews were coordinated and conducted. The interview questions were formed for the customers who were completely unknown to the service. overall idea about the service and its offerings were given to the interviewee. To understand and analyse the lifestyle of different people was the main objective behind the questions set for the first category. Being a foreigner in Manchester, UK, it was important to understand the lifestyle of the people here, do ethnographic research and gain insights.

Important questions raised during the interview were:

1. When it comes to personal event celebration, what sort of a service preferred by the people?
2. How much money do then invest in such occasions?
3. Are they willing to have such an end to end service provider?

It was analysed that people were willing to use this type of service and show interest to pay for such service. Every family was keen to celebrate their children's' birthday. But, due to the hectic and busy schedule, time constraints they could not do the arrangements by themselves and hence they were glad to know that there is such a service offering. Some of them mentioned that, they had been searching for such event organizers who could coordinate and do the arrangements for them.

There was one question in the interview that has explored this topic (Q# l, Appendix 6).

Question: Do you need an event organizer who will deliver such an end to end arrangement service?

Answer: Yes, please. Actually, I was desperately searching for such service who can arrange the things for me.

Later on, in the development phase, second set of interviews were conducted. These interviews were conducted with the users who piloted the service. The intention was to find out how we were discovered by the people. Did it create any impact when the information about this service is posted on the Facebook? It being a start-up organization, there was not a budget for its marketing purpose. Most of the users came to know about the service by mouth to mouth publicity and social media. Another aspect behind the interviews was to understand deeply the customer journey and whether they understand the service on first introduction.

Principle questions raised during the interview:

1. How did they come to know about the service?
2. What role our formal customers played in promoting our service?
3. Were we able to meet their expectations at the end of the service?

The findings from this set of questions were that, users found us through the social media. Some of the users found us through recommendation by friends. Our posts on social media were found in their search pages as well as our old customers recommended us to them. The questions were formed to know the overall customer experience. As per the feedback, the customers got confused sometime during the process. However, on the event day, they were happy and satisfied with the arrangements done. Another insight was few customers tried to do some of the arrangements by themselves like printing posters, hats, masks and other party supplies. But, apparently they found it time consuming and not cost-effective.

There was one of the questions in the interview addressing this (Q# h, Q# l, Appendix 6).

Question: What was your emotion when you first time entered the event hall?

Answer: I was little confused while having the discussions about the arrangements. I was not that sure if you guys will be able to deliver which you have promised. But finally, when I saw the event arrangements and entered the party hall, I was very happy and satisfied with the arrangements. All is well that ends well :)

Question: Was there any difference in your previous celebration which you arrange by yourself and the one which we organised?

Answer: Last year, I tried myself at home to print the posters, hats and other party supplies. But that did not go well. Also, it took time and efforts, it was not proved to be cost effective and was not up to the mark.

The customers who contacted us but did not opt our service, were targeted in the third set of interviews. Many customers came to us inquiring about the service, shared their requirements with us. But, somehow these customers never approached us again.

Important questions asked in these interviews:

1. Why didn't you opt for the service?
2. What is it in our service you feel that failed to match desires?

Answers to these questions threw light on the cost model of the service. Customers found our service bit expensive. They were not willing to spend much money in hiring our service. After analysing this feedback, we made certain changes in our service and in pricing model to meet the customer requirements.

It is not an easy task to find out how to price a service. Same was the case in our small scale-start-up business. The attempt was to make sure that the business is profitable without putting too much cost pressure on the customers. In case of a service based business, it is not possible to assess all sort of costs incurred in provision of a service. Expenses occurred in a service provision are much subjective as compared to those in selling a product. It is not necessary that the amount you charge the customers is directly proportional to the amount you invest in delivering that service. As per Nagle, Hogan and Zale (2011), in recent decade, due to the internet, customers have become more aware and they immediately compare the prices offered by similar service providers.

In case of a retail store, it becomes very easy to finalise the price of the product. You know the price at which you buy the product and you need to sell it more than your buying cost to earn a profit. Since the cost of the product purchased is fixed, you have the base reference figure from which you can price your product. In service based businesses, it is always a difficult

task to find out the profit margin. Like the product business, there is no original price set as a reference. Moreover, the formula to decide the pricing in service business should consider the intangible aspects like value and time.

It needs to be remembered that the main objective of the pricing strategy is profit generation and not satisfying the customers. As per Nagle et al. (2011), customer satisfaction index can be increased by adding more value to the service and at the same time lowering down the prices. Milne (2013) introduces the concept of service bundles. In service bundles pricing, various types of services are sold in as one unit with a single price. Various options are available in service bundle pricing. For example, service provider can sell the whole service bundle as one unit or sell separate services individually. Advantage for selling the bundled service is that it the consumers buy more service bundles resulting in bigger revenue generation.

Kotler, Hayes and Bloom (2002, 286) introduce the concept of value based pricing. In this pricing model the price of the service is based according to how the service is perceived by the customer instead of the cost incurred in providing the service. This pricing model is successful in the scenarios when the products and the services are delivered/ sold on the basis of emotions (for example fashion), in the markets with niche products and services, in short supply conditions (for example, supplying cold drinks in an open air function/festival in summer). Value based pricing helps motivating the end user to feel advantages of the co-creation rather than the costs.

Since our service business was a start-up business, we were more focused on establishing our name and reputation with our customers than focusing profit and financial growth. So, at the initial stage we were not expecting a huge or considerable profit like the other well established service providers in the same locality/ area and in the same service business. Since our vision was very clear, we decided to opt the competition based pricing. As per Raju and Zhang (2010), this pricing method is widely used pricing method in the service business. Blythe (2012, 178-179) mentions that in competition based pricing, service provider can get the indication of the reference prices what other service providers are charging and based on the base reference price, the service provider can assess his/her services against the competitor's services, make changes accordingly in offered services and offered prices. Apart from the competition based pricing, we also introduced in our service several packages having different prices to meet customer budget expectations.

There was one of the questions in the interview addressing this issue (Q# f, Appendix 6).

Question: What is it in our service that you feel that did not met your expectations?

Answer: I felt that the price for the service offered was out of my budget. I did not want to spend so much on the arrangements. It would have been nice to have different offers with less price and I could chose the one which meets my budget.

There were few customers who opted our service once and then they did not show willingness to approach us again. Such customers were targeted in our fourth set of interviews. The main objectives behind setting these questions to find out what is stopping our customers to use our service every year?

Important questions asked in these interviews were:

1. How the celebration was done for their children's birthday this year?
2. What was the reason that they did not show willingness to opt our service to arrange their events second time?

The important outcome from the answers was that people do not want to use theme birthdays every year. But, they opt for the themes to celebrate their children's milestone birthdays. First, fifth or tenth birthdays are called as milestone birthdays. Finance was also the factor affecting parent's decision not opting for theme birthdays every year.

There was one of the questions in the interview addressing this issue (Q# 0, Appendix 6).

Question: What is the reason that, second time you do not want to choose us for arranging your kid's birthday party?

Answer: It was his very first birthday and that is the reason why I spent for theme based party with more budget. Every year, I do not wish to go for such celebration on large scale. I may think of throwing such party at his fifth or tenth birthday.

5.1.4 Outcomes from survey made online

An online survey tool <https://www.surveycrest.com/> was used to conduct the online survey for this thesis. This website has gain popularity in service designers to conduct analysis over the internet. For the period of one month the analysis was ongoing. Targeted audience consisted mothers and fathers of kids' in the day-care, various communities from Facebook, friends and related groups living within the Manchester, City Centre area. Since the targeted audience was English speaking, the survey was conducted in English.

These audience were contacted by emails and Facebook messenger requesting to answer the survey question. Appendix 3 entails those survey questions. In all 60 people participated int the

survey. For further analysis, the survey was categorised. This categorization was based on the nationalities (cultures): Brits, Indians living in Manchester and expats from other part of the countries like New Zealand, Sri Lanka, USA. A pilot candidate was chosen who had experience of doing this kind of survey before. The candidate highlighted few improvement opportunities/ mistakes which were corrected and then the actual customers were presented the final version of the survey questionnaire. Later on, further study from gathered data was carried out. Final outcome and analysis is shown in the figure 22. Thus, we were able to structure the collected information and get to know about the preferences of each group.

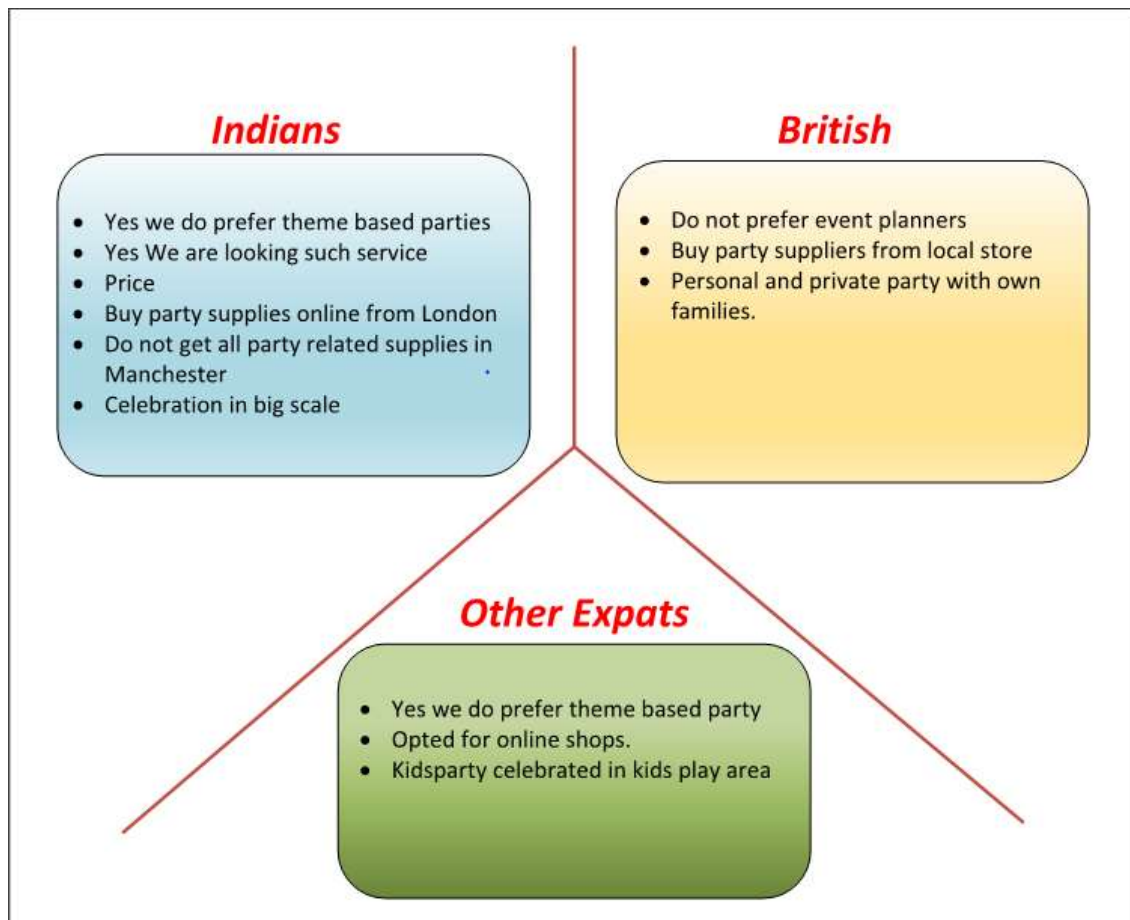


Figure 22 : Analysis from Survey Results (image creation by Chaudhari Vikrant)

Three important questions from the survey were selected for evaluation. Figure 23 shows the evaluation of the data from the root question of the survey - What are the various ways customers intend to organise and enjoy their celebrations? Whether families are enthusiastic to show interest in themes birthdays, was the purpose behind the question. if they show willingness to rent private places to celebrate such events. It is evaluated that the families in Indian and Asian communities were keen to rent the places as compared to Brits.

	Indians 29	Brits 25	Expats from other countries 6	All respondents 60
Personal - celebrating at home	15%	68%	18%	36%
Renting a private venue	37%	-	50%	25%
In a party hall or restaurant	42%	7%	18%	20%
We do not celebrate	-	-	-	-
Other play area	15%	28%	20%	20%
None of the above	6%	-		4%

Figure 23 : Survey results from question - In what way do you prefer to celebrate kid's birthday

Second question to be evaluated was whether the families want to go for theme based decorative arrangements.

	Indians 29	Brits 25	Expats 6	All respondents 60
Preference to theme based supplies	70%	60%	72%	86%
Preference to non-theme based supplies	30%	40%	28%	14%

Figure 24 : Preferences for theme vs normal birthdays

Figure 24 shows the outcome of people's choice on theme based birthday and custom-made decorations. It showed whether families wanted to go/don't go for it. It was identified that all the three groups were keen to have the theme based party supplies. Hence, there is an urge for theme based events celebration.

	Indians	Brits	Expacts	All respondents
	29	25	6	60
Online	40%		33%	
Local Shop	25%	60%	33%	
3 rd Party Service	43%		33%	
We don't celebrate	-	-	-	
None of the above	-	2	-	3
No answer		6		

Figure 25 : Preferences to buy party decorative

Third question to be evaluated was how the families want to buy the party supplies? What is their preference for it?

The objective behind this question was to identify from where the families look for party related supplies and if it would be their preference to go for 3rd party agent to arrange and organise such celebration events for them. As shown in figure 25, the evaluation revealed that most Indians and Brits (43%) prefer to get the event arrangement done by someone/ 3rd party. On the other hand, 60% of Brits prefer to get the arrangements done by themselves and buy the party supplies from the local shops. 33% expats from the other part of the globe preferred to get the party supplies arranged by 3rd party.

Comprehensive percentage wise results of the survey are shown in the figure 26. Out of 60 respondents 48%(29) were Indians, 41%(25) were Brits. 11%(6) were expats.

Themed celebrations were preferred by 70% of Indians and they were keen to know more about our catering services. On the contrary, 68% brits were in favour of doing their own celebration, buying party supplies from the local vendors and shop, arranging, organizing and celebrating their events without going for any 3rd party vendors. 38% of expats(2 out of 6) shown interests in knowing more about such services and shown interest in going for such services.

Hence it was vivid from the survey analysis and results that Indians and non-UK nationals were the targeted audience for our pilot customers. One of the questions was, -Weather they are keen to opt similar type of help? Manchester expatriate urged and showed interest to get further information regarding it. They mentioned that they would like to hire the service so that their personal events can be organized if they find it feasible. For example, graduation ceremonies, baby showers, children birthdays, Halloween parties etc.

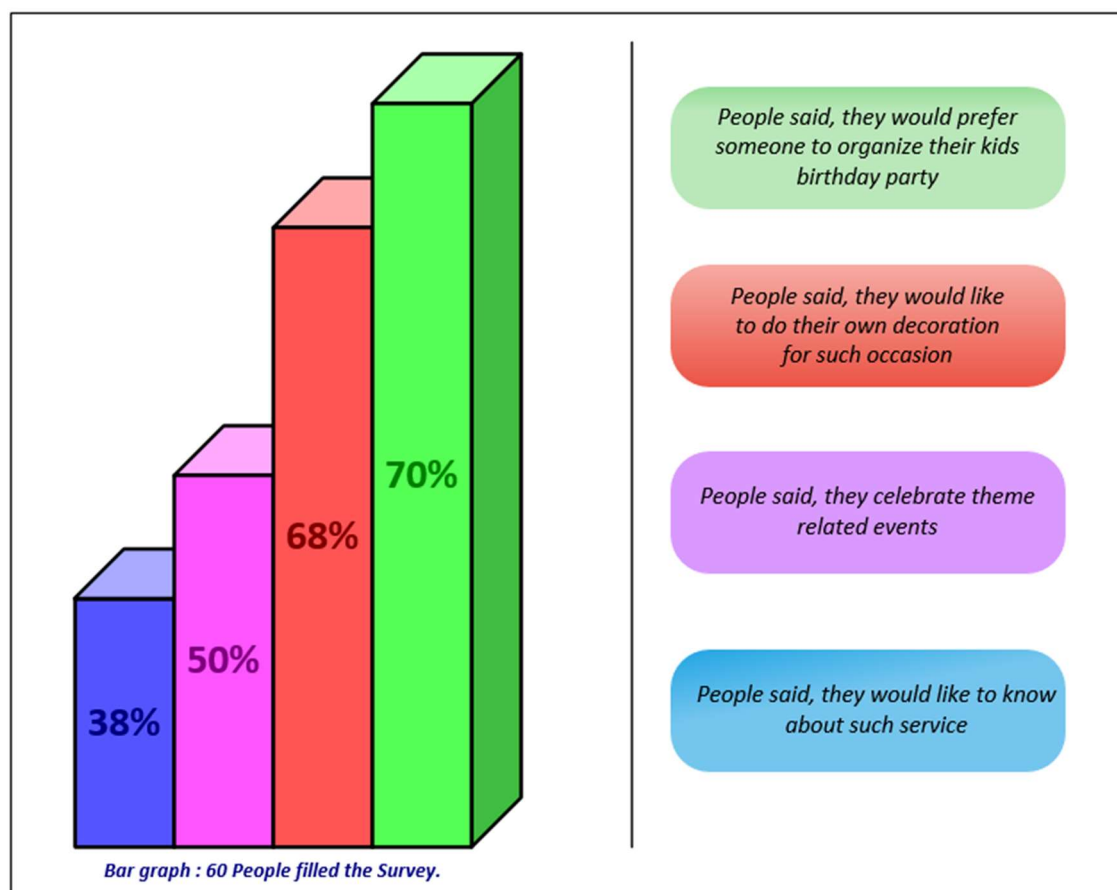


Figure 26 : Percentagewise survey results (Image creation by Chaudhari Vikrant)

5.1.5 Participant observation

As a part of ethnographic research, participant observation was carried out to explore the service perspective of this research. We had been approached by a customer on Facebook messenger who was having some information about the new service concept. She approached us and we explained her what service we offer. However, she wanted to do the arrangements by herself. We requested her if one of us can observe her activity. We also informed her why we want to do so and also mentioned that the act of observation will not disturb her in any way. She agreed and it is decided to choose her as the pilot customer for participant observation. She was an Indian living in Greater Manchester, UK. She was planning to celebrate her kid's 3rd birthday with a Mario theme party. She was having some plans to celebrate the birthday. Her intentions were to book a venue, buy the birthday supplies based on her theme from the local shops in City Centre, buy the themed cake, buy return gifts for the guests etc.

She agreed for the participant observation while she was doing the shopping and the other arrangements. The objective of the participant observation was to get involve in her activities

like visiting rental venues, shopping, visiting cake vendors and other activities that she would need to perform in two days to get the party organised. How participant observation is conducted in party supply store is shown in Figure 27 and Figure 28



Figure 27 : Participant Observation in store



Figure 28 : Participant Observation in store

The objective of this participant observation was to know what the activities of a person are living in Manchester City Centre to arrange and organise the celebration events. Various activities were followed and observed like how she plans her kid's birthday party, how she arranges the venue and other required accessories, which shops she visits to buy the party supplies, what are the difficulties faced by the customer and how much time is spent in this activity in order to get the insights. In this case, in 2 days' time of span the customer was observed for 9 hours.

<p>1. Name, age and description of the person being observed? Name X, she was a software engineer, mother of a 4-year-old kid living in Manchester and working in Leeds with busy and hectic schedule in daily work.</p>	<p>2. What did they do? She was looking out for the venue for his kid's birthday and buying stuffs like return gifts, party supplies etc.</p>
<p>3. Whom did she meet? Cake vendors, different shop keepers and venue managers.</p>	<p>4. What information did she look for? Address of the venue, shops, maps, online prizes for party supplies.</p>
<p>5. Which product did she buy? Bought return gifts, face painting colours, party supplies and other relative accessories.</p>	<p>6. What spots was she in? Venue hall, different shopping mall, tram stations, bus stops.</p>
<p>7. What activities did she like? Going through various theme-based party supplies for event styling.</p>	<p>8. What she did not like? Long time spent in going through various theme-based supplies and not able to find the relevant supplies matching with the selected theme.</p>
<p>9. Any other observation was in notice? She had to hop around various locations to arrange these themes-based supplies. These supplies were not at a single location.</p>	<p>10. According to you, what wishes, needs or requirements she had? She need not travel to various locations to arrange the theme-based supplies and they all are available in various colours and price range at one place!</p>

Figure 29 : Results from Participant observation (Image creation by Chaudhari Vikrant)

I observed the user for these 2 days and observed what activities she performed to organise the event. Figure 29 lists all the activities performed in these 2 days. Template was filled with the observations. Template was filled with the observations and results from the participant observation is listed in the figure 29. Template entails the following questionnaire and the respective observation:

1. Name, age and description of the person being observed?

Name X, She was a software engineer, mother of a 3 year old kid, living in Manchester and working in Leeds with busy and hectic schedule in daily work.

2. What did she do?

She was looking out for the venue for her kid's birthday and buying stuffs like return gifts, party supplies etc.

3. Whom did she meet?

Cake vendors, different shop keepers and venue managers

4. What information did she look for?

Address of the venue, shops, maps, online prizes for party supplies.

5. Which product did she buy?

Bought face painting colours, party supplies, return gifts and other relative accessories.

6. What spots was she in?

Venue hall, different shopping mall, tram stations, bus stops

7. What activities did she like?

Going through various theme based party supplies for service to the customer which is rich in feature and as well as rich in

8. What she did not like?

Long time spent in going through various theme-based supplies and not able to find the relevant supplies matching with the selected theme.

9. Any other observation was in notice?

She had to hop around various locations to arrange these themes based supplies. These supplies were not at a single location.

10. According to you, what wishes, needs or requirements he had?

She need not travel to various locations to arrange the theme-based supplies and they all are available in various colours and price range at one place!

Two important insights analysed from this participant observation. First is people need to spend lot of time for looking out the party supplies and the entire activity from finding the locations and collecting the theme matching supplies is very much stressful. Hence the aim of the new service concept is to offer the customer end-to-end service there by saving their valuable time and reducing stress to greater extent.

It is very natural to find these activities stressful for any busy working mother like the pilot customer to hop on the different places distant apart, search for theme-based party supplies, arrange and organise the event. Hence providing the stress free service making parents relax and enjoy their family celebration, is one of the main objectives of this service.

5.1.6 Outcomes from mobile ethnography

Online public forums turned out to be a very important source of information to understand and identify the various needs of customers. It also helped to find out different party supplies in the market. Useful and valuable customer insights were gathered with this technique. It became easy to analyse the online market situation. Intention behind using this method was to find out how people celebrate birthdays in Manchester, from where they arrange the party supplies and various available resources like magicians, face painting artists, venues in this area. Three focus areas were selected for this research: online shops, people who write blogs about their lifestyles, and stage artists/rental spaces.

Entertainers and venues on rent

It was also important to do the online research and analysis on stage artists like magicians, face painting artists, entertainers. To find the venues which can be rented for the celebration, an additional research was done (Appendix 7). Several venues were found in search but those were having their own terms and conditions. For example, for some venues, it was not allowed to bring own party supplies and decoration stuff. Foods, cake and beverages were included in some venues, but the options were very limited. For example, some venues did not have veg and gluten free food items and hence it would have been a problem for the vegetarian people and to those who are allergic to gluten and dairy products. Moreover, the charges of such rental venues were costly, around 13-15 pounds per child. Search results also provide the list of magicians and face painting artists, but their charges were also very high and too expensive to afford. For example, for a magic show of 30 min, Magician charges were 100 pounds.

Blog-writers on living style

Many people write blogs about their living styles, their experiences regarding their lifestyle. Such people are called as living style bloggers. This blog contains the visual representation containing images about their lifestyle. It is sort of a personal journal containing the various topics like their hobbies, home decorations, and other various aspects of life.

Blog-loving' UK is the site where most of the living style bloggers of UK have written their blogs. When searched with birthday, it brought the results from all the available bloggers. Search results from the website is shown in Figure 30

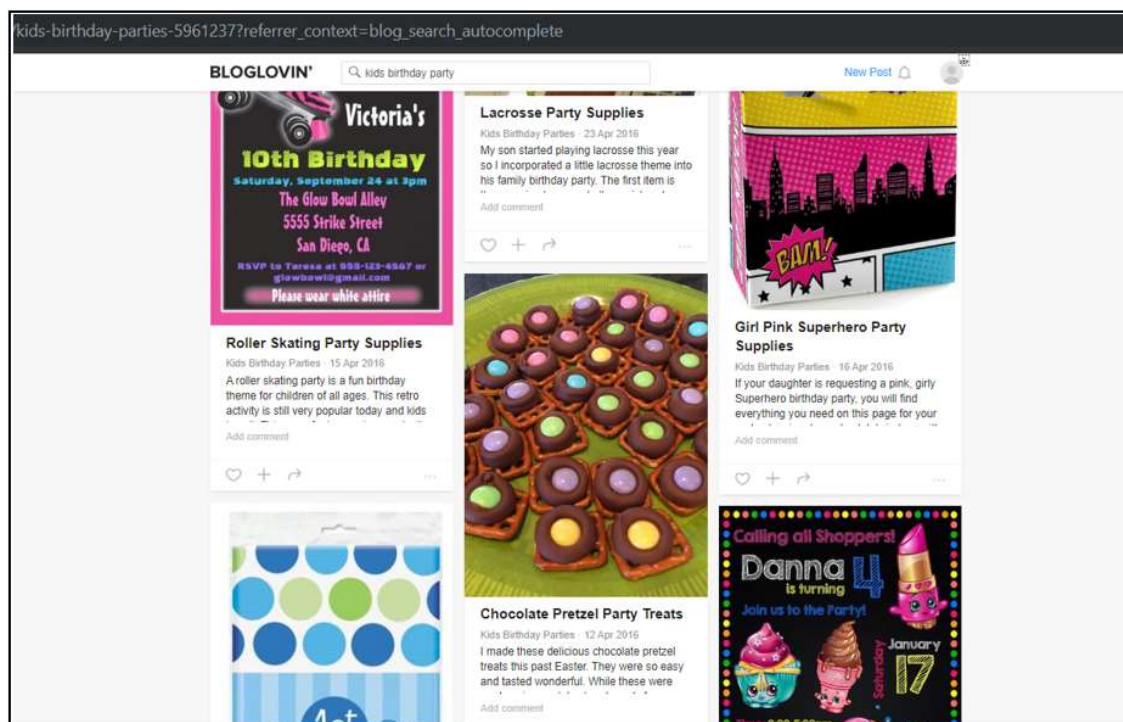


Figure 30 : Bloglovin search result (search date: February 2019)

From the mobile ethnography results, it revealed that most of the bloggers loved to celebrate their kids' birthday parties at home. Themes which they used are Mario, Angry Birds, Lego etc. One of the blog writers mentions that he celebrated his kid's birthday with a theme. He narrates in the blog how he did the arrangements in small amount of time. He mentions that he celebrated his kid's birthday with Mario theme. The theme was reflected in invitation cards, wall papers, posters on the wall, cake, hats etc.

It became important to examine, analyse and interpret the way Manchester community organise celebrations, theme parties and as well as other celebrations of life. That is the intention behind the mobile ethnography research. The analysis found that people tend to have bare minimal decoration for their celebration. They also mentioned in the blogs where they searched and bought the party supplies. Some bloggers mentioned that they celebrated their events with different themes.

Objective was to find the online shops in Manchester which provides party supplies. When online shops were searched in mobile ethnography search, it was found that there were few online

shops that provide the theme based party supplies. Mobile ethnography search results for online shops are shown in Figure 31.

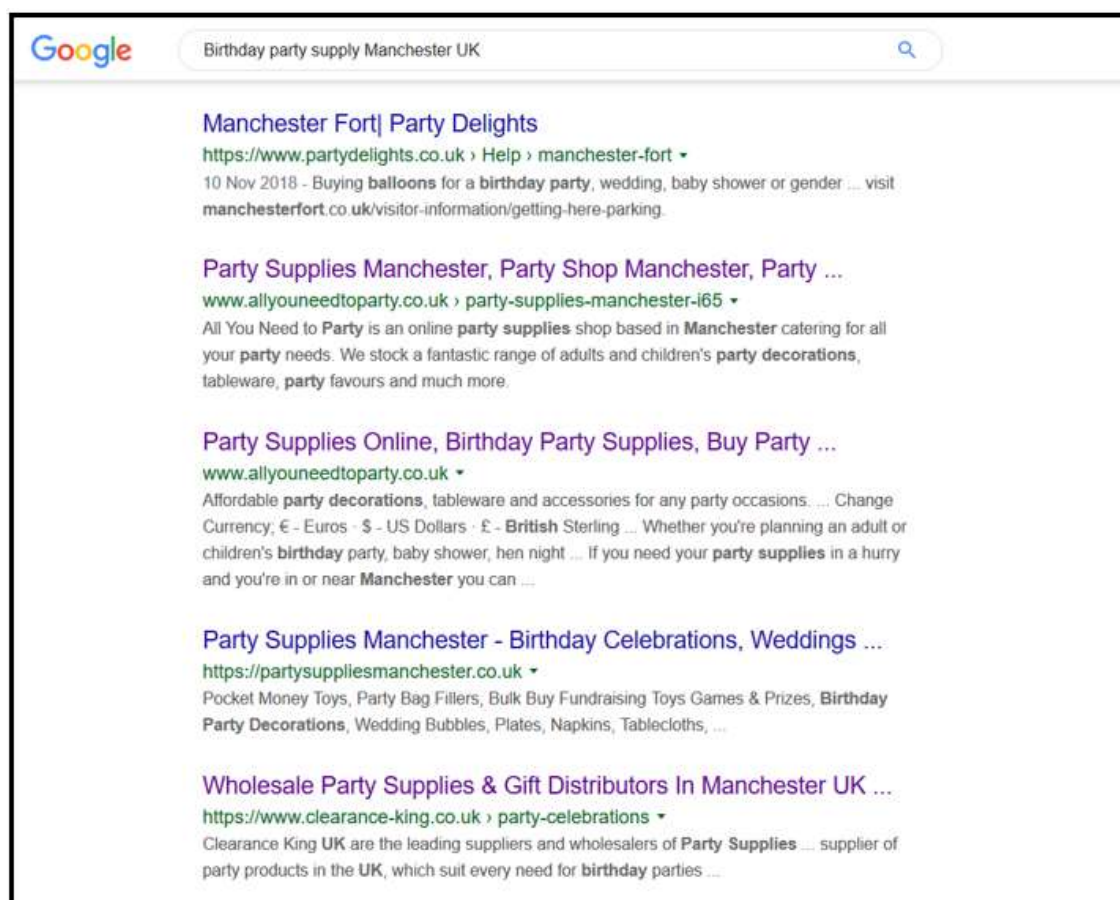


Figure 31 : Search result from web page (search date: 15 March 2019)

5.2 Outcomes from phase Define

Outcome from phase Define contributes its share to lead to the conclusion. Various methods adopted in the Define phase and their respective results are described and discussed below.

5.2.1 Case company service posters

Event Manager had a pilot customer. This customer used the offered service very first time. When this first event was going on, there was an opportunity peeping through there by promoting the new business model in front of the audience came to attend the event. A banner having name of the company, contact details and the link to Facebook page was designed. A tag line was given to the poster describing the service. It was decided that the first version of the service poster will be presented to the people participating in the party and their feedback will be collected. The poster was printed on A4 size printer paper. The poster was placed near the

exit door so that when the guests were leaving, it is easily visible to them. Various versions of the poster were created and displayed to various groups of people to collect the feedback. Oral feedback from the guests was taken.

According to the feedback received, the poster was looking very simple and many details were missing. It was simply saying about the party decoration, but it was not mentioning the specific services that the company is offering. E.g. customised party supplies, event catering, audio and visual entertainment, photographer, return gifts etc. Based on the feedback received, it was decided that further enhancements in the banner needs to be made. We employed the enhanced design of the banner in coming celebration. This time, more feedbacks were received. It was mentioned that the contact details like the email address and the phone number were not readable due to the small font and it was needed to be large enough to be visible enough. Also, it was required to have the new version catchy and attractive. Final version of the poster was created (Appendix 1). Variants are shown in figure 32.



Figure 32 : Service Poster variant 1 & 2 (Image creation by Chaudhari Vikrant)

5.2.2 User journey map for the newly developed service

Figure 33 entails the journey map of a customer using the service. This map was drawn from the pilot customer who was keen to use the service. We were approached by them on Facebook. She wanted to organize her kid's birthday party. The journey is completed in 3 parts. First part covers the stage before execution, second part covers the stage during the execution and the third part covers the stage after execution.

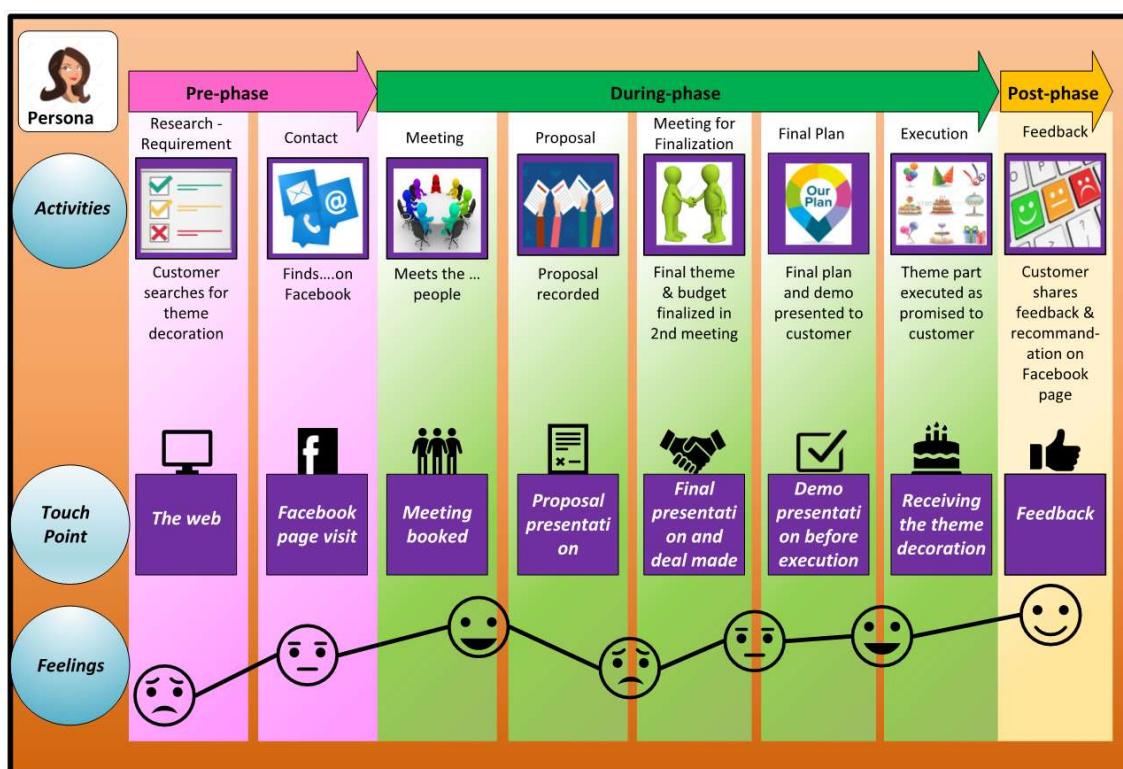


Figure 33 : Customer journey map of new service (Image creation by Chaudhari Vikrant)

Before execution

The customer wanted to arrange the theme party for her kid who was three years old. She was looking for various themes available online which will suit her kid's age and interest. Due to her busy work schedule and hectic travelling due to work, she found it very challenging to make all the arrangements. She started looking for party organizers. She found our service on Facebook

During execution

She liked our idea of theme based events and contacted us. First meeting was organised face to face to discuss it further and for requirement gathering.

In detail discussion, customer decided to go for a Mario theme birthday party as per her kid's interest. As shown in figure 34, we made a list of requirements with customer in first meeting.

KIDS BIRTHDAY PARTY		
Number of guests : 65 (45 Adults and 20 kids)		
Cake	Venue	Table & Serving
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Mario theme cake <input type="checkbox"/> Frozen theme cake <input checked="" type="checkbox"/> Cupcake <input checked="" type="checkbox"/> Pie <input checked="" type="checkbox"/> Cake Stand <input checked="" type="checkbox"/> Candles 	<ul style="list-style-type: none"> <input type="checkbox"/> Large size hall <input checked="" type="checkbox"/> Medium size hall <input type="checkbox"/> Additional rooms at venue <input checked="" type="checkbox"/> Parking option <input type="checkbox"/> Wi-Fi availability <input checked="" type="checkbox"/> Transportation option <input checked="" type="checkbox"/> Tables and chairs 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Tablecloth <input checked="" type="checkbox"/> Napkins <input checked="" type="checkbox"/> Plates & Cups <input checked="" type="checkbox"/> Platters and serving Bowls <input checked="" type="checkbox"/> Serving spoons <input type="checkbox"/> Extra tables & chairs
Decoration	Food & beverages	Entertainment Activities
<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Balloons <input checked="" type="checkbox"/> Birthday banners <input checked="" type="checkbox"/> Paper lanterns <input checked="" type="checkbox"/> Theme-related props <input checked="" type="checkbox"/> Music 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Indian cuisine <input checked="" type="checkbox"/> Indian Dessert – combo of 3 <input type="checkbox"/> Indian Dessert – combo of 2 <input type="checkbox"/> Chinese cuisine <input type="checkbox"/> Fruit plate <input checked="" type="checkbox"/> Sandwiches for kids <input checked="" type="checkbox"/> Sandwiches for adults <input checked="" type="checkbox"/> Pasta salad <input checked="" type="checkbox"/> Cheese and crackers <input checked="" type="checkbox"/> Ice cream <input checked="" type="checkbox"/> Water <input checked="" type="checkbox"/> Orange Juice <input checked="" type="checkbox"/> Apple Juice <input checked="" type="checkbox"/> Soft Drinks – 3 <input type="checkbox"/> Soft Drink – 2 <input checked="" type="checkbox"/> Alcohol 	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Magicians <input checked="" type="checkbox"/> Bouncy castles <input checked="" type="checkbox"/> Mascot hire <input checked="" type="checkbox"/> Party hats <input checked="" type="checkbox"/> Craft for kids
		Other
		<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Photographer <input type="checkbox"/> Photo Booths – 1 <input type="checkbox"/> Photo Booths – 2 <input type="checkbox"/> Photo Booths – 3 <input checked="" type="checkbox"/> Invitation Cards <input checked="" type="checkbox"/> Return gifts for kids

Figure 34 : Requirement Checklist

At this stage, only the requirements from the customer were collected and budget for the event was not discussed. After having enough information of customer requirement, as shown in figure 35, we made a list of stakeholders who will be involved to make this event successful.

Internal Stakeholder	External Stakeholder
<ul style="list-style-type: none"> • Customer • Other kids and families 	<ul style="list-style-type: none"> • Event Organising team • Service providers: <ul style="list-style-type: none"> ✓ Venue rentals ✓ Catering ✓ Party helpers to help serving food ✓ Table and serving ✓ Magician ✓ Entertainment rentals ✓ Party suppliers ✓ Cake vendor

Figure 35 : List of Stakeholders

We started with the venue selection. Idea was to book a venue for the event in the same area where the customer lives or in the area close to the customer home location so that it will be easy for the customer and her guests to commute to the venue. We were having the list of the vendors who rent the venues for such events and who's venues were in the proximity where the customer was living. Three vendors matching the criteria were identified from the list. We contacted them one by one and explained them the requirement.

One of the venues was too big for the event and hence that option was strike out. In remaining two options, one of the vendor was doing some renovation to the venue hall and it was not available on the date of the event. We decided to visit the remaining option and booked face to face meeting with venue manager for viewing.

In meeting with venue manager, we asked below queries,

- ✓ Availability of venue on event day.
- ✓ Size of the hall for 65 people.
- ✓ Availability of extra space to organise entertainment rentals like bouncy castle.
- ✓ Cleanliness
- ✓ Maximum time duration which it can be rented.
- ✓ Availability of parking. where is it ? is it free? if not then what are the charges.
- ✓ Nearby transportation options.
- ✓ Confirmed with vendor that what time our team will be allowed to enter the venue for decoration.
- ✓ Contact information in case of emergencies on event day.

- ✓ Do they provide tables and chairs?
- ✓ Quotation
- ✓ Pictures of hall and entrance.

After having meeting with venue vendor, we informed them that we will confirm our decision regarding selection within 2-3 days.

Next, the team contacted food vendor. Same approach was followed. We were having list of food vendors. We contacted them one by one and informed them about the food requirement, desserts and beverages. We shortlisted three vendors, out of which one was selected based on specialisation in serving the Indian cuisine, quality and hygiene of the food. Event manager team went to visit the food vendor and its staff who were supposed to cater the food. It was important to visit and meet such vendors face to face to gain confidence, establish rapport with them and also see and observe how do they work, cooperate and coordinate in such events and make sure that they have trained staff which can handle 65 customers while the event is going on. We visited the food vendor, discussed the food requirement. Vendor informed us that in the package which he was going to offer us, includes 3 food stalls. One for starter, second for main course and the third for dessert and beverages. He also gave us the list of the dishes that the package includes. Thus, we got the detailed list containing different kinds of desserts, starters, beverages, food menu for adults and kids, food stall information and 3 hourly workers each managing each food stall. We also got the quotation from the vendor.

Our next step was to plan the entertainment activities for the event. The aim was to find the vendor who can supply all the three, magician, face painting artists and Mario theme mascot (Mario suit) so that we do not need to deal with three different vendors and, we can get some discounts. However, we found that there was no such vendor available in Manchester city centre area and the one which was available was in Wales, around 1 hour and 40 minutes travelling distance to Manchester. Hence, we decided to contact the individual vendors.

First, the team approached the magician and narrated him the requirement and the time duration that he will need to perform. Since the venue was not final at this time, we indicated him that it will be somewhere in the city centre. We took the hourly quotation from him. We contacted Entertainment rentals for Mario theme mascot and bouncy castles. We checked their availability and took hourly quotation from them.

Customer had special wish for venue decoration. She wanted the venue entrance decoration with red balloons. Venue decoration was done by Event Manager team as we had all the party decor.

Next, the team approached the photographer and narrated the requirement that around 40 photos will be required to be clicked in the event and he may need to stay in the event till it finishes. We got the quotation from photographer as well.

Last, we contacted the custom cake bakery for Mario theme cake. Before making an order, we discussed below things with cake vendor,

- ✓ Availability on date and time of event
- ✓ Right cake size for the event
- ✓ Cake filling and flavour
- ✓ Also, asked them to take food allergies into consideration
- ✓ Arrangement for delivery at venue location.
- ✓ Contact no. of delivery man.
- ✓ Cost of customized Mario theme cake.
- ✓ Cost of 80 cup cakes
- ✓ Mode of payment

After having enough information, we presented final proposal to customer including budget and detail information of venue, entertainment activities and list of food menu.

Customer was very happy with the venue location but showed concern that this plan is over her budget. Customer asked us to make some changes in entertainment activities and food menu according to her budget. In initial discussion with customer, she asked us to have 40 photographs to be clicked in event. So, we discussed with customer that we will arrange one theme-based photo booth at venue, so guest can enjoy and click their own photos. Also, instead of 40, only 15 photographs will be clicked by photographer. Second thing, we made change to bakery items, food and beverages as per customer wish and budget. Instead of having 3 dessert option, customer asked us to have only 2 dessert option, non-alcoholic beverages and only cupcakes.

After having final confirmation from customer, we contacted all the selected vendor and gave idea of the overall event schedule and changes made in requirements. We made contracts with them which included information about what's expected from them, when, vendor arrival times, cost etc.

After execution

Since the end to end service was given to us, customer's entire family enjoyed the party and witnessed the celebration. Our service was recommended by her and a good feedback was given to us as shown in figure 36.

Feedback from the customer also included in the improvement ideas. These improvement ideas were related to her first message to us on Facebook messenger and our first meeting with her.

When she contacted us by Facebook messenger, she did not receive any reply from us in due time. There was a delay in replying her. Due to this delay she started thinking that maybe we are beginner in this business and do not have much experience in dealing with the customers. It would have been good if there would have been some automatic reply to customer when we are contacted by Facebook messenger.

In the first meeting with her, she could not visualise the picture based on our conversation and hence she got confused. It would have been good if we could have provided some pictures of the decoration hall and the theme to get an idea. It was the recommendation to have the pictures as part of album or a catalogue. Customer's experience of service and her emotions are also shown in the customer journey map.



Figure 36 : End user feedback

5.2.3 Personas

Persona helps to understand the different ways customers think, their motivations and un-met needs. It is also important to make sure that our thoughts does not get dominated by the collected information. Hence it is recommended to structure the research data in the form of personas. Figures 37, 38 and 39 entail three different personas having name, age, quote and important attributes. Customer profile creation and ideation has been simplified with the help of these personas. Personas help to categorise the customers in different customer segment. Research-based examples can also be set up with the help of personas (Stickdorn & Schneider, 2011).

Persona template was created to create the personas. Reason behind using the persona template is that when various personas are created with the help of the template then they can be compared to find the similarity and differences so that the personas having same characteristics and requirements can be clubbed together in one group or in one set. The template created

had several sub sections having different information. When the template is fully filled with correct and accurate information, it speaks for that particular customer or customer segment (Vaughan, 2015). Below steps were followed to create the persona.

Identify customer segments:

It was kept in mind that the persona represents the particular customer segment. Based on the analysis three different segments were created. The research and the analysis of customers' requirements were very much needed to get in-sight to customers' un-met needs, desires and their expectations from the service. After conducting one-to-one interviews with various customers, these segments were created.

Demographic information:

As Vaughan (2015) states that in order to develop the empathy, demographic data in its authentic form plays a very vital role. Basic information like name, gender, age, location, occupation etc is included in this section.

Describe motivations:

It is the place to write the summary about the persona. I should include the information about the customer and his/her current desire. Winsauer (2017) suggests adding their main motivation to use your service offerings. Intention was to write down as much as information about the customer and its motivation to use the service because even the small details could led to valuable insight.

Define goal for the persona:

Analysing customer goals is a crucial aspect which helps validating if they are in line with the service offerings. As Pruitt and Adlin (2006, 170) state, persona goals help you realise if your service is able to meet the customer expectations, exceed customer expectations or if there is any need to enhance the service or add more value to it.

Pain points or frustrations:

Nielsen (2019, 56) mentions that an important step in persona creation is knowing what customer's motivational aspects and pain points/ frustrations are. Once you have this information, you can pave the path to with their trust and adherence. It needs to be insured that the offered service addresses their pain points and frustrations.

Based on the analysis, three different personas were used for the thesis. They represent the real cases apart from the fact that their names are changed to protect their identity. The research and the analysis of customers' requirements were very much needed to get insight to customers' unmet needs, desires and their expectations from the service. After conducting one-to-one interviews with various customers, these personas were created targeting to different customer segments having different requirements. During the research and the analysis phase many distinct personas were identified. But, it was not possible to design the service for all the customers otherwise it would have impacted on the service quality. Hence the three distinct personas were selected which represents three different customer segments. Later on, the plan was to expand and enhance the service targeting to other customer segments as well. These personas were identified based on their culture, nationalities (Indian, Brits and expats from across the globe) and requirements.

Persona 1 (Tatiana) wants to arrange the theme-based birthday party for her daughter. But, as she has just moved to Manchester, UK, she is bit confused as she does not have any idea from where she can arrange the party supplies. She is 38 years old and has recently moved to Manchester. She is from Mexico. She quotes that if her end-to-end event can be arranged by someone, fitting to her budget, she is happy to hire the service.

NAME	Tatiana	
REQUIREMENT	Halloween Party	MOTIVATIONS
GENDER	Female	Tatiana gets very emotional about organising a party. She wants to arrange the theme-based birthday party for her daughter. But, as she has just moved to Manchester, UK. She is bit confused as she does not have any idea from where she can arrange the party supplies.
AGE	35	
LOCATION	Manchester, UK	
OCCUPATION	HR	
		GOALS
		<ul style="list-style-type: none"> • She quotes that if her end-to-end event can be arranged by someone, fitting to her budget, she is happy to hire the service.
		FRUSTATIONS
		<ul style="list-style-type: none"> • Not being able to find party suppliers shop. • Need help to arrange a theme based birthday party.

Figure 37 : Persona 1 (Image creation by Chaudhari Vikrant)

Persona 2 (Anand) is a 30 years old IT professional and he is from India. Anand and his wife both work in IT sector and has a very busy and hectic life schedule. They often need to travel to

their client's location which is bit far from their house. Lot of time is spent on travelling. Anand is looking for someone who can take care of all the party arrangements for his 4 year old kid's birthday.

Sketching the personas helped to increase the quality of the research. The service was designed to target a specific customer group. These personalities were identified in such a way that they have relevance with the service designed.


NAME	Anand	MOTIVATIONS Anand is 30 years old IT professional and he is from India. Anand and his wife both work in IT sector and has a very busy and hectic life schedule. They often need to travel to their client's location which is bit far from their house. Lot of time is spent on travelling. Anand is looking for someone who can take care of all the party arrangements for his 4 year old kid's birthday.
REQUIRMENT	Birthday Party	
GENDER	Male	
AGE	30	
LOCATION	Manchester, UK	
OCCUPATION	Software Engineer	
		GOALS <ul style="list-style-type: none"> Loves his son and wants his birthday well documented. Anand is looking for someone who can take care of all the party arrangements, photographs for his 4 year old kid's birthday.
		FRUSTATIONS <ul style="list-style-type: none"> Do not get time to buy the party items. It is very difficult to manage time to look for catering, cake, party arrangemnets etc.

Figure 38 : Persona 2 (Image creation by Chaudhari Vikrant)

Persona 3 (Anna) is a native Brits and knows from where to arrange the party supplies. Anna also has plenty of time to get the party arrangements done by herself. She is on maternity leave and 39 years old. She needs some help during the event to take care of the arrangements like games, food, catering etc.

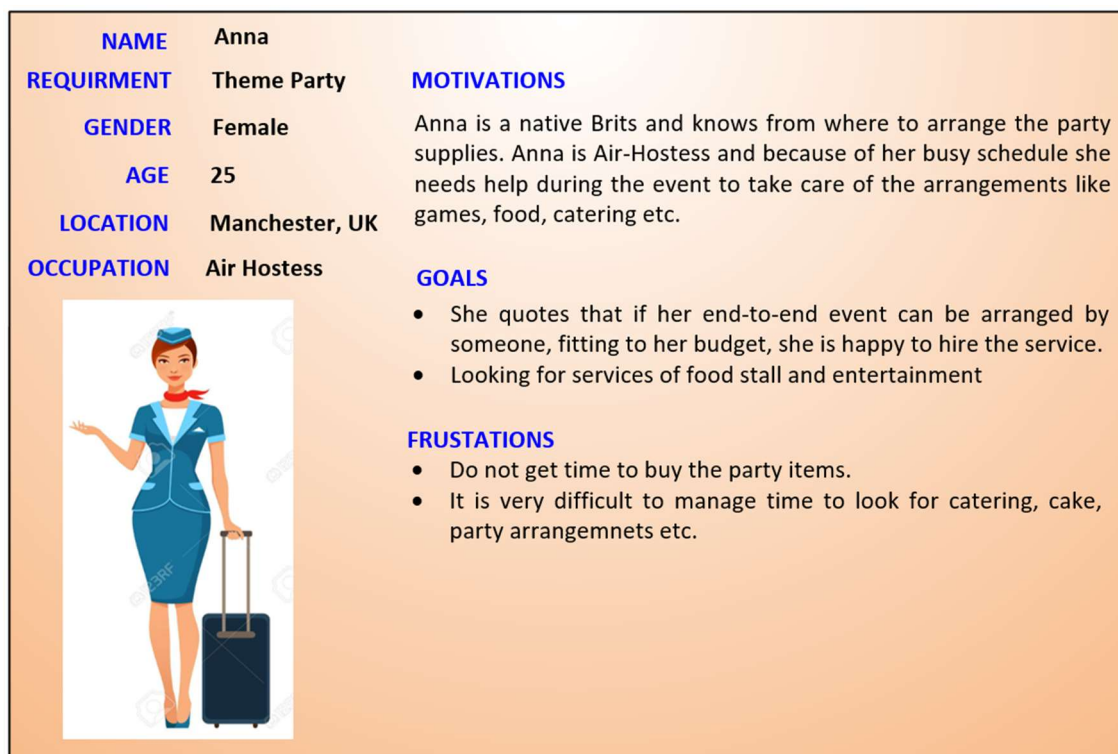


Figure 39 : Persona 3 (Image creation by Chaudhari Vikrant)

5.3 Outcomes from the phase develop

Outcome from phase Develop contributes its share to lead to the conclusion. Various methods adopted in the Develop phase and their respective results are described and discussed below.

5.3.1 Application of lean way for service designing

As discussed in chapter 3 of this thesis, in the creation of the new service model, a lean start up approach was applied. As shown in figure 40, the approached used was build, measure and learn with the objective of value co-creation with the customer.

Build:

In this phase, MVS was created with the creation of landing page. This was the Facebook page created for the new service concept. This was targeted for early adaptors and it contained the core features. At initial stage, a very small group was targeted for this phase.

Measure:

Response received to the Facebook page was measured in this phase. The landing page was liked by many people and it had been recommended to other people as well. We also got personal message requesting to arrange their events.

Learn:

Feedback was received from the early adaptors. Based on the feedback, improvements, changes and enhancements were done to the service. In the feedback, we asked the customers about the features they were looking for, how was their experience with the service. Based on the received feedback, landing page features were changed. This was the continuous feedback and improvement loop.

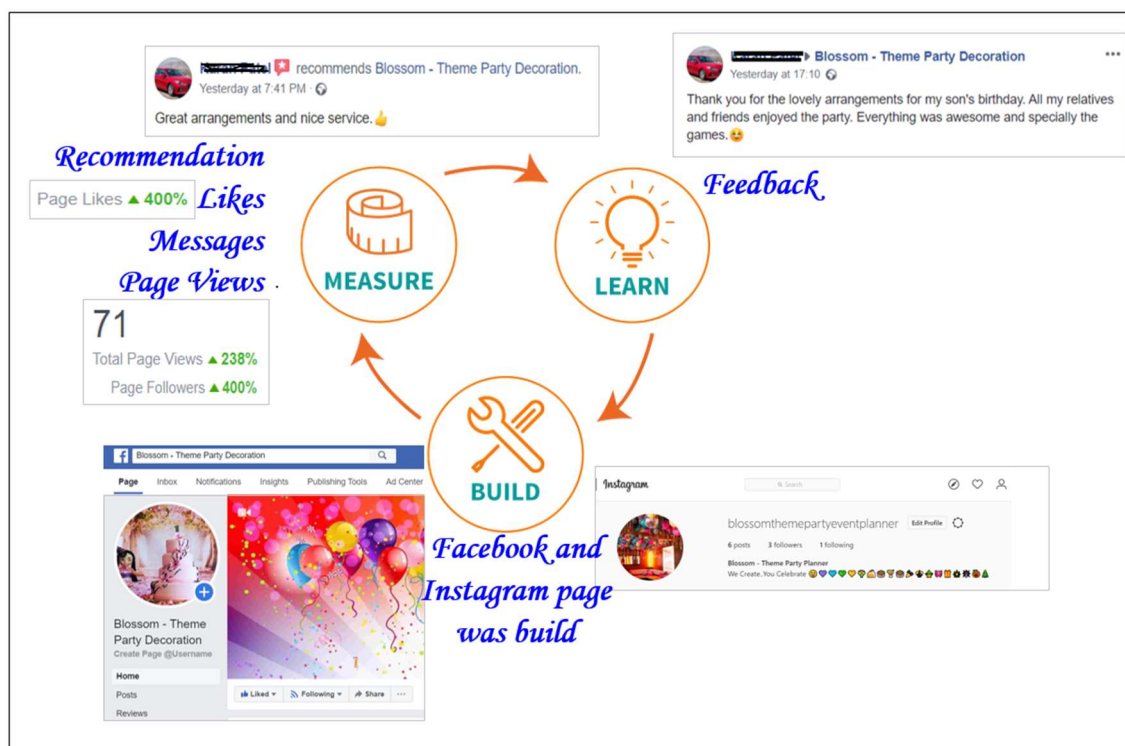


Figure 40 : NSD by Build, Measure and Learn (Image creation by Chaudhari Vikrant)

According to lean start-up approach, fastest way to learn is to interact with the customers. As per Kromer (2012), we should do the very first interview with the customer to understand what we do not know. Based on the first set of interviews, some early adaptors were shortlisted, and an attempt was made to co-create the value with them. As per the lean start up approach, it is an essential thing in service design to find the early adaptors and bring innovations in the service based on their experience and the feedback.

Start of MVP

A Facebook page was designed as a MVS on the basis of the conducted interviews and analysis of the survey results. There was no cost incurred in designing of this page. Many responses were received for this page which were analysed. In order for the people to spot the service, this page was shared in all the social groups in Manchester. Based on the continuous feedback and

the improvement, once the page got stabilised, similar pages were created in other social medias like Twitter, Instagram etc.

Searching early adaptors

These are those people who are keen to use the service in its very originating and early phase irrespective of short comings in the service. Feedback from such early adaptors is really important in improvement of the service and bringing innovation to it. An interview was conducted after the MVP was launched and from these interviews, early adaptors were spotted. After the launched of the page, it was liked and appreciated by these adaptors and there were few requests for their event management. These early adaptors approached us and thus they became the pilot customers.

Identification of the potential customers was done mainly by networking and then interviews were conducted before launching the service. Face to face meetings and interviews were setup. The aim during these interviews was to listen to customers' unmet needs rather than sell the service to them. Few people were spotted during the first round of interviews. These people were keen to use our service. Important insights were gathered related to their issues and difficulties which they face while arranging the events by themselves. This also helped in building long term relationship with them.

This was the main objective of "coming out of the office" and taking the lean start up approach to the new service development. This also helped to keep our customer at the centre and co-create value with them.

5.3.2 Service blue-print for newly designed service

The service blueprint of the newly designed service was created. Service blueprint of the case company is shown in Figure 41. Customer journey map was already created and explained earlier section. Customer experience and its emotions are captured along with the touchpoints showcasing the customer activities and thinking. The visual document capturing all this is called the customer journey map. On the similar way, the delivery process of the service is captured in a visual document called as blueprint. It also helps to get an idea how the backstage processes are operating and how they are interlinked.

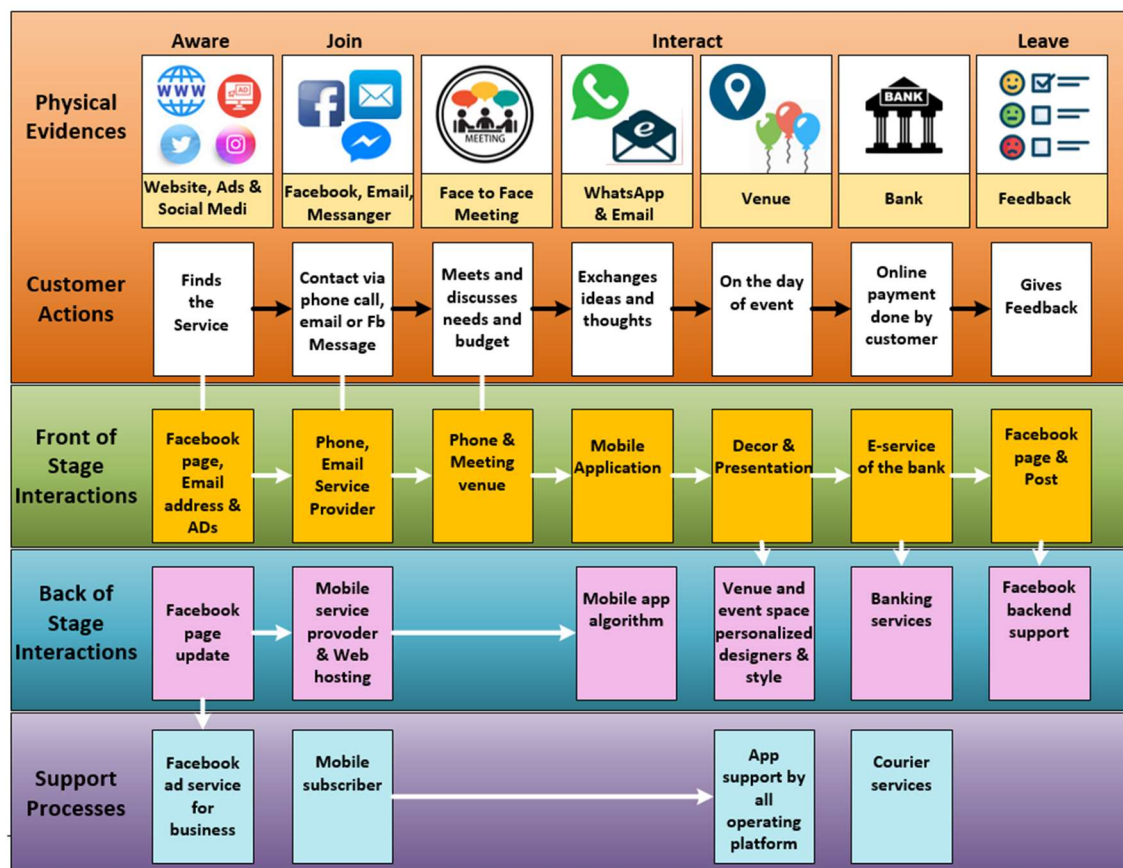


Figure 41 : Service blueprint for new service model (Image creation by Chaudhari Vikrant)

Phases in service blueprint are listed as: 1.aware, 2.join, 3.interact, 4.leave. These phases show the entire service process. There are many front end elements which are customer oriented and many channels which has customer involvement. Such elements and channels are visible in this process. In the phase of service blueprinting it was detected that the social media platform channels like Facebook plays an important role in the creation of the business process. With the help of this channel it was possible to reach out to the customers and have interaction with them.

The service blueprint was created with the help of an online tool. This process helped to study and analyse the journey of the pilot customer. Pugh (2019) describes in her article, it is always a good idea to involve the customer during this process. During the delivery phase of the service, all the occurrences were mapped accordingly. There were several points which lead us to arguments and different opinions while finalising the involvement of frontstage and backstage. However, main focus on customer was not lost.

Service blueprint of the newly designed service is drawn in figure 41. Figure has the four steps entailing the customer orientation

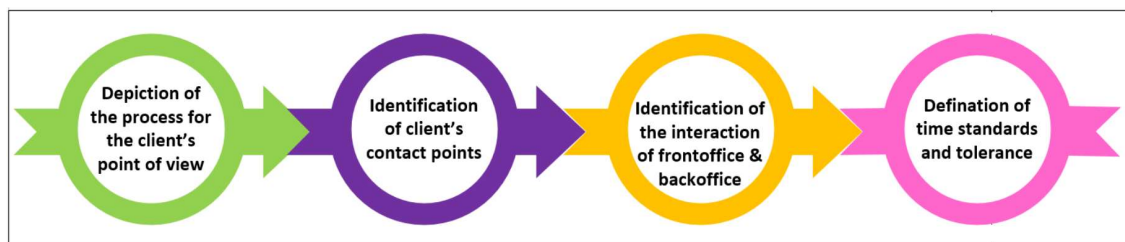


Figure 42 : Customer Orientation (Image creation by Chaudhari Vikrant)

Young customers who access the social media and the internet were the main focus and are the ideal customers for the newly designed service. This was according to ideal customer interaction definition process. It was so that the end-to-end communication process can be conducted online through social media. In the initial phase, couple of meetings were arranged in face to face manner to gain the customer confidence. But, later on the service was enhanced in such a way that the design details were kept online, and customers can easily access them online and can have the communication with us using Facebook or WhatsApp.

Next section of the figure is contact point identification between the two entities, service provider and the customer. Most of the communication was conducted with the help of social media, phone or email.

Third section in our service design was having many back office tasks. These tasks were ordering and buying theme related supplies, communicating the designers for getting the decorations personalised as per client's requirement etc. These tasks were not evident to the customer.

As mention in the fourth section of the figure, it was important to estimate the time needed for end-to-end service delivery. A good practice is maintained to inform the customer about the estimated tome and cost for the service delivery.

5.3.3 Business-Model Canvas

Business models can be analysed, described and designed by the tool called Business Model Canvas. These business model canvas tools are available in many varieties. A high level blueprint of the proposed service concept is provided by this canvas. (Canvanizer 2019.)

To achieve this simplification, it is divided into various blocks. As shown in Figure 43, these blocks are mapped according to the service concept. businessmodelgeneration.com has provided a template. This business model was created with the help of this template. Sticky notes were used to fill in the blocks. According to Stickdorn and Schneider (2011, 212), it is helpful

to enter all the relevant information in all the blocks. This helps to understand and recognise who are our key customers, from where the revenue can be generated, cost structures having different dimensions, what are the more revenue generation points on which the company can focus.

Our attempt was to generate the business model which will help in minimising the cost. Figure 43 entails and explains the blocks.

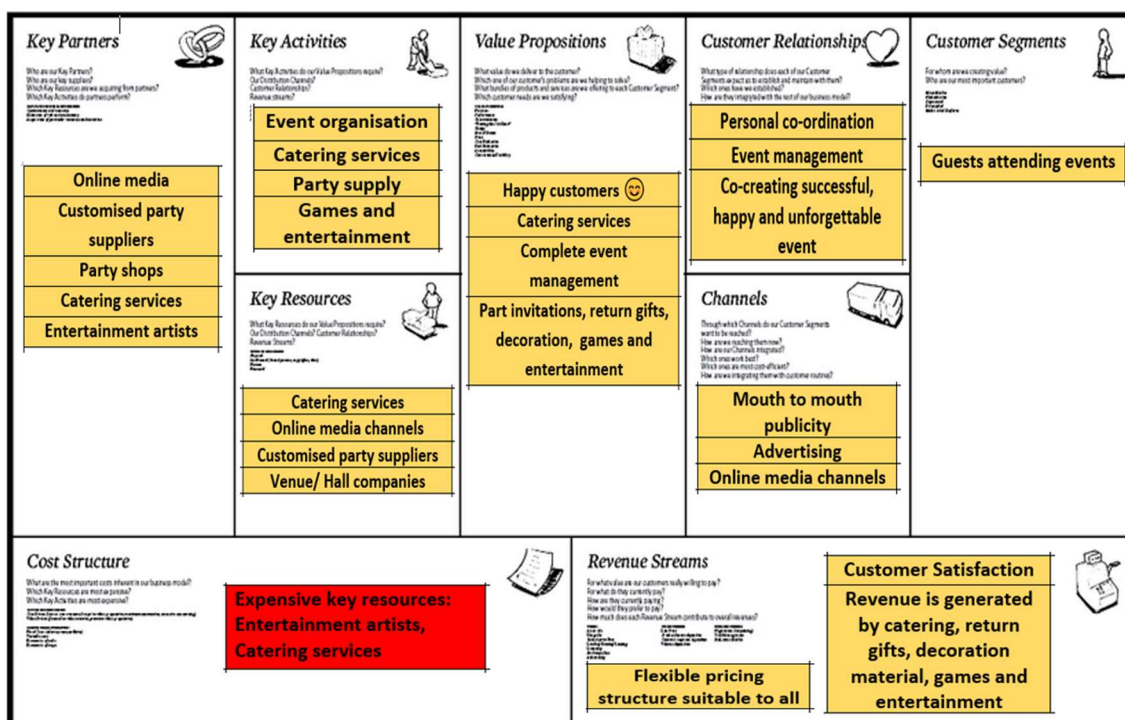


Figure 43 : Business-Model Canvas for new service (Image creation by Chaudhari Vikrant based on source: Create a new Business Model Canvas - Canvanizer 2019)

1. Key Partners

Catering services, face-painting artists, magicians, party suppliers, physical stores, social networking and media platforms like Twitter, Facebook, Google and Pinterest.

2. Key Activities

Companies renting venues, party suppliers, entertainment and games providers, catering and event organizing services.

3. Key resources

This includes the mobilizing entities for example media channels, services offering catering services, party suppliers, media channels, venues and services offered with venues.

4. Value propositions

Satisfied parents, happy and joyful children, end-to-end management and event styling return gifts for guests, entertainment games and service experience.

5. Customer segments

Parents, guests attending the event, kids

6. Cost structure

Variable cost structure depending on services offering catering and prizes of the rental venue. In case of variable cost structure, the cost and the delivered service size varies in equal proportion. Our business model concept is based on variable cost structure. Personalised party suppliers was the key resource responsible for increasing the budget of the event. It was the unique feature to personalise the events. Cost structure used to vary based on our expenditure on them.

7. Revenue stream

The pricing structure was dynamic. The changes in prizes were based on the market situations and demand-supply calculations.

8. Channels

It includes the channels like mouth to mouth publicity through friends, colleagues, family, social media advertising channels like Facebook, twitter, platforms like schools, kindergartens.

9. Customer Relationship

This is achieved through personal assistance, event management service, arranging end-to-end events successfully.

Creating the business model is worthwhile. Business model canvas helps to bring clarity in analysing the complexities in start-ups. It also helps in the process improvements and introducing an innovation in doing the things. Complete visibility on the objectives of the organization and its strategy can be achieved by implementing the practice of following the tool on regular basis. The categorised blocks in the canvas helped to broader our vision and identify the priorities.

5.4 Outcome from phase Delivery: Concluding the service as a concept

Final Result: Event Manager Service

New service concept of Event Manager was developed based on the insights gathered. The objective was to co-create value with customer and create a new service model with the help of various service design methods and tools. Lean start up approach was adopted in designing the new service and customers were involved from the very first stage of service design process.

Event Manager can be described as one solution fits all busy people who are looking for someone who can arrange their events and save them from tiring work.

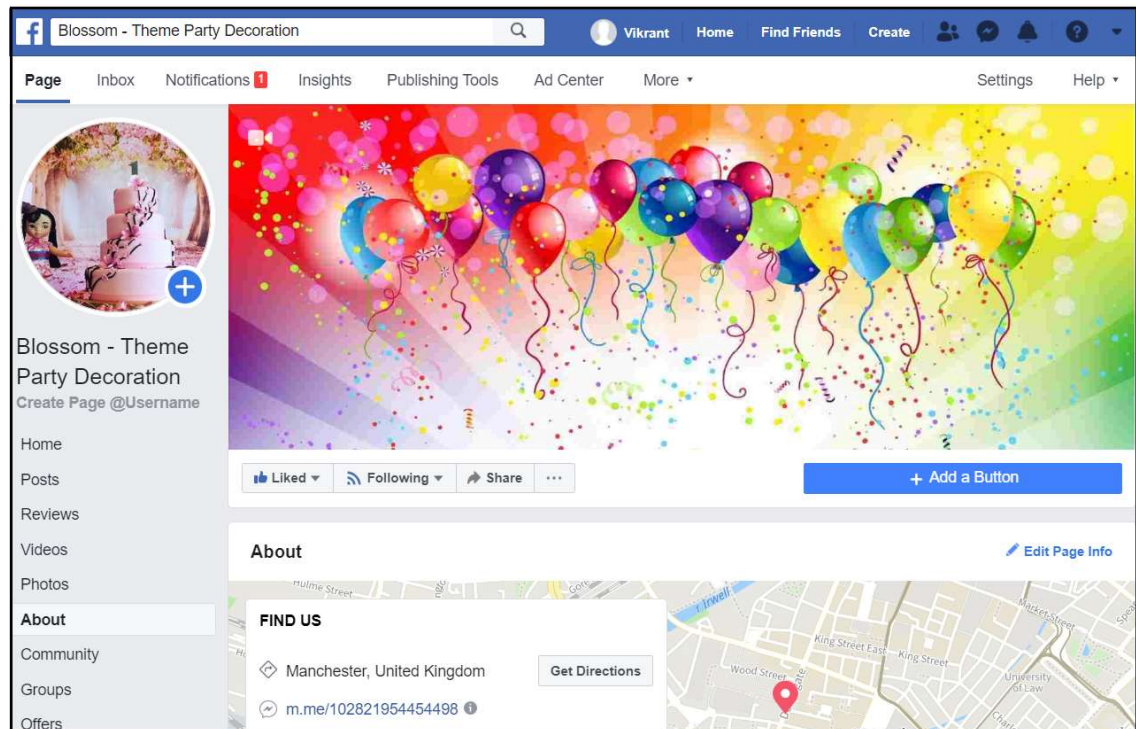


Figure 44 : Business page, Facebook

The aim was to launch a MVS. Screen capture of business's Facebook page is shown in Figure 44. This page is also known as the landing page. All the ongoing activities can be seen from this page. We were contacted by Facebook messenger, email, mobile. Screen captures from Facebook messenger and email are shown in Figure 45 and 46.

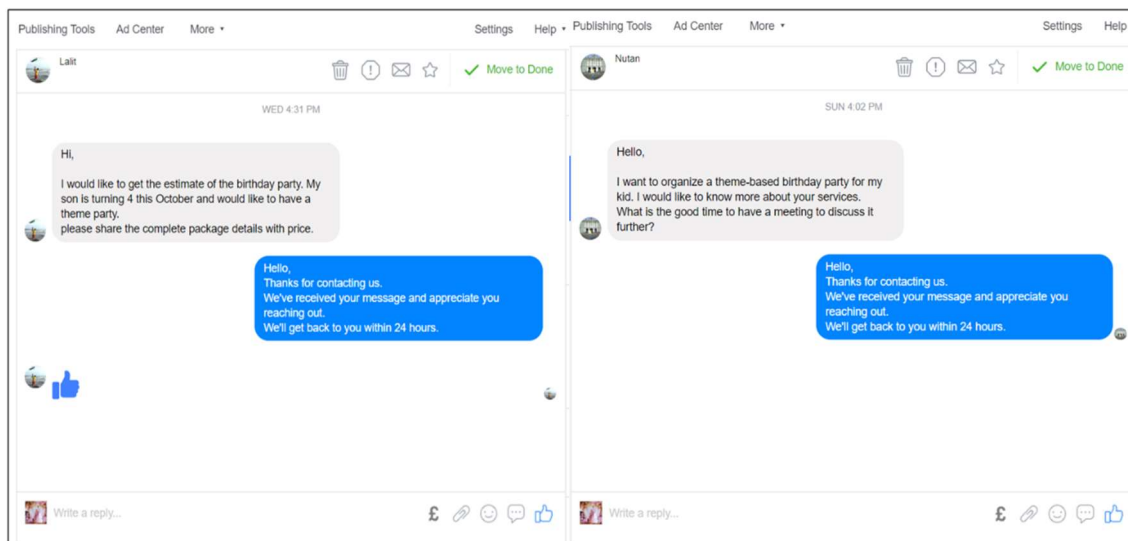


Figure 45 : Customer communication by Facebook messenger

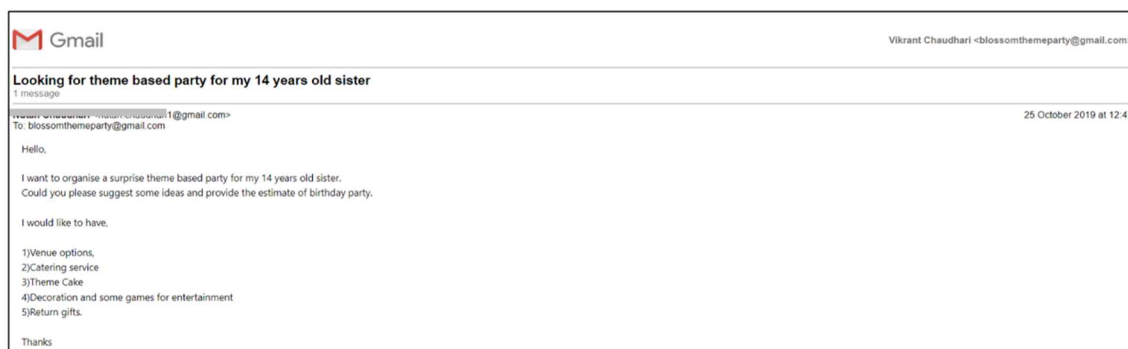


Figure 46 : Customer communication by Gmail

Some customers wanted to rent the party supplies. Later on, such requirements were added as an additional service. These requirements were for renting the party supplies and for services with smaller budgets.

Apart from the demand for young children's birthday celebration, there were also requests for many occasions like celebrating Halloween parties, X-mas parties, 16th birthday party, 30th birthday celebrations, baby shower and graduation ceremony. Imperial data was collected from various interviews and these interviews were conducted with the pilot customers. Feedbacks collected from such pilot customers were resulted in further improvements in the service. Figure 47 and figure 48 show the feedback received from the customers.

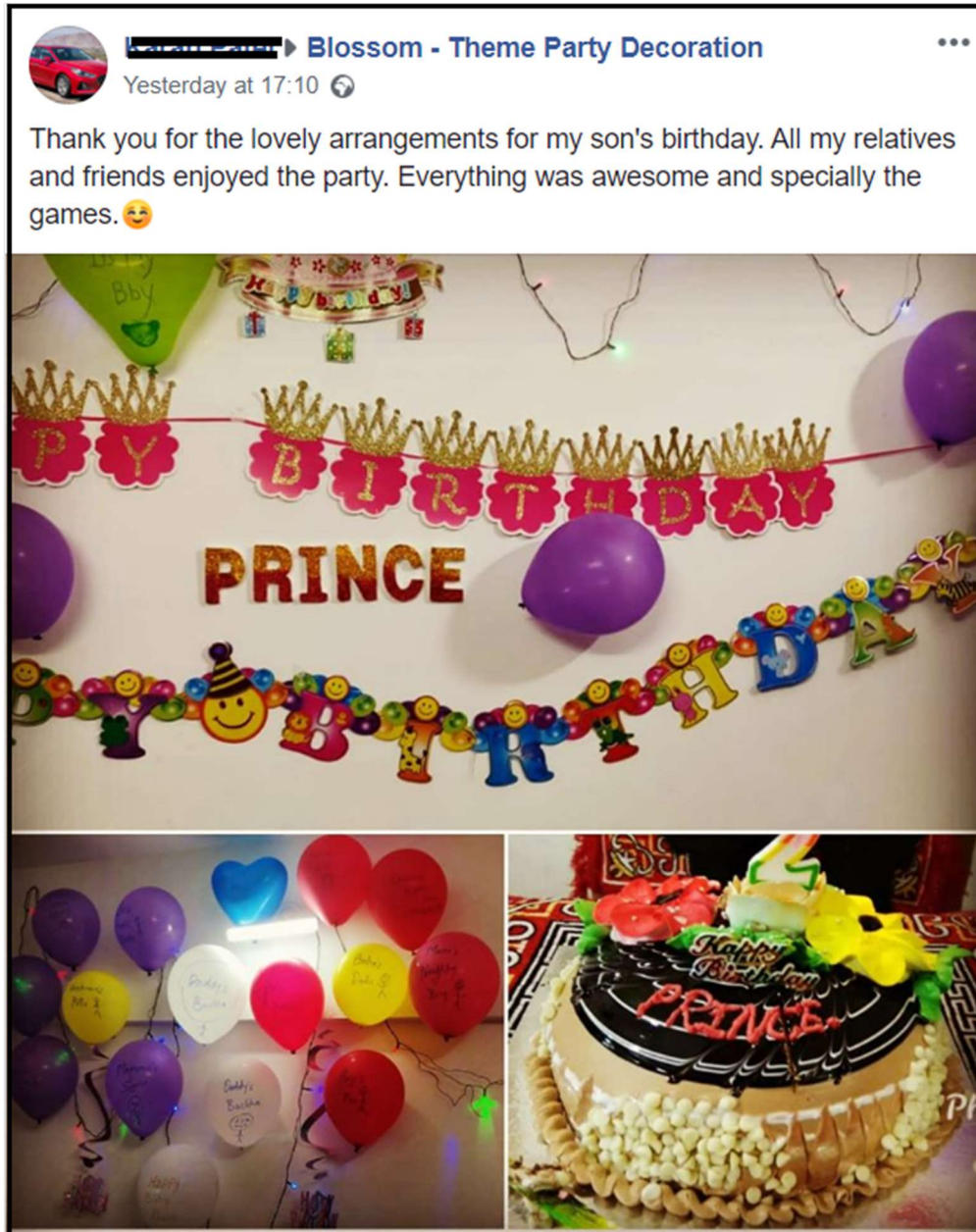


Figure 47 : User feedback

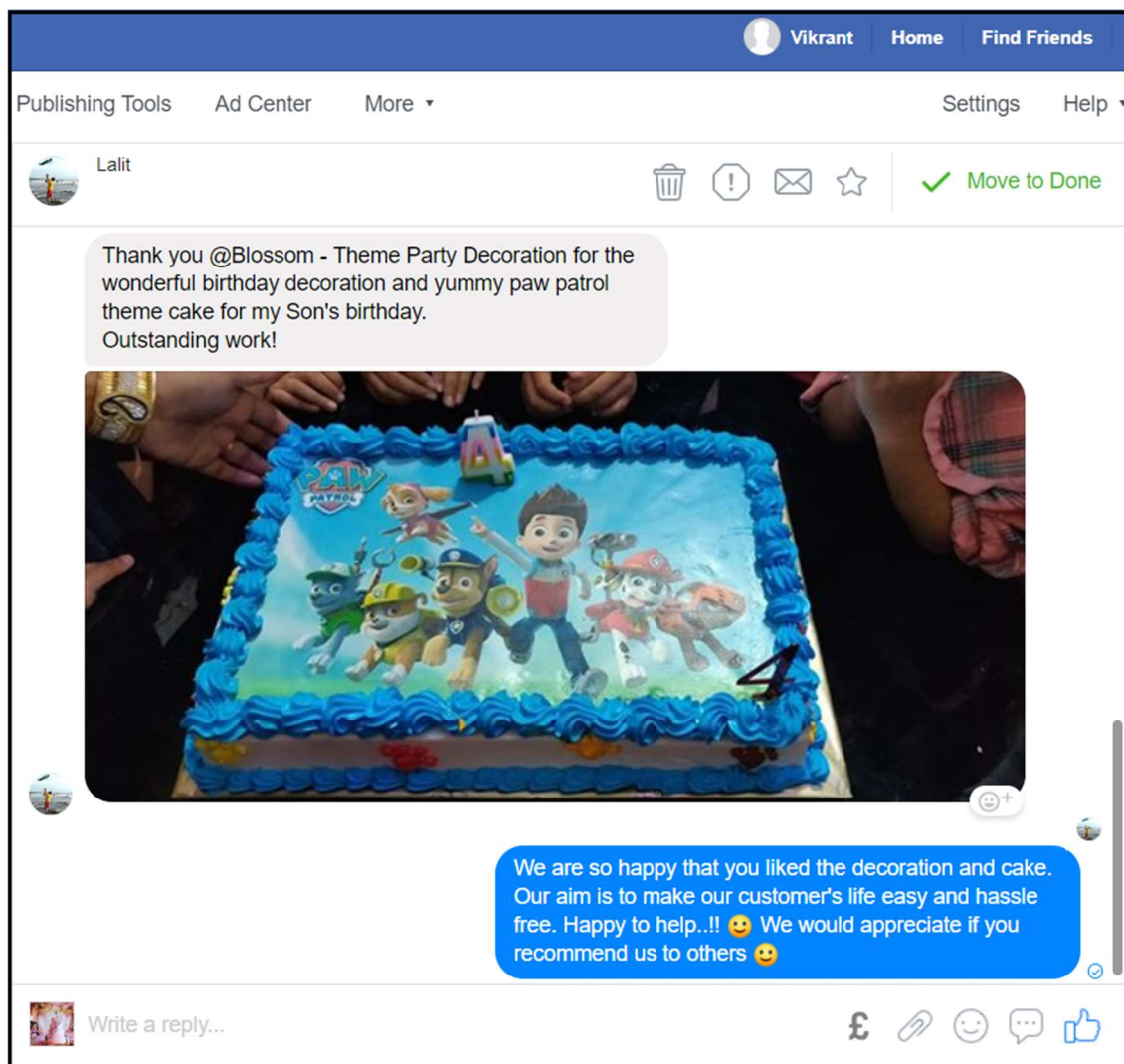


Figure 48 : User Feedback

It was a learning process for the team and for the pilot customers involved in initial few pilot events. It helped the team to gain useful customer insights and to know their unmet needs. After organizing every event, new ideas were come up to make the service experience rich.

Service design tools are used to collect the customers' requirements and hence to plan and manage the events accordingly. To know and analyse how customers establish interaction with the service, their likes, dislikes and confusing points, customer journey maps were used.

An excellent service can be developed by developing it for dedicated customer segments and finding out their requirements. In the analysis phase, based on the surveys conducted online and the conducted interviews, the targeted customer segments were selected for this service development. It was vivid that the Indians living in Manchester and the expats from outside the globe liked the service more. Factors like gender, age, lifestyle, profession were also considered for targeting the customer segments.

Various service design tools used to develop the new service. Figure 49 entails the various reasons why these were utilised.

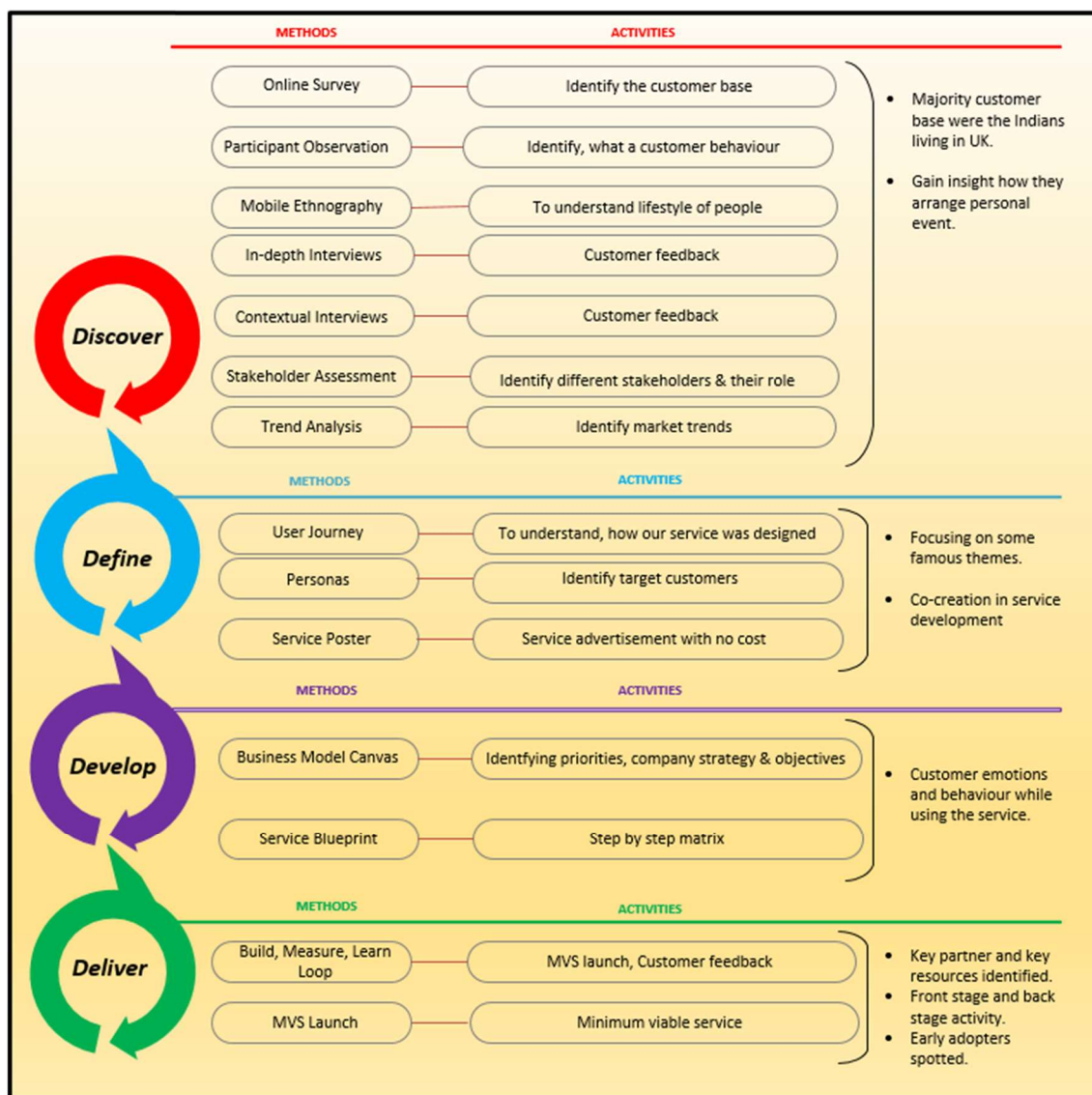


Figure 49 : NSD - service design tools (image creation by Chaudhari Vikrant)

6 Conclusion

The objective of this thesis was to develop a new service by using the various service design tools and methods. The data collected and the analysis done helped to gain insights for the service development. It also threw light on the other aspects of service like its design and operation. Interviewing users required some level of prep work. The very first and important thing for the interview was to find the right participants or respondents. It was not a good idea to rely on friends and family - justified with the "guerilla" rhetoric. The first step was to identify the key characteristics for the respondents. For example: people often celebrating

their kid's birthdays and people having kids with various age groups. This helped to get the 360 insights of the customers, their requirement, unmet needs, and expectations. From this criteria team produced a document called screener which helped to identify potential participants. It included a mix of question types (including yes/no, multiple choice, and open ended), and used responses to direct the flow through the set of questions. This helped us a lot to finalize the screener, and then the respondents.

The next milestone was to form a field guide or an interview guide or more formally, a protocol detailing what will happen in the interview. Our aim was to plan the work and work the plan! To prepare field guide, we started with our research goals and the other inputs. This was the step where we translated "questions we want answers to" to "questions we will ask." The guide also covered activities, tasks and more. The heart of the field guide was the research question that were being asked to the respondents during the interview.

Research and analysis is part of the first diamond and then creative part on the second diamond. So, before we get to the creative part, we needed to have the understanding of what kind of problem we are trying to solve and whom we are actually creating the solution for! The goal behind setting such interview questions was to Discover insight into the problem, customer expectations about the celebrations and their hidden wishes, Define the area to focus upon, then Develop the potential solution and finally Deliver the solution that work!

Direct feedback from the pilot customers was collected using the interviews. Keeping the focus on the issues mentioned by the pilot customers, the new service model was designed. Various aspects of lifestyle of people living in Manchester was revealed by mobile ethnography and online survey. It helped to understand their likes, dislikes, and the way they celebrate their events. The conducted research also helped to understand whether this kind of service delivery is available in the local market and its scope. Results from the surveys conducted online concluded that the Indians living in Manchester would be the customer segment on which the service needs to focus. This answered one of the research question, which is the relevant customer segment and customer base. Based on this, the Facebook page was designed accordingly so that it will be more visible to them. The page link was shared in all Facebook groups and communities.

Participant observation gave an insight to understand how the customers organise their events by their own and what difficulties they face while doing the self-arrangements. It answered the research question, what are the challenges the customer encounter while doing the arrangements for personal events? Participant observation for a day was helpful. It was found that customer had to spent long time in going through various theme-based supplies and not able to find the relevant supplies matching with the selected theme and customer had to hop around

various locations to arrange these theme based supplies as the supplies were not at a single location. The expectation was that all the theme based supplies should be available in various colours, in various price range and at one location so that excessive travelling can be avoided. Thus, it helped to get the answer the research question what customer expects from the service? It also helped to understand how they manage to get time from their busy and hectic schedule, how various distant places visited by them for arranging the party supplies. It also helped us to understand the customer unmet needs and how to address them. Ethnographic research threw the light on customer preferences. It was found that people like to buy return gifts, face painting colours, party supplies and other related accessories so that it can be used in the other celebrations as well. It is also found that they do not buy the expensive stuff and they tend to have bare minimal decoration for their celebration. This helped to answer the research question about customer preferences while celebrating personal events.

As discussed earlier, the objective of the thesis was to design a new service by co-creating the value with the customer and involving the customer from the very first stage of service designing. With regards to value co-creation and organization openness, in the theory section, it is mentioned that feedback was collected from the customer in pilot events and implementation of the changes were done accordingly. Customers who did not use the service were interviewed. From these interviews it helped to understand why they did not use the service. Insight from such interviews helped to improve the service.

This thesis adds its contribution to start-ups for academic ideas. It is the consolidation of the service dominant logic and the service design tools with the application of lean start-up approach there by creating the MVS which further can be enhanced and fine-tuned with the build measure and learn loop . The thesis process has the potential to create a service concept which is customer centric and which involves the customer from the beginning. Early identification of the important stakeholders and their proper utilisation helped to design a successful service concept. One can gain the understanding how the combination of service concept, various service design tools and lean approach yield the design of a new service. Thus, this model can be used in any other context where new services are developed.

Designing a complete package is the foremost and important step in the service concept. Final outcome is the core service with supporting services added on the top of it. In this case, the core service is the one in which the decoration is provided on the day of the occasion. Service facilitation would be to provide the personalised decoration. Hiring party artists like musicians, face-painting artists, finding the venue, renting the party supplies etc would be the part of supportive services. Value co-creation, openness in the process and transparency in every stage with the customer is very essential in service design. In the design of the new service, customers were involved, and continuous input was considered in the new service development.

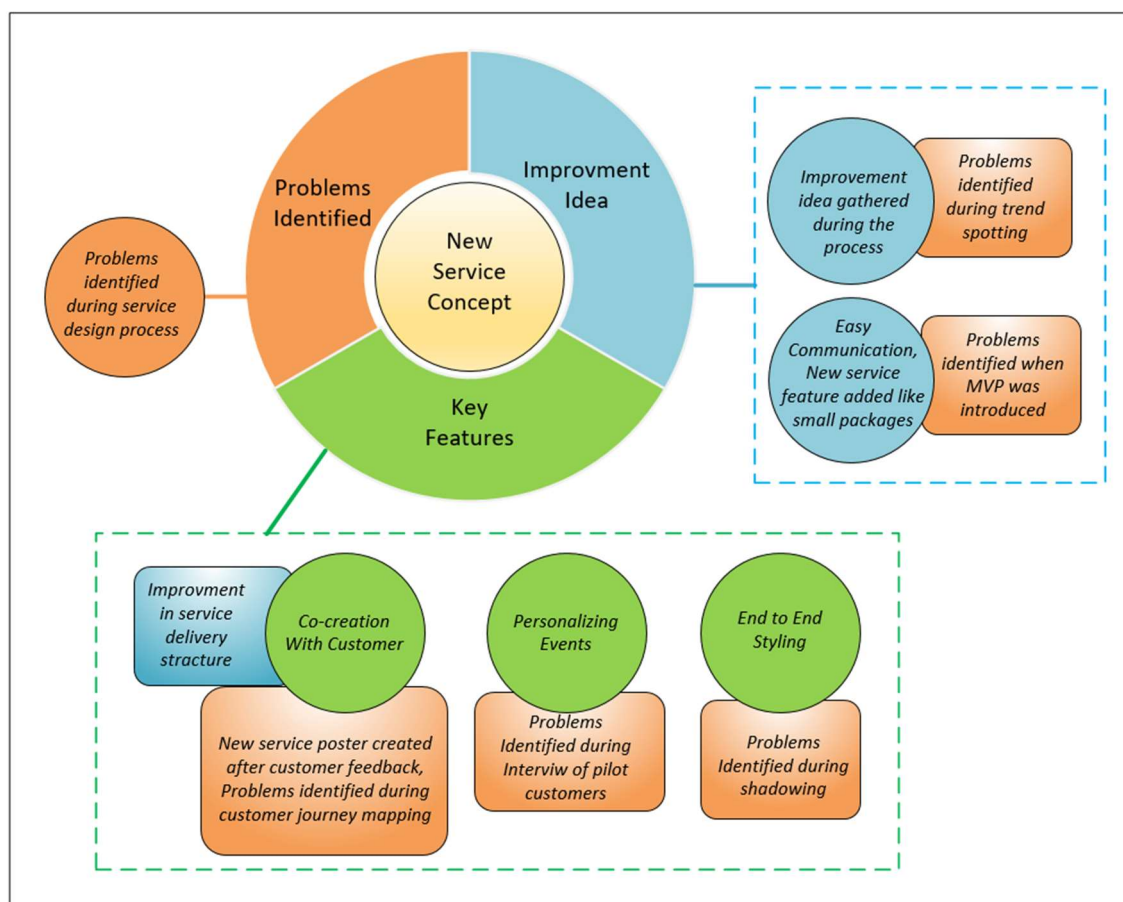


Figure 50 : Service design tools in nutshell for NSD (image creation by Chaudhari Vikrant)

New service development process was shown in Figure 50. It also entails the identification of the key features during the new service development. These three main key features were, co-creating the value of the events with customer coordination, providing personalize party supplies and providing end-to-end party arrangements and styling. Identification of these three features were done during various stages in the service development. Additional supporting features were added after the development of the minimal viable product. New ideas during the customer communication were introduced. For example, use of images while presentation of the design details and party supplies.

Each time the event gets organised with the customer, further enhancements and modifications in the services are done. As mentioned earlier, as per the service logic perspective, customer should be able to find new ways to implement the service by their own. New service should be designed to achieve the same. For instance, one of the customers came up with an idea of renting the party supplies. This became the key selling idea of the service. This was also a key in earning the maximum profit.

Another customer requirement was arranging a small event with small budget and small place. The customer requirement was to plan a surprise birthday party for his wife. Another requirement was for personalised party supplies. Thus, the service was developed by finding the innovative ways to meet different customer requirements, solve their problems by co-creating value with them. In the beginning the service was designed to offer end to end solution with a fixed package. In the later stages, by taking repetitive feedbacks from the customers and having openness in service design, thorough understanding of the customers' unmet needs were done and then further enhancements in the service was done.

This helped to bring innovations in service development and delivery in which customers can contribute their ideas and skills to create value from the offered service. Vision of the Event Manager is to expand further in the event industry in organizing the personalized social events for example silver, golden jubilee parties (25th and 50th birthdays and anniversaries), surprise parties, baby shower, Halloween, X-mas parties, graduation ceremonies.

Event Manager is a new service developed using new service design methods and tools. It concentrates on delivering an experience and feature rich service to its customers. This service will hopefully find a solid place in the Manchester market. While taking into account the limitations of this service, the fact needs to be highlighted is that, the customer segment that this service targets, does not include local Brits, as from the online survey it was revealed that they did not show much interest in renting such service but rather preferred to do the arrangements for their events by their own. In fact, the local people in Manchester contributes the major customer base. Hence the next step in developing the business would be to do further research on their lifestyle, culture, and social life to gain further insights there by making the changes in the current service or creating new service for them to create a broad customer base. This will help to promote the business on higher scale. As of now it is based on mouth to mouth publicity, but next step would be to promote with digital marketing. At present, there is no website for the service. So, next plan is to create the website and do the Search Engine Optimization (SEO) for it so that whenever anyone searches for party supplies or event organizer, Event Manager name will come first in the search results. Apart from that advertising pamphlets would be created and distributed with various discounts and special offers. For example, X-mas or Halloween offers etc.

Based on the market research done, there is another opportunity to grow the Event Manager service across UK. This opportunity lies in the support of rural families or families having low income and which cannot afford to take the event management service. For such families, Event Manager will seek to arrange free workshops and sessions to teach them the hand craft work to create the decorative articles, decorative items from any raw material easily available at their homes or from the raw material which is available in cheap rates in the market and

which can be easily afforded by such families. Not only the parents but kids can also take part in such sessions to make it more co-creative and interesting there by developing their learning, craft, motor, and language skills there by boosting their self-esteem, creativity, and cognitive development.

Such workshops and sessions will not be limiting to low income families but also for the financial stable families with nominal fees. No other event management service in Manchester is offering such service which will not only serve its purpose of end to end event management but also by expanding its wings and going one step ahead and engaging the families and kids in such co-creative workshops there by providing them the quality time and increasing the parent-children bonding there by creating a new market by offering such service.

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Figure 40 : NSD by Build, Measure and Learn (Image creation by Chaudhari Vikrant)

Figure 41 : Service blueprint for new service model (Image creation by Chaudhari Vikrant)

Figure 42 : Customer Orientation (Image creation by Chaudhari Vikrant)

Figure 43 : Service Logic Business-Model Canvas for new service (Image creation by Chaudhari Vikrant)

Figure 44 : Business page, Facebook

Figure 45 : Customer communication by Facebook messenger

Figure 46 : Customer communication by Gmail

Figure 47 : User feedback

Figure 48 : User Feedback

Figure 49 : NSD - service design tools (image creation by Chaudhari Vikrant)

Figure 50 : Service design tools in nutshell for NSD (image creation by Chaudhari Vikrant)

Appendices

Appendix 1 : Poster for new service - final version

Blossom
Event Planner and Decorators

We Create.. You Celebrate

We Offer

- Customized theme party decoration
- Decorative lighting
- Event Catering
- Audio & Visual
- Entertainment (Photo Booths, Games, Face-painting)
- Photographer
- Customized party supplies
- Return gifts



+44 7754 750243

Contact us
blossomtheparty@gmail.com
<https://www.facebook.com/Blossom-Theme-Party-Decoration-102821954454498/>

Appendix 2 : Zoom Presentations given to customers detailing list for party supplies



Item	Price
Birthday Cap (10)	5.50£
Party Candle (10)	1£
Mask (10)	5£
LED Balloons (30)	15£
Birthday Flag	2£
Paper Lantern (10)	3£

Number Balloon (1)	1.45£
Table Cloth (1)	5£



Item	Price
Disposable Glass (10)	1.50£
Spoon (10)	1.50£
Fork (10)	1.50£
Designer Paper Plate (10)	2.00£

Return Gifts



Item	Price
Homemade chocolate bag (15 Pcs)	6£
Sweet Box (28 Pcs)	10£
Dry fruit Gift Box (1)	10£
School bag for kids (1)	8£
Water bottle for kids (1)	2£
Bag for adults (1)	12£
LED band for kids (1)	3£

Magical slate for kids (1)	5£
Ice cream shape eraser (4)	1£
Motor bike shape perfume (1)	8£

Catering



Item	Price
Samosa (10)	7.5£
French fries	2£
Kids' veg combo (1)	6£

Halloween theme cake	19£
Normal cake	16£
Adult meal combo	8£
Indian curry combo	8£

Appendix 3 : Questions for survey made online

This survey is conducted as a part of Laurea University of Applied Sciences Master Thesis. Subject of the thesis is creating a new service model and launch of a new business in Manchester. Service model focuses on arranging the private events like birthdays, graduation ceremony, baby showers, anniversaries etc. Company deals with birthday decoration and party supplies to make an event successful.

Title of the survey: In what way people in Manchester prefer to celebrate their birthday parties

Q1. Name(optional) and country

Q2. Number of children and their age

Q3. What do you prefer to celebrate your kid's birthday?

- By renting a private hall/ venue
- By celebrating at home/ personal
- By celebrating in a restaurant/ party hall
- do not celebrate

Q4. Is there any birthday party that has been arranged based on a theme for your kids? If yes, from where do you arrange/buy the party supplies?

Q5. From where do you arrange/buy party supplies for the birthdays not based on any theme/ general birthday?

Q6. Have you managed to get what you look for? YES/NO

Q7. Do you prefer to buy the party decor online? If Yes, from where?

Q8. From the options given, I would like to

- Hire someone who can arrange my kid's birthday party
- Opt to go to visit the website online
- Do my own decoration by buying the party supplies from the local shop

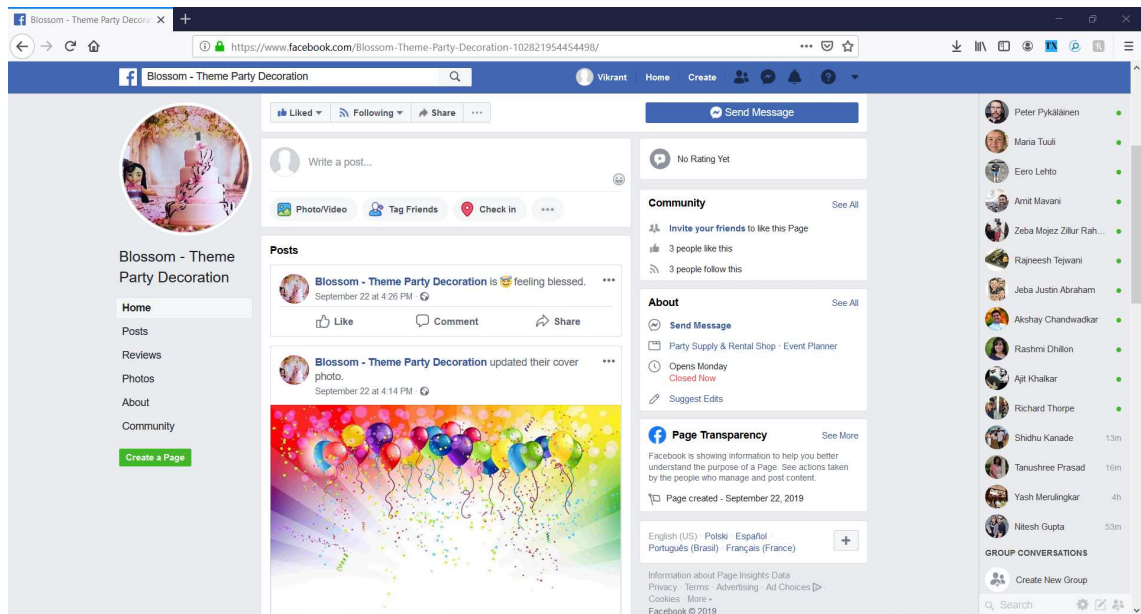
Q9. What is the reason that I chose the above option?

Q10. To obtain further details about the theme based birthdays, please mention your email address below.

Appendix 4 : Relevant links for Blossom

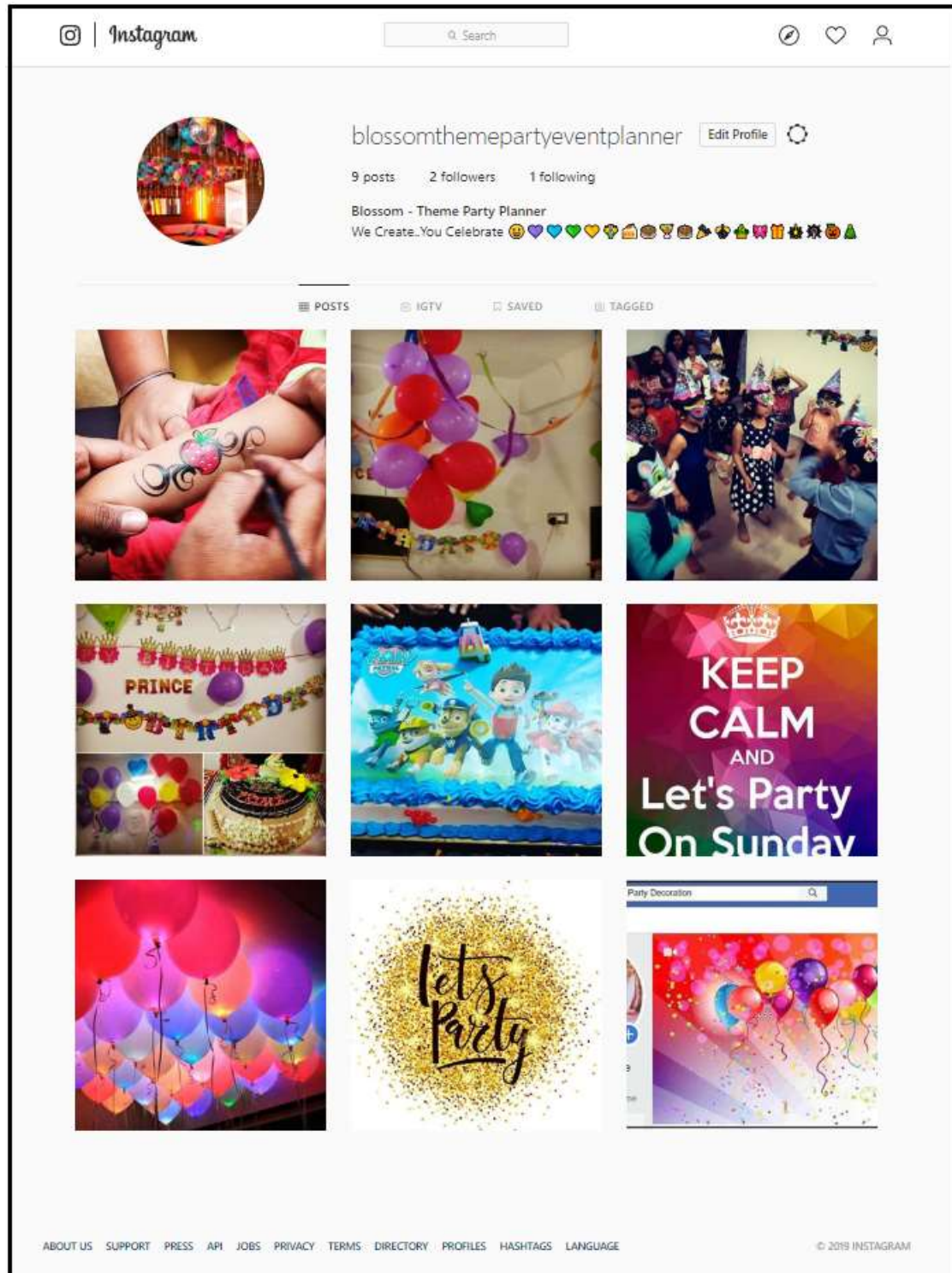
Facebook

<https://www.facebook.com/Blossom-Theme-Party-Decoration-102821954454498/>



Insta-gram

<https://www.instagram.com/blossomthemepartyeventplanner/>



Appendix 5 : Mobile Ethnography Results

- <https://partypieces.co.uk/>
- <https://www.partyrama.co.uk/>
- <http://www.allyouneedtoparty.co.uk/>
- <https://www.partydelights.co.uk/>

Manchester Online- Shops	<ul style="list-style-type: none"> • http://www.allyouneedtoparty.co.uk/party-supplies-manchester-i65 • https://www.giddygoattoys.co.uk/ • https://www.hamleys.com/ • https://www.smythstoys.com/uk/en-gb • https://www.bakerdays.com/cake-delivery-uk/cakes-delivered-manchester • https://www.thebrilliantbakers.co.uk/birthday-cakes-manchester/
Venue hiring places And Children Entertain- ment Artists	<ul style="list-style-type: none"> • https://www.kidsguide.org.uk/manchester-children/party-venues-manchester/ • https://www.familiesonline.co.uk/local/manchester/parties/party-venues • https://www.manchestereveningnews.co.uk/whats-on/family-kids-news/seven-awesome-childrens-birthday-parties-11511339 • https://www.netmums.com/local/manchester/parties • https://www.yell.com/s/childrens+entertainers-manchester.html • https://www.kidsguide.org.uk/manchester-children/party-entertainers-manchester/ • https://www.birthdaypartymagician.co.uk/manchester-childrens-entertainer/ • https://www.birthdaypartymagician.co.uk/manchester-childrens-entertainer/ • https://magicphilip.co.uk/ • https://www.froggleparties.com/areas-we-cover/childrens-entertainers-manchester/
Birthday Party Blogs In Manchester	<ul style="list-style-type: none"> • https://blog.partydelights.co.uk/party-themes/ • https://www.nonstopkids.co.uk/post/popular-childrens-party-themes-in-2019 • https://blog.partydelights.co.uk/fancy-dress/ • https://www.actingtheparty.co.uk/kids-party-ideas-blog/ • https://captain-fantastic.co.uk/blog/ • https://prettylittlepartyshop.co.uk/blogs/pretty-little-party-ideas • https://blog.partydelights.co.uk/seasonal-party-ideas/ • https://blog.partydelights.co.uk/halloween/ • http://www.twizzle.co.uk/25-of-the-best-party-inspiration-blogs-for-2017/ • https://www.realsimple.com/holidays-entertaining/birthdays/kids-birthday-party-ideas

Appendix 6: Questions set for contextual and in-depth interviews

Group #One

- a. Do you like to commemorate events ?
- b. In what way it is commemorated?
- c. Children from your kid's day care and school are invited?
- d. Have you heard about the theme based birthday parties? Do you have any idea about it?

- e. Have you celebrated your kid's birthday based on any theme?
- f. If Yes, what theme was it?
- g. From where did you arrange/ buy the theme based party supplies?
- h. How much did it cost you?
- i. Did you arrange/buy the birthday cake based on the theme?
- j. Did you search for the space for the venue?
- k. What problems did you encounter in doing that?
- l. Would you prefer to hire a service which can take care of such arranging theme based birthday parties ?

Group #Two

- a. Who told you this business model ?
- b. How was your perception regarding it?
- c. When first time we met you and gave you the idea, was everything clear to you?
- d. What did you like most in the service?
- e. Did the budget given by our team met your expectations?
- f. According to you, which part of the service needs to be improved?
- g. Which part of the service you think did not meet your expectations?
- h. How did you feel when you first time entered in the venue space at the time of the event?
- i. What was the reaction from your kids?
- j. Have you received any sort of feedback from your guests?
- k. According to you, what additional things are needed in it ?
- l. What was the reaction from your family?
- m. Would you recommend this service to your friends?
- n. How was the team communication with you?

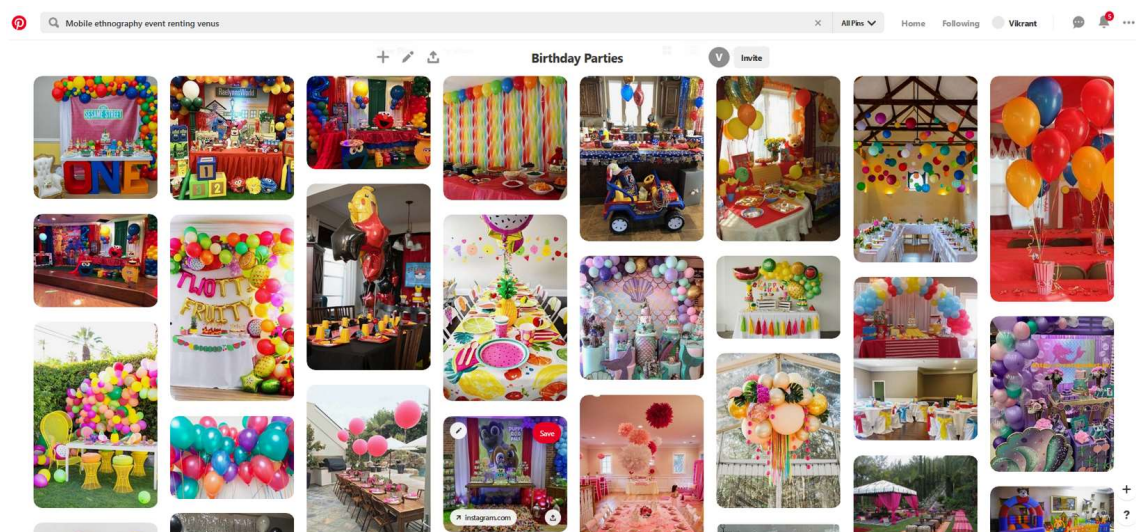
Group #Three

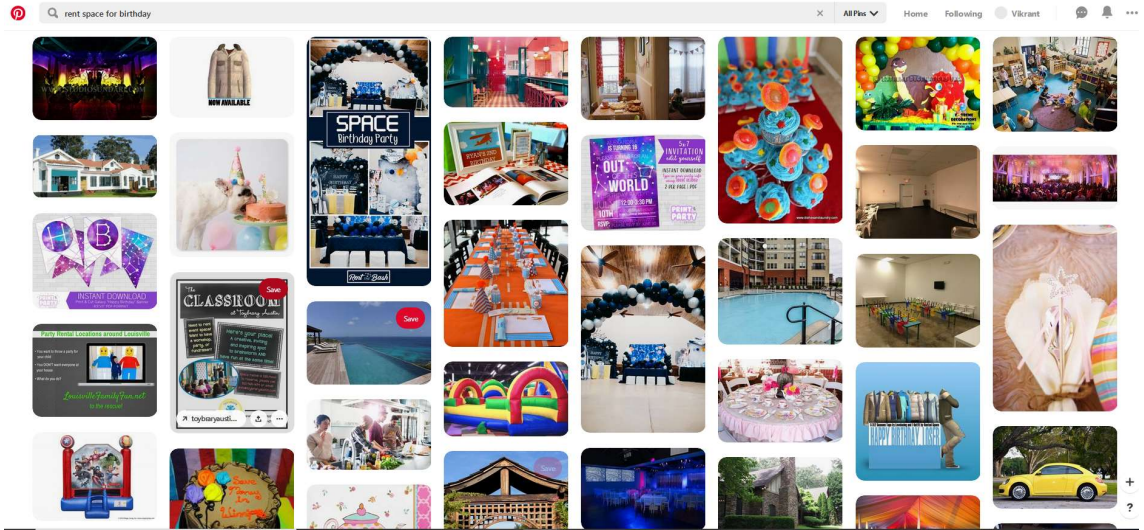
- a. What is that which you liked in the service?
- b. How did you get to know about Event Manager and its services?
- c. What was that in the service which did not met your needs?
- d. Did you get enough chance to negotiate?
- e. According to you, which part of our business model require changes?
- f. What other aspects of the model satisfied you?
- g. Is cost structure effective?
- h. Where requires focus?

Group #Four

- a. Who told you about this business model?
- b. What was your first feeling about the service?
- c. When first time we met you and gave you the idea, was everything clear to you?
- d. What did you like most in the service?
- e. Did the budget meet your expectations?
- f. According to you, which part of the service needs to be improved?
- g. Which part of the service you think did not meet your expectations?
- h. How did you feel when you first time entered in the venue space at the time of the event?
- i. What was the reaction from your kids?
- j. Have you received any sort of feedback from your guests?
- k. According to you, what additional things do you want in the service ?
- l. What was the reaction from your family?
- m. Would you recommend this service to your friends?
- n. How was the team communication with you?
- o. What is the reason that, second time you do not want to choose us for arranging your kid's birthday party.
- p. What was that in the service which did not met your needs?
- q. Did you get enough chance to negotiate?
- r. According to you, which part of our business model require changes?
- s. What other aspects of the model satisfied you?
- t. Is cost structure effective?
- u. Where requires focus?

Appendix 7 : Screen-captures from Pin-terest showing results for mobile ethnography, entertainers, and venues on rent





Appendix 8 : Document having instructions on how to decorate the hall and the venue in case customer rent the party supplies

Review View Help PDFsam Enhanced 6 Creator

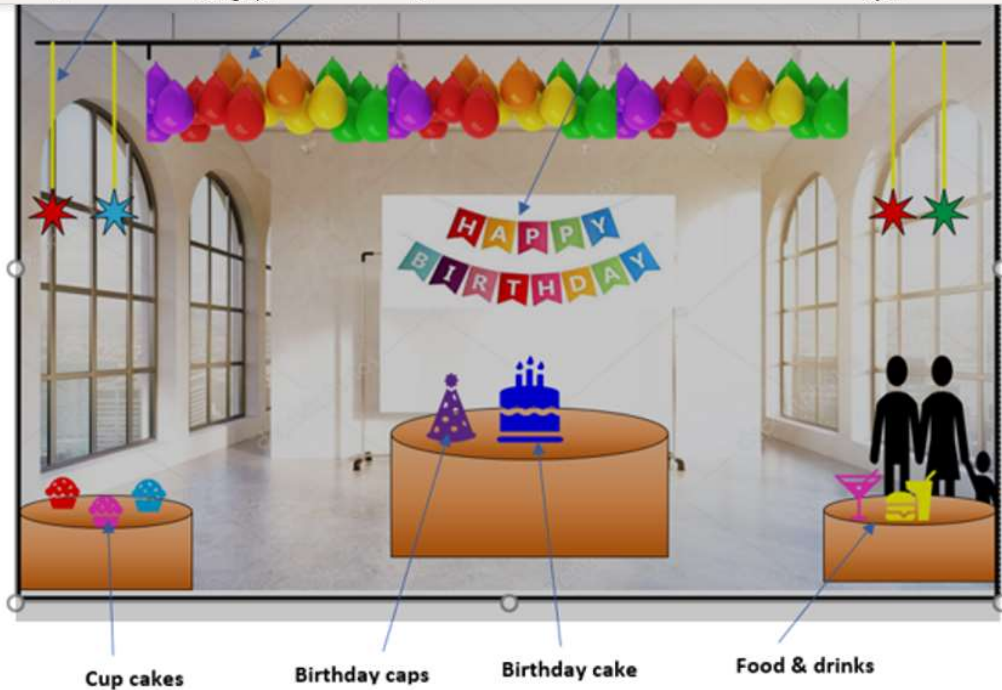
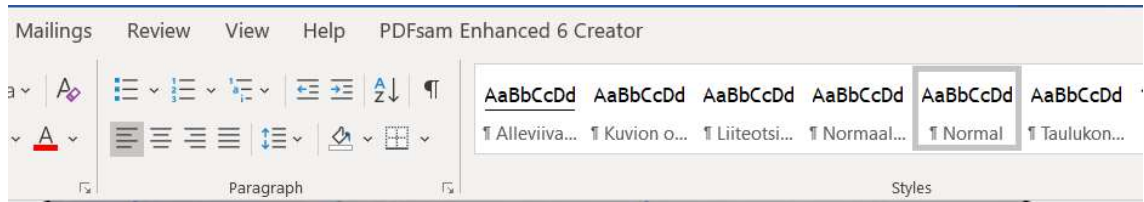
AaBbCcDd AaBbCcDd AaBbCc AaBbCcC AaB AaBbCcD AaBbCcDd AaE

Paragraph Styles

The diagram shows a decorated entrance. At the top, a blue banner with the word 'WELCOME' in yellow letters is centered. Below the banner is a garland of yellow and red flowers. On either side of the garland are pink curtains with yellow stars. In the center, there is a silhouette of a man, a woman, and a child. At the bottom, there is a pink carpet leading to a row of red and yellow balloons.

Instructions:

1. Use and fit the curtains at the entrance of the door
2. Attach lanterns to the curtains



Instructions:

1. Attach balloons on the ceilings.
2. Attach birthday flag on the front wall.
3. Put the big table at the centre and put birthday cake and hats on it.
4. Put a table on one side and arrange cup-cakes on it.
5. Put another table on the other side and arrange food and drinks on it