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SCOUTING THE CUSTOMER NEED FOR EEZY OYJ'S NEW WELLBEING SERVICES

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ABSTRACT

The objective of the thesis was to find out what wellbeing services Eezy Oyj's corporate customers were using and would need in the future since the commissioning party is expanding their service offering to provide wellbeing services in the future. The goal was to provide meaningful information of the customer needs to the commissioning party that they could utilize when launching new services.

The research utilized qualitative research methods. Qualitative research methods such as interviews were used to form a comprehensive understanding of Eezy Oyj's customers' usage and future needs of wellbeing services. The interviews were executed via phone calls. Seven participants from different companies and various fields of business were interviewed in total.

The study showed that most common wellbeing services utilized were occupational health care, services that support mental health and sports related leisure time activities. The wishes for the future were concentrated on supporting mental health, and developing working life skills and managerial work. Considering commissioning party's field of business, the focus on their new wellbeing services could aim to provide services that support mental and physical health, and also provide tools for support working life skills and managerial work.

Keywords: wellbeing services, customer need, acquisition, occupational health care, mental health services

CONTENTS

1 INTRODUCTION

The aim of the thesis is to find out what wellbeing services the current customers of Eezy are currently using and would preferably use in the future. Eezy Oyj is Finnish staffing and recruitment company that is expanding their service offering to also provide wellbeing services. The goal of the thesis is to provide meaningful information to Eezy Oyj about their customer companies' usage of wellbeing services that Eezy can utilize in their service design for their new wellbeing services. The research is limited to interview only significant customer companies by their size and purchasing power, and study the current usage of customers wellbeing services excluding all other services.

The first research question seeks to find answers to what the customer companies' current usage of wellbeing services are. The second research question defines what wellbeing services the customer companies would need in the future to provide a better working environment for their employees. The third research question finds out how Eezy can meet the needs. The research is conducted with qualitative research methods and implemented by interviewing HR-representatives and management team members in Eezy's current customers. The thematic interviews follow a semi-structured formula with previously defined questions together with the commissioning party.

The theoretical framework of this thesis covers two themes. The first theme discusses wellbeing services as a growing business opportunity and why it is justified to invest in wellbeing services. As Eezy is expanding their service offering with acquisitions, the concept of acquisitions is also addressed. Acquisitions are time and resource consuming processes, and mostly executed to increase the profitability and shareholder value. Therefore, it is important to examine the acquisition process. The second theory chapter covers the topic of customer need scouting and reviews different methods for scouting the customer needs. It is justified to study and understand the target market and customer need since understanding the customer need decreases the risk to fail in acquisitions and increases the possibilities to succeed in new business areas.

2 WELLBEING SERVICES AS A BUSINESS

This chapter introduces wellbeing services as a new business opportunity and how to execute company acquisitions. Wellbeing at work is a widely known trend in the 21st century (Sitra, 2022). Recent studies show that improving wellbeing at work can have positive impacts on the business performance (Litchfield, 2021). Therefore, it can be said that wellbeing as a trend creates new business opportunities for b2b and b2c market. This chapter focuses on wellbeing services as a business opportunity in the b2b market and what to consider when executing acquisitions. As the industry is rapidly developing, the demand for wellbeing services needs to be examined further.

Wellbeing services are widely understood as an area that covers multiple different business possibilities. Usually, wellbeing services have in common that these services are created for helping customers. These services can include exercise and nutrition coaching, body and mind relaxation exercises, massages and other treatments, and training that supports wellbeing. Usually, wellbeing services exclude health care services (Tukes, 2022), although health care services can be understood as wellbeing services. Since wellbeing is often compared to health, wellbeing can be defined with answering the question “how are we doing” that can cover answers from physical, mental, and social wellbeing (Litchfield, 2021).

Companies’ future desire to invest in wellbeing services is increasing to support development and growth, and to decrease the costs of sick leaves and disability retirements (Tuominen et al, 2021, 6). Tuominen et al. (2021, 89) introduces certain best-case scenarios for well-managed organisations relating to themes such as wellbeing at work and the cost of investing into wellbeing services. One of these scenarios covers the effects of investing in wellbeing actions in the company strategy that have a direct impact on the financial figures. This can be seen as decreasing the number of retirements due to a disability and also decreasing accident-related costs. To succeed in cutting the health-related costs

impacting negatively, health and wellbeing activities must be an integral part of the company strategy which the company's management team is responsible for.

2.1 Wellbeing services as a new business opportunity

Wellbeing services are often created by the research results of the customer need. As these services are constantly developing so is the customer need. It is important to understand the current needs and desires to avoid failure. As the customer need is examined further the company must be willing to take actions to maintain the customer relationships and develop the company. If the customer is not getting the help needed, the customer relationship will soon fade away (Hurme et al. (2017, 154). Therefore, it is important to understand the customer need and how the service is also benefiting their business when creating new wellbeing services.

Some industries understand wellbeing services as exercise and sports services when other companies are in need of management consultant and leadership development coaching services. According to Hurme et al. (2017, 207), developing the workload management can be one method to gain the competitive advantage. Providing services that clear the issue with workload management and leadership development is important not only for the sake of the company personnel but also it gives the competitive advantage for the company. Therefore, broadening the service offering for wellbeing services that focus on gaining the competitive advantage for the target customers can be a selling point to a new business opportunity (Kalliomaa, 2011, 74).

In the highly competed business area as the wellbeing industry is becoming, the company strategy should always be based on the idea of executing better results than the competitors. Starting a new business has its risks already and to avoid the common mistakes, it is important to stand out from the competitors (Hurme et al. 2017, 28). By investing in wellbeing at work, it not only affects companies' employees but also increases the possibilities to prosper through challenging times (Litchfield, 2021).

2.2 Broadening the service offering with acquisitions

According to Liimatainen & Lähteenmaa, (2020, 12), inorganic growth is a central factor of companies' growth strategy. Acquisitions are seen highly valuable especially from the perspective of venture capitalists and stock listed companies. Acquisitions can even be seen as an inevitable action to grow the shareholder value and increase the value of the company among organic growth. It is also mentioned in the Limited Liability Companies Act that the company should always aim to make profit for the shareholders if there is nothing else mentioned in the corporate by-laws.

To succeed in acquisition, it is estimated that 10-20% is related to technical skills and the rest of the success comes from other relevant skills such as negotiation and communication skills, psychological aspect, and merging the services or products of the target company with the acquiring party to a whole. To avoid failure there need to be definitions for success and failure since the range of failure is estimated to be around 50-90% in M&A (Mergers and Acquisitions) (Liimatainen & Lähteenmaa, 2020, 20).

There are certain processes that needs to be addressed before the acquisition. The buyer can minimize the risks by following a certain model. The following model represents that first the target company is recognized. After recognizing the potential target company all the potential risks should be assessed. It is important to execute risk analysis with due diligence process properly since the commercial law is usually excluded from acquisitions and rescinding the contract is particularly difficult after the acquisition is executed (Liimatainen & Lähteenmaa, 2020, 43, 91).

After a comprehensive risk analysis, the target company's growth potential and strategy need an evaluation. To succeed in the acquisition, the synergy benefits should be evaluated and how both companies' strategies and company cultures

are aligned. Then, the buyer defines the requirement for rate of return. The required rate of return can be secured with earn-out mechanisms. Earn-out means that part of the contract price is tied in the target company's future profit. After having a comprehensive analysis of the target company's current state and financial details, the buyer can make a conclusion whether to proceed with the acquisition or not (Liimatainen & Lähteenmaa, 2020, 43). Figure 1 presents the evaluation process of an acquisition.

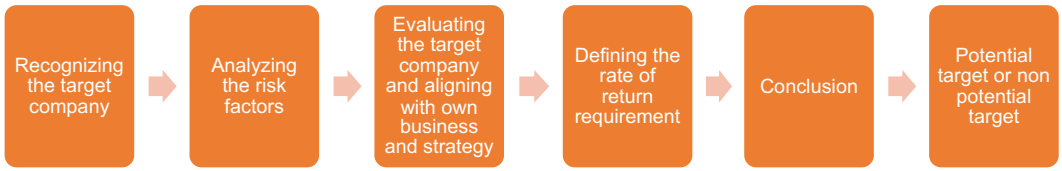

Figure 1 Evaluating the acquisition (Liimatainen & Lähteenmaa, 2020)

Before the acquisition it is important to define specific goals that are measurable. These goals should both cover the financial aspect and the strategic aspect. The financial aspect is based on the operative and economical capacity. Financial goals consider the target company's predicted cash flows with stand-alone principle. That describes the cash flows that are independent and not relied on the possible predictions after the acquisition. The synergies are considered in financial goals that could be savings in expenses or increasing the profit (Liimatainen & Lähteenmaa, 2020, 28).

Strategic aspect is based on the acquiring company's own growth strategy. The strategy includes what area of business the growth is targeted for, and what are the services, products, or customership that would grow the shareholder value. The previously set foals define how the acquisition support the growth strategy. After the acquisition the goals are evaluated comprehensively (Liimatainen & Lähteenmaa, 2020, 28).

2.2.1 Acquisition process

Acquisition can follow a certain process which starts from preparation phase where the company strategy is defined. This includes defining the Long List that lists the companies that fulfill the desired goals and defined the required rate of return. The terms of the acquisition must be defined. Then, the integration team must be defined and the goals for integration. Then, the funding must be clarified and after that the Short List is defined which lists the companies that will be approached. Then comes the sketching of purchase plans (Liimatainen & Lähteenmaa, 2020, 336). Figure 2 presents the different phases of the acquisition process.

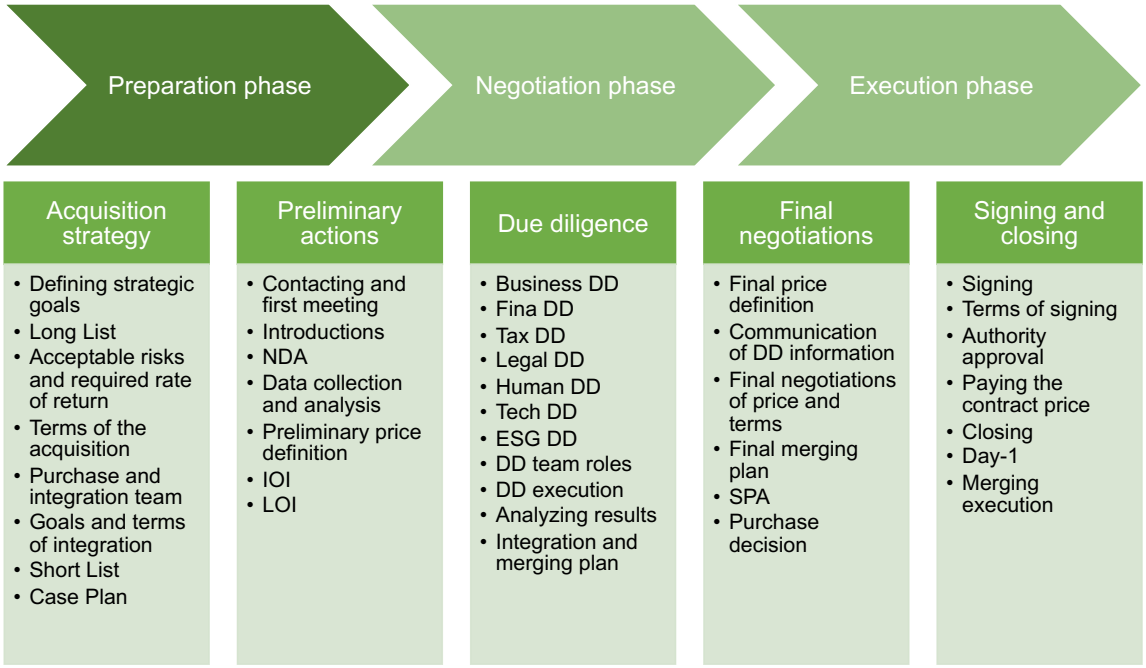

Figure 2 Acquisition process (Liimatainen & Lähteenmaa, 2020, 336).

After the preparation phase comes negotiation phase. This includes preliminary actions such as contacting the target company, introductions and presenting agenda. This phase requires an NDA (non-disclosure agreement). Then, the first data collection and analysis can be executed, and the first IOI (indication of interest) is communicated. Then, a LOI (letter of intent) is sent which can lead to compiling the legally combining agreement (Liimatainen & Lähteenmaa, 2020, 358).

Executing the due diligence process is part of the negotiation phase. Potential risks can be researched with the due diligence process. Due diligence usually covers interviewing the management team and collection and analyzing data. Due diligence can also cover other relevant fields such as personnel, HR, technologies, and cultural aspects. Due diligence helps the buyer to confirm the information that the seller has given to be accurate. After the due diligence phase, integration and designing merging plan is executed. This leads to final negotiations that covers the final price definition and communication of the information based on the due diligence. Then, the terms and price are negotiated. After that, the final merging plan is agreed. Then the SPA (sales and purchase agreement) is formed, and the agreement of the purchase decision is made (Liimatainen & Lähteenmaa, 2020, 370, 372, 379).

The final phase is execution phase where the signing and closing is done. Terms of the signing is executed, and the needed authorities can approve the acquisition. Then, the contract price must be paid. After that the acquisition is closed and the first day of legal ownership is called Day-1. After Day-1, the merging plan can be started to execute (Liimatainen & Lähteenmaa, 2020, 381).

2.3 Conclusion of broadening the service offering with acquisitions

Wellbeing services provide multiple business opportunities. It is important to understand the market when broadening the service offering before launching any new services or executing acquisitions. Acquisitions are time and resource consuming and therefore must be considered thoroughly. In the best-case scenario, the outcome of the acquisition brings added value to shareholders and increases the company profitability. As Liimatainen & Lähteenmaa (2020,20) state, 50-90% of the acquisitions fail, so the process and goals must be well defined before the execution.

As wellbeing services form a rather new industry, the opportunities are broad. By increasing the employee wellbeing, companies have wider possibilities to prosper

during difficult times (Litchfield, 2021). This leads to a proposal that scouting the need of the target market has an impact on both sides. When a company can provide high-demand wellbeing services, it will likely increase their sales. As well as the target company that invests in these wellbeing services can benefit their business too by improving their employee's wellbeing at work.

3 RECOGNISING THE CUSTOMER NEED

This chapter dive into topics why defining and understanding the customer need is important when launching new services that aim for increasing sales. Also, this chapter discusses why it is important to understand the customers current willingness to invest in these services. There are different methods that can be utilized for customer need scouting that are demonstrated further.

The base of scouting the customer need should focus on providing added value to the customer. Before that the seller needs to be aware of the short term and long-term goals of the customer. The seller also needs to understand the impact of the customer's possible problems (Kalliomaa, 2011, 75).

3.1 Scouting the customer need

The sales process starts when a potential customer is recognized. To be successful in sales, the customer needs must be well defined and recognized together with the customer. To benefit both the seller and the customer, the seller must focus on solving the customer's problem. (Hänti et al. 2016, 134.) The seller should only provide solutions that are beneficial for the customer or their business (Kalliomaa, 2011, 74).

All successful business transactions require trust between the seller and the customer. Understanding how to solve the customer's problem can be conducted from the recognized need of the customer. Yet, to gain the needed trust, the seller first needs to find a way to build a bridge for offering the service and scouting the customer need. Although the customer can be interested in the

service that the seller is providing, the seller should first focus on scouting the customer need. The customer need should be clarified before the seller can introduce their services so that the provided service can also be built to meet the customer need. (Hänti et al. 2016, 138-139.)

3.2 Methods for scouting the customer need

To succeed in sales there are different methods for asking questions. In 1925 E.K. Strong represented two question types that could be divided in two categories. These categories are open and closed questions. Open questions require usually a longer answer and can't be answered with only 'yes' or 'no'. Closed questions are questions that don't require long answers and usually can be answered with only 'yes' or 'no' answers. (Rackham, 2011, 40.)

It is important to understand the organizational need of the customer when doing B2B sales but also to understand to whom the possible solution is targeted for. Questions that can be helpful in scouting the customer need can be the following. (Hänti et al. 2016, 140).

- What is the customers problem?
- How is the customer currently dealing with the problem?
- What does the customer value?
- What could be achieved with the possible solution?
- Who is the solution made for?
- Who is the responsible one for the purchase of the solution?

The skill to listen to the customer is as important as asking the right questions. The better the seller knows their customers, the better chances there are for a successful business opportunity (Kalliomaa, 2011, 76). As the customer need scouting is aimed for increasing sales, there are different techniques to execute the customer need scouting.

3.3 SPIN model

One of the most common techniques for asking questions is created by Neil Rackham and called SPIN. Rackham's model for customer need scouting is divided into four different question types that aim to find answers for different needs. Figure 3 presents the words in SPIN model and the specific order that is used to ask the question the types.

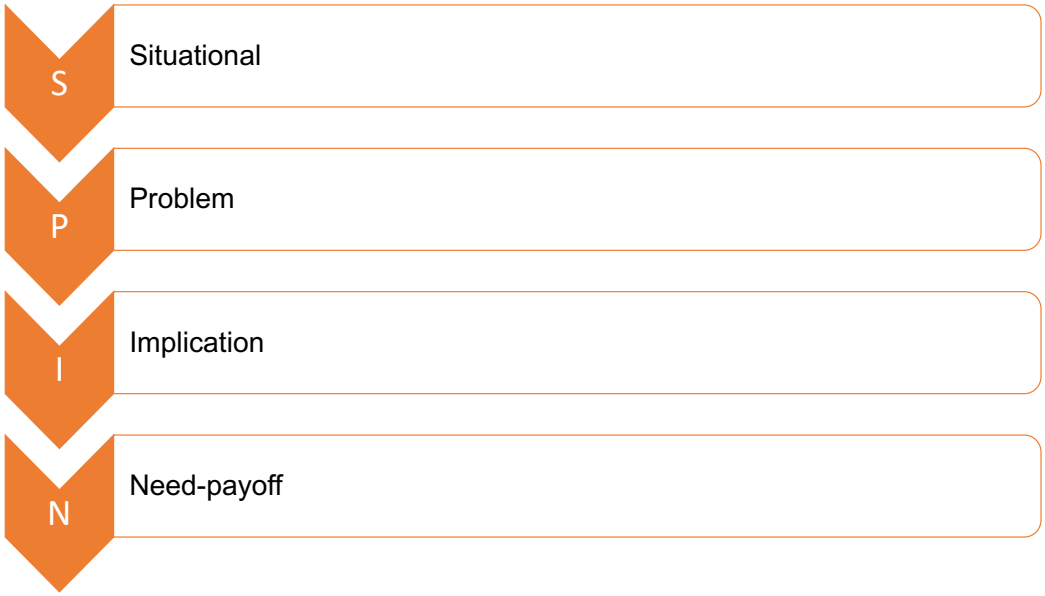

Figure 3 SPIN model (Rackham, 1995)

SPIN comes from the words that describe the question types. SPIN stands for "Situational", "Problem", "Implication", and "Need-payoff". These question types are designed to follow a certain form which first leads the customer to understand their current needs and then they sell the possible solutions for themselves. (Hänti et al. 2016, 145.)

3.3.1 SPIN question types

Situational questions are often presented when the seller wants to understand the context and facts of something. These questions can usually be answered with common knowledge and proper background check. Therefore, situational questions should not be used in scouting the customer need without any

additional questions (Hänti et al. 2016, 143). On the other hand, companies' future development directions can't fully be predicted, then situational questions can be used for scouting the customer need. These questions can also help the seller to understand the customer's values and then be utilized to create the added value (Hänti et al. 2016, 143, 145).

Problem questions can be used to understand customer's current problems. The customer first needs to recognize underlying issues from their behalf before the seller can provide a solution for a possible problem. Although, using the word problem should be rarely used, since it can give a negative aspect to the discussion (Hänti et al. 2016, 145).

Implication questions clarify the consequences that might appear if the customer is not willing to solve their problems. If the customer doesn't recognize their problems and the possible consequences, the seller should return to ask situational and problem questions (Hänti et al. 2016, 146).

According to Hänti et al. (2016, 146) need-payoff questions are created to introduce the customer's need without the seller. Therefore, the seller doesn't need to force their solutions to the customer. Need-payoff questions usually include the solution. Bringing up the solution can be executed by proposing a summary of the discussion. Then, it is easier to get an approval from the customer when both parties have mutual understanding of the next step.

3.4 3E-Questions

Kalliomaa (2011) introduced a new model for customer need scouting that consists of three stages. Figure 4 presents the stages as a downward facing triangle. The first stage is called evaluate and it is created to estimate the holistic situation and problems. The first stage also covers assessing customer's business goals. The second stage is called expand and it is created to help the customer to understand the meaning and impact of their current situation. The

third stage is called envisage and the questions aim to help the customer to understand their constitutive values and long-term impacts.

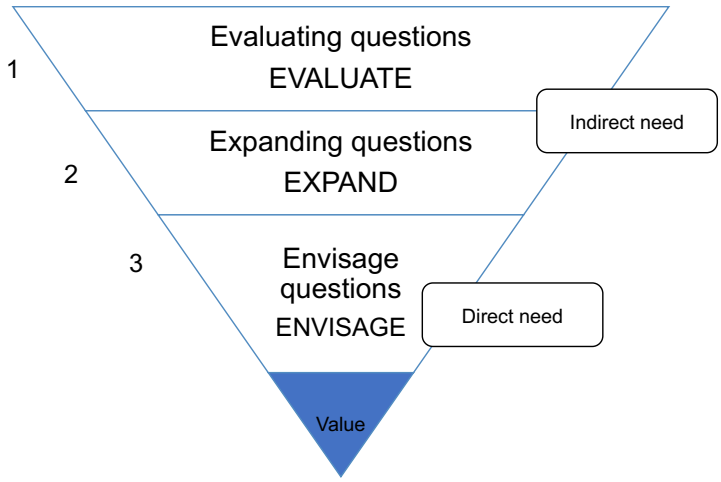

Figure 4 3E-Questions (Kalliomaa, 2011, 77)

The goal of 3E-Questions method is created to help the customer to understand what the possibilities are that can fix their current situation. Another possibility can be to develop something new. This is either a desire or intention to work towards the needed change. Usually, the most popular questions are either evaluating questions or expanding questions. Envisage questions are utilized less frequently. (Kalliomaa, 2011, 76-77.)

3.4.1 Evaluating questions

Evaluating questions are categorized as exploratory questions. Evaluating questions are targeted to understand current situation, future goals, problems and wishes of the customer. Evaluating questions can help to clarify customers previous experiences and current strategy themes. (Kalliomaa, 2011, 81.)

Evaluating questions cover the situational questions. These questions help the seller to study if their background information is up to date and is there new underlying needs or new potential for increasing sales. Problem questions are

also covered in this stage of scouting the customer need. However, the word problem should be avoided and replaced with a neutral word such as challenge or development area. (Kalliomaa, 2011, 82.) One important aspect is to get to know the customer. The best way to get to know the customer is to ask questions. These previous question types help the seller to find out meaningful things that the customer values and what their future goals are. (Kalliomaa, 2011, 84.)

3.4.2 Expanding questions

Expanding questions are focused on scouting the consequences and possible changes of the customer's problem. These questions help to understand how these problems are affecting the customer's business. Expanding questions also aim to seek answers to recognize possible connections between the problems and daily actions. (Kalliomaa, 2011, 85.)

Expanding questions also include finding answers for customer's opinions, attitudes, and feelings. Therefore, these questions can provide help to build the trust between the customer and the seller. The main focus should be understanding the effects of the key problem and clarifying the overall situation for the customer. (Kalliomaa, 2011, 85.)

3.4.3 Envisage questions

Envisage questions are created to envision the best possible benefit for the customer if they end up buying the sellers offered solution. These questions help the buyer to focus on accepting and understanding the solution. These questions can also be helpful tool for the customer itself since they are participated for the envisioning of the outcome. (Kalliomaa, 2011, 87.)

Envisage questions should be linked to previous answers and values that the customer has expressed. This will eliminate the possible counterarguments since the customer can envision the solution and the added value to their business.

Envisage questions are usually questions that are presented in the last phase of the interview when other question types are already utilized. (Kalliomaa, 2022, 87.)

3.5 Conclusion of the customer need scouting

Scouting the customer need always aims for increasing sales. A good seller must always propose their solution based on the need scouting with logical answers that pleases the customer (Hänti et al. 2016, 146). These previous techniques should be used carefully and not follow a certain script. Customers are smart and the seller should always avoid making the customer think that they are being deceived.

It is important to understand how to adapt different situations as selling is human to human interaction after all. At first, using open questions can be the easiest way to gain trust during a discussion. Rackham (2011, 43) has studied open question types further and represents a theory that it doesn't matter what the order of the questions is. Successful salespersons have mixed these two question types and still succeeded in their sales. One significant finding was in these studies that it is more important to understand the customer need than the actual questions. That means that the salespersons can have the same end goal with different approaches.

A good seller is also a good listener. That means listening to the customer carefully and picking up the key points and interpreting their thoughts. Understanding the customer need plays a key role to succeed in closing a sales trade. It can be said that scouting the customer need has been successful when the customer points out the same solution for themselves that the seller would present too despite the methods used (Hänti et al. 2016, 139).

4 COMMISSIONING PARTY

Commissioning party is Eezy Oyj. Eezy is a Finnish stock listed company that provides staffing and employment services. Eezy was founded in 1988 by Mauno and Riitta Savolainen, and carried a name Varamiespalvelu (VMP). The first agency was located in Turku, Finland and the first franchising companies started in 1997. VMP was first listed in First North in 2018. In 2019 Varamiespalvelu and Smile merged to a corporation called Eezy. Eezy was listed in Helsinki Stock Exchange, current NASDAQ Helsinki, in September 2020 (Helsingin Sanomat, 2020). Since then, the company has grown organically and via acquisitions. 2020 Eezy bought Flow Consulting, Jaakko Lehto Executive Search and ProMotive. In 2021 Eezy bought the majority of company called KK Valmennuskeskus (Eezy, 2022).

Eezy currently operates in 52 cities and municipalities in Finland. The company is formed by franchising entrepreneurs and few branches of the main corporation. The main services that Eezy provides are staffing and recruitment services, employment services, coaching services for students and corporate clients, and research- and development services. In the future they aim also to provide wellbeing services (Eezy, 2022).

In 2021 the corporate revenue of Eezy Oyj was 305.5 million euros, and the profit 11.8 million euros. Eezy provided work for 30 000 people in 2021 and had around 500 regular employees. Eezy has around 6000 corporate clients in Finland and their vision for the future is to be the most significant reformer of working life. Their future growth strategy includes increasing the corporate revenue up to 400 million euros, the profit to 10 percent of the revenue, and reach their dividend yield for 30-50 percent of the profit by the year 2025 (Eezy, 2022).

5 RESEARCH METHODS AND DATA COLLECTION

This thesis utilizes qualitative research methods and data collection. Research can be seen by producing new knowledge by relating it to already existing scientific knowledge about the researched topic (Eriksson & Kovalainen, 2016, 42). Qualitative research can be justified when the research questions can't be answered with already existing research or theory. The data collection is implemented with thematic interviews and observation. In this thesis three research questions are defined as follows:

Research Question 1: What wellbeing services are the customers already using to support their employees' wellbeing?

Research Question 2: What kind of services would the customers need in the future to support their employees' wellbeing?

Research Question 3: How can Eezy meet the customer need with their new wellbeing services?

5.1 Qualitative research method

Qualitative research is focused on understanding the social and cultural aspects and interpretation of these meanings whereas quantitative research is focused on explanation, testing of hypothesis and statistical analysis. In various qualitative research approaches the data collection is focused on understanding the social or cultural context in a more holistic matter (Eriksson & Kovalainen, 2016, 4). Therefore, this research is executed with utilizing qualitative research methods to gain better understanding and details of the holistic need of Eezy Oyj's customer companies.

Qualitative research can be empirical research. Empirical research focuses on fading the recognizable features of the source of the data which means that a detailed description of an interviewee as an example is left out (Tuomi &

Sarajärvi, 2018). Interviews are executed as one data collection method and the recognizability is left out.

5.2 Data collection

Qualitative research can include different forms of data collection such as transcribed interviews, and collecting written materials such as documents, newspapers or video and audio recordings. One known feature of qualitative data enables interpretation despite the form of the data. This helps to understand the holistic picture of the researched questions and data. (Eriksson & Kovalainen, 2016, 82-83.) Qualitative research methods also cover questionnaires, observation, and combined data from different sources. These methods can be utilized either all together or combined together depending on the research questions and resources. (Tuomi & Sarajärvi, 2018.)

Interviews are utilized in this thesis as a data collection method. It is rationalized to utilize interviews and ask specific questions when the research aims to understand comprehensively individual's thoughts and actions. The most important benefit in the interviews is the flexibility. The interviewer has the possibility to repeat questions and clarify the misunderstandings. As the interviewer is aiming to gather a comprehensive picture of the subject, the interview questions don't need to follow a certain order or formula. Although, to succeed in interviews it is recommended that the interviewees can familiarize themselves with the topic and questions beforehand. (Tuomi & Sarajärvi, 2018.) A good interviewer prepares some of the questions in advance (Eriksson & Kovalainen, 2016, 84).

The quality of the research and data collection can be examined with designing a good interview structure that also include possible additional questions. Yet, thematic interviews don't only focus on the main themes since the interviewer

can’t always be fully prepared to ask certain additional questions (Hirsjärvi & Hurme, 2022).

If the data collection is done via phone call, it is possible to ask additional questions at the end (Hirsjärvi & Hurme, 2022). This was utilized for all interviews to gain better understanding of the topic. Hirsjärvi & Hurme (2022) states that the quality of interviews is addressed to be better if the transcription is done immediately after the interview. This technique was also utilized after all of the seven phone call recordings.

Observation is one method that can be utilized for data collection. Interviews can be part of observation. Then, interviewer can observe the respondent’s attitude among their spoken words. Another benefit of interviews is selecting the person who is interviewed. It can be beneficial to select a person that already is familiar with the researched topics. (Tuomi & Sarajärvi, 2018.) In this research both methods were used. Interviewed people were mostly HR representatives so they had wide knowledge of their employer’s wellbeing services. Observation was also utilized in the interviews by observing respondents’ attitudes and the tone of voice.

5.2.1 Thematic interview

Thematic interviews were utilized in this thesis. Thematic interview mainly seeks meaningful answers to the research questions. Thematic interviews usually follow a certain predetermined formula. These can be questions and themes that are determined beforehand. One benefit of the thematic interviews is that additional specified questions can be asked to form an overall understanding of the interviewees point of view. (Tuomi & Sarajärvi, 2018.) Then, the interviewer focuses on providing interpretation of the thoughts, feelings, and experiences of the interviewee (Hirsjärvi & Hurme, 2022).

The advantages of the thematic interviews are systematic materials that are designed beforehand but the tone of the interview is conversational and informal. This type of interview form works well for researchers that already have interviewing experience. The disadvantages of the thematic interviews is the freedom of conversation when analysing and comparing facts. (Eriksson & Kovalainen, 2016, 95.) It is also important to notice that the thematic interviews don't always follow the same script with each other (Tuomi & Sarajärvi, 2018).

5.3 Implementation of the research

The research was conducted as follows. At first, the research questions were determined with the commissioning party in August 2022. After that, the theoretical framework was written in September 2022. Then, the interview questions were decided together with the commissioning party and the background information was studied from the target companies. This included studying information from companies' websites such as job advertisements and other public information about working in the company or organisation. Also, financial information was searched from certain companies.

Collecting the background information helped to execute interviews and gain a better understanding of the companies and organizations before the interviews. The background information was collected in October 2022. After that the interview schedules were agreed. In total, seven interviews were executed with HR representatives or managers of Eezy's customer companies. The interviews were executed from October 24th until November 2nd, 2022.

These seven interviews included representatives from various industries. The industries represented in this research were non-profit organizations and the education sector, and manufacturing and construction industries. The personnel size varied from fewer than 20 staff members to 4000 staff members. Geographically the research group reached all over Finland, but the majority of the operations or offices were concentrated on Western Finland Province. All interviews were recorded with the permission of the interviewees. After the

recordings, the interviews were transcribed into a written form. Table 1 presents the time and method used for the interviews and describes the title of the interviewee.

Table 1 Interview table (Hangisto, 2022)

Interviewed person	**Title**	**Date of interview**	**Method**	**Time recorded**
Interviewee 1	Personnel Development Manager	24.10.2022	Phone call	19:20
Interviewee 2	Executive Assistant	25.10.2022	Phone call	26:45
Interviewee 3	HR Director	26.10.2022	Phone call	15:29
Interviewee 4	CEO	28.10.2022	Phone call	5:06
Interviewee 5	HR specialist	31.10.2022	Phone call	35:12
Interviewee 6	HR specialist	1.11.2022	Phone call	16:14
Interviewee 7	Head of Education	2.11.2022	Phone call	24:25

The interview followed a semi-structured formula. There were four interview questions, and as the interview was moving forward, additional specifying questions were asked. The questions were formed in a way that the commissioning party would get a comprehensive understanding of the customer companies' usage and future wishes for new wellbeing services. The following interview questions were used during the interviews:

1. What wellbeing services are you currently offering for your employees and why?
2. What factors affect the decision making for buying these wellbeing services?
3. How do you measure the effectiveness of these wellbeing services?
4. What kind of wellbeing services would you need in the future in your industry?

The interview questions are categorized as simple and complex questions and some of the additional questions presented are categorized as leading questions. Simple questions are easy to answer, and complex questions might need some clarification (Eriksson & Kovalainen, 2016, 96). As the first question focuses on what wellbeing services the companies are utilizing, a significant number of the respondents asked what are counted as wellbeing services. This led to presenting leading questions when wellbeing services needed to be clarified at first. The leading questions might lead to receiving similar answers when explaining what wellbeing services generally are (Eriksson & Kovalainen, 2016, 96).

5.4 Data analysis

Qualitative content analysis aims to produce holistic description about the studied topic. Also, qualitative content analysis aims to produce detailed interpretation of the data and draw conclusions. (Eriksson & Kovalainen, 2016, 120.) Qualitative content analysis can follow a certain process flowchart. Timo Laine presented following frame (Figure 5) how qualitative research analysis can be executed. In qualitative research it is important to select and underline interesting topics for the research that are narrow but relevant enough and related to the research questions. After that all the irrelevant data needs to be excluded from the research. Then the relevant data can be combined in main topics. After that categorization the data in themes and types can be done. And last comes conclusion from the outlined information. (Tuomi & Sarajärvi, 2018.)

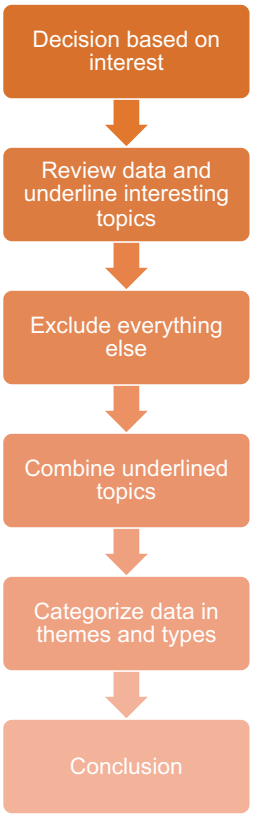

Figure 5 Qualitative content analysis process (Tuomi & Sarajärvi, 2018).

Categorization is a form of qualitative content analysis that require systematic coding. Categorization aims to produce holistic and fact-based information of the content. Qualitative content analysis can also utilize coding the data or rely on interpretation that aims to understand contextual meanings of the data (Eriksson & Kovalainen, 2016, 127). Categorizing the data seeks to find similarities from the analysed data. It is important to define the goal for either to seek similarities from the analysed data or differences (Tuomi & Sarajärvi, 2018).

This thesis utilizes categorizing data into different themes that occur often based on the transcribed interviews in Table 2. The themes are categorized for main themes and subthemes. Main themes cover the overall topics that were discussed in the interviews. This could be verified from the transcribed interviews.

Subthemes are topics that came up frequently or were discussed about with relevant matters. Themes that came up the most frequently were related to occupational health care, common wellbeing services that were utilized, annual wellbeing survey, goals for the occupational wellbeing program, individual wellbeing, ideas and hopes for the future, what measurement tools were utilized and common threats.

Coding the theme table was done as follows. The main themes were color coded into the theme table for seven different themes. Then, the transcribed interviews were read again thoroughly, and relevant data was sorted out under the seven themes. This helped to form the sub-themes that were described more thoroughly than the main themes. Sub-themes that occurred most frequently were categorized with numbers on the theme table. Sub-themes that came up less frequently but were considered as relevant information were mentioned in the theme table without a number code. The coding with numbers is excluded in the Table 2.

6 RESULTS

This chapter discusses the topics that occurred in the interviews (Table 2) and the themes that are concluded from these topics. Observation was also executed with the thematic interviews. The results of the thematic interviews can be divided into seven different main categories that are the following:

1. Occupational health care
2. Wellbeing services
3. Wellbeing questionnaire
4. Goals of wellbeing programmes
5. Effective measurement
6. Common threats
7. Ideas for the future

Table 2 Theme table (Hangisto, 2022)

Themes	Sub-themes
Occupational health care as a wellbeing service	• Additional services in occupational healthcare: physiotherapy, Mielen chat, Sparri, theme lectures, workshops (remote and f2f), nutritionist, early support model, surgeries, specialist doctor's appointments • Free benefits are utilized from occupational health care such as leadership skill education and seminars
Wellbeing services utilized	• Smartum, Epassi, Edenred, culture, activity, massage, and lunch benefits • Leisure time group activities, external and internal service providers, and small coaching groups • Leisure time insurances • Employee benefits and available coaching services • Firstbeat measurement or other health measurements • Incentives related to individual wellbeing and development • Utilizing local service providers in theme days or daily services
Annual occupational wellbeing questionnaire as an influencing factor for purchase decisions	• Actions based on occupational wellbeing questionnaire • Broadening the service offering for services that support mental health and workload management • Own team for designing wellbeing service offering and outsourced consults • Employees' opinions affect purchase decisions • Employees are not included in decision making
Goals of occupational wellbeing program	• Preventing work related accidents & premature retirement • Reducing mental health related sick leaves by providing preventative health and wellbeing services • Increasing the number of participants in wellbeing measurements
Measuring the effects of health and wellbeing	• Key performance indicators of occupational healthcare • Decreased sick leaves • Turnover rate • Increased overall satisfaction in wellbeing questionnaires
Common threats	• Tight budget, reducing costs, lack of interest • Employee wellbeing not seen as an important topic • Challenges in measuring effectiveness • Hybrid working model • Personnel spread nation wide • Stressful working environment • Current legislation disallows target marketing for health-related services • Not enough selection in service providers
Ideas and hopes for the future	• Developing self-management and leadership skills and, hybrid model work, social inclusion • Teaching working life skills in changing environment • More frequent wellbeing questionnaires • Support for measuring effectiveness of services • More human contact in coaching services • Proactive provision of services

Table 2 was utilized in analyzing the data from the transcribed interviews. The following chapters presents the seven main themes more thoroughly and discusses about the details of the sub-themes.

6.1 Occupational health care

The most discussed wellbeing service was occupational health care. Since occupational health care is statutory in Finland (Tyosuojelu.fi, 2021) all companies categorized occupational health care as their wellbeing service. Also, all companies mentioned that occupational health care was their biggest investment in their wellbeing service selection. Occupational health care contracts varied. Six interviewees mentioned that they were utilizing additional services of the occupational health care. These were listed as physiotherapy, theme lectures and workshops, surgeries, mental health services, specialist doctor appointments and theme seminars.

Mental health services were discussed most frequently. The majority of the interviewees were utilizing Mielen chat and Sparri services for their employees which are provided by Terveystalo. This was not surprising as mental health challenges have increased in the past years. Recent studies show that the working environment with the content of the work are affecting factors for the increased long-term sick leaves. Mental health and behavioral issues such as depression are the biggest cause for premature retirement since 2019. (Aavik & Puska, 2022). Employers that provide suitable solutions and services have had a decreased number of sick leaves and improved cost reduction (Muilu, 2020).

Effectiveness of certain services were seen hard to measure. As Muilu (2020) presents in her article about mental health cost reductions by providing Mielen chat and Sparri services and also short-term psychotherapy, it was seen difficult to draw a direct relation with these services to cost reductions in the companies that were interviewed. Estimation was that sick leaves had decreased after investing in services that provide support for mental health.

Free benefits included in occupational health care were also utilized in six companies. These were small groups and workshops that were focusing on certain themes such as sleep, recovery, nutrition, or various management and working life related trainings. As cost reduction and tight budget were discussed with four interviewees, these benefits that were included in the occupational health care contract were valued.

6.2 Wellbeing services

The second topic that occurred frequently was employee benefits such as Smartum, Epassi and Edenred. Six of the seven interviewees were utilizing these services that covers exercise and culture benefits, and lunch and massage benefits. The range of these benefits varied between 150-400€ per year.

Another common theme discussed was different leisure time group activities. Six of the interviewees mentioned sport related leisure time group activities. These were either free or discounted price memberships for local sport clubs or gyms. Also, mutual sport activities among colleagues with different sports were arranged regularly according to two interviewees. Different coaching services for certain sports and personal training services were also discussed with four interviewees.

Other wellbeing services such as Firstbeat measurements or other health measurements were utilized either for the whole personnel or specific groups. Two interviewees mentioned certain incentives relating to the participation on certain wellbeing measurements and self-development. These were either monetary or other additional benefits.

6.3 Wellbeing questionnaire

Six of of the interviewees were executing wellbeing questionnaires for their employees, and five of these included employees' ideas and thoughts in the decision making of wellbeing services. The majority of the interviewees had either

their own team for designing and purchasing wellbeing services, or the management team made the decisions alone or together with HR representatives and occupational health care co-operation partners.

One mutual theme that occurred often from the wellbeing questionnaire's results was mental health services. Decreasing mental health has been seen as a common issue. Six of the interviewees were aware of the increasing need of mental health services and these companies were also investing in services that support mental health. Overall, the questionnaire was seen as an opportunity to collect ideas and thoughts from employees and target those ideas to provide better wellbeing services in the future.

6.4 Goals of wellbeing programs

The main theme discussed with the interviewees in providing wellbeing services for employees was to reduce sick leaves and maintain employees' ability to work. Five of the interviewees mentioned that investing in preventative mental health services such as Terveystalo's Mielen chat and Sparri services and short-term psychotherapy services aim to decrease the number of sick leaves that relate to challenges with mental health. Specific amounts were not discussed but the overall feeling was that companies were on the right direction.

Industries that represented manufacturing and construction had set goals for zero work related accidents. One mutual theme discussed was to prevent premature retirement. This applied mostly to manufacturing and construction, but other industries were also represented. Most of the goals were related to decreasing costs and maintaining employee's ability to work but also aiming to increase the number of participations in wellbeing measurement programs was discussed.

6.5 Effective measurement

The most difficult issue to be solved seemed to be effectiveness measurements. Five of the interviewees found it difficult to measure the effectiveness of wellbeing services and a few were not interested in effective measurements. Most of the

interviewees rely on the statistics of occupational health care that provide data from the costs and causes of sick leaves, turnover rate, and other key performance indicators.

Five of the interviewees would be interested in finding a solution for the effectiveness measurements. One mutual theme discussed was that investing in management support and training had had positive impacts on the level of satisfaction and workload management in occupational wellbeing surveys. The investments on different wellbeing services raised thoughts whether these actions had proven any measurable positive impacts. These were often investments in services that support mental health.

6.6 Common threats

The most frequent theme that was discussed about wellbeing services was the budget. Six of the interviewees mentioned tight budget or substantially decreased budget for employee's wellbeing services. The decreased budget was mostly caused by redundancies and an uncertain economic situation. As occupational health care consumed the majority of annual wellbeing budget in all companies and organizations, other wellbeing services were not on top of the investment list when the budget was tight. One interviewee did not see wellbeing services or investing in employee's wellbeing important at all due their financial situation. In this case observation was utilized when the attitude towards employee wellbeing was sensed to be lacking. The outcome was surprising since there was a contradiction in the financial information and the statement of the interviewee.

Five of the interviewees told that it was difficult to measure the effectiveness of wellbeing services and the financial relation of the investment to performance as an example. This was seen as a common threat since there was no factual evidence available of investing in different wellbeing services that has a direct relation to better financial results or other indicators. This was one factor that was discussed that might have an impact on purchase decisions of wellbeing services.

Current legislation has disadvantages for wellbeing promotion. Previously it has been possible to promote certain wellbeing services for a targeted group. Since the health data is private, certain health care or wellbeing services can't be promoted for certain target groups. This leads to a situation that companies target groups for certain themes and issues do not reach the potential employees in need. Employers must rely on individuals own ability of decision making of participation in these groups. This was discussed with a few interviewees that employees pass these opportunities either inadvertently or due the lack of interest.

One mutual discussion was about the hybrid model. The majority of the interviewees had challenges with the hybrid working model. Since some people like to work remotely and rarely see their colleagues, other people suffer from the absence of colleagues at the workplace. There was no convergent answer whether hybrid model services work or not. A few interviewees mentioned that some lectures of general wellbeing topics have worked fine through Teams or other remote connections when a few had poor experiences due the lack of interest in remote lectures or workshops. One interviewee suggested that coaching services that aim for a comprehensive change such as lifestyle habits require real life human contact. One interviewee stated that online psychotherapist services were not working in their field when five other interviewees were satisfied about the results and the direction of remote mental health services.

Some other threats that were mentioned was employees that are spread all over Finland and stressful working environments. If the employees are widely spread nationwide, it makes certain real life wellbeing services or events difficult to arrange. A stressful working environment was stated often. As a threat it can affect on the type of the wellbeing services bought since the services should then decrease the stress and not increase it.

6.7 Ideas for the future

One main theme that was discussed for future services was developing self-management and team leading skills. This was discussed with six interviewees. The most desired service was a low threshold tool for managerial work to support workload management, teach new relevant working life skills, and develop work ability management.

The changing environment was experienced challenging and the hybrid model working methods needed some clarification. Six of the interviewees stated that remote lectures or workshops didn't work for everyone, and part of the theme workshops could be arranged in person. This would develop social inclusion that was discussed in majority of the interviews. Other services for social inclusion were desired. Some mentioned social get togethers with different themes that could include external speakers or coaches when others mentioned sport related events. A more proactive attitude from the service providers in the sport field to promote their services was desired. Observation was utilized in this case since the interviewees positive and negative attitude and excitement towards new wellbeing services could be reflected during the interview.

7 CONCLUSION AND DEVELOPMENT PROPOSALS

This chapter reports the conclusion of the research and presents the development proposals to Eezy Oyj. The trustworthiness of the research is also discussed in this chapter.

7.1 Conclusion

The research was seeking answers to the following questions.

Research Question 1: What wellbeing services customers are already using to support their employee's wellbeing?

Research Question 2: What kind of services would the customers need to support their employee's wellbeing?

Research Question 3: How can Eezy meet the customer need with their new wellbeing services?

RQ1 was answered thoroughly, and a holistic picture of all seven interviewees and their wellbeing services used could be formed. The research found out detailed information of the target companies' current situation and why certain services were utilized. The most popular wellbeing service was stated to be occupational health care. To be precise, services that support mental health were in high demand. Another topic discussed was exercise and culture benefits such as Smartum, Epassi and Edenred. Other services that were discussed several times were various leisure time activities and sport clubs. If the company or organization had enough resources, they provided leisure time activities. In addition to the RQ1, the research found out the reasons for lack of certain services although there would be demand for those. This was explained with a tight budget and uncertain future expectations.

RQ2 was also solved. Two main themes came up frequently in the discussions. The first service that seemed to have high demand was a tool for supporting managerial work and developing working life skills and time management. This was targeted especially in the hybrid working model companies and organizations. As the hybrid model working is dividing opinions, certain services should be arranged to benefit both working methods. The second theme that occurred often was easily accessible mental health services. This was discussed with all interviewees that were expressing interest in wellbeing services in general.

RQ3 is discussed in development proposals. As Eezy Oyj is expanding their service offering for wellbeing services with acquisitions, it is important to understand what the need for wellbeing services in these business areas

currently is. As the research focused on finding answers to the current customer needs, it was outside the scope of this study to comment or advise whether Eezy Oyj should proceed with the acquisitions.

7.2 Development proposals

As the new services of Eezy are still private, it is important to pay attention to these findings. Two of the main themes discussed were the demand on services that support mental health and services that develop working life skills and support managerial work. Eezy should consider expanding their service offering to these. Acquisitions are long processes, and the buyer should always evaluate whether the acquisition fulfills the desired strategic and financial outcome (Liimatainen & Lähteenmaa, 2020, 382).

As these results indicate that the highest demand on wellbeing services that are not directly related to occupational health care are services that support mental health and services that support various working life skills, Eezy could consider including these two topics in their future service offering. As Eezy expands their service offering with acquisitions according to their strategy (Eezy, 2022), these two service fields could be considered. Although Terveystalo is already providing services that support mental health such as Mielen chat and Sparri, the new service offering could serve a different approach. Solving these types of issues would not only create business opportunities for their current target market but could also be applicable expanding opportunity for abroad.

Based on the discussions with the commissioning party that Eezy is not going to dive in to competing with services that occupational health care is already providing, exactly similar services that Mielen chat and Sparri are, are then not an option. One of Eezy’s business units is called Eezy Flow. Eezy Flow provides research and development services that could be utilized based on this research to combine services that also support mental health. In addition, Eezy could map

out the current offering for low threshold mental health coaching services and consider whether to develop their own services or execute acquisitions in this field of business and stated in their growth strategy (Eezy, 2022).

Another common topic that was discussed were tools and services for the hybrid model working. As the hybrid model sub-themes circled around services that support time and workload management, leadership skill management and services that work both in the remote and the contact model, Eezy could either compile their existing services for different packages to meet their customer need or execute acquisitions in this field. As acquisitions are expensive and time consuming, rational solution would be to utilize their existing services and develop their target marketing strategy. Benchmarking other service providers on the field could be justified. PHT ry executes life skill and health promoting courses that focuses on strengthening inner motivation, developing behavior, and applying health related actions into daily life and work environment (Hietala & Somiska, 2020). Similar services that promote health with multiple follow-up coaching meetings could have similar positive impacts in coaching working life skills and workload management.

Another development proposal is to develop recruiting. By recruiting experts or consultants in these fields that cover advanced teaching methods for working life skills and managerial support work, or even psychologist qualification could be one business model to provide services that meet the customer need. Finnish public speakers and working life coaches were mentioned in the interviews, such as Anna Perho. Executing changes in workplaces are the most challenging part compared to studying the actual issues (Saramies & Törnroos, 2021, 243). Eezy could execute benchmarking also in this field of business and expand their own public speaker or coaching catalogue with such known names by having a well-known public speaker or coach as their figurehead for coaching services. If the expertise exists already, investing in a more creative and accurate b2b marketing strategy could then be justifiable as marketing communications should first be

based on offering customers services that match their needs rather than creating just new needs (Linna, 2015).

Knowledge management, HR analytics, and teaching working life skills are in high demand based on this research but stated to be the most challenging part when trying to create an impact in cultural changes. It can be justified to solve deeper issues with marketing these services. The processes of management of change are stated to fail if the processes of change are not continuing processes with further check points and continuous communication (Saramies & Törnroos, 2021, 61). Eezy could then invest in maintaining their customer relationships with more frequent communication among developing their own services to meet the customer need.

Based on another discussion with the commissioning party, the new services might have a relation to provide exercise related activities. The interest towards these services was considerable but the hands-on arrangements were lacking due budget issues. One of the interviewees was very interested in sport related wellbeing services and their company or organization can be listed as one potential customer for these services. This gives an insight for Eezy's new target market that there might be individual companies in various business fields that are willing to invest in the physical wellbeing related services, but this research did not provide enough information that could be generalized. In addition, the new service offering might have a relation for coaching services. Coaching services were mentioned to have added value when these are executed in person. If Eezy's future services are also focused on providing health and wellbeing coaching, this will give an important direction to execute the coaching methods in person to increase the social inclusion that was also discussed.

7.3 Research trustworthiness

Every research aims to avoid mistakes and in individual research the trustworthiness should be evaluated (Tuomi & Sarajärvi, 2018). This can be evaluated with two themes. If the data analysis is reliable and the results are valid (Hirsjärvi & Hurme, 2022).

The reliability of the research can be verified if another researcher can replicate the study and draw same conclusions and outline similar findings (Eriksson & Kovalainen, 2016 305). The reliability focuses on the actions and methods of the researcher more than the actual responses of the interviewees. The reliability observes if all the data is considered in the results and if the transcriptions are done properly. The reliability also relates to the research methods that are used and if the subject's opinions and visions are presented in a comprehensive matter. The reliability of the research is difficult to state but the reliability of the collected data is ensured by representing multiple additional questions to understand the subject's perspective from a deeper level. By repeating similar questions to gain answers to questions that clarifies issues why something is done, the research could achieve similar end results from a different researcher. (Hirsjärvi & Hurme, 2022.)

Also, the reliability of the data collection evolves from the background of the researcher as the researcher have notable previous experience in interviewing. This endorses the state that the interviews have delved into deeper search for the target's complex thoughts and meanings by representing vast number of additional questions. All recorded interviews were following technically good quality and transcriptions were done in a detailed and careful matter. (Hirsjärvi & Hurme, 2022.)

Validity of the research have neither unambiguous explanation. The research can be evaluated when the coherence is observed (Tuomi & Sarajärvi, 2018). In

addition, the research conclusions give an accurate description what happened in the research. This means that the research findings are stated true (Eriksson & Kovalainen, 2016, 305). The validity can also be stated when the data collection method, and in this case, the interview group is reliable (Hirsjärvi & Hurme, 2022). The participants for the interviews were selected from the HR representatives to the company management team. This increases the validity of the research since the interviewees background can be verified.

The ethics can be evaluated with the reporting and compiling the research and the validity of the research can be investigated with the following questions (Tuomi & Sarajärvi, 2018).

- What is the goal and meaning of the research?
- Why is the researcher committed to the research?
- How does the researcher collect the data?
- Who are giving the information?
- How much time is the research taking?
- What methods were utilized for the data analysis?

The goal and the meaning can be stated as valid according to the commissioning party. The research is providing meaningful information of the customer companies' current use of wellbeing services. It is meaningful since Eezy is expanding their service offering for wellbeing services and the company is interested in the new potential target market. The researchers own input on the research can be stated valid as the topic is found interesting from the perspective of designing a career path after the graduation. The research gave important alternatives how to plan the future career path. In addition, the researcher found it interesting to provide meaningful information to the commissioning party rather than just selecting a random research topic. The validity of the data collection can be rationalized since the benefits of the interviews as a data collection method are recognized to give a comprehensive understanding of the research groups ideas in a deeper level (Hirsjärvi & Hurme, 2022).

In qualitative research it is not as important to collect as much data as possible than to find out the sustainability and depth of the data. One method to decide whether there is enough data can be called saturation. Saturation is achieved when the collected data starts to repeat itself (Tuomi & Sarajärvi, 2018). In this research it is not relevant to analyze the saturation since the sampling was quite small.

Generalizability is also one relevant validation criteria (Eriksson & Kovalainen, 2016, 307). This research could be statistically generalized if the sampling was bigger and executed with broader set of industries and interviewees. This might have changed the qualitative research to quantitative research. As this research had two overrepresented industries that were non-profit organizations and education sector, and manufacturing and construction it leaves out possible differentiating insights of private service sector that is the biggest employer in Finland (Palta, 2022) and information technologies that tend to have a solid financial ground to maintain Finnish welfare society (Teknologiateollisuus, 2022). Now, the research findings can be applied for similar companies or organizations from the same field of business, although differing opinions and desires can occur due to the financial and value-based differences.

Good research ethics can be stated as following. Good ethics mean following responsible and correct procedures and recognizing and resisting dishonest and insulting behaviour. Trustworthiness of the research is based on following a responsible conduct of the research. (Tuomi & Sarajärvi, 2018.) This research follows careful data collection methods and transcription, appropriate data storing methods so that the anonymity is retained with suitable reporting manners.

8 CONCLUDING REMARKS

The topic of the research was determined together with the commissioning party. My own interest was to provide meaningful information for the commissioning

party. As the research questions were seeking answers to Eezy's customer companies' usage and need for wellbeing services, the questions gained thorough answers. I got ideas for my own career path by scouting the current need of wellbeing services from the studied companies.

The timetable was tight but feasible. The whole process started in late August 2022 and the thesis was finished at the end of November 2022. The challenges that occurred along the way focused on the customer companies lacking interest to participate in the interviews. I was promised to have a broader selection of the interviewee companies, but the number of the companies remained scarce due to the challenges with communication and people's schedules. This leads to an argument that the sampling size was too small. To get a comprehensive understanding of usage and need of different wellbeing services, the research would need to be executed with a broader industry supply from all over Finland.

Writing the theory section can be observed from two different perspectives. For the customer need scouting, I found enough relevant information that gave a very good base for the interviews and helped me to understand what different methods can be utilized. The other theory part of wellbeing services as a new business model was challenging. As wellbeing services are a new business area, there was hardly any relevant scientific information about the Finnish wellbeing industry's future outlook or the few that were available were behind paywalls.

As said, wellbeing services are a growing business area and therefore I find endless possibilities in this area. As the industry is wide and can't be defined exactly what it will look like in the future, it is rationalized to say that scouting the need of potential target market and providing the needed services should be a logical step for Eezy Oyj. My further research proposals concentrate on scouting the need of a broader group of customers from different industries and finding out possible other acquisition targets. This would not only allow Eezy to expand their service offering but also to increase the desired new business area to meet the customer need.

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Appendix 1

LIST OF FIGURES AND TABLES