



# Designing experiences for internal and external customers in an office

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The objective of this thesis is to examine and innovate the office experience at Company X, serving the dual clientele of internal customers (employees) and external customers (visitors). The purpose is to support Company X's office expansion and future design, by providing insight into the employee sentiments, industry trends and theoretical knowledge.

The development process involves drawing knowledge from literature, researching the target audience and analyzing the data, with the goal of translating these concepts into insights that will inform the development of a functional and inviting office experience. The theoretical framework draws upon literature relevant to physical workplaces and the office, employee and customer experiences, and service design. The study leveraged two research methods, a detailed survey distributed among all employees for insight into the internal customers' sentiment, and in-depth targeted interviews with senior employees, to gather insight into the external customer experience.

The results on both sides highlight a strong focus on the physical environment of the workplace. On the internal customer side, the need for spaces that facilitate physical health, and encourage social connection are underscored. Key elements highlighted on the external customer side are first impressions, and ease and clarity of the experience, facilitated by professional staff and well-designed spaces.

The study concludes with key insights for creating an elevated office experience that supports productivity, fosters employee satisfaction, and impresses visitors, ensuring alignment with Company X's standards and values. The insights will be leveraged in future planning, budgeting and development.

Keywords: customer experience, employee experience, office experience, service design, workplace

## Contents

1	Introduction .....	5
2	Field introduction .....	6
3	The workplace as an experience and a service .....	7
3.1	Offices of yesterday, today and tomorrow .....	7
3.2	Wellbeing, productivity and innovation in the workplace.....	8
3.3	Internal and external customers .....	10
3.4	Designing experiences .....	14
4	Finding insight for future experiences .....	16
4.1	Current offerings at the Company X office .....	17
4.2	Survey for insight into internal customer experience.....	18
4.2.1	Survey implementation .....	18
4.2.2	Survey results .....	19
4.3	Interviews for insight into external customer experience.....	26
4.3.1	Implementation of interviews .....	27
4.3.2	Interview results.....	28
4.4	Key findings and insights for development .....	30
5	Conclusion.....	34
	References.....	35
	Figures .....	38
	Appendices .....	39

## 1 Introduction

The primary objective of this thesis is to examine and innovate the office experience at Company X, serving the dual clientele of internal customers (employees) and external customers (visitors). The purpose is to identify, improve and innovate the amenities, services and spaces that contribute to a positive employee experience in the office at Company X, and by achieving this purpose, the research aims to provide valuable insights that will inform the development of office services and, ultimately, lead to a more effective allocation of resources and budgets.

Boosted by the pandemic, businesses are reducing office spaces. Company X is not going with the global trend in this case, as the value placed on in-person teamwork and social connectedness is high. The office space is needed, and with the steady growth of the business and number of employees, Company X is looking for even more office space - either by expanding within the current building or finding a new location.

To gain understanding on what the new and improved Company X office should look like, the thesis author was given time and resources for research and analysis within the scope of the thesis, and was appointed to deliver the main elements of employee sentiment when in connection to this theme. The insights would be used to develop office spaces, amenities and services for the benefit of employee experience. As a permanent employee of the company, the author had knowledge of internal processes, and was able to utilize connections with fellow employees to achieve this objective.

This thesis will first study the relevant phenomenon and literature that ties into the experience employees have at the office. The theoretical framework is built around the central concepts of employee experience, customer experience, physical workplaces and wellbeing, and their ties to organizational productivity and profitability, as well as the design of services.

The research part will focus on the spaces, services and amenities offered at the office of Company X. The two research methods used were a survey, sent to all employees to gather maximum amount of data on the employee sentiments of internal spaces, amenities and services, and interviews with four senior employees to gain deeper understanding on external facing services for clients visiting the office. The results were analyzed using the knowledge gathered in the theoretical framework. Finally, insights and important elements for the future development of the office, aimed at the operational team and management, will be presented.

## 2 Field introduction

This thesis is carried out in partnership with a specialist organization (Company X) in the Professional Service Firm (PSF) sector. Specialist organizations, as defined by Pesonen (2007), deliver services to their customers that require expert knowledge, and according to Skjølsvik, Premer & Løwendahl (2017, 203) these primarily intangible services are characteristically delivered by highly educated professionals, underscoring the sector's reliance on intellectual expertise.

According to Empson, Muzio, Broschak & Hinings (2015, cpt 1) the PSF sector has had a significant growth curve in the past four decades globally. It can be described to encompass a wide range of services like accountancy, legal, architectural, and engineering services, and management consulting. More recently, IT (information technology) consulting has emerged within the sector (Skjølsvik et al. 2007, 205), reflecting the digital transformation trends and the increasing strategic importance of IT across all areas of business.

Company X is a global organization, with one of its offices in Finland. Large office environments like Company X's usually include not only the working spaces, but also spaces for social interaction, kitchens, receptions, and different amenities to support employee wellbeing and provide convenience. According to Cacoveanu (2024) the reception area, usually hosting the operational staff, serves as the starting point of hospitality at the workplace. As experiences can be defined as how something makes you feel (Cambridge Dictionary, 2024), the perception of everything that the office offers to the employee or visitor can be considered as the office experience. According to Cave, Duffy & Worthington (2013, 14-16) the scale and demands of the business and its employees determine the needs that the office will meet, and offices can be built specifically for an organization from ground up, or space can be rented from another organization and modified to meet current needs.

### 3 The workplace as an experience and a service

In this part of the study, relevant literature regarding the target phenomenon and related concepts, like workplaces, employee experience, customer experience and service design, are presented. Connections are drawn between employee experience and customer experience, and the physical workplace and wellbeing, while highlighting the importance of design.

#### 3.1 Offices of yesterday, today and tomorrow

Manhaes (2018, 28) states that following service-dominant logic, meaning that services are the core of all economic activity, all interactions, goods and products can be fundamentally defined as services. Through this, it can be thought that the employer is providing the workplace as a service to the employee, in exchange for the employee's services. (Stickdorn et al. 2018, 28-30.)

Vischer (2005, 6) describes the physical workplace as a social contract that symbolically communicates feelings and expectations from the employer to the employee, and while the ever-changing world around us has brought up a variety of trends in the way we work, from hybrid and remote work to all kinds of space designs, this notion remains. This is supported by Newsham et al. (2009, 141) who state that the workplace can be thought to be an indication of the appreciation of an organization for its employees, and found a link between the employees' opinion of their management and the physical workplace provided to them.

According to Vischer (2005, 11-12) the history of the western office draws its roots from 16th century Italy, when the workspaces were created for public service workers mainly in order to surveil employees and their efficiency, while the first office buildings for private companies were not built until the 18th century. The world of offices has since developed to match the demand, trends and technology of the time, from managers looking down to the factory staff from their office windows, the typewriter and its effect on standardizing other office equipment, and finally to computers and the rise of digital technology. (Vischer 2005, 12-13.) A theme that fits the current state of the office world started in the 1980s, when according to Cappelli (2021, 10) the size of offices started going down, instigated by cost-cutting measures focused on the vast amounts of money being spent on real estate. Since then, many things have changed, like cubicles, almost, disappearing and office design being focused on technology advancements (Cappelli 2021, cpt 1). Ultimately the office landscape reached what it is today, forced to change with the world and especially, the technology.

According to LocalTapiola Group (2022), modern technology is at the forefront of themes shaping workplace development, with automation and smart facilities. The workplace needs to bring value to the employee for them to be willing to return despite the possibility of

remote work, and the new way of working, including generational differences in preferences, should be considered with future development. (LocalTapiola Group, 2022.)

Now according to Morgan (2017, 59-60) the era of traditional, grey, uninspiring offices is over and leading businesses are willing to spend money on creating working environments that support employees' positive experiences, while also promoting innovation and productivity. Designing offices with these things in mind is still a fairly new development, starting in the 1990's with some unsuccessful and then some more successful attempts at breaking away from the norms of offices (Vischer 2005, 16-19). These attempts may have just been ahead of their time, since only in the 2010s have companies successfully and intentionally started investing in the renewal of the office experience (Morgan 2017, 60).

According to Mischke et al. (2023) it is expected that in 2030 the demand for office spaces will be lower than in 2019. The trend of reducing office spaces started with a drastic crash instigated by the Covid-19 pandemic, and while employees have in part returned to the office, hybrid work is here to stay. Office attendance in big cities around the world dropped initially in 2020 by up to 90%, and in late 2022 was still down by around 30%, depending on industry and role. This has, in part, led to a decline in demand for office spaces, while the need for a higher quality of the spaces has gone up. Since some employers don't need as much space anymore, they can move forward by focusing on the quality of the spaces. (Mischke et al. 2023.) CBRE (2024) reports that in the Helsinki metropolitan area, 70 000 sqm of new office space was built in 2023, and in 2024 the number is expected to reach 119 000 sqm.

### 3.2 Wellbeing, productivity and innovation in the workplace

According to the International Labour Organization (2024), workplace wellbeing comprises all areas of working life, and one of the main affecting aspects is the physical working environment. Groen, Pils & van Sprang (2022, 197-198) state that the employer should provide the employee with an environment that will enable them to be productive, while also taking care of their health and safety. While the pandemic might have given the themes of positive and inspiring workplace experiences, and higher quality spaces a push with the need to encourage employees to return to the office (Mischke et al. 2023), the need for physical workplaces that support health had already been recognized in the past.

According to Newsham et al. (2009, 130) numerous studies already linked physical work conditions to job satisfaction and overall well-being of employees, and their own study found these same connections, as illustrated in Figure 1.



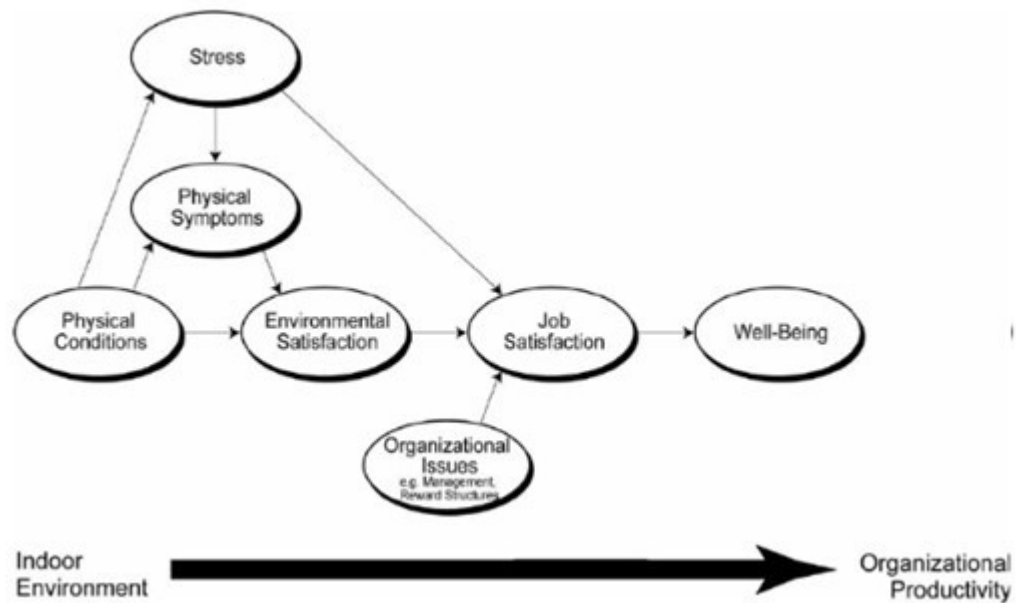


Figure 1: Conceptual model of linkages between indoor environment and outcomes important to organizational productivity (Newsham et al. 2009, 130)

The figure presents a model illustrating the impact of the indoor environment on organizational productivity. It starts with physical conditions influencing environmental satisfaction which in turn affects job satisfaction and finally well-being. The physical conditions also influence stress and physical symptoms, that both affect the environmental satisfaction. In this instance, well-being is depicted as a precursor to organizational productivity. The model emphasizes the direct and indirect pathways through which the physical workplace can affect employees' productivity through physical and mental well-being. (Newsham et al. 2009.) This link is also supported by a study from Knight & Haslam (2010) who state that the environmental conditions are linked to wellbeing specifically through psychological comfort, and that autonomy over one's physical workplace increases said comfort.

According to Dery & Sebastian (2017), empirical evidence suggests that companies offering great experiences to employees are often more innovative. This correlation can be attributed to a work environment that not only encourages creativity and experimentation but also provides the tools and spaces necessary for innovation to flourish. Enhanced employee experiences can translate into a workforce that is more engaged, can focus on what is important, and are more committed to the company's vision, all of which are crucial components for fostering innovation. (Dery & Sebastian, 2017.)

The need for innovation in today's world and business is continuous, to keep up with trends, technology and of course, competitors, and the creation of new needs to be rapid (Dery & Sebastian, 2017). According to Stickdorn, Hormess, Lawrence and Schneider (2018) new

features, tools, designs and products will not be new for a long time for two main reasons: due to the ease of accessing information any significant innovation can quickly be replicated by competitors, and from the consumer's perspective, the novelty of new products or services swiftly goes from being a delightful surprise to a baseline expectation. This phenomenon requires companies to have a relentless commitment to innovation in order to maintain customer satisfaction and market relevance. (Stickdorn et al. 2018, 9.)

### 3.3 Internal and external customers

The employee has an experience in the workplace that translates to their commitment, productivity and innovation, making the experience a significant theme to consider not only when it comes to retaining employees but also regarding business outcomes (Groen et al. 2022).

Morgan (2017, 3-10) describes the concept of employee experience as relatively new, and the inevitable evolution of modern life has driven companies to design these experiences that make people want to show up to work, rather than simply focusing on making the employee useful or productive. According to Maylett & Wride (2017) the employee experience can be described as the full perception that an employee has about the employer, formed by all the interactions between them, starting from the recruitment process, and including things like the physical workplace, development opportunities, tools, job design and services, amenities, compensation offered to the employee and the overall wellbeing. The experience can also be completely different between employees at the same company, simply due to small differences in expectations (Maylett & Wride, 2017, 25-26). Morgan (2017, 59-62), states that an organization's values should be visible not only to the outside but shown in the physical workplace, as it comprises as much as 30% of the employee experience.

As Dery and Sebastian (2017) linked employee experience to increased innovation, they then linked increased innovation to higher levels of customer satisfaction measured with the Net Promoter Score (NPS). According to the Net Promoter System website by Bain & Company (2023), the NPS is a way of measuring "an organization's performance through its customers' eyes", but more simply put is a metric for measuring customer loyalty. In researching how to measure customer satisfaction, Fred Reichheld, a partner at Bain & company, and his team found out that this simple approach created accurate results that correlated with customer behavior better than conventional customer satisfaction surveys. The Net Promoter Score was introduced in 2003 and is now a globally used metric. The original NPS question is "How likely are you to recommend Company X to a friend or colleague?", and answers are scored on a zero-to-ten scale. Respondents that answer 9-10 are promoters, answers 7-9 passives and 0-6 detractors. To calculate an NPS score the percentage of detractors is subtracted from the percentage of promoters (NPS = Promoters (%) - Detractors (%)). (Bain & Company, 2023.)

The use of NPS has been extended from just customers to employees and beyond, by small modifications to the original NPS question. The Employee Net Promoter Score (eNPS) question, geared towards measuring the entire employee experience is generally "How likely would you recommend this company as a place to work?". (Bain & Company, 2023.) According to Stickdorn et al. (2018, 10) this valuable metric faces the challenge of many quantitative measurements: when your NPS or eNPS results are going down, you know that you have a problem, but without additional questions, the reason is left unclear. This is why the NPS alone is an inadequate tool, and knowing this, companies need to turn to other methods and qualitative research to maintain and develop their customer- and employee experiences (Stickdorn et al. 2018, 10).

Although customer experience and employee experience are separate concepts, thinking that they are closely related is widely represented in literature and studies. The first standpoint to view this from is the link between employee experience and customer experience. According to Holloway and Armstrong (2020) a strong employee experience leads to being able to deliver better service to the external customer, leading to a stronger customer experience and ultimately to revenue growth. This is supported by Dery & Sebastian (2017) who state that companies that focus on the employee experience outperform their competitors, and by Sasser, Schlesinger & Heskett (1997) who presented the service-profit chain (Figure 2).

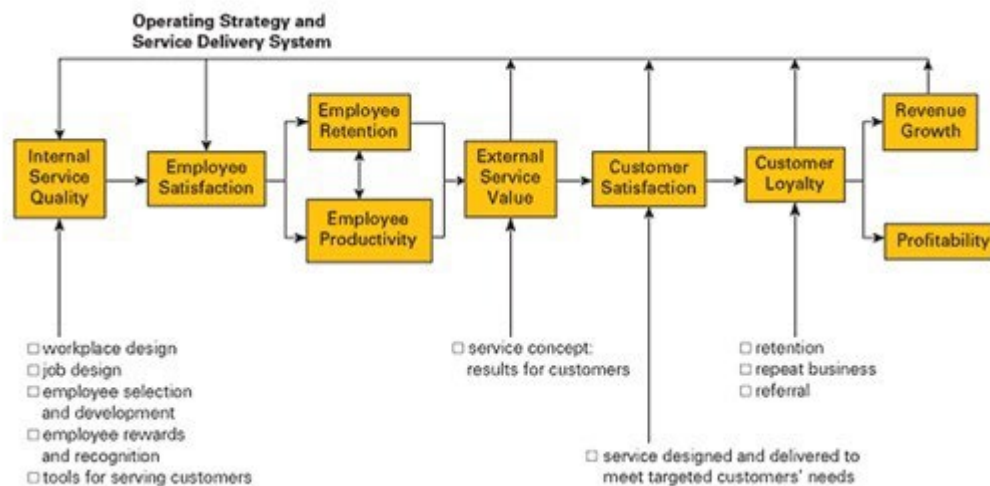


Figure 2: The links in the service-profit chain, according to Heskett et al. 1997

The service-profit chain (Heskett et al., 1997) links employee satisfaction, through employee productivity and retention, to service value and customer satisfaction, then to customer loyalty and finally, to revenue growth and profitability. The very beginning of this chain is internal service quality, which is the focus of this thesis. While the physical workplace, facility management and office services are only a part of these internal support services that

drive employee satisfaction, identifying and continually developing them is crucial in reaching and maintaining good internal service quality. (Heskett et al. 1997.)

When exploring the nature of customer and employee experience, the second viewpoint emerges: who constitutes a “customer”. According to the Cambridge Dictionary (2024), a customer can be defined as someone that is receiving or purchasing a service or product from another person or business. McKain (2023) describes that the external customer is someone that doesn’t work for the company, and purchases these products or services. Traditionally, the term customer experience has been used for the interactions with an external customer, but from another point of view employees, too, can be viewed through the lens of customer experience.

Within the same company, fellow employees and colleagues can be considered internal customers when they are receiving a service from another member of staff (McKain, 2023; Indeed, 2022; Cambridge Business English Dictionary, 2024). A publication from Boston Consulting Group (BCG) (2024) states that employees should be considered like customers of the employer. This should include delivering not only basics, but personalization, and using tools like design thinking to go beyond (BCG, 2024). This is supported by McKain (2023) who suggests that employees should be considered the customers of their employers, receiving services in the form of support, environment, and culture provided by the employer. (McKain, 2023.) Not only is considering this beneficial when it comes to employee retention (BCG 2024), but due to the link between employee experience and profitability, also beneficial business-wise for companies to consider (Heskett et al., 1997; Dery & Sebastian, 2017).

According to Lewis, Burnett & Waters (2022) the principles of hospitality should apply not only to external customers, but internal ones too, meaning companies’ own employees. Workplace hospitality, a part of the internal customer experience, is a fairly new concept only recently starting to gain mentions from facility management, workplace management and real estate companies (Cacoveanu, 2024; Aramark, 2024; Lewis, Burnett & Waters, 2022). According to Cacoveanu (2024) workplace hospitality means treating employees as guests with a focus on the experience they have in the workplace. In the workplace, the employer is the host, and the employee is the guest. Operational staff of the employer are the providers of hospitality, managing the workplace and offering services to the rest of the employees. The experience of hospitality to a guest (employee) in a workplace is a result of spaces, services, behavior and interactions with the host and providers of hospitality. (Groen et al. 2021, 197-198.)

The term hospitality can be defined in numerous different ways depending on the context, and there is no one definition, model or theory (Groen et al. 2021, 194). According to Circles (2024) hospitality can be broadly described as the relationship and experience between a

guest and a host. With this broader concept, the thinking that hospitality as an experience is not only limited to businesses operating within what is considered the hospitality industry has been growing in the past decade, and it can be considered that a perception of good hospitality in the workplace is not only essential for existing employees and their morale but considered to be an important factor in attractiveness to potential employees (Groen et al. 2022, 195-198). Hospitality is already widely considered an important component in all of today's society and more specifically it has been adopted as a key concept in business. Companies continue to develop the experiences that people will have in connection to their business, ranging from the external customer experience to the experience an employee has every time they walk into the office building. (Circles 2024.)

Danivska & Klungseth (2022, 213) state that whenever creating a great experience, the entire process needs to be looked at from the customer point of view. This should include the internal customers. Morgan (2017, 178) presents the “Employee experience Design loop”, shown in Figure 3.



Figure 3: Employee Experience Design Loop (Morgan 2017, 178)

The loop describes the iterative process of designing experiences between the employee and the organization. According to Morgan (2017, 178) the process can be started from any point in the loop. In the “respond” step, the employee gives feedback, for example on the development of office design, to the employer. Subsequently in the “analysis” step the insights are gathered to inform decision-making in the following, “design” step. In the “launch” step these designed initiatives are introduced, and in the “participate” phase the initiatives are used. (Morgan 2017, 178-184.) This design loop is reflective of the principles known in design thinking and service design, suggesting a methodological alignment with these frameworks.

### 3.4 Designing experiences

According to Polaine, Løvlie, and Reason (2013, 18-19) the concept of design can be traced back to modernizing life and improving the standard of living in the early 20th century. From industrial goods, the practice has since expanded to cover almost anything imaginable, in search of a better human experience (Polaine et al. 2013, 18-19). According to Stickdorn et al. (2018, 22): “Design is the process of making sure something fits its purpose”.

According to Müller-Roterberg (2020, 9-10), design thinking combines the approaches and methods of designers with the analysis of researchers, by designing from the user point of view while factoring in feasibility, viability, and facts. It is an innovation strategy based on the needs of people, not just in the context of material products, but countless other areas of life and business. Straker and Wrigley (2023, 7), just like Müller-Roterberg (2020, 14) and Polaine et al. (2013, 18), highlight the importance of empathizing with users from the beginning of the design process, as the basis for a successful, human-centric design thinking approach.

According to Stickdorn et al. (2018, 19) the concepts of design thinking and service design are closely related. It can be thought that design thinking serves as a foundational framework for service design, which is the more practical application of methodologies and tools. Overall the fact that there is no one answer, supports the fundamental idea of the design approach. (Stickdorn et al. 2018, 19-21, 31)

According to Stickdorn & Schneider (2012), it is said that there is no one definition for what service design is, and according to Richard Buchanan (2001), a professor of design and author of multiple books on service design, that is one of the strengths of the field. It allows service design to be an ever-evolving, interdisciplinary approach and way of thinking that can grow with the designers. Combining numerous definitions from different sources, service design could be described as an approach to develop services that are: well thought through from the user point of view, innovated and improved with empathy in mind, and resulting in desirable experiences. (Stickdorn & Schneider, 2012, 22-23.) Figure 4 visualizes the key principles of service design according to Stickdorn & Schneider (2012) and Stickdorn et al. (2018).

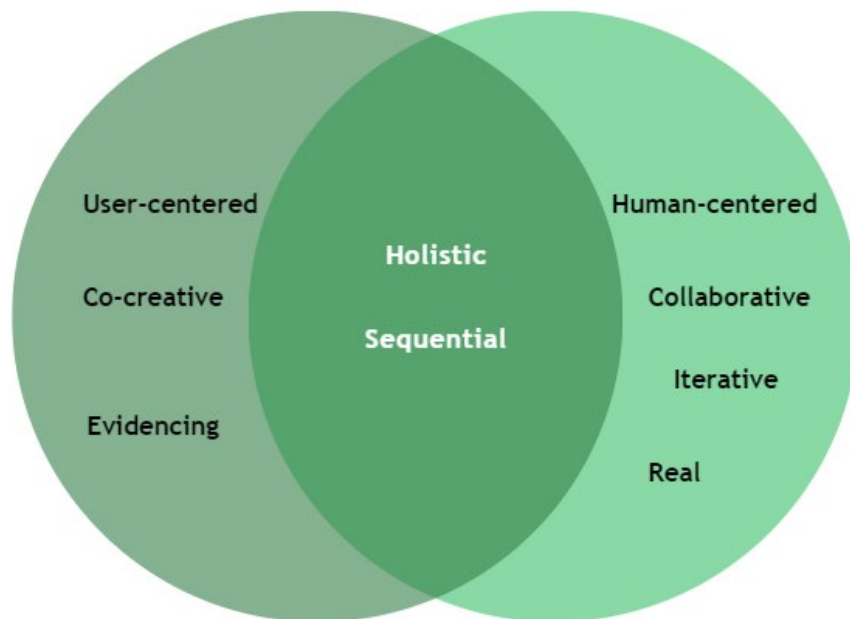


Figure 4: Service design key principles according to Stickdorn & Schneider (2012) and Stickdorn et al. (2018)

Figure 4, informed by works from Stickdorn et al. from 2012 and 2018, visualizes the evolution of service design principles. The initial five principles outlined in the first edition; user-centered, co-creative, sequencing, evidencing, and holistic, set the stage for a design process focused on the end-user's needs through collaborative development and clear structure, grounded in tangible evidence. The later iteration adds depth to these concepts by replacing some principles, and reforming others, reflecting growth in the service design field. (Stickdorn et al. 2018.)

The two principles left untouched are “holistic” and “sequential”. The term holistic can be defined as dealing with the whole, not just a part (Cambridge dictionary, 2024), and in the case of service design means that the result should address the needs of all stakeholders. Sequential describes the visualization of the service process as a sequence of actions. The revision of “user-centered” to “human-centered,” encompasses a more inclusive consideration of all stakeholders in the service delivery process, recognizing the value in designing experiences that are equally considerate of the service provider's journey. This reorientation is particularly relevant when considering workplace amenities; for instance, it's not just the employee using a kitchen that matters, but also the staff members that stock the kitchen. “Real” puts an emphasis on grounding the process in the actual experiences of stakeholders rather than simply showing that something has been done to add value, ensuring that the solutions are practical and meaningful. “Collaborative” underscores breaking down silos

between backgrounds and functions, to have a varied group of stakeholders involved in the process. The addition of "iterative" underscores the dynamic nature of service design. It's not enough to create a service; it needs to continually evolve through repeated cycles of development, feedback, and improvement. These evolved principles inform a comprehensive, reality-based framework for service design process that's result meets needs of all stakeholders and business processes. (Stickdorn et al. 2018, 24-26.)

The service design process has been described in multiple different ways and with different terminology, but in the end, follows the same core activities: Research, ideation, prototyping and implementation (Stickdorn et al. 2018, 87-90). In the design process, understanding and empathizing with the stakeholders is crucial to build human-centered services, and research is the key to doing that (Stickdorn et al. 2018, 90). A fundamental aspect of service design is that it does not only fix problems, but instead explores what should and could be done to create value before irritations occur (Stickdorn et al. 2018, 23) which is important since it has been shown, that many dissatisfied customers don't complain, and their bad experiences will travel far by word of mouth (Goodman 2009, 17). Ideas produced in the ideation phase are the starting point of a successful process, and prototyping focuses on the exploration of all possible aspects of new service scenarios before the final phase, implementation. (Stickdorn et al. 2018, 90.)

To keep the scope of this thesis appropriate, the prototyping and implementation stage of this process at Company X will not be explored. Instead, this thesis will conclude with the ideation stage, where insights gathered in the research will be turned into ideas for development.

#### 4 Finding insight for future experiences

The aim of this thesis is to provide valuable insights that will inform the development of office services and, ultimately, lead to a more effective allocation of resources and budgets. This chapter of the thesis will cover the current situation at Company X, the research methods used, analysis of the results and a development proposal. The two research methods used were a survey, sent to all employees to gather maximum amount of data on the employee sentiments of internal spaces, amenities and services, and interviews with four senior employees to gain deeper understanding on external facing services for clients visiting the office.

While innovation is important to keep up with the changing world around us, the idea is to not fix what is not broken. A big part of the research in this thesis is not just finding out what the internal customers would want at the office, but what Company X already has and is



working well. As discussed previously, innovation is needed due to existing services becoming expected and no longer as delightful. Following that, this research aims to also conclude what continues to be delightful and should not be changed.

#### 4.1 Current offerings at the Company X office

A manual that would comprise all the current office services at Company X does not exist, so a visual one was created in this process. Figure 5 presents the current office services at Company X.



Figure 5: Office services at Company X

Figure 5 was built based on the experiences of the thesis writer as a full-time employee at Company X and part of the operational team. It details the services and amenities provided to the internal customers (employees) and the external customers visiting the office, as well as a list of the different kinds of spaces within the office.

Company X is committed to support the employee experience in a variety of ways. In the part of employee experience that is studied in the case of this thesis, the physical workplace, Company X is committed to supporting the employees' wellbeing and overall experience, and the goal is to offer a wide range of spaces, amenities and services directly at the workplace to achieve that. The services include reception, meeting, and other services for arrangements at the office, and amenities are mostly focused on wellbeing with things like ergonomic equipment and snacks and drinks to fuel the workday. The office has open concept spaces, meeting rooms, kitchens with dining areas, a reception and lounge areas. The employees can work from the office, from home or from the client site. Presence at the office is encouraged

for teamwork and social connectedness. The number of workdays at the office is dependent on position and responsibilities of work.

The operations team maintains and engages in constant development of the office spaces, amenities and services, yet currently, the customers are not involved in the process systematically. Feedback is only requested every now and then, and usually on specific changes made, not on the services as a whole. This creates silos in the full experience and means that the customer wants and needs are discovered only when they are pleased or displeased enough to give direct, unprompted feedback, which is rare. The last survey considering office services was sent in 2021, and it focused mostly on specific amenities at the office, not the entire experience. With customer-centricity in mind, this as a starting point can be considered a point of development for the future.

#### 4.2 Survey for insight into internal customer experience

According to Moilanen, Ojasalo and Ritalahti (2022, 4.4) surveys serve as a pivotal quantitative research tool in development studies, allowing researchers to quickly collect structured and easily processed data from a large and diverse sample of individuals. Surveys often employ questionnaires with closed-ended questions, enabling standardized data collection and statistical analysis. They allow for a wide variety of examinations, thereby providing valuable insights that can inform development. The weakness of surveys is that while results can be acquired fast, they can be quite superficial and the motivation towards the study from the respondent might be low. To compensate for this, a qualitative method along with the survey should be considered. The reliability of survey data depends on the response rate, a higher response rate meaning more reliable data. (Moilanen et al. 2022, 4.4.)

In order to gather the right data, the survey questions should be chosen so that they support the goals of the development work, and anything else should be left out. Having a clear view of the goals prior to designing the survey is a determining factor to how well the research can be carried out, and due to this, theoretical knowledge regarding the target and goals should be studied beforehand. The language, content and duration of the survey should be designed according to the respondent group, their knowledge and connection to the topic. (Moilanen et al. 2022, 4.4.)

##### 4.2.1 Survey implementation

The goal of the survey was to gather information about internal customer sentiment, valued elements, and improvement suggestions for the future. The online survey, along with its cover letter detailing the research purpose and survey content, was sent out to an internal

chat channel with all Company X employees as members. Designed for efficiency, the survey offered respondents the flexibility to provide brief responses or engage more deeply with open-ended questions, depending on their availability and inclination to share detailed feedback. The survey tool used is also widely adopted at Company X, easy to use and familiar to most employees, to make responding as inviting as possible. It was expected that the survey would reach between 50 to 100 respondents. Full survey can be found in Appendix 1.

The demographic section of the survey was aimed at finding out the employees' seniority, previous experience working in office environments, and which floor of the Company X office the respondent usually works on. The aim with seniority and previous work experience was to find out if the employees tend to compare the Company X office to others, and if and how it could change employee perceptions. Finding out the respondent's primary working floor is significant since the office currently has three floors that have all been renovated at different times and offer slightly different spaces and amenities. This question can help with taking action, if a certain floor is correlated to a clear development need.

The second part of the survey focused on the full workplace experience, both quantitative ratings and qualitative comments on the office's spaces, amenities, and services. For ease of response and reference, participants were provided with Figure 5, which depicted key areas and features of the office. Although the survey was structured to primarily provide quantitative data through its mandatory questions, it also offered opportunities for qualitative insights via optional open-ended responses. The goal was to collect as much data as possible at once, by incentivizing the employees to respond with a call to action for improving their workplace experience, and a limited time window to do so.

In alignment with ethical research practices, the survey was designed to ensure respondent anonymity, only requesting information on seniority to avoid any identifiable data. Prior to participation, respondents were informed that their feedback would contribute to this thesis but also play a crucial role in the internal development of office services at Company X. These purposes were communicated to emphasize the value of their input while reassuring participants of the professional use of their responses.

#### 4.2.2 Survey results

The survey was open to responses for a total of 12 days (14<sup>th</sup> to 25<sup>th</sup> of February 2024) and reached 63 respondents. This section delves into the findings derived from their responses, offering a comprehensive overview of the current sentiment among the workforce. The data presented not only reflects the diversity of opinions across different seniority levels but also sheds light on the distinct needs and preferences that characterize the employee base at Company X. The following analysis aims to distill these insights, providing a basis for informed

decision-making and strategic enhancements to the workplace environment. In figure 6, the demographic of respondents is visualized.

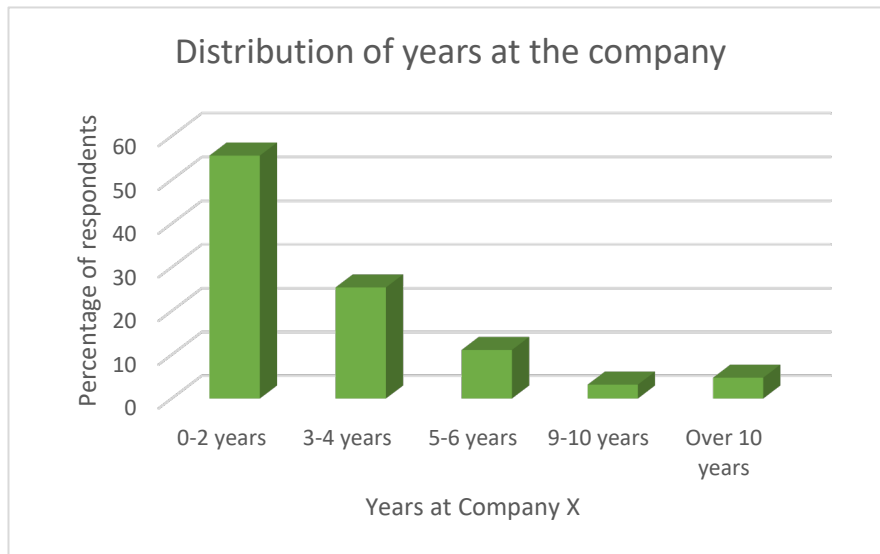


Figure 6: Distribution of seniority

Figure 6 illustrates the distribution of seniority among the survey respondents at Company X. Notably, more than half of the participants reported having less than 3 years of tenure with the company. This significant representation of newer employees underscores a predominantly junior perspective within the collected data. Given that these early-career individuals constitute the majority of the office population, their significant presence in the survey responses was anticipated. The skew towards less tenured staff highlights a valuable insight into the evolving workplace culture and preferences, as these employees bring fresh perspectives and expectations to the office environment. Consequently, the findings primarily reflect the viewpoints and priorities of a younger workforce, which is crucial for understanding current trends in employee satisfaction and engagement. This demographic trend in the data suggests a need for management to consider these younger voices in shaping workplace policies and amenities, acknowledging that their preferences may significantly influence the overall direction of office culture and development at Company X. Figure 7 continues the visualization of the demographic with the respondents' preferred working floors.

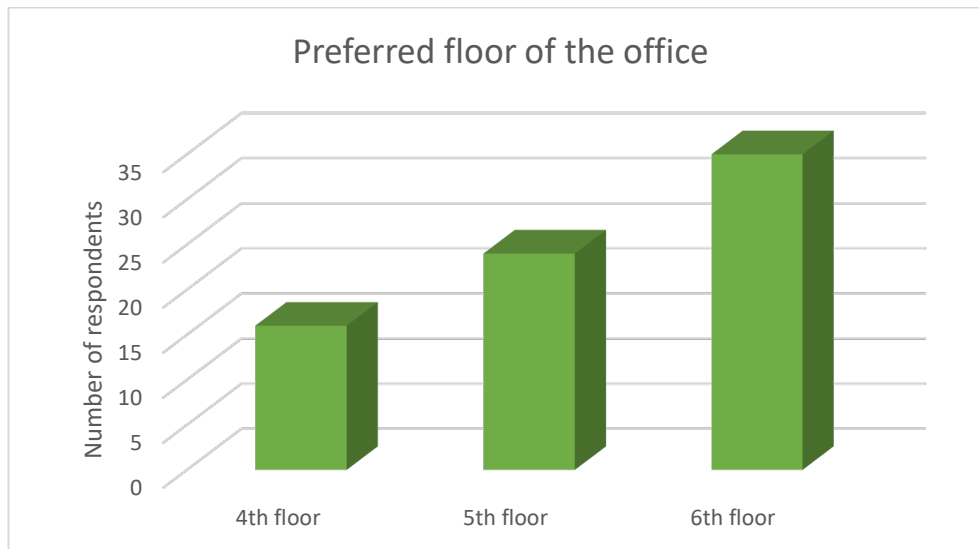


Figure 7: Respondents' preferred working floor

Figure 7 visualizes the responses on what floor the respondents usually work on. The investigation into employees' preferred working floors within the office is particularly insightful, considering the distinct amenities and the timing of renovations across the three levels. Despite the 4th floor serving as a communal hub with critical spaces such as the reception, external meeting rooms, the main lounge for gatherings, and the largest kitchen, it received the lowest number of selections as the preferred workspace, which could be related to the fact that it is the floor that is most worn down. In contrast, the 6th floor, which is the most recently renovated and offers the freshest spaces, was identified as the most popular choice among respondents. This preference for the 6th floor over the 4th underscores the complexity of employee needs and desires, suggesting that factors beyond just communal amenities, such as the appeal of newer facilities or the ambiance of the workspace, play a significant role in their workspace preference.

While the 4th floor has a communal pull and provides the most varied amenities, it is mostly only preferred for visitation. Understanding these preferences is important for tailoring the office environment to enhance employee satisfaction and productivity. It also prompts a deeper examination of how office design and available amenities on each floor influence daily work patterns and interactions. Despite the 4th floor's role as a central hub for interaction and its frequent visitation by employees from all levels, its lower preference rating highlights the importance of continuously upkeep spaces to meet evolving employee expectations.

In the survey, respondents rated three aspects of the office environment on a scale from 1 to 5, with Services receiving the highest average score of 4,67, indicating strong satisfaction. Amenities followed with an average score of 4,44, suggesting generally positive perceptions. The average rating of Spaces was 3,79, indicating areas for possible development. While the

correlation between seniority and ratings would have been an interesting theme to explore, especially given the theoretical findings surrounding innovation, the analysis of ratings between seniority segments would not deliver reliable data due to the distribution of response rates. As an example, the average score for services in the lowest seniority segment (most responses, 35) was 4,71 while the score from the 9-10-year seniority segment was 4,00 with only two respondents. Analyzing this data would result in skewed results, not indicating a holistic view of the employees' sentiment.

Figure 4 was provided to the respondents at the top of the survey page, for easier referencing and to promote more detailed answers. After rating the services, amenities and spaces, the respondents were asked to list features that are most valuable to them at the workplace. Figure 8 visualizes the result of the thematic categorization of the most frequent answers.

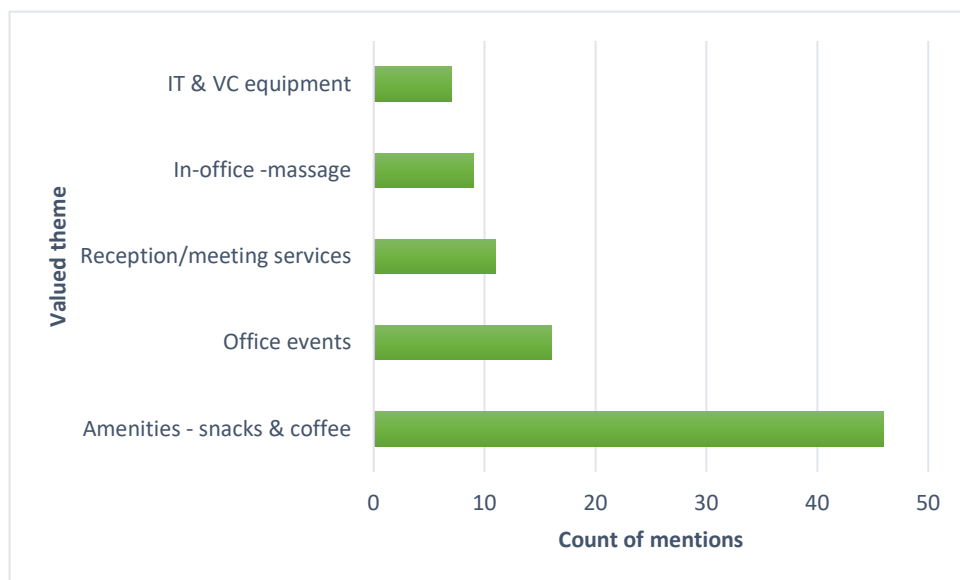


Figure 8: Valuable themes

As shown in figure 8, the five themes that most prominently arise as most valuable for respondents in the workplace at Company X were amenities (specifically snacks and coffee, office events, reception/meeting services, in-office massages, and good IT & VC (video conferencing) equipment.

A clear pattern emerged from the thematic analysis of these open-ended responses across all levels of seniority: the aspect of office amenities, particularly the provision of snacks and drinks, was consistently highlighted as the most valuable. This unanimous appreciation underscores the role that these amenities play in shaping employees' perceptions of their workplace environment. The finding points to the potential and effect of quite simple enhancements to the maintaining and uplifting of the overall atmosphere in the office.

Another discovery as a highly valued feature among respondents were office events, big and small. This sentiment was particularly pronounced among employees in the lowest, 0-2 years, seniority segment. This group mentioned office events 11 times, compared to 4 mentions from the next segment, with higher seniority segments not mentioning events at all. Notably, over 50% of respondents belonged to this lowest seniority segment, which likely influenced the overall prominence of office events in the findings. This demographic skew suggests that while office events are indeed valued for their role in fostering workplace connectedness and integration, their importance looks to be particularly amplified among new employees. This demographic's appreciation of office events shows the pivotal role such gatherings play in building professional networks at the start of their career and fostering a sense of belonging among new employees. However, the distribution of responses also invites a cautious interpretation of these results.

In addition to the standout preference for amenities and office events, respondents across all seniority levels also consistently highlighted several other features that contribute to their overall workplace satisfaction. Notably, services such as reception and meeting services were universally valued, reflecting the importance of support structures that facilitate smooth daily operations. The diversity in room types emerged as another key aspect, appreciated across the board for providing spaces that cater to various work styles and needs.

In-office massage services and good IT equipment were also mentioned, with an emphasis from the lowest seniority segment. These findings indicate an appreciation for features that enhance comfort, convenience, and efficiency in the workplace. While not as noticeably highlighted as office snacks and events, these elements collectively paint a picture of an office environment where varied support and amenities significantly impact employee satisfaction and productivity. The pronounced mention of in-office massage and IT equipment by newer employees further suggests that such amenities play a crucial role in their initial workplace experience, potentially influencing their early perceptions and engagement levels.

The emphasis on IT equipment among the lowest seniority segment, which constitutes the majority of the respondents, potentially reflects the integration of digital tools into the modern workplace, a trend that younger, digitally savvy employees are particularly adept at navigating. This demographic's focus on technological amenities could suggest a higher expectation for digital advancement in work environments. While advanced IT infrastructure is clearly valued by newer employees, the more senior employees of over 9 years of seniority, did not mention IT equipment at all. Instead, there were a couple of mentions of office supplies, which was not mentioned at all by any lower seniority segments. Given the concentration of responses, it's of course crucial to interpret these findings with an awareness of demographic representation.

The respondents were next asked if they feel the current office experience promotes wellbeing, productivity, and collaboration. Out of the 63 total respondents the vast majority, 57, answered “Yes”. This strong endorsement comes despite the average rating for office spaces not being great, suggesting that while there may be room for improvement in the physical environment, the overall office experience is perceived positively. However, the six respondents who answered “No” illuminated three central themes in the comments: a lack of support for wellbeing, the office space failing to facilitate a sense of connectedness among employees, and the lack or inadequacy of individual workspaces for focused tasks. These insights indicate that while the office broadly promotes a positive experience, there are distinct aspects that, if addressed, could enhance the environment for all employees.

Finally, respondents were given the opportunity to use their experience and imagination to suggest improvements that would enhance their office experience. Out of 63 respondents, a total of 45 commented on this. Here, the focus has been placed on themes that emerged from the improvement suggestions with at least four mentions, highlighting the areas of greatest consensus among respondents. It’s important to note that the feedback provided extends beyond these predominant themes. A number of additional insights were offered, each mentioned three times or fewer, reflecting a diverse range of perspectives on how to further improve the workplace environment at Company X. The rest of the thematic breakdown can be found in Appendix 2. Figure 9 visualizes the key themes mentioned four times or more.

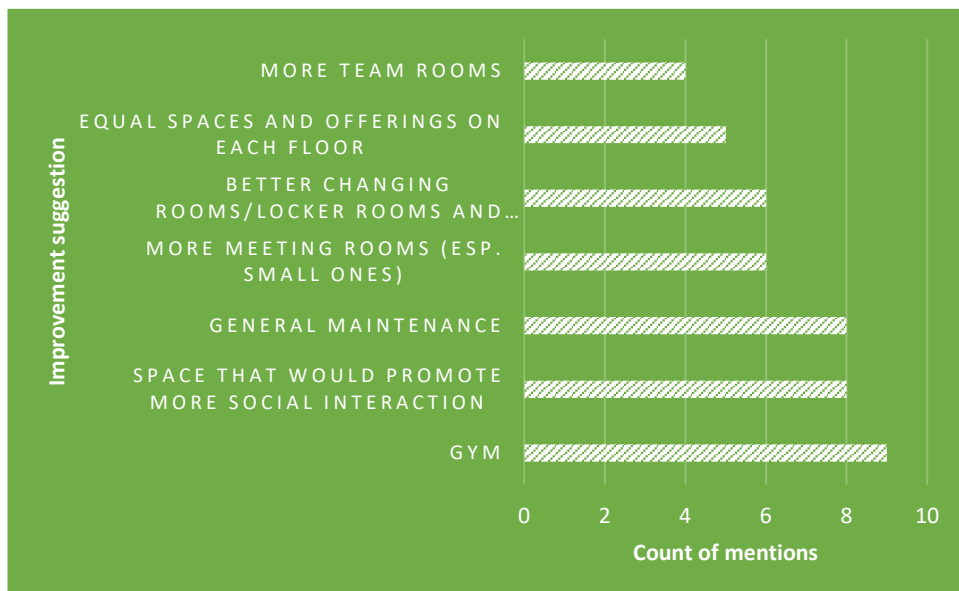


Figure 9: Improvement suggestions from survey

Figure 9 shows the result of the thematic analysis and provides a visual representation of the most frequently mentioned themes in the improvement suggestions gathered from the survey.



It shows seven distinct categories, the length of each bar in the chart quantitatively reflecting the count of mentions in comments and visually indicating the prominence. The theme with the highest frequency is the addition of a gym to the office. This was mentioned 9 times, indicating the employees' strong interest in physical health and wellbeing, and facilities that support it in the workplace. Following that, the theme of having a more open office layout and spaces that would promote more social interaction was mentioned 8 times. This follows accurately the fact that office events were highly valued by employees, again reflecting a desire for facilitation of community and connectedness within the office.

The second topic mentioned 8 times was general maintenance issues and better upkeep of the office. This feedback highlights a concern that the state of the workplace has an impact on employee morale. The need for more meeting rooms (especially small ones) was highlighted 6 times, pointing to a demand that is higher than the supply. The office being designed around open working spaces unavoidably leads to this high supply, since the need for privacy during calls and meetings is obvious. The theme of better changing/locker rooms and showers was also mentioned 6 times. This is again linked to the importance of physical health among employees, and providing better facilities would support wellbeing by making the combination of work and activity easier. Having equal offerings on each floor was mentioned 5 times, which can be connected to the fact that in the current office space the floors are very detached and difficult to maneuver between, and amenities and services are scattered. However, this feedback indicates a call for consideration on equitable spaces and distribution of amenities. Lastly, the need for more teamwork rooms was mentioned four times, indicating importance placed on ease of work within teams.

In summary, the survey provided a comprehensive view of the respondents' perceptions regarding their workplace environment. With a commendable response rate over a 12-day period, the feedback encompasses a broad spectrum of experiences, reflective of a workforce that values wellbeing, productivity, and collaborative potential in their daily work setting. Figure 10 presents the key insights formed by the research.

# Key insights

*Integrated findings from survey and interviews*

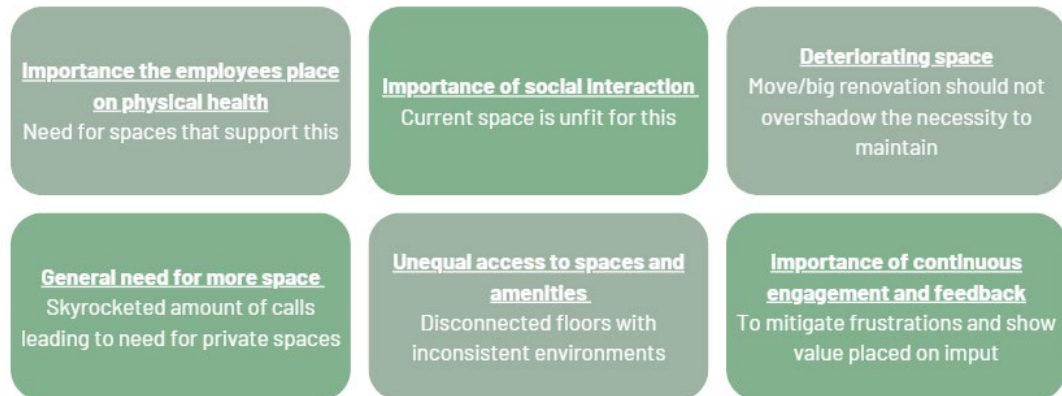


Figure 10: Survey key insights (support from interviews)

Figure 10 summarizes the most critical insights gathered in the survey, supported by the interviews discussed more in the next chapter. The six key insights presented are: importance the employees place on physical health, importance of social interaction, deteriorating space, general need for more space unequal access to spaces and amenities, and importance of continuous engagement and feedback. The development of the office experience based on these insights will be discussed in more detail in the last chapter.

The survey responses underscore the need for modern, well-maintained amenities, with a notable call for physical health facilities like a gym, as well as spaces that support social interactions and community building. While the overall sentiment leans towards a positive office experience, the survey has revealed specific areas for development, such as the need for more private meeting rooms and enhanced general maintenance. These findings provide a clear direction for Company X to enhance its office environment, ensuring it aligns with the evolving needs of a predominantly junior workforce ready to shape the future of the company's culture. As we consider the diverse range of improvement suggestions, detailed in Appendix 2, it becomes evident that even minor enhancements could significantly uplift the work atmosphere. The engagement and creativity shown in the suggestions are a testament to the commitment of Company X's employees to their collective workspace.

## 4.3 Interviews for insight into external customer experience

Interviews as a qualitative data acquisition method are useful in gaining a more individualistic insight into the research subject. The process of interviews typically involves a researcher engaging with participants through structured, semi structured, or open-ended interview

formats. Structured interviews follow a predetermined set of questions, ensuring consistency across respondents, while semi structured and open-ended interviews allow for flexibility, enabling deeper exploration based on respondents' responses. The type of interview used in the context of this thesis is a open-ended, in-depth interview, to gain the most detailed answers, while ensuring a level of consistency. An in-depth interview is an open, confidential conversation where important issues are discussed from a personal point of view, often leading to new revelations during the interview. The critical incident technique, a version of an in-depth interview, guides the interview through the interviewees' good or bad experiences, and is a method especially suited for studying services. It helps evaluate the actions, persons, places and reasonings that made the experience memorable, informing future development from the customer point of view. (Moilanen et al. 2022, 4.2)

#### 4.3.1 Implementation of interviews

While surveying or interviewing the external customers of Company X themselves was not feasible, their experience when visiting the office was also of interest for this study. The aim of the interviews was to gain insight into the visitor experience, and elements that would elevate it. Senior employees of Company X have visited the most offices in their career and can be considered the most qualified, in this instance, to comment on different kinds of experiences offices can provide. They also have the most experience in utilizing the office spaces that are meant for external visitors at Company X. Four interviews with senior employees were held in order to gain insight specifically into the experience external customers have when visiting an unfamiliar office, while giving them the opportunity to comment on the internal customer experience as well.

Taking into consideration that both parties, the interviewer and interviewee, already had in-depth knowledge of the theme, and the purpose of the interviews was to get a genuine view about what has been on their mind recently, the open-ended interview format was chosen. The message that was sent with the interview invite can be found in Appendix 3. The interviewees were informed in advance about the theme, that the thesis writer would have an open conversation with them, and any feedback, reflections and experiences from other offices are welcome and appreciated. Some supporting keywords were planned in case of a need to redirect, but mostly the points of view that the interviewee found important would determine the flow of conversation. As a beginning point to drive the conversation to the wanted direction, a loose version of the critical incident technique was used. The interviewees were asked to consider the topic with memorable, good and bad, experiences in mind, and to reflect on those.

### 4.3.2 Interview results

The analysis of the interview results follows the general model for document analysis (Moilanen et al. 2022, 4.5), presented in figure 11.

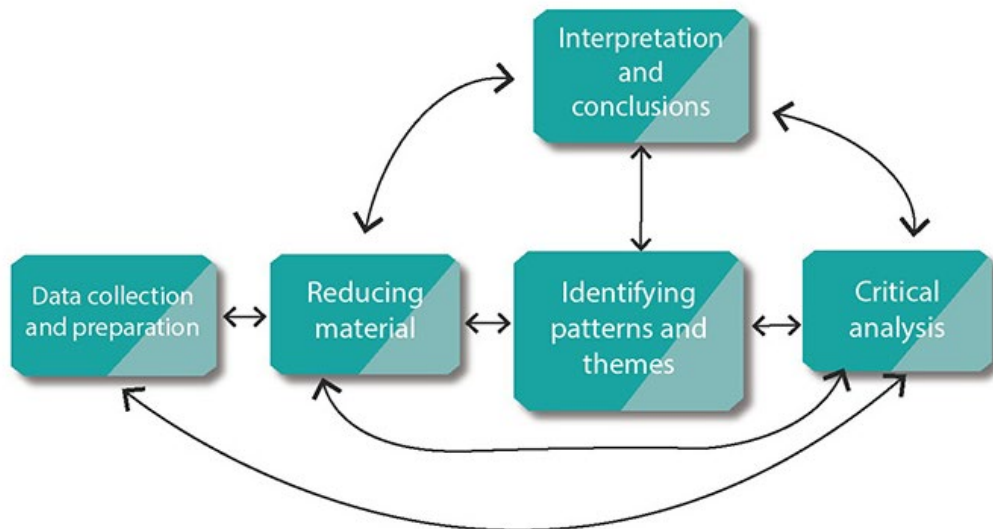


Figure 11: General model for qualitative research (Moilanen et al. 2022, 4.5)

Figure 11 presents the general model for qualitative research, illustrating the cyclical and iterative nature of the qualitative research process. The model depicts five interconnected stages: data collection and preparation, reducing material, identifying patterns and themes, interpretation and conclusions, and critical analysis. The method can be used in the process of document analysis, and in this case, the documents analyzed are the transcribed interviews. (Moilanen et al. 2022, 4.5)

The interviews were recorded to allow for an uninterrupted conversation, and transcribed afterwards, which started the analysis. The transcribing was done in literary language to clarify statements and spoken slang, and information was then reduced to only include relevant responses. Once all the interviews were transcribed, emerging patterns and themes were picked out and broader themes concentrated into more specific smaller themes. This was first done with each interview individually, then the themes were compared and combined from all interviews to create a visual result. Below, in figure 12, the thematic analysis of the interviews are presented in a visual form as a mind map.

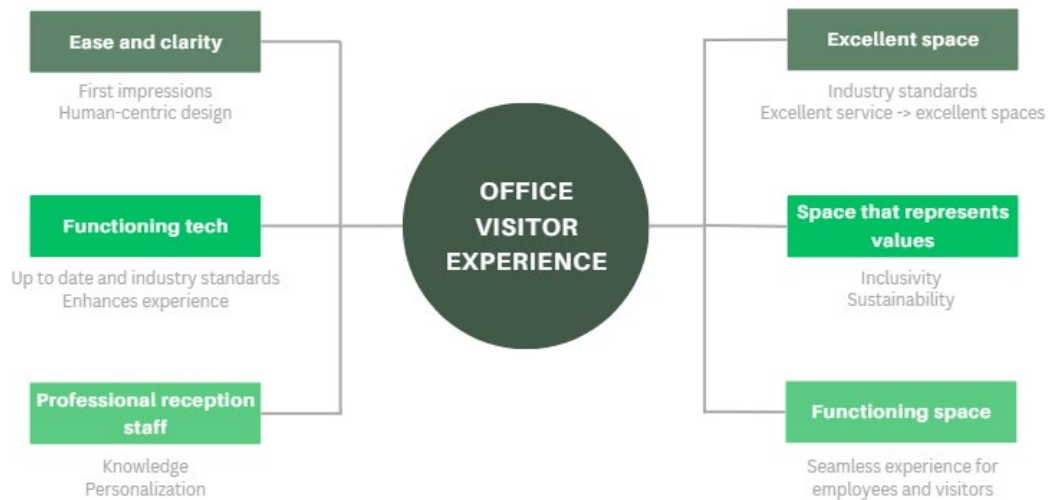


Figure 12: Thematic analysis of interviews

The figure encapsulates the insights of senior employees regarding the attributes of a great office visitor experience, drawn from their extensive exposure to a multitude of corporate environments. Six critical themes emerged: “Ease and clarity”, connected to first impressions and human-centric design of the visitor experience; “Excellent space”, echoing industry and brand standards; “Functioning tech” as an element that elevates the experience; “Space that represents values” to show their importance to the organization; “Professional reception staff” as knowledgeable employees bring irreplaceable impact; and finally “Functioning space” underscoring the importance of space design for both visitors and employees.

First among the insights is that first impressions matter, and the ease of arriving to the meeting stands out as a critical factor in shaping them. An office that is easily located, paired with a reception area and meeting facilities designed for clarity and accessibility, sets a welcoming tone and provides a positive first impression. A physical environment that provides this not only reflects the organization’s understanding of human-centric design but also helps remove any irritations that could make or break a great meeting.

The concept of Company X’s space as an embodiment of the premium service provided emerges as a critical theme. According to the interviewed senior employees, excellence in service should be mirrored in the design and aesthetics of the office environment. This doesn’t necessarily mean lavish and expensive, but space that is designed well, with attention to detail, contributing to a feeling of quality and a wow-effect on arrival.

Aligning the office space with Company X’s core values, such as inclusivity and sustainability, is highlighted as a good approach. This has potential to promote organizational principles, and the company’s commitment to social and environmental concerns.

Functioning technology in the meeting and presentation systems, is underscored as essential for facilitating successful meetings. The senior employees' experiences point to the necessity of seamless, user-friendly technology that enhances rather than complicates the experience.

The role of reception employees is identified as crucial in elevating the visitor's experience. Attributes such as professionalism, personalization, and friendliness are essential, contributing to an overall perception of hospitality to create a welcoming atmosphere.

Finally, the functional design of the space is emphasized as a key factor for facilitating a seamless visitor experience. A well-thought-out layout that accommodates the natural flow of people not only enhances the aesthetic appeal but also ensures practical efficiency, supporting the needs of both visitors and employees.

These themes from the perspectives of seasoned professionals offers a comprehensive guide to what makes an office visit exceptional. This collective wisdom, drawn from global experiences, provides valuable insights for reimagining the reception space and creating environments that not only reflect Company X values but also set a new standard in corporate hospitality and design.

#### 4.4 Key findings and insights for development

This thesis set out to examine the services, amenities, and spaces provided by Company X with an equitable lens, aiming to find appreciated and valued aspects as well as areas for improvement. Interestingly, while the intent was to treat these elements equally, the research revealed a pronounced emphasis on physical space aspects, which were rated as the most deficient by the survey and interview respondents, and most discussed in the interviews. This pivot highlights a critical insight: spaces within the workplace, while often considered as just places, are integral services offered to employees, influencing their satisfaction and productivity, and have a considerable effect on the visitor experience.

The quality, functionality and overall perception of the workplace significantly influences employee satisfaction and productivity, and the visitor experience is not something that should be left without development. Through an analysis of the past, current and future trends in the field, as well as employee feedback, this chapter will first present a holistic view of the key findings regarding the internal side of the study, from both the survey of 63 employees and the open interviews with four senior staff members, and outline practical improvements and new initiatives designed to foster a more supportive and effective workplace that meets employee needs. Then the key elements to consider when designing experiences for the external customers visiting the office are summarized. The key attributes, informed by this research, resulting in an uplifted experience are presented in figure 13.

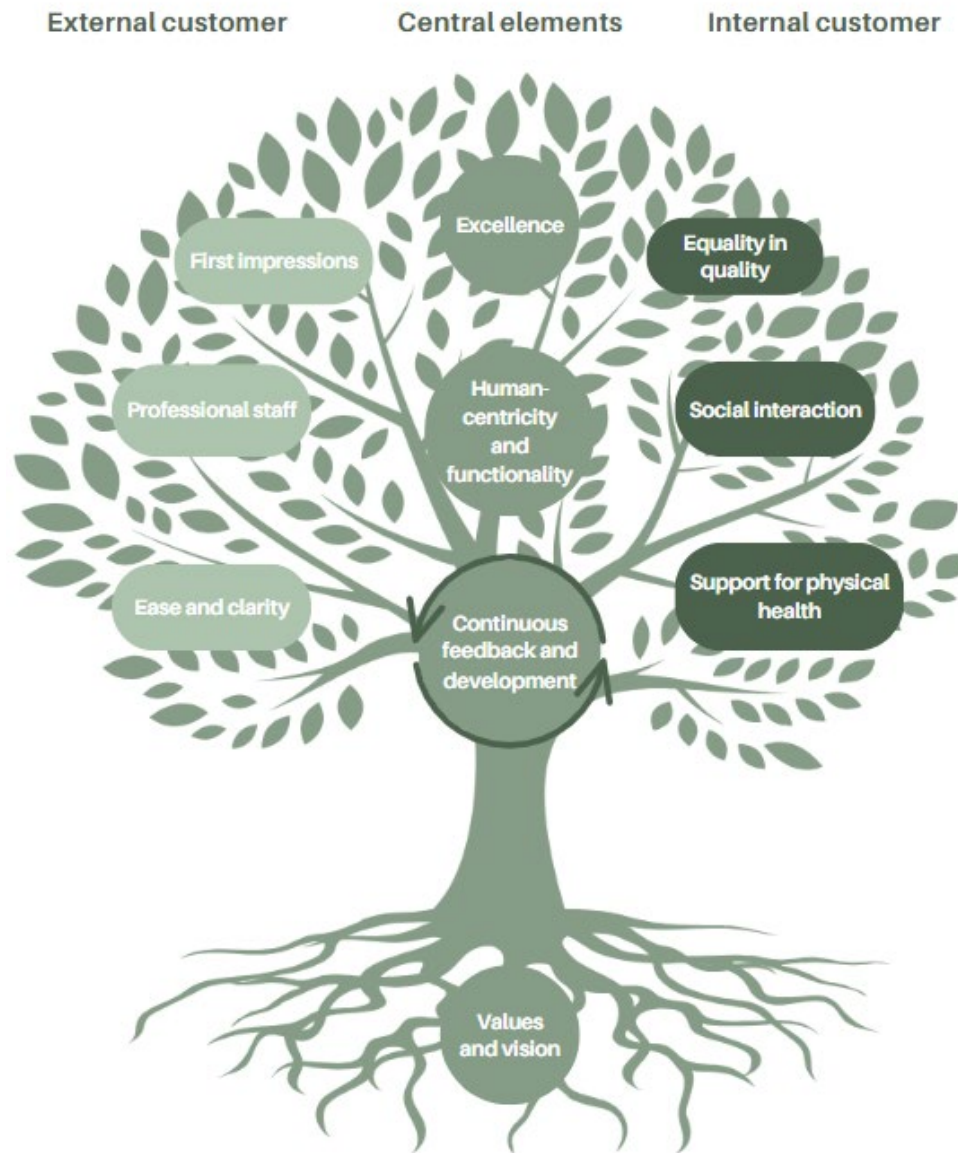


Figure 13: Experience Design tree

Figure 13 encapsulates the important elements by using a tree as a metaphor. The baseline element that should inform all design, values and vision, is placed at the roots, while the trunk serves as visual representation of the interconnected themes that are incremental for both sides. The tree branches into two sides, the right informing the internal customer, or employee, experience, and the left visualizing the elements important for the external customer experience.

There are overarching themes that should be considered across all the services, internal and external. A pivotal insight in this study is the inherent value of continuous engagement and feedback mechanisms with the employees. The findings suggest that proactive feedback

collection is critical to preempting dissatisfaction and adapting to evolving employee needs and industry trends. Collecting feedback from all seniority segments not only mitigates potential frustrations but also aligns with key principles of service design, iterative and co-creative. The loop of feedback to action should be continuous to keep progressing, and continually involving all affected parties reinforces the value placed on employee input. The values and visions of Company X should be visible in the workplace. Not only does it provide an opportunity to showcase them to the external visitors but has the chance to inspire and affect the employees. Excellence is what Company X strives for in what is provided to the customer, and all aspects related to the company, whether the space or customer service, should radiate it. Finally, humans are what makes Company X what it is, and all areas of the workplace experience should be built for them and their needs, through human-centricity and functionality.

A standout theme from the survey for the internal side is the considerable importance Company X's employees place on physical health. The most frequently mentioned suggestion for improvement was the addition of a gym within the office, coupled with upgraded shower and changing room facilities. This clear interest not only underscores the growing trend towards holistic wellness in the workplace but also speaks on employees' desires to integrate physical exercise into their daily routines. By supporting this Company X can tap into a significant opportunity to support its employees' wellness, potentially leading to enhancing the overall attractiveness of Company X as a forward-thinking, employee-centered workplace.

Another significant insight from the research is the high value employees place on connectedness and the opportunity for social interactions within the office. The survey results reveal that office events hold considerable importance especially for junior employees, fostering a sense of community and aiding in networking. Additionally, feedback across all levels of seniority underscores a desire for a more open office layout that promotes organic social interactions and encounters among coworkers. This collective need points towards the necessity of fully reimagining the office space to better support these interactions.

However, the current office structure, characterized by its circular layout with central external stairwells and an inner courtyard, causes significant limitations on achieving an open concept design. This space restricts flexibility and adaptability, making it challenging to create larger, cohesive spaces that work for office events and casual interactions. The office was initially designed to host a significantly smaller number of employees, and now struggles to support the company's growing employee base and their needs. Given these constraints, and considering the long-term benefits of fostering a vibrant, interactive work culture, the idea of renovating the existing space appears limited in potential. Moving to a new location that allows for a more open layout with a central hub emerges as a more suitable solution.



A concern identified through the research is the deteriorating physical condition of the current office space of Company X. Employees mentioned noticeable wear and tear across the office environment, including worn out surfaces, broken fixtures, and outdated aesthetics. These issues not only affect the visual appeal of the workspace but also have a tangible impact on employee morale and employer image. The acknowledgment of a planned massive renovation or relocation within the next two years should not overshadow the immediate necessity to maintain the current work environment until the transition. This connects to the theme of noticeable imbalance in the quality of spaces and amenities across the three floors of Company X's office. The inconsistency, primarily due to the fact that the floors are so disconnected from each other and have been renovated at different times, has resulted in a clear preference for the newest floor, which boasts fresher aesthetics.

The concentration of amenities is also imbalanced between floors. These points highlight a broader issue of unequal access among employees, which in turn has implications on employee satisfaction and their perception of the workplace environment. A redesign of the office focused on creating a more connected space that encourages flow between floors can serve multiple purposes considering this theme as well. Firstly, it would democratize access to amenities, ensuring that all employees, regardless of their work location within the building, enjoy equal benefits. Secondly, the flow of spaces could discourage partial renovations in the future, that would lead back to a similar situation of inequality.

When considering the external customer, or visitor, experience, the results presented in the previous chapter inform the way forward. As Company X contemplates an office move or a significant renovation, these insights from seasoned employees illuminate key elements that are crucial for designing an enhanced visitor experience. The future design strategy should prioritize intuitive and human-centricity for ease and clarity, creating an environment that visitors find both welcoming and easy to engage with for a memorable first impression, in a positive way. A functional design of spaces and amenities is essential to support a streamlined and impressive operational flow. Staffing the front-line with individuals who can offer professional and knowledgeable service will ensure that each visitor's experience is both memorable and reflective of the company's commitment to excellence. The new space must be a physical testament to the company's brand, and the environment itself should communicate a commitment to key values. Designing the experience and space with these aspects in mind will guarantee a cohesive and holistic visitor experience that not only meets but anticipates the needs and expectations of all who walk through the doors, laying the foundation for a future where Company X's environment is as innovative and distinguished as its services.

## 5 Conclusion

The spaces we inhabit deeply affect our wellbeing and capacity to perform, and in Company X's case, the call for improvement was loudest in this aspect. Recommendations for reimagined, modern and tech savvy work areas that encourage physical health, social interaction, and are functional, emerged as a clear path forward. As Company X approaches a significant shift in the development of its office environment with the expansion, it is well positioned to redefine the workspace as a holistic service that is instrumental in employee retention and engagement. By proactively addressing the discrepancies in the spaces and championing a dynamic and inclusive office landscape, Company X can elevate the entire work experience, thereby affirming its commitment to being an employer that truly understands and caters to the evolving needs of its employees. This thesis, while highlighting the significant need for an elevated workplace design, also underscores the importance of viewing the workplace as a comprehensive service offering - one that Company X is uniquely positioned to enhance for the benefit of its valued employees.

Recognizing that an optimal office environment is crucial for wellbeing, the company's image, and successful meetings with visitors, this research provided actionable focus points for future development of the Company X workplace, as well as insights for an elevated experience for both customer sides, internal and external. The key insights have been presented to management and will be leveraged in the expansion project, to create an office space that meets employee needs and supports an uplifted visitor experience. For the operational team the study sparked conversation and development ideas for things that could be improved in the short term, before the expansion, renovation or move. As a bonus, the leader of the event committee of the office was happy to hear about the evidence showing how much employees value social interaction and office events, so this will be delivered for them.

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## Figures

Figure 1: Conceptual model of linkages between indoor environment and outcomes important to organizational productivity (Newsham et al. 2009, 130) .....	9
Figure 2: The links in the service-profit chain, according to Heskett et al. 1997 .....	11
Figure 3: Employee Experience Design Loop (Morgan 2017, 178).....	13
Figure 4: Service design key principles according to Stickdorn & Schneider (2012) and Stickdorn et al. (2018) .....	15
Figure 5: Office services at Company X .....	17
Figure 6: Distribution of seniority .....	20
Figure 7: Respondents' preferred working floor .....	21
Figure 8: Valuable themes .....	22
Figure 9: Improvement suggestions from survey .....	24
Figure 10: Survey key insights (support from interviews).....	26
Figure 11: General model for qualitative research (Moilanen et al. 2022, 4.5) .....	28
Figure 12: Thematic analysis of interviews .....	29
Figure 13: Experience Design tree .....	31

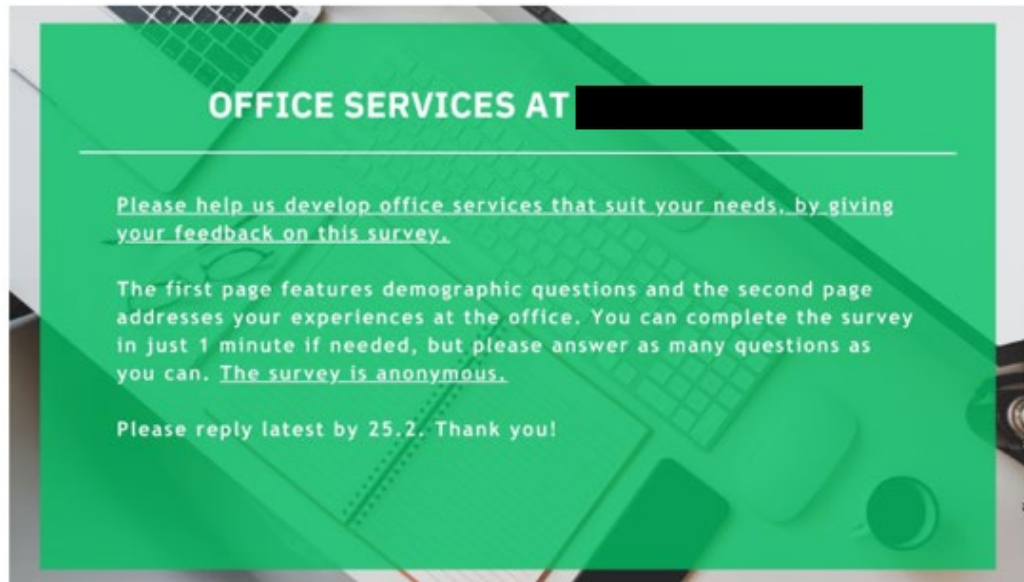
## Appendices

Appendix 1: Survey

Appendix 2: Survey improvement suggestion themes

Appendix 3: Interview invite message

## Appendix 1: Survey



1. How long have you been working at [redacted]

- 0-2 years
- 3-4 years
- 5-6 years
- 7-8 years
- 9-10 years
- Over 10 years

2.

Before coming here, how many years of experience did you have working in similar office environments?

Which floor of the office do you usually work on?

- 4th
- 5th
- 6th





4. On a scale of 1 to 5, how satisfied are you with the current office experience?

Spaces



Services



Amenities



5.

Please mention office spaces/services/amenities that you find most valuable. You can reference the picture above, or add anything we missed!

6. Do you feel the current office experience promotes wellbeing, productivity and collaboration?  
Why or why not?

Yes

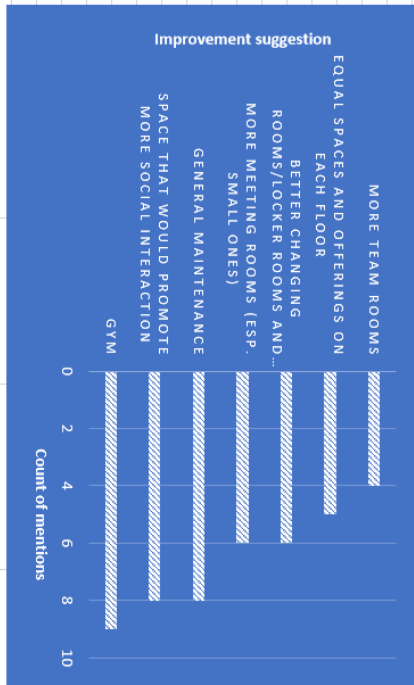
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7. What improvements, if any, would you suggest to enhance your office experience?

8. Is there anything else you would like to share regarding your overall experience at the office?

Appendix 2: Survey improvement suggestion themes

Theme	Count of answers
Gym	9
Space that would promote more social interaction	8
General maintenance	8
More meeting rooms (esp. small ones)	6
Better changing rooms/locker rooms and showers	6
Equal spaces and offerings on each floor	5
More team rooms	4
Soundproofing	3
Generalupgrade to entire office	3
Wow-factor (sauna, roof terrace, barista)	3
More and better phone booths	3
Other non-work space (rest room, meditation room...)	2
Modernized lighting, aircon...	2
More single rooms	2
Internal catering	2
Massage benefit instead of in-office massage	2
Bigger windows for more natural light	1
Better general tidyness	1
More privacy in working areas	1
More bathrooms	1



### Appendix 3: Interview invite message

This thesis will finish my Bachelor's degree in Hospitality Management, specifically studying customer experience and service design. I will send out a survey for all staff focusing on internal spaces/services/amenities, so with this interview we can discuss that, and I am hoping to get your views about external facing spaces and services for clients visiting the office. Maybe some great experiences visiting other offices (internal and external?), and what could make the experience of visiting our office even better. I don't have a set of questions, just happy to hear any thoughts and have an open discussion.