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PRODUCTIZING A PROFESSIONAL SERVICE THROUGH
PERSONAS

Degree Programme in Innovative Business Services

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Satakunnan ammattikorkeakoulu
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Tämän toiminnallisen opinnäytetyön tarkoituksena oli pyrkiä ymmärtämään kahta,
ensimmäisiä askelia ottavan yrityksen, asiakassegmenttiä paremmin luomalla ja to-
teuttamalla kyselytutkimus. Kyselytutkimuksen pohjalta tehtyjen johtopäätöksien
avulla, luotiin kaksi asiakaspersoonaa, joita taas käytettiin yrityksen tarjooman
tuotteistamisen pohjana. Yritys tarjoaa konsultointi ja käännöspalveluja
venäjänkieleen ja markkinoihin liittyen.

Työ pitää sisällään teorian ja toiminnallisen, käytännön osuuden. Persoonat valittiin
työkaluksi, jotta ihmislähtöistä asetelmaa saatiin vahvistettua ja lopputulosta näin
parannettua palvelemaan asiakkaita ihmisinä.

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The purpose of this thesis was to create understanding of the two specific customer segments of the case company by committing a survey and constructing two customer personas based on the findings. These personas were used then in productizing the service offering for the company. The case company was newly formed and provides professional services in the field of translation, localization and consulting on Russian market.

This thesis was implemented as an operational thesis which consisted of both theory and practice. Personas were chosen as the tool for understanding the customer as for their capability to provide more empathy for the customer and as a result better service for the customer.

CONTENTS

1 INTRODUCTION

This thesis is to help in designing of professional service packages for a company in translation and consulting business. The aim is to provide offering based on the customer needs and values and to suggest how to productize it for better customer response. The research is based on earlier discussions and research on the service design including co-creation of value and development of service design with the user in focus. The most valuable and suitable models of these were picked to be able to effectively compare the early ideas and implementations of service design in the case company and challenge them with new - more customer oriented ways of providing the service.

The case company had desire to take a look at their initial service design from another perspective and have an opportunity to alter and modify it according to the customer needs before the full launch of the service offering. Because of the lack of time, considering that the business owners were also working full-time jobs, it was requested from them to study the selected target groups and provide customer driven solutions for the future service offering.

The questions within the theory can be framed to the following:

- How is a service designed from the customer point of view
- What are the best practices in putting this to effect

The study can be defined in three main parts; service design theory, analysis of the survey and productization. Theory and history of service design is explained in the first part with the specific service design model. Second part consists of survey results and interpretation of them. In the third and the last part these results are concluded into new service offering that is visualized and framed with key tools to enable better implementation.

1.1 Company description

The company provides its clients the possibility to try and effectively start export and/or marketing to Russian speaking market without major investments in human capital. Services offered are all linked to localization - including marketing, communication and information research. The service offered can vary from client to client. The main value offered to the customer is the expertise and know-how of the area. The target audience for the service are SME's that are not able or do not have the time or resources to start the operations by themselves and companies that are already engaged with Russian speaking market but see it as a heavy burden and not as effective as they would wish it to be.

The industry is acknowledged as highly competitive and not so appreciated hence the difficulty of understanding the requirements for such service as described in published magazine of Akava Special Branches (2011). In other words the audience is not convinced of getting the expected return for their money. Same problem arises within most of the professional services. Unique service offering is promoted as a response to stand out from the competition. The company will seek in offering clear packaging and easy understanding of the solutions offered.

The newly born company is run by two individuals who both have day jobs to attend while launching the case company. This means service should also be designed so it takes least amount of time from both the provider and the client. This claims for effective and automated processes. From a service design point of the case company, it was necessary to create offering that is easy to sell.

1.2 Keywords and key concepts

Productizing is explained by Sipilä (1996 p.12) as a procedure to accomplish a service that maximizes both the customer's value but will also result in company profit. This can be achieved by providing a service with product like characteristics, such as systematic processes and fixed price.

Service design is a process that takes the perspective of a client and the goal is to achieve a service that is useful, usable and desirable to the client, but also effective, efficient and distinctive from the supplier point of view. It is common within service designers to use visualization and choreograph in the process of defining the problems and their solutions. It is closely tied to the product and interface design (Mager, 2008 cited in Miettinen, 2009 p. 15).

Personas are fictional user profiles that are framed from research data such as interviews, observations or data analysis to represent a group of individuals. Names, personalities, behaviours and goals can be included in them depending on the various uses. Personas are used increasingly as a tool in the design field to create understanding and further provide help in processes such as service design (Williams et.al. 2006 cited in Miettinen, 2009 p. 21).

Empathy map is a visualization of the profile of unique group of individuals such as a customer segment. It is used in the same way as the personas, to get understanding of its environment, behavior, concerns and aspirations and Osterwalder and Pigneur (2010) advice it to be used as a communication tool within the design team and that it would be used to support in designing personas.

2 SERVICE DESIGN

"People don't want service or products. They want outcomes, or solution." (Miettinen, 2009, p. 167). One of the essentials of building a working business is to be able to sell the product or service. For customer to buy it, it needs to solve someone's problem or make them able to achieve an outcome (Miettinen, 2009 p.167). This is in line with the goals of productization which again enables the customer more easily to recognize the outcome of the solution.

It is proposed in service design research by Kuosa T. (2012, p. 18) that the transformation of the world economy to post-industrial society - or service oriented society - was driven by the success in information technology and that it lead to the develop-

ment of service design. In the PhD blog of Di Russo S. (2012) Victor Papanek was named as one of the advocates of design perspective in resolving environmental and societal problems. His book, Design for the Real World: Human Ecology and Social Change, dating back to 1972 focuses on the moral obligations and responsibilities of design. Di Russo S. (2012) proposes us that the quote from the same book; "Recent design has satisfied only evanescent wants and desires, while the genuine needs of man have often been neglected", is one of the first reflections of human-centred approach in design thinking what we also later measure as value and empathy in the models.

Kuosa T. (2012, p. 19) suggests that one of the earliest contributions to service design was done by Shostack in 1982, who proposed integrating material (products) and immaterial (services) design to one single design. Shostack understood service design as part of the marketing and management discipline and also brought up the concept of service blueprinting so the events and functions of the service could be described in both objective and explicit way. Kuosa T. (2012, p. 19) claims that it wasn't until 1990's that service design was acknowledged more as a concept from marketing and during 2001 the first service design consultancy business – Live|Work - was started in London. Few years later in 2004, Köln International School of Design, with Carnegie Mellon University, Linköpnings, Polytechnic University of Milano and Domus Academy started the Service Design Network. Service Design Network was to provide international network for the academics and professionals of the field and it is still one of the most recognized sources in the field. The following years have seen a boom of design thinking (Wikipedia, 2014). After all service design is quite young but all the time growing field of research which has gained even more throttle from the possibilities of the internet.

To create logical and easy to follow process in service design, step-by-step method was chosen from various options. In general they all had the same structure and functions but they're parts were just named differently. Aarne van Oosterom proposes a five-phase service design process that includes discovering, concepting, designing, building and implementing. (Miettinen, 2009, p.12). Fairly similar model was used in this research, the D.school's five-step process in which the steps are empathize, define, ideate, prototype and test.
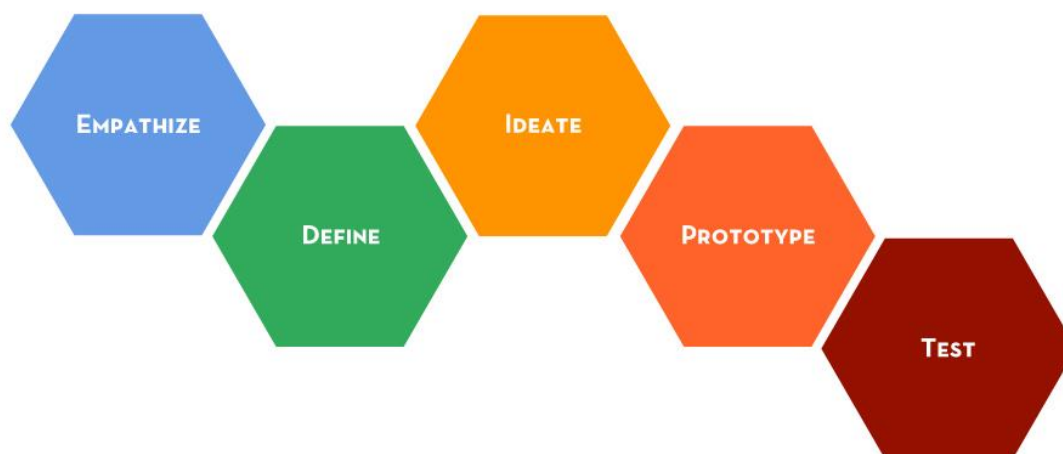
Figure 1. D'Schools Service design process model

In figure 1 the process of service design is visualized in five steps. The first step − empathize − includes methods common in ethnographic research such as interviews and observations. The goal here is to uncover those needs and values of the customer to guide the process of design later. In this research the chosen method was conducting a survey and researching the interviews and other related media sources. To be able to provide the best possible service model to the client it was necessary to somehow be able to measure and more importantly understand the needs of the client. Not so surprisingly, as Zeithaml and Bitner (2003, p. 119) put it, not knowing the customer expectations is recognized as one of the root causes of not being able to deliver on customer expectations. It is said that good business model is always viewed through the customer's eyes (Osterwalder, and Pigneur, 2010, p. 128). This calls for thinking of the services from the customer's point of view even more.

Define part following empathizing is the step where that data and findings collected are processed further and put together to identify and construct an idea of the problem(s) in hand. The part could also be described as "problem-framing". At this phase it is important to be able to clearly state the problem(s) but it is as important to be able to see "behind the data" and try to find problems that are not so evident. In this research the chosen method was to create an Empathy Map of the customer. This can also help in identifying new problems and/or solutions.

Everyone keeps buzzing about market research yet the customer perspective is often in the end neglected as the service is being designed. In the Ideate phase the focus is

set to the solutions rather than researching and understanding anymore – all those problems found in the define stage should now be tried to be solved. To do this, one of the most common ways of creation of solutions quickly and in numbers is brainstorming. Quantity and diversity of ideas should be enforced at this phase to be able to generate new and creative solutions in the end. There are number of different set of rules and guidelines of making the brainstorming efficiently and for the best result. In this paper the ideate phase is only concluded in the productization part as the final suggestions for the service design but as a quick overview; it was done in cooperation with the two business owners, working around the survey results and the concluded Empathy Map.

The final two steps of prototyping and testing are to see how the solution survives in situation as close to real as possible. Miettinen (2009, p. 11) Argues that value within services has shifted even more to experiences, which then are co-created with the customer in the process. One way of acknowledging it, is to do testing with real users. Web-services sometimes go with Beta testing with limited number of participants before going with the full launch. Physical products can also be launched as beta-releases. One example might be Jolla phone, which seemingly lacked features and was not yet fully ready product even at the first day of its full launch. Simola S. (2013) points out in his article from Helsingin Sanomat, missing functionalities such as possibility to change screen orientation and missing navigation even though the maps are there. Functions that were promised to deliver within short time.

The interaction and response from the audience here is important to record as much as possible. For services the prototyping can mean role-playing service situations, creating props, etc. Companies tend to try out their new services with few specific partners to get an insight of the process and recognize problems before fully launching the service. In this research these two steps are not further studied as they are in process already with the first clients. As for best practices, documentation and emphasizing of communication with the customer should not be neglected. These findings from the first clients should then be weighted carefully and proper adjustments in the service should be made. It is crucial to point out that not only the service and the solution should be measured but the experience of the customer. These two might not always go hand-in-hand.

Miettinen (2009, p. 14) identifies same important factors as D'School's model to consider for developing and applying service design processes:

- Understanding the service design challenge: The users, business environment and applicable technologies
- Observing, profiling, creating empathy for the users, participating with the users and being visual during the whole process
- Creating ideas prototyping, evaluating and improving including the clients and the users in the process
- Implementing, maintaining and developing the services
- Operating with business realities

2.1 Description of service design

SDN (2013) cites Mager (2008) and describes the service design as activity to plan and organise those matters connected to the service; people, infrastructure, communication and material. This is done to improve the quality and interaction between the two – provider of the service and customer. Purpose of all this is to create a service relevant to the customer that is also user-friendly and competitive.

To be bit more simple in it, service design can be explained so it "addresses the functionality and form of services from the perspective of the user" and that it efficient and distinctive from the provider's point of view. Miettinen also ties it closely to "dimensions of interaction and experience design that originated in interface design". (Miettinen, 2009, p. 34). We've all seen poorly designed services, where the user has not been taken into account, been replaced by something that actually works. Interesting example could be cheap airliner RyanAir. which deliberately made booking flights harder than was necessary with the purpose to increase sales of add-on products such as meals and insurances. In late 2013 they took a complete U-turn and re-invented the whole site - now with the user experience in mind. In translation services, service design is wrapped intensively around the reliability and interaction between the provider and the client as in many other professional services.

2.2 How to design a service

Miettinen (2009, p. 35-37) has gathered a simple and understandable framework for service design by using work of Mager (2006). In the following table 1. These guidelines have been transformed here to fit in the case company's service.

(Mager, 2006 cited in Miettinen, 2009, p. 35-37)	Applied to the case company
Look at your service as a product	Build packages around the key activities of the customer
Focus on the customer benefit	The customer is looking to understand his/her contact and benefit from it. The translated content or the localization is nothing but necessary tool for that
Dive into the customers' world	Understanding the customer using the survey and empathy map. What are they seeing and not seeing
see the big picture	What does the customer really want in the end and what else can you provide them with.
Design an experience	Make the service feel easy and understandable – stand out of the crowd of monotonic translation providers. Make it personal
Create perceivable evidence	Create clear and visual examples of cases where localization is necessary and empathize confidentiality in email translations
Go for standing ovation	Engage your customer with stories – be more than a webpage offering a service
Define flexible standards	Create packages for easy decision but make it possible to customize them with ease
A living product	Make your customer feel that you know them. Personalize the service
Be enthusiastic	Let the customer feel that you want to make their business bloom, not just sell your services to them

Table 1. Framework made by Mager is applied to the service design of the case company (2006, cited in Miettinen, 2009, p. 35-37)

Service encounter can be divided into two main components; the service delivery process and the outcome of the service. According to Miettinen (2009, p.139) the delivery process components and the outcome components can be illustrated with the journey map. It follows the customer's journey through process from the viewpoint of the customer and it is to direct attention rather to the whole instead of the details (Miettinen S, 2009, p.188). This journey within the service can then lengthened or improved when necessary by adding or removing so called service moments from it based on the customer needs and expectations. (Miettinen S, 2009, p. 188). These points of contact are also referred as "touchpoints".

Before creating a journey map we would need to have the at least the possible offering in place. Business consultancy XPLANE was the one that introduced empathy maps to visualize the behaviors, concerns and aspirations of customers. Since XPLANE's first approach, empathy map has been widely devised in various formats. The use of empathy map should begin with the big question that summarizes the whole, e.g. "what does the customer of specific area (industry and/or geographical area) value and perceive at this moment?" Market segmentation was already in place at least 1960's according to Pruitt, J. (2006) and personas that empathy is helping to build could be understood as extension of this.

Wikipedia [2] (2014), citing Jenkinson A. (1994), states that the concept of segmenting customers based on their similar identity was developed during 1993 – 1994 by Angus Jenkinson and that it was later adopted by OgilvyOne advertising network. They used it to create imagined or fictional characters of their customer segments and such. OgilvyOne used the name CustomerPrints on the early concept of personas. Almost simultaneously, Alan Cooper, pioneer of software development, developed concept that was later given the name personas in his book The Inmates are Running the Asylum. The book by Alan Cooper also gave early guidelines and best practices on how to create personas (Wikipedia [2] 2014). According to Pruitt and Adlin (2006) creating personas of the customer groups offer multiple benefits in the development of products and services. Ability to give a human face on the otherwise abstract data about the customers is said to be more cognitively compelling for the

designers. This allows the service design team to be more oriented towards the real person using the service.

After all, the customer should always be included in the process as most services are by definition, co-produced with the customer in the service delivery process (Miettinen, 2009, 38). Customer should be understood as an active partner and co-creator of value (Mager, 2006, cited in Miettinen, 2009, p. 38), not just as a consumer of the service with no active part in it.

3 SURVEY

3.1 Survey methodology and design

Kananen (2008, p. 10-11) explains that methods of research and committing survey can be framed under two topics, quantitative and qualitative. Both of these methods have their strengths and weaknesses and they should be applied according to the need of the research. These methods can also be used together for better and possibly more quality information.

By the definition quantitative research means something that can be measured and calculated. Its requirement is sufficient amount of data depending on the subject and the target group so reliable assumptions can be drawn from it, continues Kananen (2008, p. 10). Qualitative research is based on the idea of understanding, interpreting and creation of model that resembles the phenomenon, according to Pitkäranta (2010, p. 20). According to Kananen (2008, p. 25), success of such survey depends on three factors; respondent has to understand the questions, respondent has to have the knowledge to answer such questions and that respondent is willing to answer those questions.

After careful planning of the survey form, it should also be tested with a smaller sample before the full launch, so that possible weak points can be pinpointed and adjusted accordingly (KvantiMOTV, 2010). Two important aspects of the survey design are the length and layout and they can have considerable impact on the response rate. KvantiMOTV (2010) including many other sources imply that the survey

should not take more than 15-20 minutes and that the layout should be well struc-
tured and easy to follow. Questions should be easy to understand so KvantiMOTV
(2010) recommends questions to be formatted in as simple sentences as possible to
avoid misunderstandings. If possible the survey should start with questions that are
easier to respond so the respondent would not get frustrated. The questions should
also be in logical order (KvantiMOTV 2010). This can be achieved with headlines
for a series of similar- or questions of same area. Depending of the research and its
requirements, the scale of responses can vary quite a lot but it is recommended to use
scientifically approved scales when possible, according to KvantiMOTV (2010).

3.2 The survey

As it is important to know your customer during the service situation, profound
awareness of customer needs is essential in the early stages of service design process.
Understanding those needs helps the company to develop and create more attractive
and meaningful service entity (Miettinen, 2009, p. 185-187) in the productization
phase. Conducting a survey is fairly low effort way of collecting this crucial
knowledge about the customer so he or she can be put in the focal point of service
design as Miettinen (2009, p. 255) refers this being one of the key success factors.

Behavioural segmentation is recognized as new, more proficient, approach to market
segmentation for services by Miettinen (2009, p. 255). It is said to reflect more of the
relevant information from the customer. This in mind, the survey was designed to
measure the values and attitudes of the two customer groups that would be able to
give more of a behavioural aspect. This also supports the creation of empathy map on
the selected groups. Survey was conducted as mixed-method, containing both close-
and open-ended questions from mostly quantitative but also in qualitative frame-
work. It was designed to give more precise image of the potential client and the cur-
rent situation where they are considering Russian market, the use of similar services
and the hopes for the future. These results could then be used to plan more customer-
oriented service.

Conducted survey is to act as a base for creating two different customer Personas through Empathy Map which was developed by visual thinking company XPLANE (Osterwalder and Pigneur, 2010, p. 131). It is seen as a way to structure customer research and deepen the understanding (Osterwalder and Pigneur, 2010, p. 252). Survey was targeted to two industries within Finland that is seen to have growing potential in the Russian market. Using the results from these two identical surveys, one Empathy Map was created for both industries to make it simpler to understand the human aspect of those two industries.

3.3 Target group

Sample groups were chosen on the basis of potential customer hypothesis. This hypothesis was based firstly on know-how of the company representatives. Secondly it was based on their geographical placement and thirdly on their future prospects with Russian speaking market. For instance, accessibility from Southern Finland was crucial in the starting phase of the company. This enables the business owners' easier access to the customers and ability to relate face to face. Although in the long-run most processes were meant to be handled online and also were to be designed that way. Secondly, previous background of the representatives in the field of manufacturing and tourism set them as natural starting ground for the company. Also the following criteria were used. The companies targeted should be Finnish, have 50 or less employees and that quick review of the company's website did not hint on obvious preparation to Russian market (such as complete translation). Survey was then sent to the selected 100 companies from both groups; manufacturing and tourism.

Hypothetical customer was created in collaboration with the business owners to use as a base for the forming of survey questions. The empathy map used in creation and visualization of the hypothetical customer. Hence the questionnaire was decided to be identical for both groups, it was unnecessary to create one for each so only single Empathy Map was built to construct an idea and reflect on the customer's current situation, feelings and problems. As mentioned earlier, the Empathy Map, invented by the company XPLANE is used to describe and profile customer segments. There are various ways that it can be used depending on your need and what type of data

you have available. Using the tool allows you to build a better business model and in this case more specifically it is used in productizing the service. The Map is originally based on six questions. What does she see, what does she hear, what does she really think and feel, what does she say and do, what is the customer's pain and what does the customer gain. (Osterwalder and Pigneur, 2010, p. 131).

Seeing refers to the surrounding problems and issues of the customer. It can be something to do for an example with the market or the people related issues. Hearing refers to indirect problems and issues which the customer might hear or read from the people surrounding him/her or through other communication channels like social media and newspapers. Thinking and feeling is then more about their emotions, thoughts and beliefs. Saying and doing can be related to the action taken by them or what have they said in public about the possible issues. In this study, "pain" and "gain" questions were left out as they were able to be implemented under the other questions and had no function by themselves. In most other similar models these two have been disregarded.

HYPOTHETICAL CUSTOMER

CEO or person in managing position of a Finnish manufacturing or tourism company of less than 50 employees that hasn't (yet) directed strong effort to Russian market.

THINK and FEEL	SEE
"We should do more"	"There's a lot of traditional translation services around"
"There's no resources or time available"	"Loads of big collaborative projects on going to take Finnish companies to Russia"
"Language and cultural differences are too big to match at this point"	Russian tourism is growing in Finland"

HEAR	SAY and DO
"They say that there's huge market out there and loads of potential"	"We do business with Russians, but only randomly."
"That market is also difficult to cope with"	"Mostly we use friends and other contacts to translate our material etc."
"I've heard it's hard to find trustworthy partners"	"We usually communicate in English"

Table 2. Empathy Map of the expected customer

3.4 Process

Google Forms was used to perform the survey as it required only little set-up and was free to use. During the process of the survey campaign only few problems arise, such as limitations on the question design which was countered by reformatting the questions so they would it the available design. The company lists were collected from online database of businesses, Kompass Business Directory, which allowed searching by precise values such as for size of the company and the business area. These lists were then processed in bunches of 25 to 50 contacts to filter out business-es off the target and to collect the most appropriate email address, preferably CEO's or head of sales'. Test round was run with specific contacts that represented the same areas of industry and minor changes were done afterwards. Questionnaire was shared through email, accompanied by an invitation letter to help out in the study. Reminder email was then sent twice to the companies with one to two weeks gap in between. Total response time for the questionnaire was one month. From the manufacturing group, 18 responses were received which 16 was recognized as use-worthy. From the tourism group, 16 responses were recorded which 15 passed the qualification. The

responses that were disqualified pose no interest to the research as they were not within the given values for the customer segment.

3.5 Findings

As predicted, both of the survey groups identified language and cultural differences to be most challenging factors in doing business with Russians. In the open question, many of the respondents clearly declared language as number one problem. Cultural differences were mentioned only few times literally, but a number of responses did fall into the category nevertheless. Those companies that were communicating in Russian were generally more pleased with their results in it.

"We have a partner, who bring us Russian groups and speaks good Finnish. Timetables etc. have kept and worked well. Without this contact the language would be a problem. "

One of the responses to the question: "What do you see the most problematic in communication with Russian contact?"

Most unexpected discovery, visible in Figure 1 and 2, was that Russia as a business opportunity was not seen as important as had been expected, even though there was slight increase in its importance when the participant was asked to describe it in long term. In short, it is suspected that lack of knowledge and quite evident challenges lead to the fact that there was no sufficient action taken at the moment by the companies to Russian market. It is also interesting that even though manufacturing group has large portion of the companies that saw no importance at all for the Russian market now, they were more prepared in their communication and actions towards it than the tourism group in general.
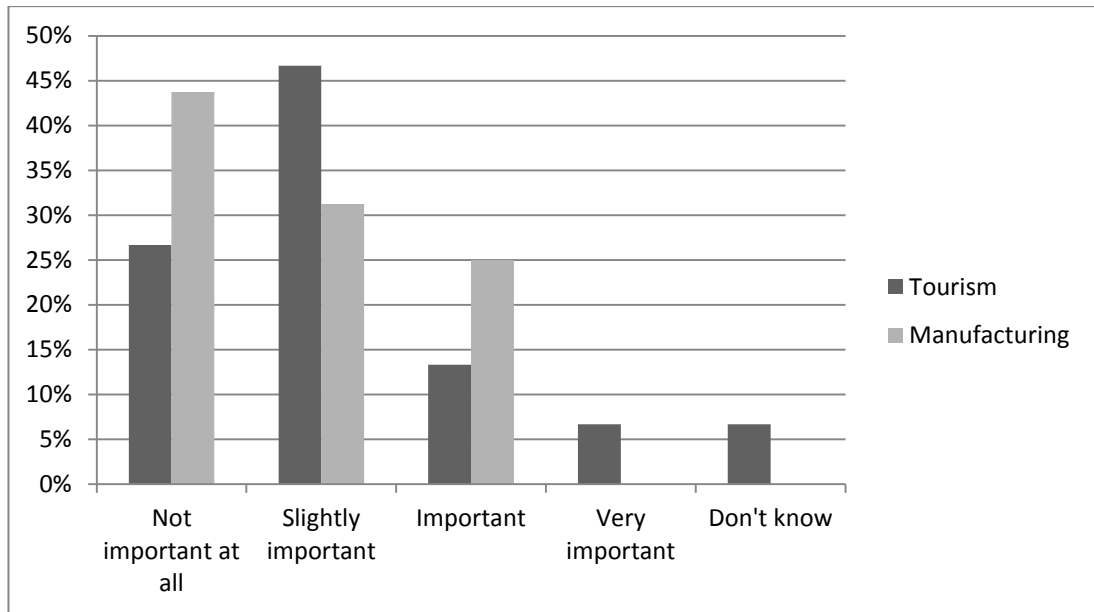
Figure 1. Response percentages from the survey question: "Measure on the scale how important is Russian market to your company **now**"
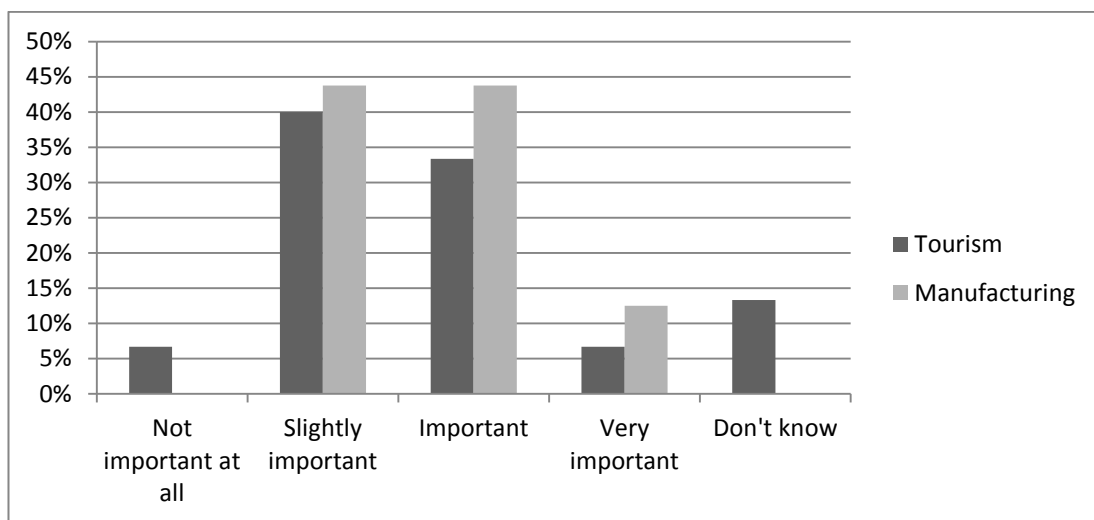

Figure 2. Response percentages from the survey question: "Measure on the scale how important is Russian market to your company in **long-term**"

As expected, pricing of the translation service proved to be a difficult question. Even though it did pose serious of questions of its usefulness in the survey, it was included because some idea of the expected pricing was considered better than no idea at all. From the following Figure 3, it is also possible to draw the conclusion that more simple is better – price by message is easier for the customer to understand and does not require actions such as counting the words, to know how much does it cost in the end. Neither it is asking the customer to know how many messages do they send

and/or receive monthly. When asked about the possible price, most companies were not able to determine any, but those that did, also set the price on a level that can be considered profitable for the service provider if the expected averages are right.
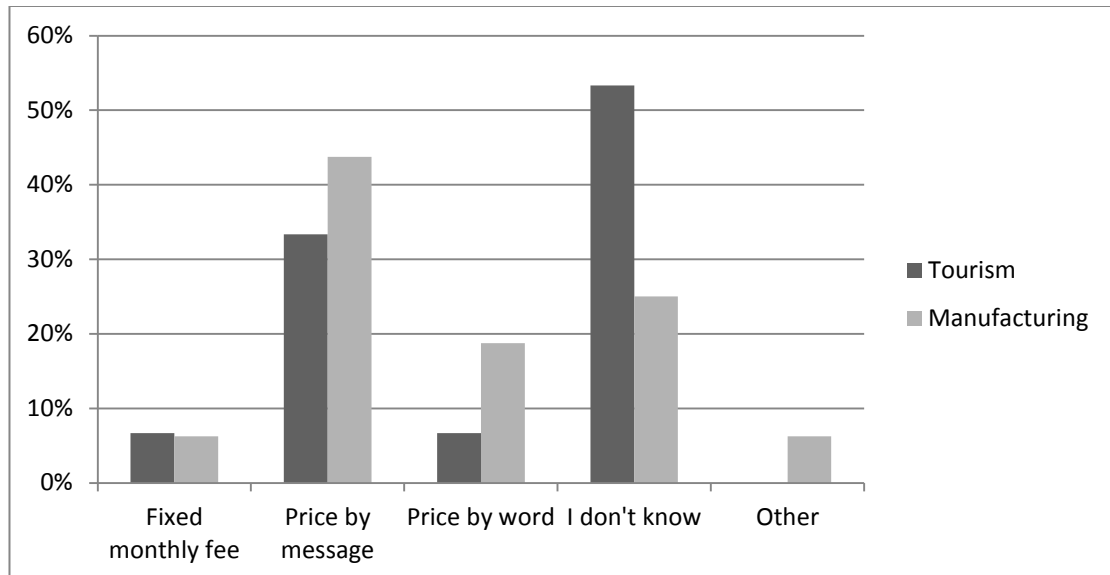
Figure 3. Response percentages from the survey question: "What in your mind would be the best pricing model for the translation of e-mail messages?"

3.5.1 Is there a market

It was also necessary to take a look at what has the possible customer done already and what is the current status of their translated material; is it up to date and what amount of their material is translated. Figures 5 and 6 show a similar situation in both groups. Most companies haven't translated yet anything and when asked about the information being up to date or not, visible in Figures 7 and 8, no major effort was directed to the matter. This enforces the assumption that most companies within the case company's target group haven't yet seen much effort in providing up to date information within their site and/or material to reach the Russian market, although they generally had good understanding of the fact. There is clearly space within the market for a company offering these services as long as the customers can see it beneficial.

In the survey it was also asked about the practices on how companies translated and researched various types of information. Those companies that did not have a Russian speaking employee but did translate some of their material were using both out-

side translation services and private contacts to get the job done in equal level. Interestingly only one of the companies surveyed bought a translation service for email messages. This means that there's seemingly no competition in email translations within either group. This was also the assumption based on earlier competition research, and that can indicate it to be hard-to-sell service.

In the survey the respondents were asked to specify how fast they'd need to have their emails translated in most cases. The variety on answers was quite broad as can be seen in the Figure 4 and because of a small sample group, no concrete conclusions can be made. Although it seems that companies within manufacturing business had more cases where they needed the translation fast, when within tourism companies there were multiple respondents who didn't know what to respond. The unawareness of their need in this question could also point to the different business environment in tourism – compared to manufacturing business.
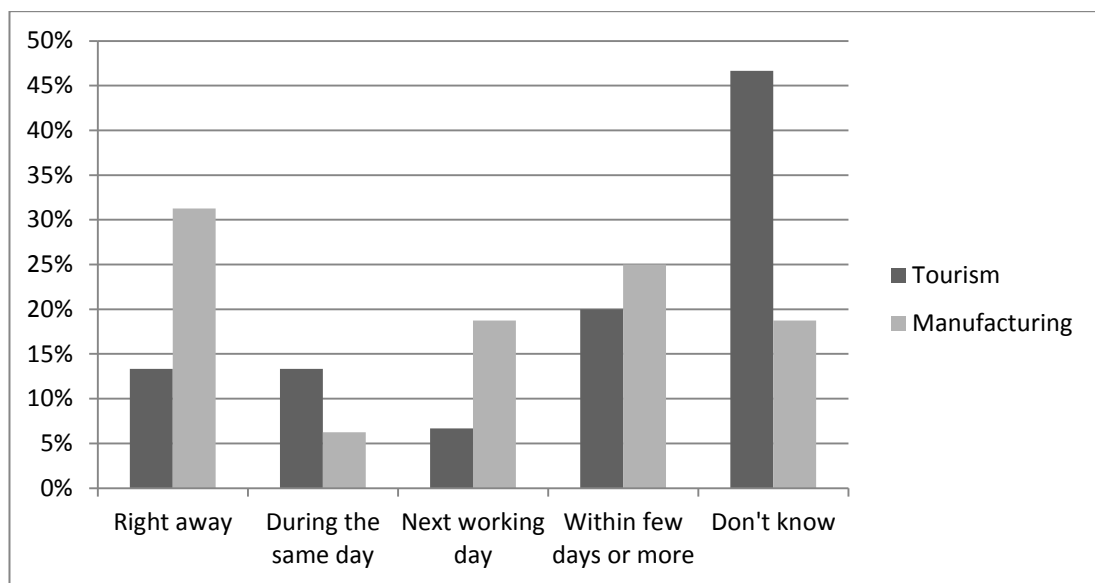

Figure 4. Response percentages from the survey question: "How fast in most cases do you need to have your emails translated?"
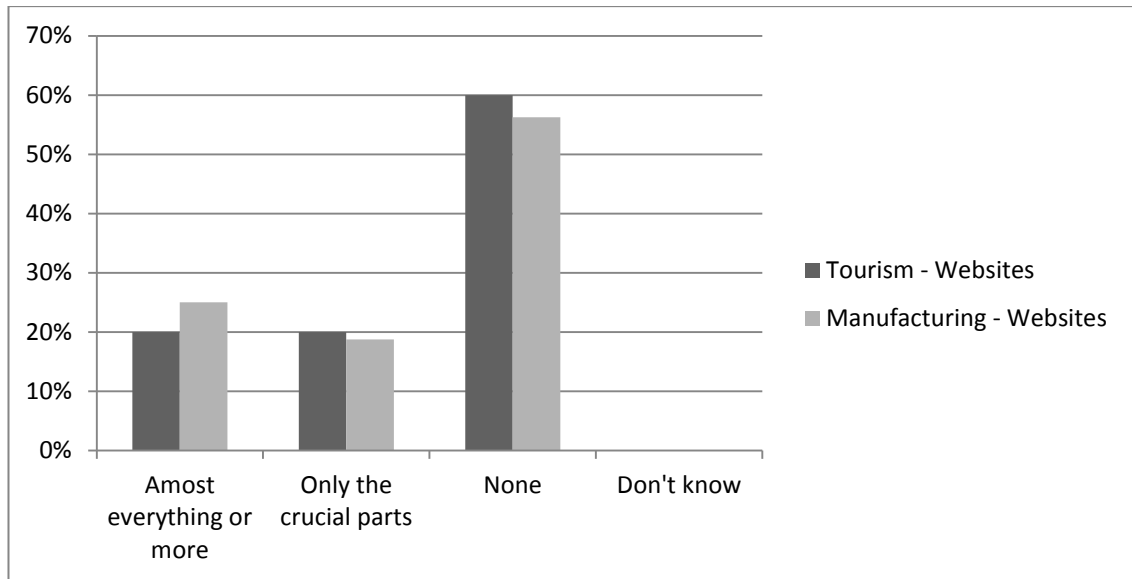
Figure 5. Response percentages from the survey question: "How much of your company's website have been translated in to Russian?"
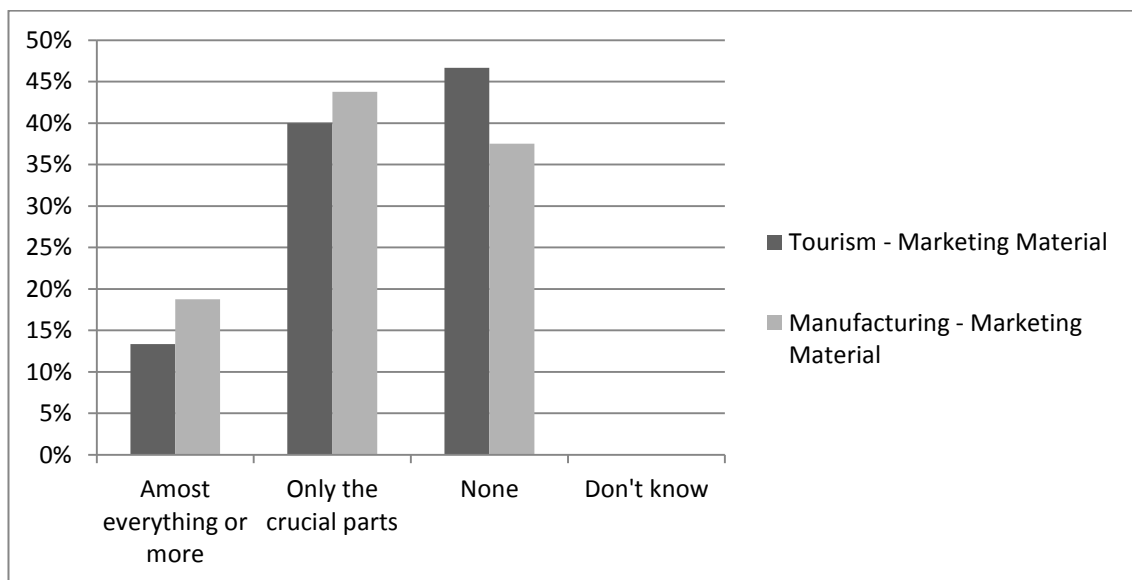

Figure 6. Response percentages from the survey question: "How much of your company's marketing material have been translated in to Russian?"
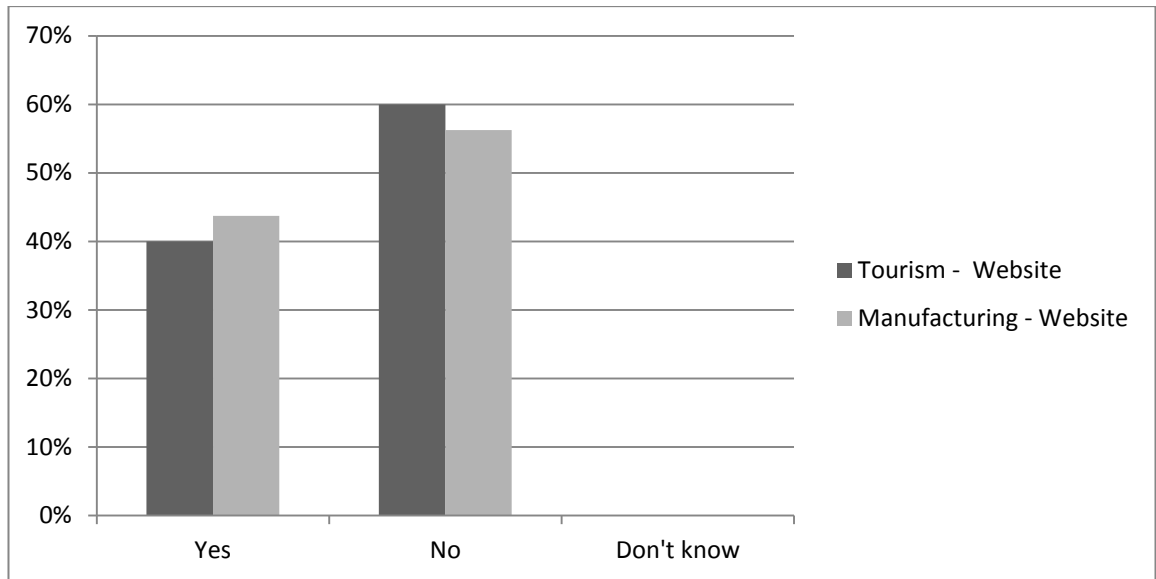
Figure 7. Response percentages from the survey question: "Is the information on the website, provided in Russian, up to date?"
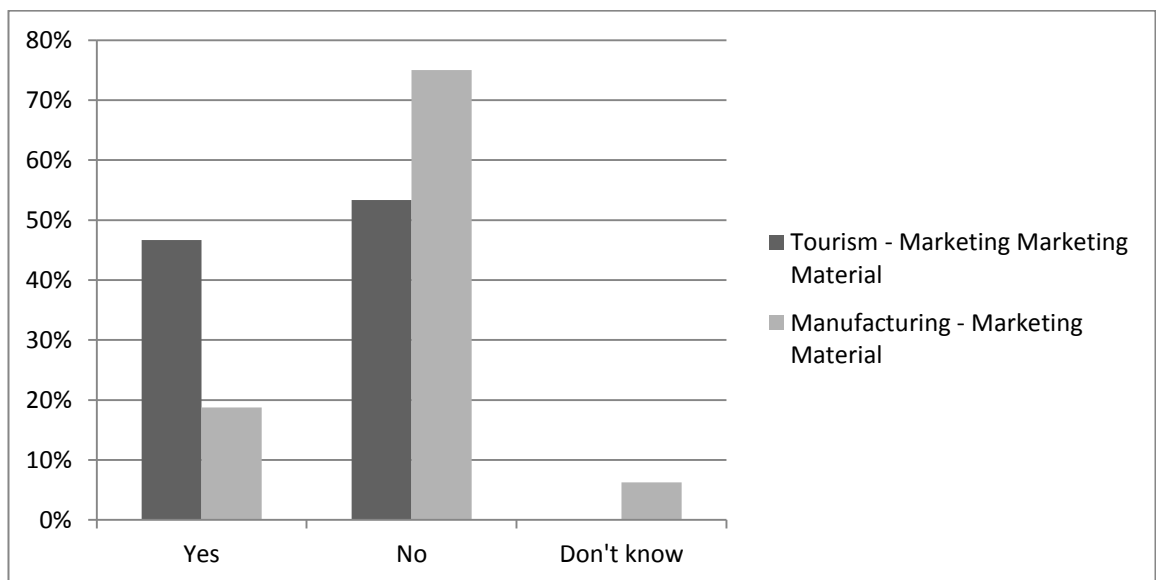

Figure 8. Response percentages from the survey question: "Is the information of company's marketing material, provided in Russian, up to date?"

3.5.2 Differentiating factors between the groups

Activity and so called "business sense" was one of the biggest factors that were differentiating these two groups from each other. For instance, as shown in Figure 9, first contact was taken evenly between the surveyed manufacturing companies and their Russian contact in almost half of the surveyed companies, but in comparison, companies from the tourism group had the majority of contacts taken first by Russian

contact. Manufacturing companies were also much more aware of the benefits of lo-calization which wasn't the case with tourism. As shown in the Figure 10 and 11, Tourism companies did not see localization as important factor when translating and because of that weren't too willing to pay extra for it. Price was evidently more important factor for the companies within tourism group.
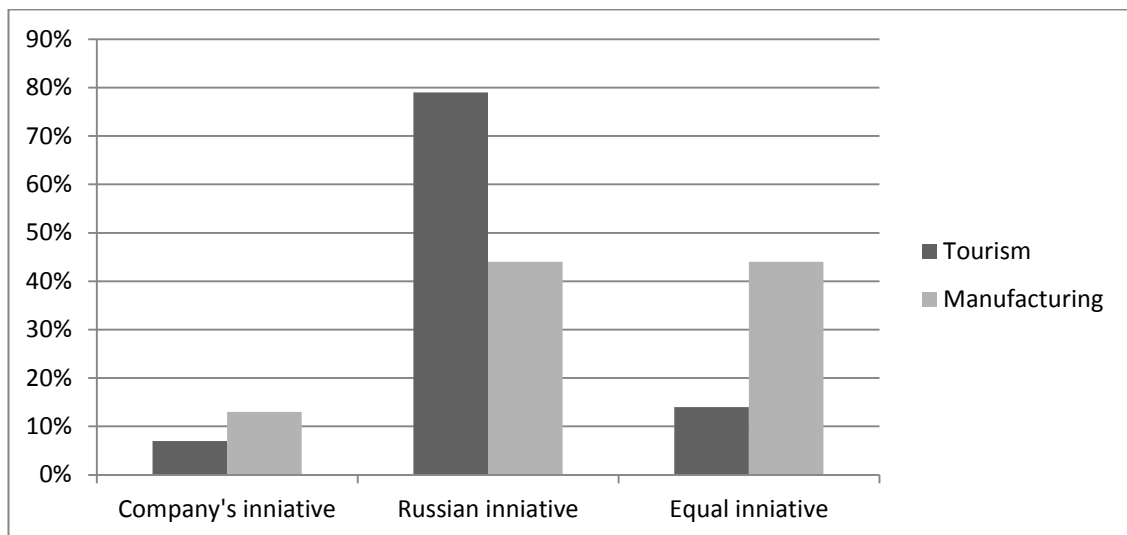

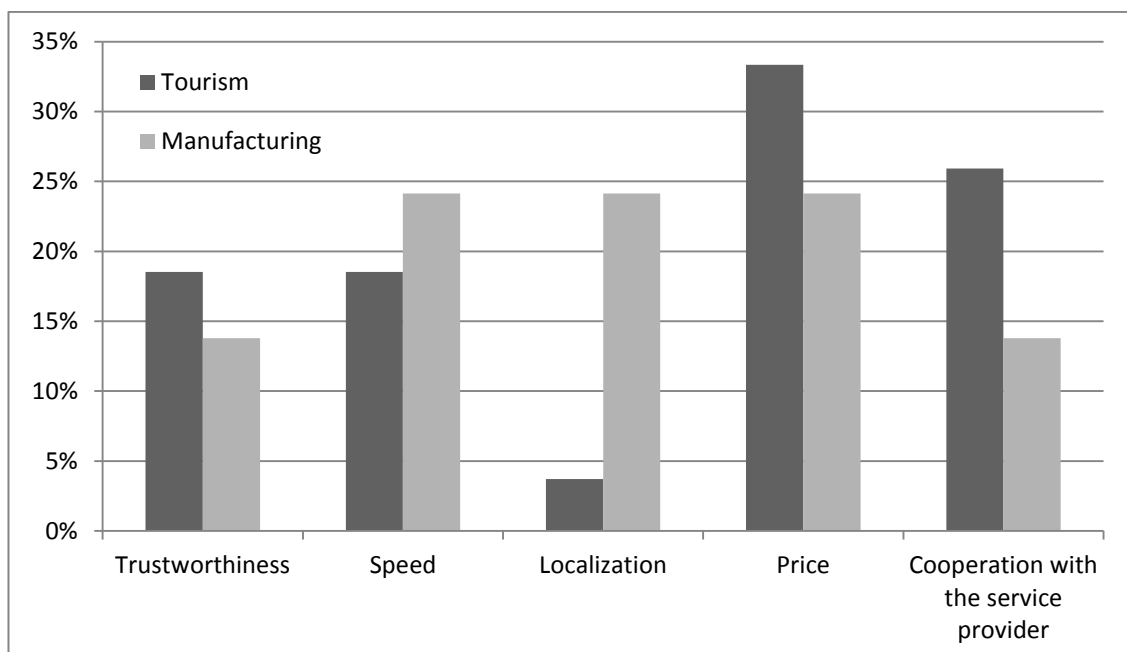Figure 9. Response percentages from the survey question: "By whom is the first contact made by?"

Figure 10. Response percentages from the survey question: "Choose TWO most important factors for you when using translation services"
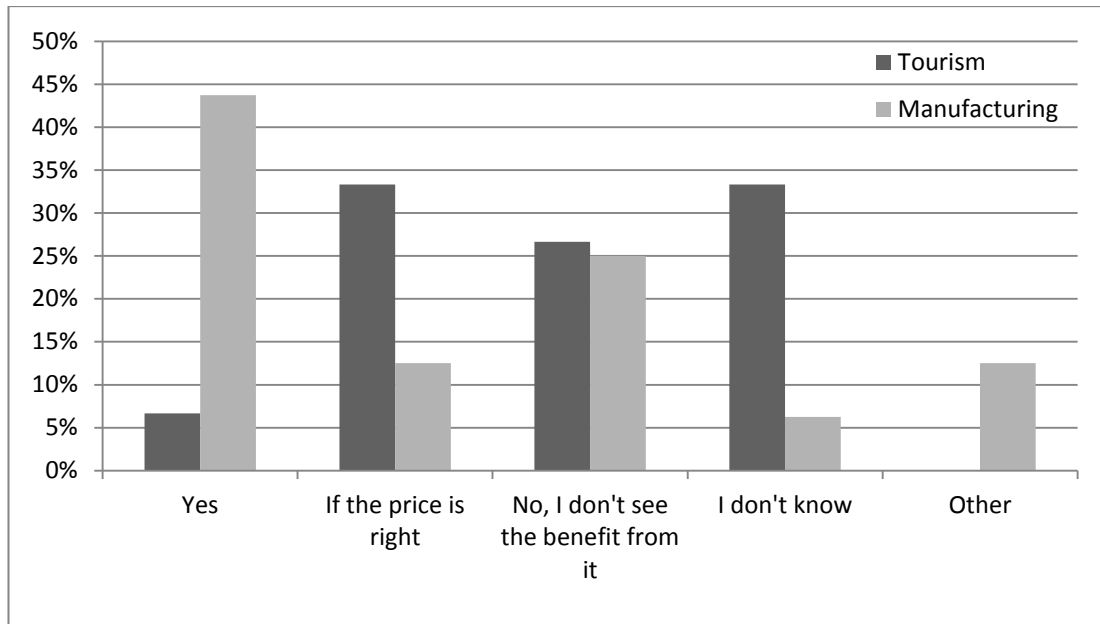
Figure 11. Response percentages from the survey question: "Would you be willing to pay for localization of marketing material?"

As seen on Figure 12, the tourism group was entirely communicating through email in most cases. Yet in the manufacturing group, phone was recognized almost as popular when asked for the most used way of communicating with Russian associate. Those who were communicating through email were also mostly answering that the communication is working "well enough". Manufacturing companies were here also bit more critical towards their success in communication. Most communication was done in English and not so surprisingly, those with Russian speaking employee were "very pleased" with their communication.

Figure 12. Response percentages from the survey question: "What do you consider as the most used way of communicating with Russian associate?"

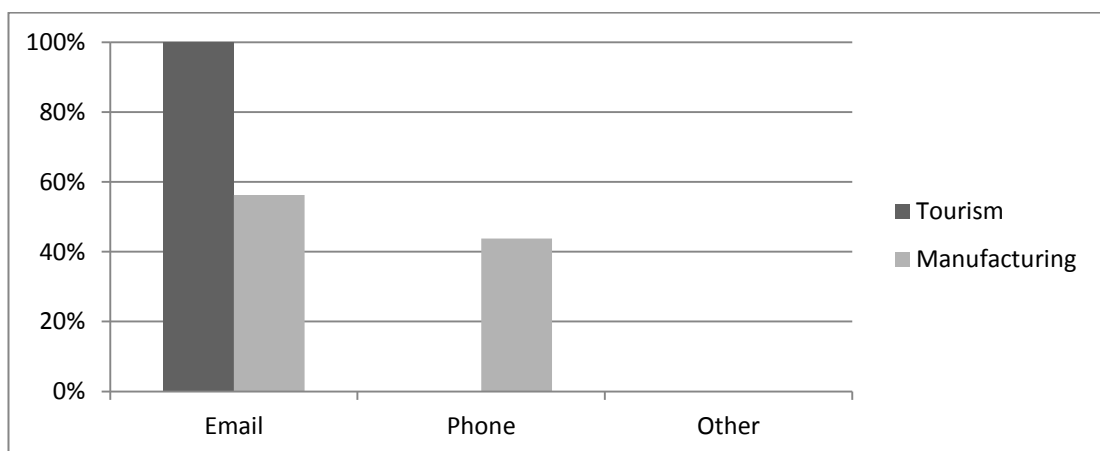In general these differentiators would suggest broader and larger consulting needs of those in the manufacturing business and more precise consulting and translation tasks for the tourism businesses.

Within the tourism group it was also more common to use freely available services on seeking information and in translation tasks. Yet the manufacturing group was clearly more willing to pay for these services – possibly because of better understanding on the benefits of professional services. Another reason for this might surely be the ability to pay for such services. Creating competitive pricing for small scale cooperation and communicating of the benefits when using the service could provide better reach for the tourism group.

3.5.3 Personas

To build empathy with the customer, Personas can be used as a design tool. Idea is to collect more than just socio-demographic and "raw" information but also understanding on the customer's motivation and intentions. The Personas aren't representing any one individual but generalization of the group. More precise, Personas could be created to enable segmentation of the chosen groups. Personas are used hence they're relatively quick and easy to create and transform according to changes. They let you direct the focus of the service to customer's goals and needs that he/she might not yet even recognize. They are also easy to understand so they can be used more efficiently in service design process (Cerejo, 2013).

In this research Personas were used to gather and wrap up the information collected from the survey to more flexible format. The Persona of a certain group can be presented in various ways from detailed profiles that include values such as age and/or sex to complete visualization of the hypothetical customer. The format should be chosen based on the need. Here the chosen format was to construct quotes from the responses to the survey to give the Personas more human-like feel to enforce the empathy rather than raw data. The relevant findings have been used as the base and unnecessary or unclear findings were disregarded. Below from table 3 and 4, can be found the personas for the two different industries that were chosen as the priority target groups as mentioned earlier; manufacturing and tourism.

MANUFACTURING

THINK and FEEL	SEE
"Localization is beneficial and important when translating" "Our communication works quite well at the moment but this might be the problem with most companies in Finland…" "Russia is going to be more and more important in the future"	"We've got some contacts already" "There's a lot of companies offering translations but nothing stands out" "We are looking for information and contacts from Russia"
HEAR	SAY and DO
"Finding the right people from Russia is difficult" "The communication can be difficult for cultural reasons"	"We've got concrete plans for Russia" "We're comfortable in buying translation services from outside our company" "We're active in taking the initiative"

Table 3. Persona of customer from manufacturing industry

TOURISM

THINK and FEEL	SEE
"There's time… I don't think Russia will be too important in the future" "Localization doesn't matter too much" "Our marketing materials should be updated though" "The services that we're now using aren't enough"	"Not too many people know Russian" "We aren't really visible to the Russians" Buying services might be quite expensive…"
HEAR	**SAY and DO**
"The most difficult part is communicating with Russians"	"We haven't done much to reach out" "We've used few free services and joined in collaborative projects" "They come to us – not the other way around"

Table 4. Persona of customer from tourism industry

4 IMPLEMENTATION

During the implementation phase all the knowledge that was gained from the survey and the refined customer's Personas based on it are used to construct the service which would serve the user in the best way while still is possible to produce. The two factors to consider were the specific needs that need to be met and how to meet them.

4.1 Productization

The biggest obstacle in selling professional service such as with the case company here, is that the offering is intangible. Meaning it can't be seen, felt, touched or tasted (Zeithaml and Bitner 2003, p 20). They cannot be easily displayed or communicated to the customer so the value might be hard for the customer to assess. The key goals of productizing are to create service or product that is easily understood, managed and can be replicated without losing consistency. When done correctly, productizing can have significant effect on the efficiency of the company processes. However, it is important to keep in mind that only by productizing a service it does not guarantee the success of it. Customer perspective has to be truly involved in the design.

Especially when it comes to the marketing to culturally different and not yet approached target such as Russian market it is understandable that the potential customer here might not understand what needs to be done and where. This requires the case company to position itself as an expert of the Russian market, but also as an expert in the field of customers. As was found out in the survey, the companies questioned were not yet putting too much effort on seeking the potential of Russian market. In short, the customer needs to be communicated the service itself and the results of the service, so the buying decision can be made. From the company point of view, productization also creates challenges. For example the creation of the pricing hence the unit of service is hard to determine (Zeithaml and Bitner 2003, p 21).

Using the created personas as a base, the description of the package should then be able to answer to the customers' questions such as:

- What is it that is really done

- What is the benefit for the buyer
- How much does it cost

The service should also be able to be systematical in its process and repeatable where possible.

Customer is able to better trust a service that feels less risky. To make it less risky – make it understandable and tangible. First step of productizing a service is to break the service into parts. This can be achieved by blueprinting it. It is worth acknowledging that not all of the phases can or should be standardized if it reduces the customer satisfaction. After the break down of the service, you are able to automate the process with more ease and produce more efficient service process.

The initial service packages of the case company were divided into categories shown in the table 5; website translation, email- and attachment translation, marketing material translation, information retrieval and interpretation/coaching. The format was chosen to represent what the customer was expected to need and what services would suit those needs.

The customer…	Offered services:
…needs translation on the website:	Website + marketing material + email
…requires help in correspondence:	Email + attachments + information retrieval
...wants to make contact with Russian companies:	Information retrieval + email + marketing material
...has scheduled a meeting with Russian partner or any other (russian) stakeholder:	Interpretation/coaching + marketing material

Table 5. Initial service packaging format

To simplify things, these were formed into three head categories based on their pricing model. Email translations, material and content translations, and consulting. Interpretation and coaching was left off because the extensive requirements of it could not be met at this time by the case company and that it was also seen to be quite deep within the sales funnel and could not be effectively pursued without preliminary co-operation and client-relationship. All of these chosen categories contain more specific modules that can relate to the needs of the customer, based on the survey and the possibilities to provide those services efficiently. These categories are presented in the figures 13, 14 and 16 using the basic service packages by Grönroos (2000) that are adapted by Miettinen (2009 p.137-138). These head categories define those services that are needed to provide a customer with a solution to the specific request. Miettinen (2009) cites Lämsä (et al. 2002) explaining how the core service in the model represents the basic answer to the need of a customer. The core service is in most cases the same within the same field of service. For example, all the taxis offer the very basic core service of providing transportation from point A to point B. Supplementary services offer the possibility to provide something that is referred as unique selling point and have extensive effect on the customer experience. It adds to the service offering and can be explained in two parts; Facilitating Services and Supporting Services. Facilitating Services are understood vital to the Core Service, which could not be provided without them. Such as a vehicle would be in the taxi example. Supporting Services are not necessary to be able to provide the Core Service, but can provide a customer with more value. In the taxi example again, it could be a limousine-taxi. The aim here is to provide easy to comprehend system with modularized structure for internal communication and service planning that is possible to be modified on customer basis.

4.1.1 Email translation

Email communication was the most used way in communicating with the Russian speaking associate and the requested translation time for the method of communication was mostly immediate or the following day. As suggested by the survey results,

being able to provide translation within the same day could result in more value for both to the customer and to the case company. Customer would feel closer to his/her normal email usage and the case company would be able to charge premium price for such service. To efficiently be able to offer this kind of service, word-to-word translation is out of option in this case. In reality, word-to-word translation might not even provide any further value for the client – translations could be explained either in few sentences via e-mail or over the phone resulting in quicker response time and less work. To provide easy access to the service from the customer point of view, form that is easy to use and emphasizes confidentiality, could be embedded on the case company's website. This should result in more active approach from the potential customers.

THE BASIC SERVICE PACKAGE		
Translation of email communication - summary		
THE CORE SERVICE Translation and localization of email communication	**SUPLEMENTARY SERVICES** Translation of attachments etc. Premium - Next working day delivery	
	FACILITATING SERVICES Internet Email	**SUPPORTING SERVICES** Web form Option to auto-forward Over-the-phone support

Figure 13. Basic Service Package for Email translation

4.1.2 Material and content translations

The category includes service for website content translation and translation of various materials from marketing to business papers. Even though localization was mostly seen as an important factor in translation of marketing material, it was surprising how many respondents did not see any benefit from it or that the price was a more important factor. To maximize the impact the benefits of localization should be brought up and visualized when possible.

Localization can be also offered as a service by itself if company already has website content and/or other material that is partly translated. Localization is also something that might not be understood or recognized by the customer as possible weak-point of their current translations. Another unexpected finding from the survey result was that even if the company recognized that their translation was weak they saw no benefit from localization. The importance of localization is crucial to point out so it signifies the difference to the competition from freely available translation services such as BabelFish and Google Translate that are still – unfortunately – used in businesses within the two target industries. It could be done through clear case examples of misinterpreted information but other possibilities to signify it should be looked up for.

It should also be recognized that today not only the translation of the website is enough if nobody finds the site. The website should also be optimized to be visible to that audience. Simple optimization can be offered in-house through consulting package but it could be beneficial to set up a partner network to be able to provide the customer with the whole solution or at least to be able to direct the customer to trustworthy companies for added value.

THE BASIC SERVICE PACKAGE		
Translation of material (such as promotional, marketing, official, informative, etc.) as a summary or word-to-word that the customer delivers. Ready translation is delivered via email to the customer.		
THE CORE SERVICE Translation and localization of material(s)	**SUPLEMENTARY SERVICES** Retrieval of information, analysis on the information, proposals done from the information, visualization of the information and SEO-translation.	
	FACILITATING SERVICES Internet	**SUPPORTING SERVICES** Web form Over-the-phone support

Figure 14. Basic Service Package for Material and content translations

4.1.3 Consulting

Consulting offers customized possibility for customer to make light research or analysis on the subject required. Even though its information based nature makes it hard to put in a package, few specific "problem solvers" can be offered. According to the survey, consulting was seen too broad and just as words with no action. Also it was suggested by the survey that the companies were interested in getting more information but were not comfortable in finding trust-worthy or right people to do the research. Neither they were eager to put their own resources in it. Having a good communication with the service provider was also raised as one of the most important factors when choosing a translation service provider. These results concluded that the consulting should be offered in a format of more explained parts and personal communication should be emphasized. Three main consulting services are explained that were chosen on the basis of survey responses. These services are; free quick review of the prospect's website, market research and partner look up. The services offered should not be limited to those here but the mentioned should be emphasized and mentioned on the website and other material.

Free Quick Review should be understood also part of the sales and marketing hence it is designed to introduce the case company and its services to the prospect. The quick review of the prospect's website could be ordered through online form by the website visitor and/or used as a base for making a first contact to prospects. This would outline the few problems and give the case company opportunity to propose services they see beneficial to their prospects and not just ask them what they'd require and willing to pay for. The survey responses propose that for the customer, the price is difficult to estimate so proposing an offer. The process should be quite detailed and repeatable for all types of clients. The aim here is to be able to sell those material and content translation services quickly and enable interaction which could then lead to the more broad consulting needs of the client as visualized in figure 15.

| Quick Review | ⇒ | Content Translation | ⇒ | Broader Consulting |

Figure 15. Visualization of possible journey for nurturing customer towards high value service.

According to the survey, one of the interest points in services for the future was to do with market research in its many forms. The research should follow the standard process model described below to work efficiently and enable better assessment of the costs. Creating database of available sources such as industry publications and organizations and contacts from Russia would benefit in more efficient service both in speed for the customer but also in cost effectiveness for the case company.

More than one respondent pointed out that finding the right contacts such as a partner companies is difficult task to perform. This in mind it would be worthwhile to keep an updated list of company databases in Russia, which can then be put in use whenever there is a need.

THE BASIC SERVICE PACKAGE		
Consulting – Market research, partner look-up (and quick review)		
THE CORE SERVICE information on specific area in question and/or suggestions based on that information	**SUPLEMENTARY SERVICES** Translation, email translation, actions by the company	
	FACILITATING SERVICES Medium of communication (phone, internet, face-to-face), (website for the quick review)	**SUPPORTING SERVICES** Face-to-face meetings

Figure 16. Basic Service Package for Consulting

4.2 Pricing

From the customer point of view, service or product with a clear price tag is easier to buy than a service or product without one. This is because it requires set of actions from the customer. This said it is also worth noticing that pricing also requires time and effort from the service provider to be able to provide a proposition for the client.

Providing clear packages externally and internally can then result in minimized effort in customer nurturing and creating offers.

Most translation providers offered their services with hourly wage or by number of words translated. From a customer point of view this can be hard to measure. How could the customer have an idea how long it takes to translate piece of text. It also might require the customer to go through an extra step of counting those words if this is the price model. Even more so in the business of email translations where it is not necessary to understand the message word-by-word but in more general – understanding the important part of the message and being able to respond to that. Providing more precise translation than is requires by the client, increases the value of the translation only from the provider's perspective.

By setting the price based on messages can make it much more understandable for the client and also benefit the company end by simplifying the process. The challenge here is finding the right price by calculating the average word count of the expected emails. There is also need of setting some kind of a limitation to avoid the possible, although not expected, abuse of the pricing model. To better serve the companies with higher traffic of email messages, translation service can also be sold as a package of example for 50, 100 or more emails. Attachments should also be dealt as a separate work and priced by the word if they need to be thoroughly translated. When considering the pricing for other translation tasks, such as marketing material or web content, the price is always an offer based on the three factors; word count, level of difficulty and requested delivery time.

Pricing of consulting services are either difficult or impossible to provide without compromising too much from the flexibility of the service. The suggested way to still be able to provide some reference point for the customer, is to give out a starting price that is calculated from the very basic market research and partner look up. This will allow the customer to have an idea of the possible cost of such service. With time, these services can also be defined in more precise parts or modules which allow even more exact price tag given for a specific consulting need.

The suggested services that would be highly visible through the website have been concluded in the figure 17 which also visualizes the price difference between different services. The services were chosen hence the possibility to easily present them and also because them being the core of the business.
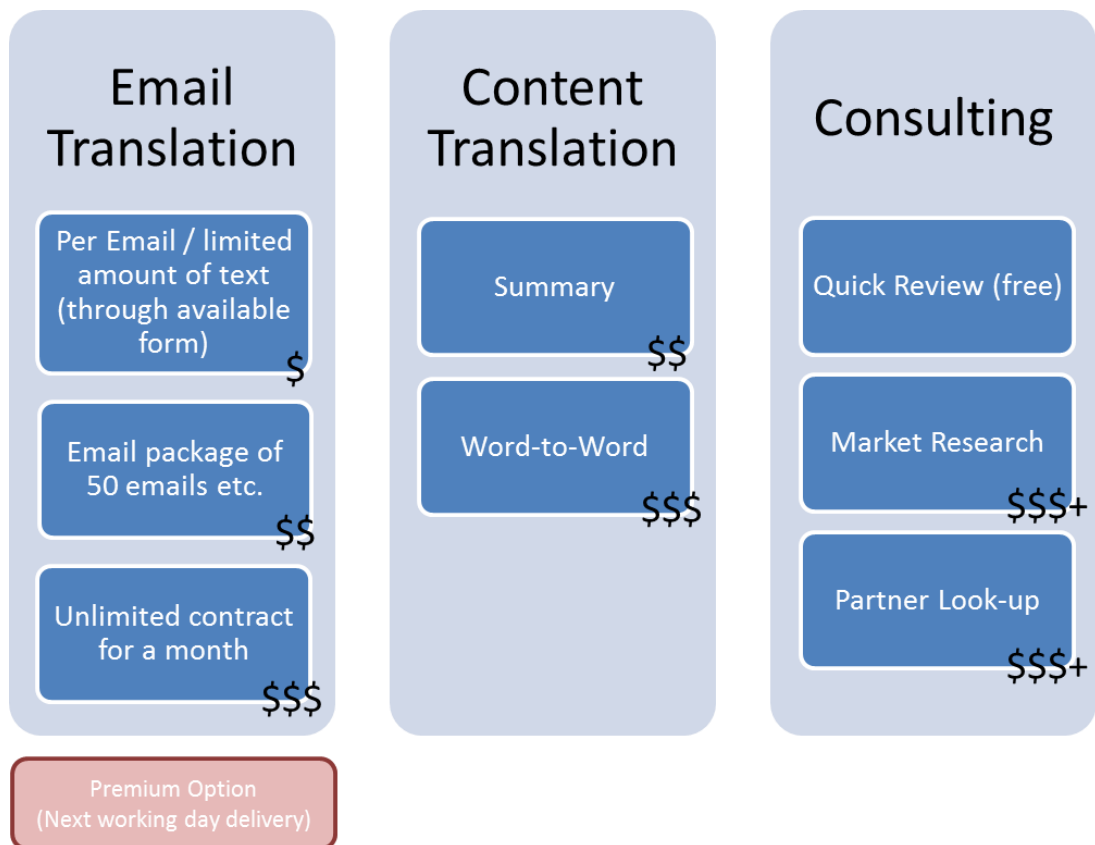

Figure 17. Visualization of suggested service offering and its pricing (can vary)

5 CONCLUSIONS

Currently the case company is in the phase of testing the process and service offering with the first customers. Experiences and results from these projects are to be used then in the refining of the standardized processes and possibly to adjust the service offering. It is suggested that the case company would create detailed customer journey map to be able to later manage the standardized processes more efficiently. Those projects can also be used as future reference to establish the case company as

professional in the field of translation and consulting needs towards Russian market. Some of the services explained here have been already published and are been offered on the company website but the focus at this moment has been set to the ongoing projects. Limited time hence the both owners are working full-time day job, is setting challenges on the implementation of different services. As soon as the processes can be standardized the workload should ease down.

The results from the survey can also be used later for future reference point and as a foundation for other – more specific – research on particular area of the services. The results did already claim need for more understanding on the possibilities of email translation which was only covered briefly but could offer significant possibilities for the company if managed appropriately. The proposed model offering two ways of email translation, one through the website form and another which is based on simple email forwarding, require some set up and can't be implemented without appropriate know-how. The website form for example has to be heavily encrypted etc. for confidentiality. One of the biggest challenges is to find the right pricing model that stands out of the crowd and which is simple yet at the same time beneficial for both the customer and the case company.

It also worth mentioning that after writing the thesis, situation within the market has experienced a dramatic change to worse. The current political climate and sanctions put in effect from both EU and Russia are nevertheless challenges that could have not been anticipated. This should raise interest to follow the ongoing situation closely and adjust accordingly.

The newly formed company and information on the services that are offered can be found from their website www.obgonaut.com.

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SURVEY

Basic information (1/5)

1. Industry?
2. Region?
3. Number of employees?
4. Do you have a Russian speaking employee who deals with the Russian market?

Communication towards Russia (2/5)

1. How many times you are in contact with Russian speaking contact? [Normally] [During high-season]
2. In what way are you normally communicating to the Russian speaking contact?
3. By whose initiative the first contact is normally taken?
4. In what language do you normally use when interacting with Russian contact?
5. How well would you describe that you have succeeded in communication with the language of your choise?
6. What has been the most demanding when interacting with Russian contact?
7. What other challenges comes to your mind?

Services in use today (3/5)

1. How much of your internet- and marketing material is available in Russian language? [Website] [Marketing material]
2. Is the information that you offer in Russian up to date? [Website] [Marketing material]
3. What channels do you use to search for information about Russia-related communication and information services?
4. How do you translate the material listen below?
5. [Website] [Marketing material] [Contracts and documents] [Email communication] [Other material]
6. Other material, please explain what?
7. What other services have you used that are related to Russian market?

Developing of services (4/5)

1. Consider the services related to Russian market that are in your use now. Are those sufficient?
2. What problems or challenges do you see in your company's practices related to communication with and/or information gathering from Russian market today?
3. What type of services and/or solutions would help you to solve the mentioned problems?
4. Please choose TWO (2) most important factors on translation services?
5. Is there some other important factor?
6. Would you be willing to pay for localization in tranlation of marketing material?
7. When you are communicating with Russian contact by email, how quickly you would normally require the translations?
8. In your mind, what would be the best pricing model when considering translation of email communication?
9. What would be the best "by unit" pricing for the chosen model?

Future plans (5/5)

1. At this time, do you have business contacts within Russia?
2. Do you have concrete plans towards Russian market in the near future?
3. Please evaluate the importance of Russian market to your company on the chart below. [Short-term] [Long-term]
4. Which services related to Russian market mentioned below could interest your company in the future?
5. Name of the company