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School of Business and Management
International Marketing Management

MASTER'S THESIS

**CREATING BETTER CUSTOMER EXPERIENCES:
SERVICE DESIGN EFFECTS ON CUSTOMER EXPERIENCE**

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Pro gradu –tutkielman tavoitteena oli tutkia, kuinka palvelumuotoilua voidaan käyttää parempien asiakaskokemusten luomisessa. Tutkimuksen teoreettisessa osuudessa keskityttiin tutkimaan palvelumuotoilun ja asiakaskokemuksen käsitteitä. Tutkielman empiirinen osuus tehtiin laadullisena tutkimuksena, jossa vertailtiin asiakaskokemuksia kahdessa Espoon kaupungin yhteispalvelupisteessä: Leppävaarassa sijaitseva yhteispalvelupiste oli hiljattain suunniteltu uudelleen käyttäen palvelumuotoilun periaatteita; Matinkylän palvelupiste oli alkuperäisessä muodossaan tutkimuksen aikana. Tutkimuksen yhtenä tavoitteena oli myös selvittää, oliko palvelumuotoilun menetelmin tehty muotoiluprosjekti Leppävaaran yhteispalvelupisteessä onnistunut, kun sitä arvioitiin asiakaskokemuksen näkökulmasta.

Tutkielman aineisto kerättiin suoran havainnoinnin ja haastattelun keinoin. Yhteensä 33 yksittäistä asiakasta havainnoitiin ja haastateltiin tutkimusta varten toukokuussa 2015. Vastaajat valikoituivat satunnaisesti havainnointipäivien asiakkaista. Heitä havainnoitiin koko asiakaspolun ajan minkä jälkeen heitä haastateltiin. Tutkimuksen tulokset ovat kaksiosaiset. 1) Arvioitaessa asiakkaiden kokemuksia liittyen palvelutilan toimivuuteen ja aineelliseen ympäristöön todettiin, että palvelumuotoilulla saavutettiin parempi asiakaskokemus, ja täten Leppävaaran muotoiluprosjekti oli onnistunut tavoitteissaan. 2) Kun taas tuloksia tarkasteltiin asiakaspalvelutilanteiden näkökulmasta, prosjekti ei ollut päässyt tavoitteisiin ja palvelumuotoilun menetelmillä ei pystytty parantamaan asiakaskokemusta. Espoon kaupungin muotoiluprosjekti on vielä kesken, tulosten perusteella tutkija ehdotti jatkotoimenpiteenä muun muassa lisäkoulutusta palveluhenkilökunnalle.

ABSTRACT

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The aim of this master's thesis was to discover how Service Design could be used to create better customer experiences. The theoretical part of the thesis focuses in exploring the concepts of Service Design and Customer Experience. In order to answer the main research question a qualitative research was conducted by evaluating the differences discovered in the customers' experiences of two Citizens' Offices in Espoo. The office in Leppävaara had recently undergone a transformation where the office was redesigned according Service Design methods. The other office in Matinkylä was in its original form at the time of the research. An additional objective for the thesis was to study if the redesign project of the Citizens' Office in Leppävaara was a success in terms of how customer experience was demonstrated.

Data for the study was collected by direct observation and interviews. In total 33 individuals were observed and interviewed for the research during April 2015. The customers were being observed during the entire customer journey after which they were interviewed. The respondents were chosen at random from the customers visiting the offices during the observation days. The results of the research are twofold. 1) In the case of the appearance or atmospherics of the service space the redesign project in Leppävaara was a success and the Service Design methods applied in the project resulted in enhanced customer experience. 2) On the other hand, based on the experiences of the customers related to service encounters with service personnel, applying Service Design methods in the redesign project had not been able to positively effect customer experiences. The redesign project in Espoo is still in process. As a follow-up to the project, the author suggested among other things that employees are given extra training.

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1 INTRODUCTION

In the first chapter of this master's thesis, the author gives a comprehensive introduction to the study by presenting the background of the study, research questions and the theoretical framework. The introductory chapter also defines the main theoretical concepts and covers issues related to delimitations of the thesis.

1.1 From services to experiences and design

For the past ten years or so, the advanced industrialized countries, such as Finland have realized that the production, distribution and trade of services are taking over the role of traditional manufacturing as the principle source of growth and GDP (Maffei, Mager & Sangiorgi, 2005; Pajarinen, Rouvinen & Ylä-Anttila, 2012). In Finland services account for 70% of the total production and employment figures (Pajarinen et al., 2012). The line between manufacturing and services are also becoming blurred by the fact that most e.g. electronic and machinery industry products are exported as a combination of product and services (Pajarinen et al., 2012). Moreover, advances in technology and digitalization have enabled a variety of new services and broadened the way they are distributed and consumed (Moritz, 2005;Pajarinen et al., 2012). The situation today is that most of our daily routines involve a service of some kind, be it the cafeteria lunch you just enjoyed, your visit to your local gym or paying your bills from you mobile.

As the economies become more service centralized, it is also becoming more important to recognize the individual needs of the users. Client behavior with its changing patterns and life styles has made it difficult to predict or to evaluate what one individual needs (Moritz, 2005). This is where Service Design comes along. Traditionally, services are developed from the point of view of the provider. In the Service Design methodology the focus is on the customer as well as the organization and the user is involved in the designing the service delivery process, since *“without a client there can be no service”* (Moritz, 2015, p.44). To design an intangible service derives from the notion that there has been a shift in traditional design, moving from the tangible to the world of interactions and through that to experiences and services. *“Design is now about strategies and structures, processes and interactions – about services “* (Mager & Sung 2011, p.1).

In the past years design has been seen to become the buzzword of business (Capell, 2007) and in Finland it's believed that businesses should exploit the opportunities of design more (Frilander, 2014). The "buzz" of design also reaches the public sector. Especially during financially hard times, efficiency is much longed for in the public sector. *Muotoile Suomi* - report argues that at the same time when citizen's expectations and need for user centricity in public services are increasing the resources provided have decreased. With the help of service design public organizations are able to enhance their services and achieve savings in expenditure. (Muotoile Suomi, 2012)

In addition to Design, organizations have also acknowledged the meaning and potential of delivering experiences to their customers (Berry, Carbone & Haeckel, 2002; Pine & Gilmore 1998; Palmer, 2010; Richardson, 2010). Described as the fourth offering, experiences have become what customers desire and organizations are seeking ways to differentiate themselves and compete with experiences (Pine & Gilmore, 1998). The term, customer experience, is now receiving a lot of attention by practitioners and academics are uncertain whether it is actually a new important conceptual framework for understanding marketing more holistically or just consultants "hype" (Palmer, 2010).

1.2 Service Design and Customer experiences

Both Service Design and customer experiences are receiving attention among practitioners and scholars but how are they connected? The two concepts have many similarities. The ideas behind the articles "Experience Economy" (Pine & Gilmore, 1998) and "Design Thinking" (Brown, 2008) both suggest that the organizations are able to leverage on the ideas of design and experience in order to differentiate and gain competitive advantage. Moreover, Maffei et al. (2005) describe that the distinctive focus of service design tools is to design, describe and visualize the user experience. Løvlie, Downs and Reason (2008) call the entire process of service design as the "*design for experiences that reach people through many different touch-points and that happen over time.*" (Løvlie, Downs & Reason, 2008, p.74)

Works in both fields also emphasize the need for new, innovative ways of value creation to offer better value for the customers as well as the providers (E.g. Berry et al. 2002; Moritz, 2005; Maffei et al. 2005; Larsen, Tonge & Lewis, 2007). Scholars in both fields also discuss about the importance of the customer journey and touchpoints. Literature

from both Service Design and customer experience contend that all the different touchpoints along the entire customer journey are what determine how the service is experienced by the customer. (E.g. Berry et al. 2002; Moritz 2005; Meyer & Schwager 2007; Løvlie et al. 2008; Richardson 2010; Mager & Sung, 2011) Taking these issues into consideration, is Service Design the key to creating better and more meaningful customer experiences?

1.3 Research questions

As stated by various authors and practitioners (E.g. Moritz 2005; Mager & Sung 2011; Stickdorn & Schneider, 2011; Service design Network, 2015) the methodologies deployed in Service Design are meant to make the services more usable, useful and desirable to the customers as well as effective, efficient and different for the service providers. Taking this into consideration, is it clear then that by using the methodologies and tools of Service Design the organizations and public service providers are actually able to create “ better” customer experiences?

Much of the focus of Service Design literature focuses on explaining the reasons or purpose of applying design into service development (e.g. Maffei et al. 2005; Larsen et al. 2007; Brown 2008; Mager & Sung 2011) or to the actual principles, process and various tools of service design (e.g. Shostack, 1984; Moritz, 2005; Stickdorn & Schneider, 2011). Elements, different models and methodology of Service Design have also been studied from many perspectives (e.g. Goldstein, Johnston, Duffy & Rao, 2002; Patrício, Fisk & Constantine, 2011; Secomandi & Snelders, 2011). Some efforts have also been done in order to demonstrate how to prove the financial value of Service Design to organizations (Løvlie et al. 2008).

In the field of customer experience, Palmer (2010) states that the academic coverage of the subject of customer experience remains fragmented and that because of the diversity of different definitions presented a unified theory of customer experience is hard to achieve (Palmer (2010). Gentile, Spiller and Noci (2007) note that in many studies, the theme of customer experience is viewed from a theoretical point of view and there is a scarcity of research about the tools used to create stimuli for customer experience (Gentile et al., 2007). There are, however, studies where the authors define customer experience and explain some of the elements involved in creating the experience (e.g.

Pine & Gilmore 1998; Berry et al. 2002; Verhoef, Lemon, Parasuraman, Roggeveen, Tsiros & Schlesinger, 2009; Meyer & Schwager, 2007; Richardson, 2010).

As to the knowledge gathered by the author, the subject of demonstrating the effect of Service Design to overall customer experience has not yet been studied. Hence, the aim of the thesis is to research how Service Design can be used to improve the overall customer experience. In order to do this, one has to understand and explore the ideas behind Service Design and Customer Experiences. Hence, the research question is

How can Service Design be used to create better customer experiences?

In order to answer the main research question of the thesis, the author needs to explore and understand the concepts of Service Design and Customer Experience. Consequently, the sub-questions of this study are

What is Service Design?

What is Customer Experience?

For the research, the author was offered a real life case concerning the redesign of a public sector service. Although the case was offered by organizations (City of Espoo and Darwin), it is not a commissioned study and the author was able to determine the research perspective and questions independently. The research is conducted by comparing customer experiences in two separate Citizens' Offices in Espoo (yhteispalvelupiste). One of the offices had recently undergone a transformation where, the office was redesigned according to Service Design principles. At the time of the research, the other office was in its original form. An additional objective for this thesis is to study if the redesign project of the Citizens' Office was a success in terms of how customer experience is demonstrated.

1.4 Theoretical concepts

Service Design:

“Service design addresses the functionality and form of services from the perspective of clients. It aims to ensure that service interfaces are useful, usable, and desirable from the

client's point of view and effective, efficient, and distinctive from the supplier's point of view." (Erlhoff & Marshall 2008: Design Dictionary, p.355.)

Customer Experience:

"The Customer Experience originates from a set of interactions between a customer and a product, a company, or part of its organization, which provoke a reaction. This experience is strictly personal and implies the customer's involvement at different levels (rational, emotional, sensorial, physical and spiritual) Its evaluation depends on the comparison between a customer's expectations and the stimuli coming from the interaction with the company and its offering in correspondence of the different moments of contact or touch-points." (Gentile et al. 2007, p.397)

Design Thinking

"Design Thinking is a discipline which melds the sensibility and methods of a designer to people's real-world needs, leads the way to customer value and market opportunity" (Brown, 2008).

Customer journey

The Customer Journey starts *" from the expectations the customer has before the experience occurs to the assessments they are likely to make when it's over."* (Berry et al., 2002, p.85)

Touchpoints

"Touchpoints are the instances of direct contact either with the product or the service itself or with representations of it by the company or some third party" (Meyer & Schwager, 2007).

Public Sector Services

In this thesis, by public sector service, the author means a service that is provided by the state or municipality and which is provided for its users for "the common good."

1.5 Theoretical framework of the study

The theoretical framework illustrated in figure 1. describes the perspective and main purpose of the study. The main area of research in this study is customer experience.

Customer experience is an entity of various dimensions of how customers perceive the service as a whole. Customer value, service encounter, atmospherics and customer expectations are the main contributing elements that form what experience is to an individual customer. The theoretical framework illustrates the main research question of the study, which deals with the changes discovered in customer experiences when a service is modified with Service Design. The aim of Service Design is to make services more desirable, useful and usable to the customers. This research will discover whether this statement will reflect in changes (for the better) in how customers experience the service.

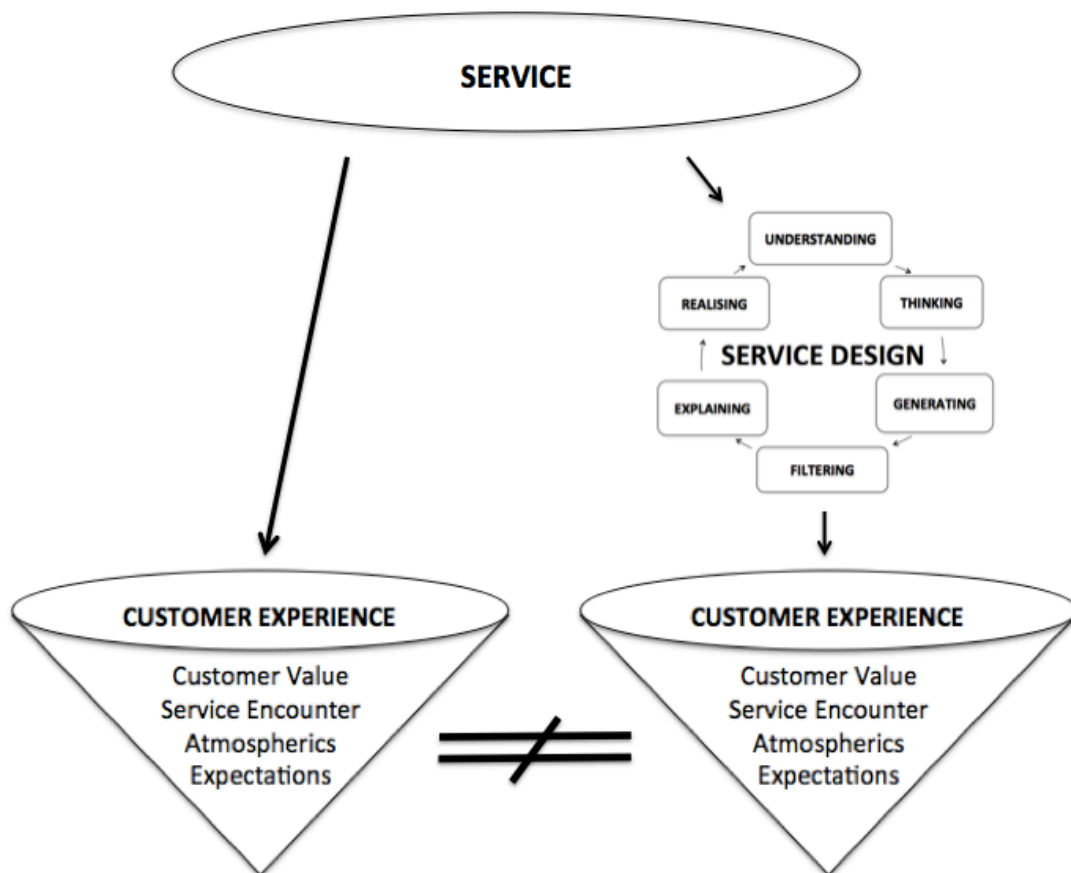


Figure 1. Theoretical framework of the study.

1.6 Delimitations of the study

The starting point for this thesis was the personal interest of the author to explore Service Design. After receiving a real life case from a company, the author determined the area of

research. Early on it became clear that the actual focus in this thesis (in addition to exploring Service Design) is put on investigating customer experiences in a specific public sector service environment. This thesis researches how Service Design principles modify customer experiences in a specific public sector service.

The scope of the research sets delimitations for the study. Although, the area of research relates to consumption of services, in this thesis issues related to the nature of services will not be addressed. The author makes the assumption that the reader is aware of the basic characteristics, determinants and key issues related to services. In addition, since the scope of this thesis is interested in seeing how Service Design in particular can affect customer experience, other perspectives to service development such as new service development (NSD) and service innovation are left out. Service Design is relatively young area of research and practice and in this thesis it's roots in NSD and industrial design are mentioned but will not be addressed further.

Another crucial delimitation in this study is related to keeping focus in customer experience over other relevant but slightly different topic areas. This research studies *customer experience* in a particular service environment. The scope is therefore not in researching *service quality* of a service. After a thorough investigation of the vast stream of research regarding service quality the author decided to focus on the original concept of experience and delimit it from this thesis.

In addition to the above, the author decided early on to adopt a consumer perspective and therefore will not address issues such as service process improvements or employee satisfaction that are otherwise important in especially literature concerning Service Design. Also the author does not emphasize greatly the differences between public sector and private sector services. This is only briefly discussed in some chapters. Since the purpose is to compare customer experiences between two (service-wise) identical public sector services the issues relating to how the experience might differ from private sector service are not particularly relevant.

1.7 Structure of the thesis

In order to understand the main concepts involved in this research the author first introduces the two main concepts, Service Design and Customer Experience. Chapter two

introduces the basic idea, principles and process of Service Design. Followed by this, in chapter 3, the author introduces the concept of Customer Experience, its purpose and some of its most important dimensions.

After the introduction of the concepts, the author moves on to explaining the research methodologies applied in this study together with a detailed description of how data will be collected and analyzed. Chapter 5 introduces the analysis for the data and then finally in chapter 6, the author gives out a concluding discussion about the findings, managerial implications and ideas for further research.

2 SERVICE DESIGN

In order to find out whether Service Design is the key for creating better customer experiences, a good understanding of Service Design has to be achieved. In the following chapter, the author presents the ideas, principles and the process of Service Design.

2.1 What is Service Design?

There exists several terms for addressing ideas how service organizations develop their service offerings. New Service Development (NSD), Service Design and Service Innovation are all terms that explain the phenomenon of how services are created in organizations (Goldstein et al. 2002). As a concept Service Design was established in the early 1990s (Erlhoff & Marshall 2008) and hence, it is a relatively new perspective to services. The roots of Service Design derive from the recognition that quality problems in services can be treated with the same design principles that are used in product improvements (Moritz 2005). Design is now incorporated to the concept of services and the actual idea of “design thinking” is that design can be applied not only in physical products but also in all human-centered activities such as processes, services, IT-powered interactions, entertainments, ways of communication and collaboration (Brown 2008). As Mager and Sung (2011) put it “*Design is now about strategies and structures, processes and interactions– about services.*”

Despite its many perspectives and approaches, there are however many similarities in the way authors define and explain Service Design. The common mantra repeated by researchers and practitioners of service design is that it is aimed at making services more useful, usable and desirable for the users/customers and efficient and effective for the provider of the service (Moritz 2005; Erlhoff & Marshall 2008; Mager & Sung 2011; Service Design Network 2015;). Service design is also about creating experiences. Løvlie et al. (2008, p.74) suggest that service design is the “*design for experiences that reach people through many different touch-points and that happen over time*”. Another point of view to service design is expressed by Marc Stickdorn and Jakob Schneider (2011) who refer to service design as the process of designing rather than to its outcome. Stickdorn and Sneider (2011) state that the outcome of the process can have various forms such as organizational structures, operations processes, physical objects or service experiences (Stickdorn & Schneider, 2011).

After an analysis of the various definitions, this thesis will adopt the definition presented in Design Dictionary (Erlhoff & Marshall 2008) provided by one of the leading experts of Service Design, Birgit Mager:

“Service design addresses the functionality and form of services from the perspective of clients. It aims to ensure that service interfaces are useful, usable, and desirable from the client’s point of view and effective, efficient, and distinctive from the supplier’s point of view.” (Erlhoff & Marshall 2008 in Design Dictionary, p.355)

2.2 Principles of Service Design

As already mentioned, Service Design is a relatively new field of practice and research. Quite a few authors have managed to explain the ideas and principles behind Service Design in a way that makes the field of practice more understandable. From these authors, Stefan Moritz (2005) and Stickdorn and Schneider (2011) have both created comprehensive “guidebooks” in order to introduce and explain the ideas, tools and principles behind Service Design. Both the books introduce five principles that make up what Service Design is about. Some of the themes of the principles are very similar to each other yet some propose a slightly different perspective on Service Design (See table 1). The principles presented in the table are now explained in detail.

Table 1. Principles of Service Design.

Stefan Moritz : Service Design, Practical access to an evolving field (2005)	Marc Stickdorn and Jakob Sneider: This is Service Design Thinking (2011)
Service Design truly represents the client perspective	It is user-centred
Service Design addresses the unique features of the service	It is co-creative
Service Design Integrates expertise from different disciplines	It is sequencing
Service Design is interactive	It is evidencing
Service Design is ongoing	It is holistic

“Service Design truly represents the client perspective (Moritz 2005)”

“It is user centred (Stickdorn & Schneider 2011)”

From the principles it is evident that both of the approaches stress the importance of user centricity and user involvement in the creation process of the service. Moritz (2005) proposes that the point of difference to earlier service development approaches is that service development looks at the development of service systems from the perspective of the client in addition to the provider. Stickdorn and Schneider (2011) concur and note, that services should be looked from the perspective of the customer and created through and in interaction between the customer and the provider.

“Service Design addresses the unique features of the service (Moritz 2005)”

“It is sequencing (Stickdorn & Schneider 2011)”

Moritz (2005) describes that services are “touchpoints” that are encountered by the client over time and act as “experience puzzle pieces” that are made out of product or service components. In order to design a functioning “service interface” all touchpoints should be carefully designed and aligned. Stickdorn and Schneider (2011) approach the issue from

a similar perspective when they talk about sequencing. The authors state that services are dynamic processes that span over time and that Service design deconstructs processes into single touchpoints and interactions, which when combined, create the service moments.

“Service Design Integrates expertise from different disciplines (Moritz, 2005)”

“It is co-creative (Stickdorn & Schneider 2011)”

Moritz (2005) explains that designers have traditionally been used to working with experts of diverse fields such as research, technology and communication. Design has evolved into a strategic and multidisciplinary field. Stickdorn and Schneider (2011) think about service design as co-creation of different stakeholders who are involved in creating a service. Managers, marketers, engineers, designers, front-line staff and customers all have different perspectives and Stickdorn and Schneider (2011) argue that it's fundamental in Service design that all the stakeholders should be involved in the process.

“Service Design is interactive (Moritz 2005)”

Moritz (2005) states that since the customers are in the core of the service it's the principle of service design to provide all the resources and components that are necessary for the customers to do what they want to do.

“It is evidencing (Stickdorn & Schneider 2011)”

Stickdorn and Schneider (2011) suggest, that services should be made more tangible through physical evidence that can prolong the service experience and trigger emotional associations that impacts the way the service is perceived.

“Service Design is ongoing (Moritz 2005)”

Mortiz (2005) points out, that Service Design perspective ranges from long-term strategies to designing processes that secure consistency across the organizations small details. After the service is used, Service Design continues and monitors the service for constant improvement.

“It is holistic (Stickdorn & Schneider 2011)”

Although it's challenging to consider every individual aspect of a service, Stickdorn and Schneider (2011) state that the intention should always be in seeing the wider context where the service takes place. It's about being aware of the elements that customers perceive subconsciously with their senses at individual touchpoints to considering alternative customer journeys to the system design of an organization with its inherent culture, values and norms as well as organizational structure.

2.3 Service Design process

The purpose of this thesis is to find out how Service Design can be used to create better customer experiences. With this purpose in mind it is crucial to understand the process of Service Design. Maffei et al. (2005) make an interesting summary and state that the main focus of service design tools is the design, description and visualization of user experience. User experience also includes the alternatives for different interaction modes, paths and choices and this is demonstrated by tools such as Flow Diagram, Storyboarding, Use Cases, Customer Journey, Video Prototyping and Dramaturgy (Maffei et al., 2005). Other tools such as Blueprint, Service system map and Social network mapping are, as explained by Maffei et al. (2005) meant to represent the complexity of the service organization.

In the following chapters, the author will introduce two different views to describe the process of Service Design. The first one is Stefan Moritz's widely used and practitioner oriented model for the Service Design process. The second model presents a more theoretical approach for the interdisciplinary method for the design of complex service systems presented by Patricio, Fisk, Falcao e Cunha and Constantine (2011). The author finds it relevant to introduce two different models in order to show how differently Service Design process can be approached.

2.3.1 Stefan Moritz's (2005) Service Design Process

In 2005, Stefan Moritz compiled a model for understanding and exploring what Service Design is. Moritz's model is widely used and is especially relevant in this thesis because For the framework, he analyzed several previous processes and models, conducted interviews with leading practitioners and studied real life Service Design cases. Through

critical analysis, Moritz (2005) grouped together six categories that cover the wide range of service design tasks and areas. Although useful for understanding and gaining access to service design, Moritz (2005) notes that the model is still quite generic and a simplified structure of Service Design.

The model (see Figure 2.) presents the tasks that need to be undertaken in different stages of the Service Design (SD) process. These task are grouped under six categories: SD Understanding, SD Thinking, SD Generating, SD Filtering, SD Explaining and SD Realising. The categories are meant to enable easier application of the different tasks and tools used to help reach the overall goal such as understanding clients or implementing and delivery of the plan. The model is not exhaustive and, Moritz (2005) emphasizes that there are no specific rules that govern the order in which categories are used in the Service Design process. Moritz (2005) suggests that the model is only meant to show the complex, iterative and ongoing process of Service Design. As a consideration, Moritz (2005) notes that just like production, consumption and design of a service can happen all at the same time, in Service Design the six categories presented in the model overlap and are interlinked.

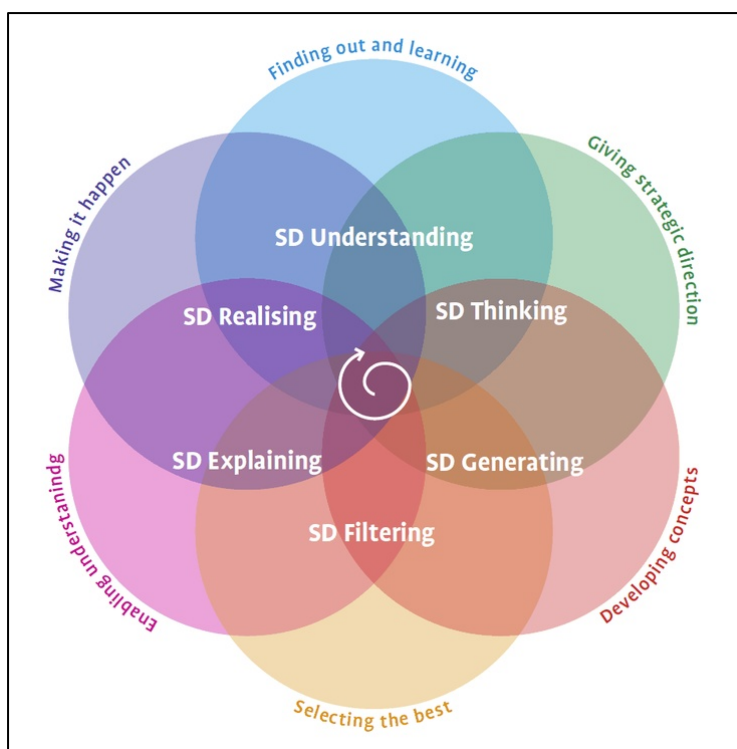


Figure 2. Model of Service Design Categories by Stefan Moritz (2005).

In the following, each category is explained with a few examples of the variety of different tasks that are used in each stage.

SD Understanding – Finding out and learning

This area covers the discovery and research of customer's latent and conscious needs, desires and motivations. This step involves researching contexts and investigating business technical and domain requirements as well as constraints. It's about exploring possibilities. As an example a client journey was tested by documenting the journey in the form of photo journals or to find out how people feel in the morning, wakeup-call interviews were conducted. Some tools and methods applied in this stage include benchmarking, customer segmentation, context analysis, (expert) interviews, focus groups, observations, shadowing, user surveys and trend scouting to name a few. (Moritz 2005)

SD Thinking – Giving strategic direction

Here the idea is to turn complex data into insight and give the Service Design project direction and guidelines. SD thinking is the stage that gives purpose to SD Understanding and is meant to direct, control, structure and align the process. For example sometimes this stage can reveal that some services do not need to be reinvented but it's only the design of the service that needs to be improved. Tools and methods include Affinity Diagrams, Lateral Thinking, Mindmap, Priority Matrix, System Thinking, Touchpoints and Total quality flow-charting. (Moritz 2005)

SD Generating – Developing concepts

Here the goal is to generate relevant, intelligent and innovative ideas that can be turned into concepts that are true to the need of the customers and are in line with strategy. The service experience needs to be planned in detail and objects, spaces and other elements need to be developed. This could be done for example by building new ideas with play – do or to combine different elements randomly with software. Tools and methods include Brainstorming, Experience sketching, Feature tree, Open space technology and Parallel design. (Moritz 2005)

SD Filtering – Selecting the best

The goal is to identify the best and most appropriate solutions and ideas. The performance and quality are tested for prototypes, existing elements and people. The ideas and concepts are evaluated against different measures. This is done for example by

going through scenarios step by step or by removing some elements away to evaluate the impact of it to clients. Tools and methods include Character Profiles, Cognitive walkthroughs, Expert evaluation, Retrospective Testing, PEST analysis and SWOT analysis. (Moritz 2005)

SD Explaining – Enabling understanding

The aim is to map make the ideas and concepts as clear as possible by sensualisation (visualization of all senses), mapping out processes and illustrating scenarios. The goal is to give an overview and showing future possibilities for the concept. Here staging the elements such as creating animated scenarios of a possible service or a use Photoshop mock-ups to visualize the new application could be used to provide shared understanding and test the experience. Tools and methods include Mock-Ups, Empathy Tools, Camera Journal, Rough Prototyping, Role Play and Visioning. (Moritz 2005)

SD Realising – Making it happen

At the last phase, the solutions, prototypes and processes are developed, specified and implemented. The service is taken to the market. This includes everything necessary to plan, specify and roll out a service and to ensure consistent and quality service. This can be done for example by writing role descriptions for employees, creating a blueprint to illustrate how all processes function together or opening up an intranet to communicate how to provide service. Tools and methods include Guidelines, Business plan, Simulation, Role script and Blueprint. (Moritz 2005)

2.3.2 Multilevel Service Design by Patricio et al. (2011)

In their article *Multilevel Service Design: From customer value constellation to Service Experience Blueprinting*, Patricio et al. (2011) present their interdisciplinary method for integrative design of complex service systems. The multilevel service design (MSD) brings together contributions from various fields and allows for integrated design of the service offering at three hierarchical levels: the service concept, service systems and service encounter (see Figure 3).

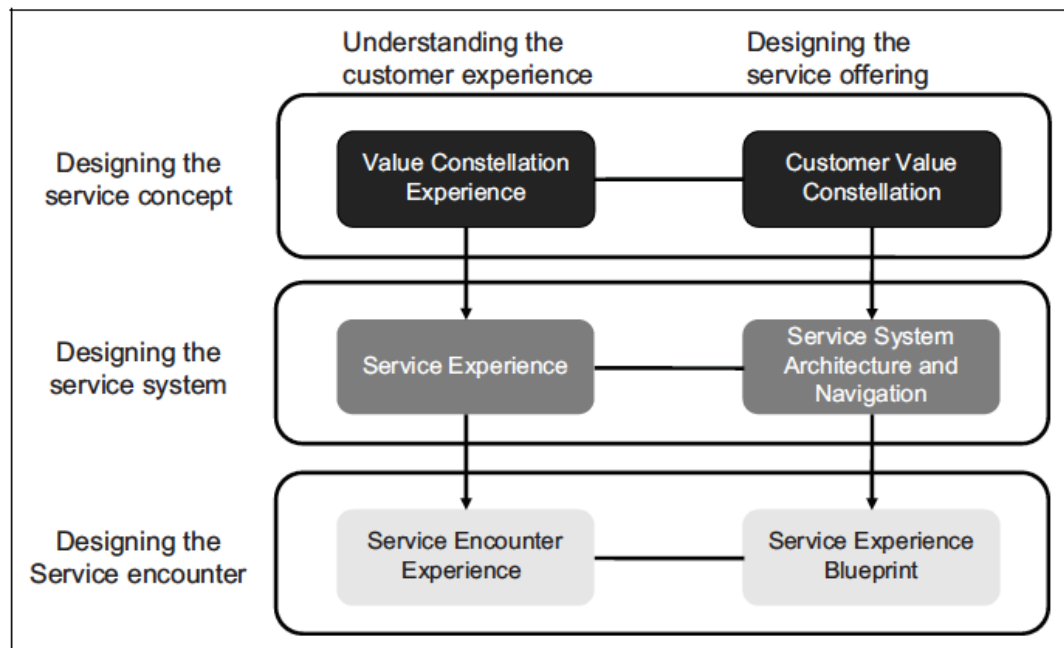


Figure 3. Multilevel Service Design by Patricio et al. (2011).

Patricio et al. (2011) explain, that the MSD studies customer experience and creates a set of interrelated models that link understanding of customer experience with designing the service. The authors suggest a four-step process for the MSD method.

Step 1: Studying the customer experience

The first step provides the basis for the design of the service offering. Here the focus is, as explained by Patricio et al. (2011) on understanding the customer experience at different levels using qualitative methods such as observation, in-depth interviews, focus groups, usability testing or walkthroughs. The qualitative research is used to identify the overall customer activity and service activity and tasks, which are related to the customer experience. Quantitative methods are used to supplement the qualitative findings.

Step 2: Designing the Service Concept

Patricio et al. (2011) state that designing the service concept starts with understanding the value constellation experience. The value constellation experience is co-created together with the customer and all service organizations that can be seen to have a part in a particular customer activity. Since the decomposition of all activities and tasks that form value constellation experience have been done in step 1, the firms can use this information to design the service concept through the customer value constellation. Customer value constellation (CVC) refers to the set of service offerings and

interrelationships that enable the customer to perform the particular service activity and co-create the experience. Patricio et al. (2011) suggest that the CVC broadens the design space to include other companies and stakeholders that are involved in the service activity. This enhances the firm's ability to analyze its service offering and explore new alternatives for the offering so that the firm is able to serve its customers more comprehensively throughout the particular service activity and thus improving customer experience.

Step 3: Designing the firm's service system

The service system is designed in order to enhance customer experience and to support the designed service concept.

Patricio et al. (2011) define service systems as the composition of people, technologies and other resources that communicate with other service systems with the goal of creating mutual value. In order to design the system, firms must understand and identify service experience and all the contact points and interfaces the customer use during their customer journey. Realizing what are the factors inhibiting and realizing the desired experience is a crucial base for designing the system. The system should offer the customers multiple patterns of navigation across service interfaces, which is done through Service System Architecture (SSA) and the Service System Navigation (SSN). This step involves three components. Firstly the customer should be able to choose their preferred service interface for each service task. Second, the systems should enable the customer to navigate smoothly across service interfaces through the various tasks of the particular service activity. And thirdly, instead of replication of every offering in every interface, the system should contribute to efficient resource allocation among interfaces while at the same time enhancing the service experience.

Step 4: Designing the service encounter

Borrowing from Bitner, Ostrom and Morgan (2008), Patricio et al. (2011) define service encounters as the moments of interaction between the customer and the firm which may take place in multiple interfaces, such as the Internet or a physical store. As Patricio et al. (2011) mention, these service encounters are often referred also as touchpoints in the field of Service Design. At this step the designers need to define the interaction setting, the interaction process and the role each participant is going to play. Patricio et al. suggest in-depth studies with customers in order to map out the process customer go through when co-creating their experiences in each service touchpoint and to identify the

experience factors involved in each touchpoint. At step 4, Patricio et al. (2011) use the Service Experience Blueprint (SEB) diagram developed by Patricio, Fisk and Cunha (2008) to show lines of interaction and visibility, fail points, waiting points and service interface links. SEB is used both to map out the current service encounter as well as finding other alternatives that may enhance the service encounter experience.

3 CUSTOMER EXPERIENCE

The purpose of this thesis is to find out how Service Design can be used to create better customer experiences. In this thesis, this is achieved by comparing customer experiences between two (service-wise) identical public sector services. In order to analyze the differences discovered in the experiences it is valuable to understand the concept of customer experience and the dimensions that customer experience is comprised of. In the following chapters these aspects are explained through a review of literature.

3.1 The purpose of customer experience

Why do experiences matter? After realizing that customers are now desiring experiences, creating outstanding customer experiences have gradually become “the” management principle for companies looking to aspire their customers. In their 1998 HBR article, authors Pine and Gilmore (1998) suggest that following the “economic progression” companies are now competing in the arena of selling experiences. Moving from commodities, to goods, to services consumers have now begun to desire experiences. The “experience economy” calls for companies to upgrade their offerings be it goods or services, to match the new stage of economic value (Pine & Gilmore, 1998). Success in creating experiences also brings economic and other beneficial gains to the organizations. Based upon their research and consulting cases, McKinsey consultants Alex Rawson, Ewan Duncan and Conor Jones (2013) state in their HBR article that organization that have been able to manage the entire experience of customers have gained enhanced customer satisfaction, increased revenue, reduced churn rates and also managed to achieve greater satisfaction among their employees (Rawson, Duncan & Jones, 2013).

3.2 Defining customer experience

Looking at the various authors, it’s evident that customer experience is a rather vague and all-encompassing concept where the exact elements are hard to pinpoint. However, to some extent there is also consensus on the matter. After the works of Pine and Gilmore, many authors contributed to the concept of customer experience by explaining its role in producing economic value for both the organization and the customer (Gentile et al., 2007).

The starting point for the various approaches was that the established concept of consumption was altered to become a “holistic experience” that involved a person, rather than a customer, at different levels and in all interactions between the person and the company or the company’s offering. Moreover, the ideas of co-creation and the role of the company as the creator of the contexts and artifacts that are employed by the customers in creating the unique experience themselves became important perspectives in the literature. (Gentile et al., 2007)

Customer experience is seen by most authors to be an entity of several different components. Berry et al. (2002) approach the issue of customer experience through what they call “experience clues” which are anything that the customer can perceive, sense or recognize being absent. It’s the compilation of these clues that form total customer experience (Berry et al. 2002). Meyer and Schwager (2007) go along the same lines of the holistic nature of customer experience by stating that customer experience is the internal and subjective response customers have towards any direct or indirect contact with a company (Meyer & Schwager 2007). Patricio et al. (2011) state the same and suggest that service experience includes all the different service encounters between the customer and the company across different service interfaces. The experience is therefore co-created in all the interactions that occur when the customer is accomplishing a given service activity (Patricio et al. 2011). Looking at customer experience from the retailing industry perspective, Verhoef et al. (2009) suggest that the experience is not only created by the elements that can be controlled (retail atmosphere, assortment, price) but also by elements that cannot be controlled such as other people present or motivation to purchase (Verhoef et al. 2009).

As it was demonstrated, the definitions of customer experience are numerous and differ slightly from author to author. This thesis will adopt the description that manages to compile the most essential conceptualizations found in customer experience literature. The description that best defines customer experience is from Gentile et al. (2007) who compiled their definition from the works of several authors:

“The Customer Experience originates from a set of interactions between a customer and a product, a company, or part of its organization, which provoke a reaction. This experience is strictly personal and implies the customer’s involvement at different levels (rational, emotional, sensorial, physical and spiritual) Its evaluation depends on the

comparison between a customer's expectations and the stimuli coming from the interaction with the company and its offering in correspondence of the different moments of contact or touch-points" (Gentile et al., 2007, p.397).

3.3 Customer journey and touchpoints

Like other authors, Gentile et al. (2007) refer to customer experience as a set of interactions and different moments of contact. Gathering from the literature, it can be seen that essentially customer experience deals with how the customer perceives the various encounters or "touchpoints" throughout his/her interactions or "customer journey". In order to understand customer experience, one has to identify the ideas behind these two concepts.

Both Customer Experience and Service Design literature, refer to the term customer journey as the process (or journey) of consuming a service during which the individual customer encounters a set of touchpoints. The customer journey starts as stated by Berry, Carbone and Haeckel (2002) from the expectations the customer has before the experience itself and continues till the assessment the customer has when the experience is over. Service Design scholars Mager and Sung (2011) also emphasize the time spanning characteristic of the customer journey in stating that Service Design principles take into consideration the full customer journey including the experiences before and after the service encounters (Mager & Sung, 2011). Meyer and Schwager (2007) describe touchpoints as *"the instances of direct contact either with the product or the service itself or with representations of it by the company or some third party"* (Meyer & Schwager, 2007). These touchpoints occur whenever a customer "touches" an organization, across multiple channels and at various points in time (Zomerdijk & Voss 2010). They can be human-human, human-machine, and even machine-machine, but can also happen indirectly through third parties, such as reviews from other customers or print or online media (Stickdorn & Schneider 2010). Patricio et al. come to the conclusion that customer journey actually refers to the various Touchpoints that involve all activities and events related to the service from the perspective of the customer. (Patricio et. al. 2011) Very similarly to what others call a customer journey, Meyer and Schwager (2007) use the term "customer corridor" to portray the series of touch points that a customer experiences. When it comes to the touchpoints, consistency and alignment matter. Løvlie, Downs and Reason (2008) state that when it comes to managing the quality in the service sector, it is

the art of matching expectations with the experience that is consistent across all the touchpoints that make up what the service is. (Løvlie et al. 2008)

3.4 How to create the “perfect” customer experience?

As it was demonstrated in the previous chapter, customer experience is the entity of perceptions of the customers of each touchpoint along the customer journey. The all-encompassing nature of experiences makes it difficult to separate the multiple dimensions or elements of customer experience. In the following the author will explain some factors that contribute to a (good) customer experience.

Based upon their research and case studies about how to deliver a “perfect” customer experience, authors Frow and Payne (2007) suggest several issues for organizations to consider. Firstly, Frow and Payne (2007) suggest that organizations wishing to deliver the perfect customer experience should undertake an in-depth research about the customer perceptions of their service and from there recognize the problem and the opportunity for improvement. The authors also call for identifying the opportunities for co-creation *and* encourage organizations to actively seek ways to make customers participate in creating their own experience with the provider. In their suggestions, Frow and Payne (2007) come close to what Service Design practitioners have been utilizing in creating better services. The authors recommend companies to deploy mapping methods such as service blueprinting, customer activity cycles and customer-firm touchpoint analysis in order to understand and improve the experience. They also call for the careful management of the individual touchpoints and stress the importance of ensuring the consistency of the experience as well as brand communication within and across all multiple channels involved. Frow and Payne (2007) also highlight the importance of cross-functional collaboration between the different departments in an organization to ensure that customer experience is successfully delivered. The authors note that with the careful mapping of the customer experience, the employees perform better and are more motivated to offer the perfect customer experience since they have a solid understanding of customer needs. (Frow & Payne, 2007)

In their view, Gupta and Vajic (2000) argue that a good experience is organized around a clearly defined central activity. This central activity should be planned in a manner in which all the senses of the customer are occupied and that it fully engages the customer.

All the other elements such as facility layout, employees, back-office tasks should reinforce this central activity in a coherent manner. In designing the physical setting focus should be put on how the objects in the space (tools, equipment, accessories etc.) and the layout promote the principles underlying the main activity. Objects should be located on the basis of their function and frequency of use supporting the main activity and the requirements of visibility and accessibility should naturally be satisfied in the physical service environment. The authors suggest that in creating a successful experience, sometimes the good design of visual cues such as environment design, display of objects and equipment is not enough to fully engage the customer. (Gupta & Vajic 2000)

Pralahad and Ramaswamy (2004) call for co-creation of experiences. The authors propose that co-creation experience refers to embracing the individualized interactions and experience outcomes that go beyond normal company offering. They state that in a personalized co-creation experience, the company lets the individual customer choose the way of interaction with the service environment that was created by the company. Pralahad and Ramaswamy (2004) argue that this “next practice” of value creation is a two-way street. On the firm’s side, the companies have to open up to dialogue with customers and show transparency and accessibility, on the consumer’s side, the customer have to take responsibility for their decisions and have an understanding of possible risks involved. (Pralahad & Ramaswamy 2004)

3.5 Customer experience elements

Gathering from the previous, customer experience is about perceptions of the customer throughout the customer journey. It is about co-creation between the customer and the provider, which involves various types of interaction. Creating the “perfect” experience is about understanding the customer desires, needs and aspirations. All elements affecting customer experience have to be aligned and carefully managed. In the following, the author will go into more detail and explain some of the most relevant issues that form customer experience. Gathering from the literature, the author chose these dimensions because of their relevance to the observations and interviews made in the Citizens’ Offices. The author discovered that customer value, service encounters, atmospherics and the customer expectations for a service are the most relevant dimensions regarding customer experience in this particular case.

3.5.1 Customer experience and value

In 1997, Woodruff compiled a definition for customer value by researching its various definitions and came to the conclusion that *customer value is a customer's perceived preference for and evaluation of those product attributes and attribute performances and consequences arising from use that facilitate (or block) achieving the customer's goals and purposes in use situations.*" (Woodruff, 1997, p.142) Looking at the definition and matching it with the definitions of customer experience it is clear that customer value is strongly related to the concept of customer experiences.

In their 2004 article, "Evolving to a new dominant logic of marketing", Vargo and Lusch (2004) introduced the concept of value in use for the customer. Previous to their article value was considered as the ratio between service quality and cost. In their new view, value is realized when the service is consumed making the customers both co-creators and the jurors of service value. Prahalad and Ramaswamy (2004) concur with this view and state that value and value creation is shifting from a product and firm centric view to entail personal consumer experiences and that value in experiences is created in co-creation. Adopting the thinking of Vargo and Lusch (2004), Sandström, Edvardsson, Kristensson and Magnusson (2008, p.112) conceptualize the link between experiences and value in use and state "*value in use is the cognitive evaluation of the service experience*". Sandström et al. (2008) argue in that service experience refers to the total functional and emotional value of a consumed service, which is unique to every customer and consumption situation. Hence, experience is comprised of both the functional service functions as well as the non-physical features of the service such as mental images, brand reputation and themes (Sandström et al. 2008).

3.5.2 Service Encounters

It's quite safe to argue that the service encounters or in other words "moments of truth" between the service personnel and customers have a major impact in how customers experience a service or a company as a whole. Qiu (2013) states that whereas customer's satisfaction is determined by their experience with the service provider, the user's experience is the perception based on the user's service encounters. Already in 1985, authors Solomon, Surprenant, Czepiel and Gutman (1985), proposed that the dyadic interaction between a customers and service providers is an important determinant of

customer's overall satisfaction with the service. In their article they state that since the success of any service provider rests on the quality of the subjective experience, this experience is the critical determinant of the providers long run success. Solomon et al. (1985) continue with this thought and argue that all other efforts such as timely service delivery can be overlooked if the customer leaves the service environment with a negative impression from the attitude of the service personnel (Solomon, Surprenant, Czepiel & Gutman, 1985).

More recently, Berry et al. (2002) state that experience is comprised of different experience clues and that "humanic clues" are anything that the customer can perceive emerging from the behavior and appearance of the service provider such as dress, voice and choice of words (Berry et al. 2002). Gupta and Vajic (2000) propose that service staff might need to serve as "guides" or as facilitators who assist the customers to learn by doing and help them to obtain the needed norms and procedures by participating in activities. This is especially important in case of customers who are new to the service. Gupta and Vajic (2000) also stress that because of their role as facilitators, the employees must be carefully trained and allow them enough autonomy to respond to the needs of individual customer.

In his article in 2013, Qiu suggested a new way of thinking service encounters. He proposes that service encounters should be looked from four different perspectives; customer experience flow, organizational flow, physical flow and information flow. In customer experience flow attention should be put creating the excellent customer experience by meeting the utilitarian and psychological needs of the customers. In organizational flow these customer needs are met by enabling a chain of positive and interactive encounters that derive from improved job satisfaction and organizational behavior. Physical flow should provide employees and customers all the necessary resources that support the meeting of customer needs and improves job satisfaction. Lastly, Qiu (2013) suggest that an optimal information flow should enable the timely data, information and knowledge service to both employees and customers.

Chase and Dasu (2014) also propose new perspective for service encounter and suggest that the same level of rigor that is used to design the processes for technical features of the services have to be put on the psychological aspects of the service interactions. They state that service organization cannot rely only on the few gifted front line employees to deliver excellent service but the organizations need to implement mechanisms in their

processes that create positive perceptions of experiences. Chase and Dasu (2014) contend that emotions, trust and control are the most significant factors that affect the perceptions. The authors suggest service providers should enhance the tracking of emotions by collecting “emotional demographics” of customers and then build processes that respond to those emotions. These processes should include trust building and control techniques that provide support in incidents that have gone wrong in the service delivery. (Chase & Dasu 2014)

3.5.3 Customer experience and atmospherics

Most often, customers consume a service in a facility provided by the service provider. The physical surroundings of the service environment or the “atmospherics” have a big impact on the way customers experience the service overall. In their extensive review of literature on atmospheric effect on shopping behavior, Turley and Milliman (2000) state that the terms atmospherics, shelf space studies, environmental psychology, and “servicescapes” have been used to describe this stream of researches. In the following the impact and various elements of atmospherics are discussed.

Verhoef et al. (2009) suggest that especially in the literature focused on retailing industry attention has been put towards store atmospherics and the impact of music, scents, tactile input and color on the affective responses of the customer to the retailer. Berry et al. (2002) also recognize atmospherics being part of the service experience and state that an experience is made up of different experience clues. From these clues, mechanical clues refer to the sensory presentation of the service and include senses such as sights, smells, sounds, tastes and textures (Berry et. al. 2002).

In her 1992 article, “*Servicescapes: The Impact of Physical Surroundings on Customers and Employees*”, Bitner (1992) suggests that ambient conditions, spatial layout and functionality and signs, symbols and artifacts are the most relevant dimensions for analyzing the holistic perception that customers and employees have about an environment. Bitner (1992) states that ambient conditions affect the five senses and entail the background characteristics of the environment such as lighting, noise, music, temperature and scent. She comes to the hypothesis that the ambient conditions affect the perception particularly when they are extreme, when the customer or the employee spends considerable time on the servicescape or when these conditions conflict with

expectations. Spatial layout and functionality, as Bitner (1992) explains, relate to the way in which machinery, equipment and furnishing are arranged in the environment and how customers and employees are able to make use of the items to facilitate performance and accomplish service goals. Attention to spatial layout and functionality is especially important in self-service settings where the tasks are complex and when customers or employees are under time pressure. Signs, symbols and artifacts serve as the clues and signs that communicate to the customers about the environment and present guidance about the procedures, norms, expected behavior and even the image and meaning of the environment to the customers. Bitner (1992) argues that they are particularly important in order to provide a first impression, differentiate from competitors and for communicating new service concepts.

In addition to the actual service environment, customer experience is impacted from the presence of other people on the same *social* environment. In their conceptual model explaining the determinants of customer experience from a retailing industry perspective, Verhoef et al. (2009) suggest that for example crowding or standing too close to others can lead to anxiety, eye contact may be perceived negatively and some customers might be threatened by the others appearances. Also the behavior and roles adopted by the other customers might affect directly to the experience of the other, such as when another customer takes the role of an advisor or when a person is for example talking very loudly. (Verhoef et. al. 2009)

Gathering from the above, in service environments the concept of atmospherics covers a variety of different elements ranging from physical to sensorial elements. In their review Turley and Milliman (2000) present a good conclusion to the topic and present a the division of atmospheric stimuli and elements according Berman and Evans (1995):

The exterior of the store

- Including entrances, color and size of the building, surrounding area and parking facilities.

The general interior

- Including cleanliness, lighting, scents, temperature, color schemes and merchandise.

Layout and design variables

- Including space design and allocation, waiting areas, furniture, traffic flow and waiting queues

Point-of-purchase and decoration variables

- Including displays, signs and cards, wall decorations and usage instructions (Berman and Evans (1995).

After a literature review on the subject, authors Turley and Milliman (2000) come to the conclusion that a fifth variable has to be added to the categories:

Human variables

- Including employee characteristics, customer characteristics, employee uniforms, crowding and privacy. (Turley and Milliman 2000)

3.5.4 Customer experience and customer expectations of service

In addition to value, service encounter and atmospherics, customer experiences are also formed on the basis of customer's expectations for the service. In his study, author Marco Robledo (2001) argues that in order to deliver superior service companies need to understand customer expectations. He states that if an organization is unaware of the level of customer expectation of its customers it will be impossible to know how to match those expectations (Robledo 2001)

Parasuraman, Berry and Zeithaml (1991) proposed early on that customer expectations play a crucial role in the quality assessment of services. In their exploratory study, they found out that the content and structure of customer expectations are complex consisting of desired and adequate service levels that vary according to different factors. The authors presented five suggestions for companies to manage customer's expectations and raising their perceptions. Firstly Parasuraman et al. (1991) propose that managers should demonstrate fair play by openly sharing and even education their customer of their processes, procedures and policies. Secondly customer expectations are best managed when the service is always reliable and the customer gets the service she/he was set out to obtain. Parasuraman et al. (1991) also suggest that managers pay more attention to managing the firms' promises so that the actual service delivered is consistent with the promises given. The fourth suggestion deals with leveraging on the process dimensions and taking advantage of how well service delivery is handled. This involves a variety of task that are related to how well employees are trained, empowered and are able to provide excellence in service delivery. Lastly, the authors urge the companies to build

genuine and meaningful relationships with customers in order to build their tolerance and good will with the company. (Parasuraman et. al. 1991)

In his study within an airline setting, Robledo (2001) identified several sources of expectations based on a literature review on the findings of several scholars (Grönroos 1982; 1984; 1990; Cadotte et al. 1987; Zeithaml et al. 1990; Teboul 1991) Robledo (2001) lists seven sources for customer expectations:

Past experience – This involves the past experience of the customer with the service provider as well as past experiences with its competitors and companies of other sectors.

Informal communications – Word- of mouth is stated to be one of the most influential sources of expectations.

Formal communications – Expectation derives also in the form of recommendations from partner companies or quality assessments found in magazines and other publications

The price to be paid for a service – the price sets the level of quality to be demanded in the mind of the customer.

The promotional mix – All the elements of the mix convey a message that influences how customer expectations are formed.

Personal needs – Customers determine for themselves what is important to them and what is not.

Good corporate image – Company image shapes the expectations of the customer in a positive way.

Robledo (2001) argues that if a company is able to manage the above-mentioned sources of expectations, it could be able to compensate for past bad experiences. In such a case, customers could decide to give the company another chance in proving its worth.

4 METHODS

The purpose of this thesis is to discover whether Service Design can be used to create better customer experiences. The point of departure for the research is to understand both service design and customer experience as concepts. This was done through a literature review on both concepts in the previous chapters. In order to discover what impact service design has on customer experience the author will analyze and compare customer's experiences in two different service environments. The actual object of research is therefore customer experience. Both of the service environments offer the same set of services to their customers, but only one has been redesigned according to the principles of service design. The analysis and comparisons will be made according to observations in the service environments and by interviews with the customers.

In the following the author will present the research approach of the thesis. The author will also explain in detail data collection methods, data collection plan and data analysis. Issues related to reliability and validity of the research are also covered.

4.1 Research approaches

Palmer (2010) states that the multi-dimensional, situation-specific nature of customer experience favors qualitative rather than quantitative measurement approaches. Customer experience as a concept is not easily quantifiable and therefore this thesis will adopt a qualitative research method. The basic principle of qualitative studies is to describe true life and the approach to the object of research should be as holistic as possible (Hirsjärvi, Remes & Sajavaara, 2009). Moreover, the aim of qualitative research is not to test or build a theory or hypothesis, but to reveal unexpected elements discovered from the careful and detailed analysis of data gathered from true natural surroundings and situations (Hirsjärvi et al., 2009) Taking in consideration the aim of the study, the premises where data will be collected and the phenomena of customer experience being studied, this thesis is will use ethnographic research methods. Ethnography usually refers to forms of social research that has a strong emphasis on exploring the nature of social phenomena (in this case customer experience), has a tendency to work with unstructured data (observations, interviews), involves the investigation of a small number of cases (two different service environments) and analysis of data in the form of verbal description and explanations (Atkinson & Hammersley, 1994).

Moreover, Anttila (1998) notes that in some cases ethnography can be used to compare cases that involve the same phenomenon and then by analyzing the comparisons, come up with a better definition for the phenomenon. In the case of this thesis the aim is to compare the cases and therefore better understand how the customer experience, the phenomenon, is formed in the service environments.

The research “case” in question also has elements that can be seen to belong to the case study method. A qualitative case study involves the exploration of a phenomenon within its context utilizing a variety of different data sources. (Baxter & Jack, 2008) Similar to other research methods, the case study method includes data collecting techniques such as primary documents, secondary documents but also adds direct observation of the events being studied as well as interviews of the persons involved (Yin, 2009). The case study is a widely used method in business sciences where the object of research is an administrative, independent entity such as a company and it is also seen as a suitable method when the object of research is a public sector organization (Aaltio-Marjosola 1999). In the case of this thesis, the author will collect data from two different service environments and then analyze this data to make comparisons; hence the research has characteristics resembling a multiple case study. Yin (2009) states that a multiple case study enables the researcher to explore differences within and between cases. Because comparisons will be drawn, it is imperative that the cases are chosen carefully so that the researcher can predict similar results across cases, or predicts contrasting results based on a theory (Yin 2009). The research in this thesis is concerned with analyzing and comparing customer experiences in two different service environments. The service environments or “cases” were chosen based on their resemblance; The Citizens’ Offices in Matinkylä and Leppävaara are both located in shopping centers and offer a very similar service portfolio and hence are suitable objects of research.

4.2 Data collection methods: Direct observation and semi-structured interviews

In the research and practitioner fields of service design and customer experience, there is an emphasis on tracking the customer journey and then discovering the different touchpoints customers encounter during that customer journey. Customer journey is the path the customer goes through when consuming a service. In order to find out whether the customer experiences of the two service environments differ in some ways from each

other, the author must first track the customer journey and identify the touchpoints. Tracking the customer journey and identifying the touchpoints will lead the author to discover the specific customer experience elements that are involved in the specific cases in this thesis. The tracking is done through direct observation.

Anttila (1998) states that direct observation is suggested as suitable method of collecting data for example when the researcher wants to observe the situation and activities so that the people involved are not necessarily aware of the researcher in the environment. Here, the researcher is observing the activities and performances of someone else (Anttila, 1998). The greatest advantage of direct observation is that with it, the researcher is able to attain immediate and direct information about the individuals behavior and it's a way to research the true life as it occurs in natural settings (Hirsjärvi et. al.2009). In observation, the observer is an active, not passive collector of data since the observer engages all the five senses to organize, interpret and make sense of the data collected (Fox 1998).

In the case of this thesis, the role of the observer is however in a sense passive rather than active since the objective is to discover how people behave in the surrounding and during their activities in the service environment. The researcher is merely, observing the situation from a distance and not taking part in the activity. Anttila (1998) suggests that when a method of disguised observation is selected the observer will in no manner get involved with the situation being observed and will remain as a complete outsider to the situation. This way the observer is able to remain objective towards the individual being observed and will not be aware of the emotional or mental landscape of the observed (Anttila, 1998). The Researcher should evaluate whether the gathered data is precise and comparable enough to make conclusions and that in addition to direct observation the researcher should decide whether to include interviews in the data collection in order to reveal information "under the surface" (Anttila 1998).

After the identification of customer experience elements through customer journey and touchpoint tracking, direct observation is again used to collect the actual data about customer experiences. In addition to direct observations, the author uses interviews to deepen the understanding and reveal more information of the differences between the customer experiences in the two service environments. The objective of the researcher in research interviews is to describe the thoughts, perceptions, experiences and feelings of the individual being interviewed. (Hirsjärvi & Hurme 2008) Moreover, interviews and

surveys are relevant methods of data collection when the aim is to gather data concerning people's attitudes, opinions, experiences and observations (Anttila 1998).

The aim of the interviews in this thesis is to discover how the individual perceives or feels about issues related to the identified elements of customer experience. The interviews are meant to be quick and simple and seek to capture the "on the spot" evaluations of the service experience, hence the interviews will be conducted in a structured or semi-structured manner and a survey is used to assist in data collection. Hirsjärvi and Hurme (2008) describe that it's typical for semi-structured interviews that some of the elements in the interview are predetermined and some are not. This can mean for example that the questions are the same for all respondents but the answers are not tied to any predetermined form or that the order in which questions are asked change from individual to individual (Hirsjärvi & Hurme 2008).

4.3 Data collection

As explained in the previous chapter, the author will first track the customer journey and identify the touchpoints. Here the author uses both primary and secondary sources. The author will first read an observation report conducted by Darwin. Followed by this, the author conducts her own observations (direct observation) at the offices in order to gain a more personal view to the activities taking place at the Citizens' Offices. These findings are then compiled and investigated to reveal the touchpoints and identify which elements of customer experience are the most relevant for further study. This first stage of data collection is therefore a prequel to the second stage: collection of customer experience data.

The customer experience data will be collected in two steps. The first step includes direct observation of the customer journey: How the customer enters the service space, acts inside the service environment and how he/she receives the service. The second step includes a semi-structured interview with the customer that was observed during the first step. Both observations and interviews were themed based on the identified customer experience elements during each touchpoint.

In the end, the author made two separate visits to the offices. During the first visit she collected 7 observation-interviews from each office. The data collection for the "pilot" took

place on the 13-14th of April. After the initial “pilot” data collection phase, the author was able to modify the ways of observation and interview questions for the next round. Building on the first visit, the second visit to the offices included more elements to be observed and had modified and more unstructured questions. During the second visit, that took place on the 25-26th of April, the author collected 10 (Matinkylä) and 9 (Leppävaara) individual observations-interviews.

Step 1: Observation of customer experience elements

In order to observe the situation, the researcher (the author) was located near the entrance of the offices where she was able to observe the individuals behavior as they entered and moved around the service space. The researcher had sheets of paper where she marked down what she had observed. At the top of each sheet, the author had prewritten notes that indicated what to observe in the situation. The elements observed were:

- ✓ *Time* – Approximately what time does the customer enter the space?
- ✓ *Age and gender* – The scale of age ranges from young (approx. 15- 30) middle aged (approx. 30-60) to elderly (approx. 60 and up)
- ✓ *No. of the recording-* Observations are linked to the interviews conducted afterwards.
- ✓ *Situation at the office* – How many staff members and customers are present? Is the office crowded?
- ✓ *Entrance to the space* - How do the individuals approach the service space? Do the individuals look uncertain or determined?
- ✓ *Space functionality* – Do the individuals look around expressing uncertainty or do they immediately know where to go?
- ✓ *Queue machine* – Do the individuals notice and know how to use the machine by the entrance? How long do they stay at the machine? ?
- ✓ *Waiting time* – How long the customer has to wait? What does the customer do when waiting?
- ✓ *Service time* – How long does the service encounter last?

- ✓ *Service interaction, attitude and style of personnel* – How does the service personnel serve the individual? How is the customer greeted? What facial expressions can be observed?

The observations were written both “on the spot” during the encounter and after the interview was conducted based on the memory of the author.

Step 2: Interviews about customer experience elements

As the customers were leaving the service space, the author approached the individuals. The researcher introduced herself and explained that she was conducting research about customer experiences of the Citizens’ Office. She also mentioned that all interviews are handled anonymously and asked the permission to record the interview. The researcher had a paper where questions were written before hand. All questions were open ended and the researcher emphasized an informal manner when asking the questions. She also asked questions “on the spot” if she felt that necessary for collecting valuable data.

As mentioned the data was collected during two separate visits. The questions in the second round were modified based on the learning gathered from the first round. Each of the interviews lasted approximately 4-6 minutes.

First round questions

- ✓ *Is this your first visit at the Citizen Office?*
- ✓ *Did you locate the service space easily?*
- ✓ *Were the markings and signs clear?* – Question was quickly left out because it seemed irrelevant to most of the customers.
- ✓ *When you walked in, what was the first thing you paid attention to?*
- ✓ *As you walked in, did you understand what you need to do or where to go in order to get service?* – it was quickly discovered during the first round that this question was vague and hard to answer.
- ✓ *How would you describe the space itself? What comes into your mind?*
- ✓ *Did the service personnel acknowledge you when you entered the space? How did this happen?*

- ✓ *Did you get your issues solved?* - This question was left out from most of the interviews because it seemed irrelevant.
- ✓ *How would you describe the encounter with the service personnel? How did this encounter go?*
- ✓ *Thinking about the whole, starting from when you entered, saw the space and received service: what is the overall experience you are left with this Office? What is feeling you are having?*

Second round questions:

- ✓ *What is the issue you were set out to handle?* – This question was left out from many of the interviews by accident or by deeming it irrelevant
- ✓ *Is the Citizen's Office familiar to you?*
- ✓ *Was it easy for you to find this office? In our opinion, would a person who has never been in this office say that it is easy to find?*
- ✓ *When you walked in, what was the first thing you paid attention to?* –The author encouraged the customers to think about this more in order to get more valuable data.
- ✓ *In your opinion, would you describe this space as clear? Why?*
- ✓ *How would you describe this space? What adjectives come to your mind?*
- ✓ *Did the service personnel acknowledge you when you entered the space? How did this happen?*
- ✓ *Can you remember a situation where you received really good customer service? How was it like?* - This question was not asked from all customers due to time pressure.
- ✓ *How would you compare that experience (what the customer just mentioned) to what you just received from this office?*
- ✓ *How would you describe the encounter with the service personnel? How did this encounter go?*
- ✓ *Thinking about the whole, starting from when you entered, saw the space and received service: what is the overall experience you are left with this Office? What is feeling you are having?*

After the interviews the researcher took time to re-write and check the observations in order to maintain a clear record of data for analysis. After careful recording of the data, the researcher started the two-step process again. This cycle continued until the researcher had reached the point of saturation. The exact same process of direct observation and interviews were conducted in both Citizens' Offices.

4.4 Analyses methods

Dey (1993) describes qualitative data analysis as a process where data is sorted into different components to reveal its characteristic elements and structure. The core, as Dey (1993) states lies in the related processes of describing phenomena, classifying the phenomena and seeing how the concepts interconnect. (Dey 1993)

In qualitative research, the analysis begins with reading and reflecting on the data (Anttila, 1998). After the data is collected, the author will re-write the hand written notes and transcribe the interviews. In the case of this research the data is first sorted on the basis of the identified touchpoints (see chapter 4.2) of the Citizens' Offices. The observation-interviews are then coded to describe how the customers perceive each touchpoint.

Coding or categorizing the data is an important part of the analysis, which involves subdividing the data as well as assigning categories (Dey 1993). A code in qualitative research relates to a word or a short phrase that symbolically assigns an essence capturing or an attribute for the language or visual based data (Saldaña 2012). Codes could be described as tags or labels for allocating meanings to descriptive information gathered during a study (Basit 2003).

In the case of this thesis, these "tags" and "labels" (words and attributes) describe the perceptions of the customers. The words and attributes derive partly from the intended aims of the redesign project (see chapter 4.1.3) and partly from the perceptions of the author. In both observations and interviews the author looks for statements that relate to how the goals are achieved or not achieved. (See appendices for more information on how data was coded.)

After the data is carefully coded, the author compiles the findings in charts to determine how often each word or attribute appears in each touchpoint. A thorough analysis of the

findings is conducted for each touchpoint and separately for each office. These analyses are then compared with each other to determine the differences and answer the main research question of the research.

4.5 Reliability and validity

Stenbacka (2001) argues, that in the case of qualitative research alternative concepts should be used to secure the quality of the research. In quantitative research, validity refers to whether "the intended object of measurement is measured". Stenbacka (2001) states that by using this statement the validity issue has already proven pointless since the purpose of qualitative research is not to measure anything but to generate understanding of a social phenomenon. Stenbacka (2001) proposes that validity in qualitative research is achieved when the respondents of the research is part of the problem area in question and he/she is given the opportunity to speak freely according to his/her knowledge structures. Validity is achieved by strategically well-chosen respondent and non-forcing interviews (Stenbacka, 2001).

Following, Stenbacka's (2001) proposition, the author can state that the validity of this research is secured. As stated previously, a method of semi structured interviews and direct, non-participatory observations are chosen to collect data. The questions in the interviews are open-ended and therefore no "forced" answers are expected. The respondents in the research are asked prior to interviews whether they want to participate and they are a central part of the research phenomenon in question.

In the case of reliability Stenbacka (2001) also proposes an alternative concept to be applied in qualitative research. The basic concept of reliability refers to the method's ability to produce the same result in many repeated researches and this is derived from the notion that researcher and method are separate from each other. This is not, as Stenbacka (2001) states, applicable in qualitative research where it is impossible to differentiate the researcher and the method. She suggests that in qualitative research methods, the research reaches reliability when the researcher is able to present a thorough description of the research process as whole. To ensure reliability, the process should be made completely visible by introducing preparation, data gathering and analysis. (Stenbacka, 2001)

Taking in consideration the above, the author concludes the research to be reliable. The process of preparation, data collection and analysis are presented in great detail. The author also presents her own biases and beliefs that might affect the interpretation and analysis of the data.

5 ANALYSES AND RESULTS

In the following chapters the author presents the findings of the research. First, the case in question explained by introducing the Citizens' Offices and presenting the idea, process and aims of the redesign project of the offices. The author then explains the discovery of touchpoints and customer experience elements discovered by direct observations in the two Citizens' Offices. The chapter then proceeds into the actual results of research by presenting the findings and analyses of the differences discovered in the customer's experiences of the two Citizens' Offices.

5.1 Research case

The case concerns the redesign project of Leppävaara Citizens' Office in Espoo. With the permission of Anne Kanerva from City of Espoo, the CEO of Darwin, Tarja Paanola, presented the case to the author. In August 2014, City of Espoo started a project with Darwin to redesign the service concept of the city's Citizens' Offices. Leppävaara Citizens' Office was chosen to serve as the pilot case for redesign project. The pilot in Leppävaara was also found to be a suitable example for studying Service Design effects on customer experiences. In the following, the author presents the case in detail.

5.1.1 Citizens' Offices

The Citizens' Offices (yhteispalvelupiste) are service offices where the citizens can receive a wide range of services, information and advices related to Finland's main public sector actors; local authorities, the social insurance institution (KELA), police licensing authorities in central government, local register offices, employment and economic development authorities and tax administration authorities. Law governs the Citizen Services provided by public authorities. The Citizen Services Act (223/2007) is meant to ensure that central and local government authorities in addition to affiliated supportive services of KELA are organized and provided collectively. (Ministry of Finance, 2015)

There are six Citizens' Offices in Espoo. The office in Leppävaara is currently working as the pilot in the service design project. Matinkylä office was chosen as the comparative office due to the similarities of the two offices. Both of the offices are situated in big

shopping centres and they also share the same portfolio of services. The services in these offices include e.g. public transportation (HSL) tickets and cards, reception of some police permits and licenses, assistance and guidance related to KELA- services, Lippupalvelu – tickets, and guidance and maps related to living and visiting Espoo. The Citizens' Offices also allow the citizens guidance and access to the Internet for handling their affairs online as well as offer the possibility for fax and copying services. (Espoon Kaupunki 2015)

The Offices in Matinkylä and Leppävaara are very similar. On a monthly basis both of the offices serve approximately 3000 - 5000 customers and are the busiest out of the six Citizens' Offices in Espoo (Kanerva 2015). The most common services the offices provide relate to HSL transportation tickets, issues relating to KELA-services and city service guidance (Kanerva 2015). Other common services include Lippupalvelu- services and police permits.

5.1.2 Redesign process of Leppävaara

In the following, the author presents an overview of the redesign project based on an interview with Kimmo Kena from Darwin and an e-mail conversation with Anne Kanerva from the city of Espoo. Additional information regarding the project is retrieved from Darwin's internal company material concerning the new service concept.

The redesign project was started on behalf of city of Espoo, City Facts unit in August 2014. Anne Kanerva, the Director of City Facts unit states that there was a need to renew and modernize the service, service attitude and service spaces. She describes that it is the role of the Citizens' Offices to offer assistance and guidance to citizens dealing with various issues and therefore it was the aim of this project to further the realization of this role. The offices are the face of Espoo to its citizens and therefore the services as well as the service space itself have to represent Espoo. (Kanerva 2015)

On behalf of Darwin, the consulting partner to Espoo, the starting point for the project can be seen to have started in the summer of 2014 when the company conducted observations in the Citizen's Offices (Kena 2015). However, in an interview with Kimmo Kena, he points out that officially the project started during August- September 2014 when the steering group was formed to guide the project. The steering group consisted of Anne Kanerva, Director of City Facts (Performing as the head of the steering group), Mauri

Suuperko, Head of Public Utilities Services, Citha Dahl, Communications Manager, Satu Tyry-Salo, Communications Director and Ville Simpanen, rotating Service Supervisor, Tarja Paanola, CEO of Darwin and Kimmo Kena, Service Designer from Darwin. (Kena 2015; Kanerva 2015)

As mentioned, the first step was observation of the Citizens' Offices. These observations were conducted by Darwin based on the guidelines given by Anne Kanerva. Kena (2015) explains that the observations were the base for the design of the new service concept. From the observations the designers tracked the customer journeys, identified the touchpoints and discovered the different needs of different customers. On the basis of the observations the designers were able to list actions and activities that each customer performed at each stage (or touchpoint) of the service process. Here, the designers also identified ways how to smoothen the transition from one activity to another. Moreover, through process modelling, designers were able to point out bottlenecks that slowed down the overall service execution times. (Kena 2015)

Employee needs were also looked into and the observations entailed the observation of employee behaviour. Initially, Anne Kanerva and Leppävaara supervisor Päivi Peltomaa shared their views concerning job well-being issues. Kena (2015) states that these issues were later on looked into more thoroughly by interviewing the employees on matters such as work ergonomics. The employees were part of the redesign process along the way and participated in training sessions where issues such as implications of the new service concept were discussed. (Kena 2015)

In the case of the Citizens' Offices, furnishing issues became very relevant since it was important to match the furniture to the new service concept. At this stage, during December- January, the office furnishing company Modeo came along to the process and furnishing issues were discussed and planned (Kena 2015). The office was redesigned in the beginning of March 2015 and Leppävaara office was shut down for two weeks. City of Espoo communicated about the redesign project to its customer as well as other stakeholders informing them about reasons and aims for renewal of the office (Darwin, 2015).

The office was re-opened on the 16th of March. Very soon after the opening, Darwin conducted quick customer experience surveys that tested whether the aims of the project were met. Although the number of participants was few, the results indicated that the

aims of the project were indeed achieved. The intention is to carry out the process and plan a method of how to collect further information about how the office operates after the redesign. This method is yet to be planned. (Darwin 2015; Kena 2015)

From the process description it's visible that the tools and methods used are quite similar to the ones presented in Moritz's (2005) SD process model (see (chapter 2.3.1). Observations, interviews, tracking customer journeys, identifying touchpoints and process modelling are all "typical" Service Design methods. When asked about further steps along the project, Kena (2015) agreed that since Leppävaara is the pilot to the transformation of all Citizens' Offices in Espoo the project is still ongoing.

5.1.3 Aims and guidelines of the redesign project

In line with Moritz's (2005) SD process model and the category of SD Thinking (see (chapter 2.3.1), Kena (2015) describes that early on, the steering group agreed upon the aims and goals of the project and determined the attributes, which were to be reached with the new design. According to a service concept-report provided to the author by Darwin, the aim was to simplify, clarify and speed up the service for the customers. In addition the goal was to make the Citizens' Offices more approachable for the citizens of Espoo. Key words for the new service concept included *attractive, efficient, joyful, easy-going and comfortable*. The aim was also to pay attention to workplace ergonomics of the employees. The intended atmosphere of the offices was determined to be *fresh and welcoming, clear and efficient and easy-going and friendly*. (Darwin 2015)

The new service concept also entailed "instructions" about the manner in which customer were to be served. The report states that it is the job of the employees of Citizens' Offices to help and guide the customer so that he/she gets the service he/she came for and that the customer is left with a pleasant memory of the visit. In addition, employees are to actively approach the customers whether it meant getting up behind the counter to help customers, raising your head from the computers to greet customers or asking them if they need assistance. The aim is to guide the customer to self-serve themselves in issues where possible and to provide equal service to all customers. The service concept also entails that matters that require confidentiality are to be handled in the counter reserved for such issues. The key attributes for customer encounter are *proactive*

acknowledgement of the customers, helpfulness, effortless way of speaking, approval and understanding and respect. (Darwin 2015)

5.2 Identification of the touchpoints and customer experience elements

In order to understand what elements form customer experience at the Citizen's Offices, a thorough understanding of the customer journey and its touchpoints had to be gained. The author first read an observation report conducted by Darwin Oy. Based on the guidelines given by City of Espoo, Darwin conducted observations in three Citizen's Offices in Espoo. The observers focused at observing the activities taking place in the office, the actual service space and its functionality as well as the accessibility to the office. In their report they present conclusions of the observation and suggest ideas for development. The observations were conducted during June-July 2014. In the observation report, all the observations from the Citizens' Offices were in one report and were not analyzed separately.

Although the observation report by Darwin was highly valuable in understanding the customer journey the author still needed a deeper and a more personal view to support the findings, hence the author also conducted observations in each office in April 2015. At the time of the observation, the office in Leppävaara had recently undergone the "service design" transformation and had been operational for a month.

In the following the author will explain the three identified touchpoints that emerged from the analysis of both observations (Darwin's observations and the observations by the author)

Touchpoint 1: Navigation to the service space

The first touchpoint involves how to find and access the Citizen Office. This includes finding their way into the actual office which were in this case inside commercial facilities (a mall). Access to service space can be challenging if the customer has no prior knowledge of where the space is located. Markings and signs have to be understandable and clear and present in all locations leading to the space.

Touchpoint 2: The service space and functionality

The second touchpoint describes the direct contact with the actual service space and its environment. Customers perceive the space with five senses and these sensations form up the overall customer experience. During this touchpoint the customer also perceives the overall structure of the surrounding and judges it accordingly. Customers look around for cues that guide the way customers should navigate in the service space.

Touchpoint 3: Interaction between service personnel and customers

The third touchpoint is related to the customers actually receiving the service they were set out to obtain. The customers most often see the service personnel but in some cases they can self-serve themselves independently. Here the customer experience is perceived on the basis of service staff attitude and ability to provide the service as well as the usability and ease of use of self-service technologies or material.

In the following, the author will go through the findings of the observations. First, the observations made by Darwin are introduced followed by the author's own observations from Matinkylä and then lastly Leppävaara.

5.2.1 Findings from Darwin's observation report

The observations were conducted in the summer of 2014 in three different Citizens' Offices (Espoon Keskus, Leppävaara and Matinkylä) As explained earlier in this chapter, these observations served as the base for the new service concept and design. The observation report is a summary of all observations made at the three offices and does not specify which observations belong to each office.

Touchpoint 1: Navigation to the service space

The observations conducted by Darwin demonstrate that if a customer is unaware of the service space, finding their way to the space is hard. The signs and markings to the Citizen's Offices are missing both outside and inside the commercial facilities they are in. The observation report states that there is a way to find information about the Citizen's office if the user is able to use the info-touch screen located in the commercial facility. (Darwin B, 2015)

Touchpoint 2: The service space and functionality

The path into the service space is made accessible to the physically challenged, but immediately after entering, the entrances are cramped due to excess of materials and objects making moving around difficult. The report also mentions on several occasions that there is an excess of brochures, leaflets, wallpapers and “notes” on the walls and windows of the space making the overall appearance confusing. The report states that besides confusing the look and feel is very “bureau-like” due to non-coherent furniture and traditional service counters. The spaces seem to lack floor space and seem crowded. The spaces lack “waiting areas” or a place where the customers can scroll through brochures, fill forms or just sit and wait in a relaxed manner. The spaces behind the service counter are not separated or covered leaving the “back-office” materials and spaces visible to the customers, which adds to the confusing look of the Office. Concerning the actual navigation in the service, the observations note that there is an absence of a clear and visible structures and division of services that guide the customers. When entering the space, customers are looking around not knowing where to go. Signs and markings are missing for indicating where to go and how to act in the space. Clear instructions on how to find and operate in self -service desk are missing. The entrance is a bottleneck due to customers having to queue to take a queuing number from the machine. (Darwin B, 2015)

Touchpoint 3: Interaction between service personnel and customers

The Darwin observation report states that as customers walk in they are not acknowledged. The service staff is sitting behind their counters and seem to follow “a schedule of their own”. The service personnel walk across the service space with coffee mugs in their hands although the space is busy with customers. The customers are able to approach the staff after taking a queuing number and waiting for their turn to come. Observers noticed that the conversations dealing with matters concerning customers were heard from the staff room to the customer space. Official matters such as passports or issues related to KELA are handled appropriately whereas some issues are left for the customers to seek for themselves from the brochures. Observations indicated that conversations between other customers and service staff could be heard through the service counters. Also, observers noticed that staff conversations coming from the staff room could also be heard to the actual customer space. (Darwin B, 2015)

5.2.2 Author's observation at Matinkylä Citizen Office

In the following the author describes her observations made at Matinkylä Citizens' Office (see Figure 4.) The observations were made during one day in April 2015.

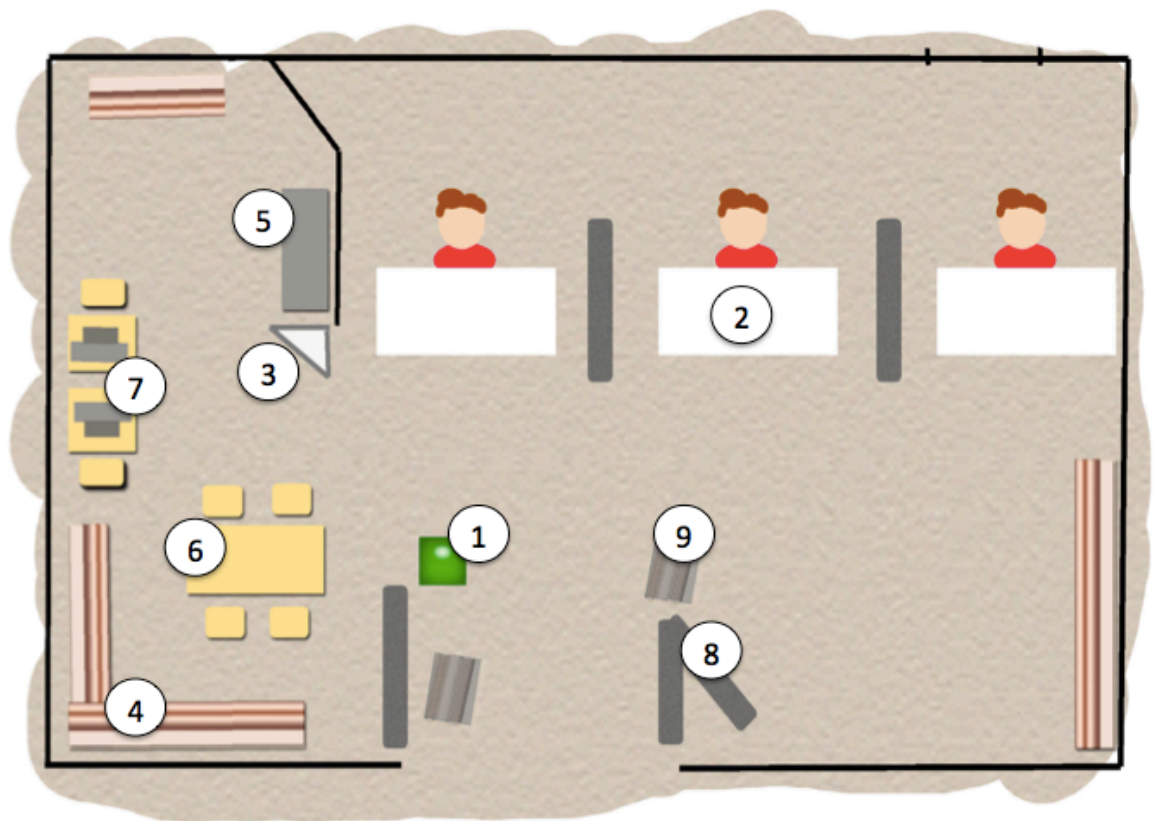


Figure 4. Floorplan of Matinkylä Citizen's Office.

(Figure elements: 1 = Queue machine 2 = Service desks, 3 = HSL -card machine 4 = Shelves for brochures 5 = Copy machine 6 = Table and chairs 7= Computers for customers 8 = Partition screens 9 = Brochure racks)

Touchpoint 1: Navigation to the service space

From the directions obtained from the website of Citizen's Offices, it was gathered that the office was situated in the premises of Shopping Center Iso Omena, near the library on the second floor. The author did not find any signs or marking leading to the office but after a short walk inside the mall the office was quite easily found on the second floor.

Touchpoint 2: The service space and functionality

Many of the customers observed entering the space, first glanced at the space and then almost immediately noticed the queue machine and took a ticket. If there were no available service personnel, the customer remained in front of the entrance to wait for their turn to be called in for the counters. Only a few customers were strolling inside the space. Customers found their way easily to check their buss tickets and seemed to only browse the brochures and leaflets without a particular interest to find anything specific. The customers who popped in to drop envelopes at the post box seemed to know their way around the space. The first thing the author observed was that there were brochures and posters all around the walls and the space itself is small and bare. As soon as you walk in, you are directly in front of the service counters. There is little room as you walk in, as on both sides of the entrance there are leaflet stands and screens. The service personnel are facing towards you as you enter. The counters and the personnel area takes up the largest part of the space, however there is also quite a lot of room for other furniture in the room such as table and chairs, computers, copy machine and shelves with brochures and leaflets on them. No signs were visible to indicate the structure of the room. The queue machine is situated right by the entrance. The space lacked colors and the observer noticed that the sounds coming from the shopping center were quite loud.

Touchpoint 3: Interaction between service personnel and customers

As mentioned, as soon as you walk into the service space, the customers see the service counters and the service personnel sitting behind their desks. The personnel did not greet the customers as they walk in even though there were service personnel available. Most customers notice the queue machine situated right by the entrance and take a ticket after which they were promptly noticed and called for one of the service counters. The queue machine is needed to monitor the activities of the Citizen Office and therefore it is important that although there is no queue to the service counters, the customers still take the ticket. The machine is a way to track customers as well as to allocate the customer straight to the right service counter. At the time of the observation, none of the customer had to wait a long time to get served. All of the service situations were handled in a short period of time and with care. At the time of the observation, if not attending customers, service personnel talked among themselves. To the observer, this was not an issue as it gave the office a cozy and relaxed feeling. During the observation there were some customer in the service space looking at brochures, using the computer and dropping in envelopes at the post box situated in the space. These customers were not paid attention

to at all by the service personnel who sat behind the counters seemed to be paying attention to their computers.

5.2.3 Author's observation at Leppävaara Citizen Office

In the following the author describes her observations made at Matinkylä Citizens' Office. See Figure 5.) The observations were made during one day in April 2015.

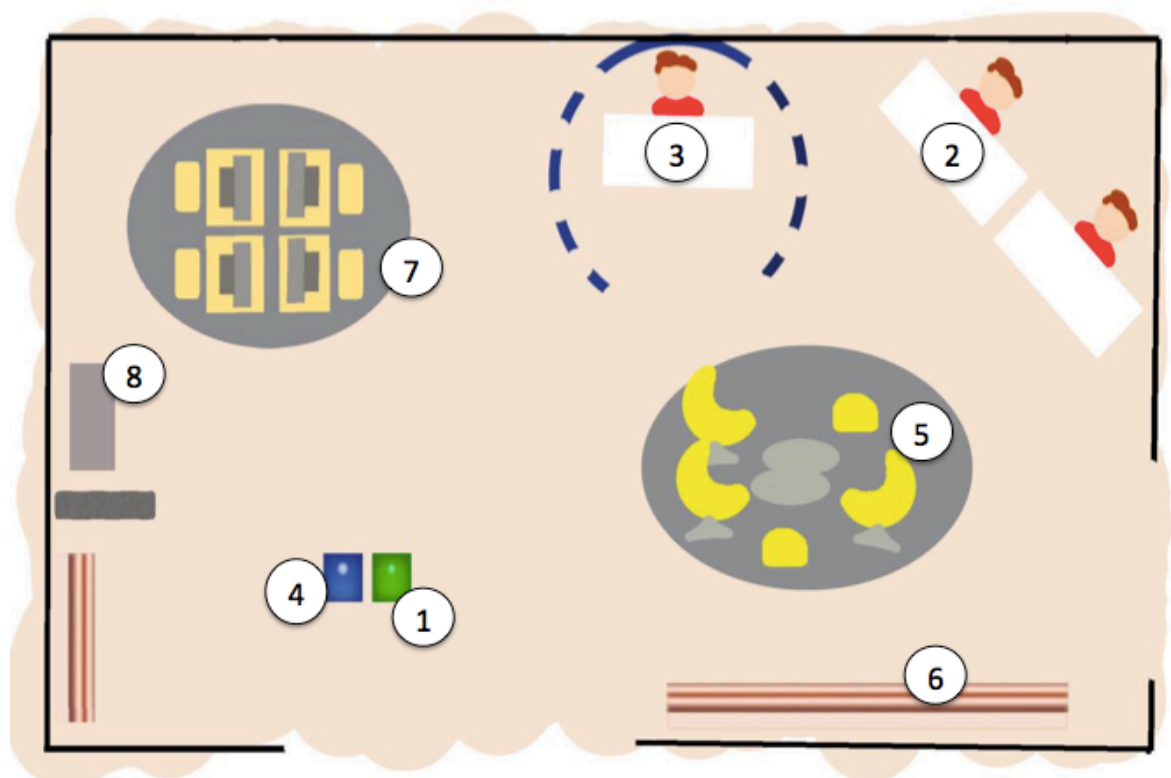


Figure 5. Floorplan of Leppävaara Citizens' Office

(Figure elements: 1 = Queue machine 2 = Service desks, 3 = "Confidential matters" desk 4 = HSL -card machine 5 = Waiting area 6 = Shelves for brochures 7= Computers for customers 8 = Copy machine and paper shredder)

Touchpoint 1: Navigation to the service space

Gathered from the website of the Citizen's Offices, the office is located at the shopping center Sello/the library of Sello. When walking inside the shopping center, the author did not notice any signs or markings indicating the location of the office. The author was able to locate the office by using the Shopping center's info touch screen and discovered that

the Office in Leppävaara is situated in the same premises as the library, in another building next to Sello shopping center.

Touhpoint 2: The service space and functionality

The author walked into the space and realized being inside the office almost “accidentally”. The entrance was wide and the space itself airy, luminous and spacious. The author first noticed the colorful seating area and then service counters on the back of the space. After visiting the office in Matinkylä, the Leppävaara office made a positive impression on the author. There was a seating area at the center facing the service counters, which were highlighted with blue lamps. Curtains were used to mark a special counter used for confidential matters. Signs above the counters indicated the type of services handled at the counters. At the other end of the counters, close to the entrance there were the self service stations with a paper shredder, copy machine and group of desks separated with screen. Brochures were tidily arranged on a shelf close to the service counters.

The author made several observations about the customers entering the service space. Most customers gradually approached the space and looked around where to go to get service. Some customers walked straight towards the service counters and service personnel walking past the queue machine, which was located by the entrance. Some customer immediately walked to the queue machine and took a ticket. The machine itself was self-explanatory and easy to use. The attention of the customer was then directed towards the counters and service personnel. A few customers walked in and looked around for brochures or went straight to the “self-service” point to the paper shredder or copy machine.

The space was situated so that there were people passing by the space to exit the building, which made the space less static. The space was situated in next to the library and sounds of library customer could be heard loudly. As the counters were at the back of the space, the conversations of other customers and service personnel could not be easily heard to the other parts of the space. The queue machine was situated by the entrance but was not directly facing the service counters. As it was in the case of Matinkylä, the queue machine is a way to track customers as well as to allocate the customer straight to the right service counter.

Touchpoint 3: Interaction between service personnel and customers

As the customer approached the service space, the observer noticed that they directed their attention towards the service counters and service personnel seated behind their desks. Some customer walked directly towards them and the personnel, if available greeted the customers and called them for the counters. If the customer noticed the queue machine, they very promptly called to the counters and only then greeted or noticed. It is noteworthy that most of the service situations observed in Leppävaara seemed to be handled very promptly without complications or long periods of time. The service situation itself seems to be quick and the customers left quite soon after arriving. As was in the case of the office in Matinkylä, also in Leppävaara the customers were not greeted as they walked into the space. One customer was shredding paper and looked around for personnel but could not reach them as they were sitting behind their desks further away in the back of the space. One employee walked past a customer in the service space without paying attention or looking at her. The observer was also sitting in the waiting area for quite some time without being noticed or approached by the employees.

5.3 Analyses of customer experiences in the Citizen's Offices

In the following chapters the author will present the analysis based on the customer experience data gathered. First the author will explain how the data was sorted and categorized and then moves on to describing findings for each office separately. Finally the offices are compared with each other to point out the differences between the offices.

As stated previously, the data of customer experiences was collected through direct observation and interviews with the customers. The data is first sorted by each touchpoint and then coded based on the aims of the new service concept. In both observations and interviews the author looks for statements that relate to how the goals are achieved or not achieved. The author also looks for other elements and key words that describe how the customers perceive the offices. This is done separately for each office. These findings are then compared with each other to determine the differences between the two offices.

The aims of the project were:

Simplify, clarify and speed up the service for the customers. Make Citizen's Offices more approachable for the citizens. Key determinants or key words for the new service concept are attractive, efficient, joyful, easy-going and cosy.

The intended atmosphere of the offices was determined to be fresh and welcoming, clear and efficient and easy-going and friendly.

The key attributes for customer encounter are proactive acknowledgement of the customers, helpfulness, effortless way of speaking, approval and understanding and respect.

The three touchpoints were:

Touchpoint 1: Navigation to the service space

At this touchpoint, the author looks for elements in interviews that describe the ease of access to the service space, the approachability and welcoming nature of the office. In observations, focus is put on how the customers approach the office.

Touchpoint 2: The service space and functionality

This touchpoint is concerned with how the customers behave and “operate” in the service space as well as how the customers perceive the space itself. Here the data is scanned to look for elements that relate to how simple and clear the space is, how attractive, cozy, fresh and welcoming the space is and also how fast it is to get service and whether the customers have to wait to be served.

Touchpoint 3: Interaction between service personnel and customers

The third touchpoint covers how the customers perceive the encounters with service personnel. In both observations and interviews the author pays attention to how the service personnel treat the customers: are they proactively acknowledging the customers, is their attitude easy going and friendly towards the customers and do they speak in an effortless way, can the encounter be called joyful (is the person smiling), is the personnel helpful and is the encounter efficient (does not last a long time).

Respondents

There were in total 33 interviews and observations made in the offices: 17 in Matinkylä and 16 in Leppävaara. The customers were being observed during the entire customer journey after which they were interviewed. The respondents were chosen at random from the customers visiting the offices during the observation days.

It was evident that most of the customers visiting the offices were females. Therefore, the most common respondents were elderly (total 9) and middle-aged (total 9) and young

women (total 5). Men responded less frequently and some male customers refused to be interviewed. The author interviewed in total 4 middle aged, 4 young and 2 elderly men. In 3 interviews, the author interviewed two people at the same time but these interviews are still counted as one individual interview.

Author's biases and perceptions

In qualitative studies, the researcher is inseparable from the research and hence, the author's own perceptions, beliefs and views can affect how the data is analyzed and interpreted. In addition, as mentioned previously in the thesis, customer experience is a highly subjective concept, which is unique to every customer and consumption situation. In order to maintain reliability in the research the readers need to have an understanding of the researcher biases affecting the analysis.

The author values proactive customer service in all service encounters. The author strongly believes that good customer service consists of proactive acknowledgement in the form of prompt greeting and eye contact as customers enter a service environment. She also values a relaxed, easy-going and attentive service where the service attendant makes active contact, smiles and chats casually during the encounter. From the service spaces the author expects clarity, tidiness, functionality and bright colors. She is more comfortable in spaces with some sounds and gets anxious in total silence.

5.4 Customer experience at Matinkylä Citizens' Office

In the following the author presents her analysis of the observation-interviews at Matinkylä Citizens' Office. The data was collected during two separate visits: the first on the 12th of April and second on the 25th of April. For detailed information about the interviews at Matinkylä (in Finnish) see appendix 1 and 2.

Touchpoint 1: Navigation to the service space.

Based on the observations, the way customers approached the office seemed to profile approachability and ease of access. When interviewed, the majority of the respondents knew the office in advance and therefore said that the office is approachable and easy to find. In addition a couple respondents mentioned that they live near by and therefore, it was easy to pop by the office if necessary.

I live near by here so I know this one. I come here for the groceries and other shops so at the same time I pop in here if I have a need for it"

"..but it's easy to pop in here."

Some respondents, however, stated that since the office was on the second floor it was not as approachable as it could be. Also, a couple respondents thought the office is not noticeable and Iso Omena (shopping centre) lacks information about the office.

"In here all of these look the same somehow"

I have been visiting this building as long as it's been here and I never really knew where this was located.. I usually walk past this directly to the library"

"yes you may have to look for this for some time.. down there there isn't a place.. well from the screens probably you might find"

"Well it's up here and you have to use the elevators or stairs so I don't think that an outsider would easily find it"

Despite the few comments, based on the majority of the responses, it can be concluded that Matinkylä office is easily accessible and approachable. In the responses the author did not spot any references related to the welcoming feel of the office, except one customer who said that the space is "clean but could be more inviting (kutsuvampi)".

Touchpoint 2. The service space and functionality

Based on the observations, in almost all of the cases the customers who came in immediately went for the queue machine and took a number. There were only a few customers who did not notice the queue machine or did not know how use the machine. On a couple of occasions, when the office was empty a few customer walked straight towards the service attendants at the counters without taking a queue number. Observations as well as interviews demonstrated that the office is regarded as clear and simple by most of the respondents. Overall, the observations also showed that the queues were not long and on average customers received service immediately as they took the number. Only a couple of times during the observations did the author notice that there was a queue of more than two persons. Most of the service situations observed did not last a long time and customers came in, received service and quickly left the office. The speed of service is clearly not an issue at Matinkylä Office. This is also demonstrated in the interviews. No negative referrals are made to slow service or queue times. However, it became evident from the interviews that customers pay attention to other people in the room and that the queue situation is a relevant aspect to them.

Well, I mostly pay attention to how many people are inside. Yes, to how long is the waiting time”

”Fairly functional and fairly good.. atleast there is enough space especially now during the afternoon”

”Nothing came into my mind because I only got to wait about 15 seconds”

Regarding the space itself, the responses are mixed. No big positive feelings are expressed. Many customers referred to the spacious feel (also big, open and approachable) of the office. Among others, it was complimented for not being boring, having colour and being cozy. Comparing the responses with the aims for the new service concept, some responses are seen to be rather negative. 4 respondents stated that the space is formal and office-like. A few customers even used the words cold and depressing to describe the space. A few other negative statements were used such as difficult, not welcoming and does not stand out.

”Atleast its open. Well like, easily approachable”

”Well there are nice colours and its not boring”

”Well it is sort of cold, but official”

”Well it is fairly official. Aren’t these always like this so it is a little like that that you could add a little more colour. ”

Clean space but the eye doesn’t really stay focused in anything, it could be more welcoming”

Overall the service space and functionality is at a normal level at Matinkylä. All in all, the customers felt the office suited their needs and it could be spotted from the answers that the customers did not expect much from the space itself. This is demonstrated in a way how quite a few customers did not know how to describe the space and used terms such as “normal” or “works fine” or “serves the purpose”.

Well it is fairly small but it’s, like, not that different from any others so a fairly normal customer service space”

”It has always worked just fine like that”

Table 2. Matinkylä Touchpoint 2/interviews.

POSITIVES	NEGATIVES	NEUTRAL
CLEAR AND SIMPLE = 9	NOT CLEAR AND SIMPLE = 5	PAYS ATTENTION TO PEOPLE/ QUEUE TIMES = 6
SPACIOUS = 2	FORMAL =2	NO COMMENTS = 2
APPROACHABLE	OFFICE = 2	NORMAL = 2
BIG AND NICE	COLD	LOTS OF BROCHURES = 2
CLEAN	DEPRESSING	LACKS SENSE OF SECURITY (IT- SYSTEMS)
COLOURS	DIFFICULT	WORKS FINE THE WAY IT IS
COZY	NOT COLOURFUL	SERVES THE PURPOSE
FUNCTIONAL	NOT WELCOMING	
NOT BORING	SMALL	
OPEN	DOES NOT STAND OUT	
VERSATILE		

Touchpoint 3: Interaction between service personnel and customers

Generally, based on the observations, the service personnel do not acknowledge the customer until it is their turn to come to the service counters. The customers come in, take a number, and are then called (the sound of the queue system) to the counter. According to the observations, the customers are not greeted (acknowledged) until they are directly in front of the service personnel. In some instances people came into the office, looked for something and walked around and none of the service personnel approached them or proactively acknowledged them despite the fact that they were not serving anybody at that particular moment. In a few instances (4), one customer servant was proactively acknowledging the customers as they entered and welcomed them to her counter.

In the interviews, when asked, “did the service personnel acknowledge you when you walked into the service space and how” the customers responded in a way that implied that they did not expect to be acknowledged in any particular way until they got to the desk.

“Well it took the queue number and went to the desk and then I was acknowledged”

I didn’t really pay attention to that because I had the queue number and so I was served right away”

"I took the queue number and there I looked how many people there were and then she raised her head behind the desk so yes she did see me coming in"

The interaction of service personnel and customer in Matinkylä is generally regarded as positive. The observer's views differ from the views of the respondents. In half of the cases, the observer herself did not associate the word joyful or easy going and friendly to the manner in which customer were served. In many instances the service personnel greeted and served the customer in a silent manner without "chatter" or the occasional laugh. In only a few instances the observer noted "relaxed manner of speaking". In the interviews, however, customers quite often referred to the experience as friendly, joyful (smiling) and pleasant. Efficiency of service delivery was observed as well as expressed through interviews. Quite similarly, the service was regarded as helpful as almost all of the customers received the service they were set out to obtain. In addition, 3 customers stated that the personnel were customer service oriented. On the negative side, many (5) customers reported the service encounter to be formal, some customer expressed that they were not acknowledged at all and one older lady said the service has never been that friendly and that the encounter was not helpful.

".. and she was an extremely friendly service attendant.. so when ever I have been here I have always received extremely good service from all these who have been here"

"Friendly and she chatted and the atmosphere was relaxed and that way, like, nice"

Extremely friendly and then I asked some additional questions and got answers really quickly."

"Well, atleast this lady was very customer service oriented"

"they didn't get overwhelmed but were helping right away and that was really like a positive thing"

"Yes, it went, formally and pleasantly "

"The kind of formal friendly"

"Well it was sort of official, I don't really know how to say. I have never really received that friendly service from here and it is like that you really have to make effort to get answers"

Table 3. Matinkylä touchpoint 3/ interviews.

POSITIVES	NEGATIVES	NEUTRAL
HELPFULL = 11	FORMAL = 5	NOTHING TO COMPLAIN
ACKNOWLEDGEMENT =8	NO ACKNOWLEDGEMENT = 2	
FRIENDLY= 7	NOT FRIENDLY	
EFFICIENT = 7	NOT HELPFULL	
PROACTIVE ACKNOWLEDGEMENT =4		
PLEASANT = 3		
JOYFULL = 3		
SERVICE ORIENTED = 3		
EFFORTLESS WAY OF SPEAKING		
EXTREMELY GOOD SERVICE		
GOOD FEELING		
GOOD SERVICE		
EASY		
EASY GOING		
POSITIVELY SURPRISED		
SATISFIED		

Overall “feeling” of the customers in Matinkylä

Generally, the overall feeling the customers were left with the Citizens’ Office was positive. The author asked the customers to evaluate the office from a scale of 1-5. The most common answer was between 4-5 meaning that the feeling or experience was stated to be “good”. Most often, the answer was not overly positive and customers said that the experience was fairly pleasant or the feeling was fairly good. A couple of very positive reviews were given. One customer said that the service was better and more fluent than before and another customer compared this service to the service in Helsinki and called Matinkylä a top class service point.

”Pleasant, fairly good. Nothing”

Well, I’ve always left with a fairly good feeling, everything that I have needed have worked”

I’m repeating myself but it is just so much better and more fluent”

“... Service-wise this is just a top class service point. And sometimes when I have visited at Helsinki it not nearly as good as here. The buzz is just much ruder there sometimes.

Giving their final opinion about the office, many customers responded in a very neutral way. A couple of customers had nothing to complain, a few others noted that everything is fine and everything they needed works in the office. Examining the neutral responses, it can be said that the level of expectations for the service is relatively low. This can be because the office is not regarded as a place of “experiences” like one customer noted. Only a few negative responses were given. One lady was worried about how IT security issues were handled and one older lady stated she did not get clear answers for her issue.

“Now that we are not talking about restaurant services or things like purchases but about bureaucracy then well it hard to take a stand on that”

“Well isn’t it the finnish way that if you have nothing to complain then everything is fine?”

“..I don’t really have antyhing to say to that because I don’t expect anything special from that service but it was just I got what I came for and that was there.”

Table 4. Matinkylä / Overall view about the service

POSITIVES	NEGATIVES	NEUTRAL
GOOD SERVICE/FEELING = 8	IT SECURITY ISSUES	NOTHING TO COMPLAIN=2
PLEASANT	UNCERTAIN	OK FEELING/SERVICE = 2
BETTER		EVERYTHING I NEED WORKS
EFFICIENT		EVERYTHING FINE
FRIENDLY AND SMILEY		I GOT WHAT I CAME TO DO
MORE FLUENT		NO EXPECTATIONS
TOP CLASS SERVICE OFFICE		THEY PROBABLY DO THEIR JOBS
VERY GOOD SERVICE		
CALM		

5.5 Customer experience at Leppävaara Citizens’ Office

In the following the author presents her analysis of the observation-interviews at Leppävaara Citizens’ Office. The data was collected in two separate visits: the first on the 13th of April and the second 26th of April.

Touchpoint 1: Navigation to the service space

Gathering from the way customers approached the office it can be said it’s easily approachable and accessible. Customer knew where to head after entering the building.

This was also demonstrated in the interviews. Most customers reported living near by and therefore knew the place in advance. Customers also said there are instructions available online. Only in a few cases, the customers thought that for someone who doesn't live near by could find it hard to find or that the office could be more exposed.

"Yes I found it yes, I has to look a bit in the guide but yes I found it"

"For me it's easy because I live here. But I wouldn't know for a person coming from somewhere else maybe it is not that easy to find."

"It should be more exposed when you come from there that is not like this, behind the corner"

Touchpoint 2: The service space and functionality

Based on the observations the majority of the customer went straight for the queue machine to take their queue number. Only two of the respondents were observed to first walk past the queue machine. It was noted, that quite a few customer spent some time looking at the machine, as if wondering what to do. One older lady expressed her uncertainty of what button to press to her companion and one young female pondered while at the machine then walked to the counter, asked what to press from the service personnel and then went back to take the number. Most often customers went towards the waiting area, seated themselves and got served after a short (approx. 2-3 minutes) waiting time. During the observations there were few moments when the office could be described busy. During this busy time, there were several people sitting on the waiting area as well as on the sides of the room. Two service personnel were attending people at the two counters. During all her observations the "confidential matters" counter was never used.

Gathering from the interviews it's clearly visible that the new service space receives very positive comments. Clarity and simplicity are expressed as well as coziness of the office. Very often several different respondents describe the place to be spacious, open, luminous and welcoming. The office is also complimented for being tidy and having a good division of different areas and functions. The recent change was definitely seen as a good thing for most of the respondents and was described as a smarter, nicer and a great change from the previous office design. A couple of very spontaneous positive remarks such as beautiful and pretty were used.

".. this is easy, its sort of easy to come in here. This is clearly like the kind that you can come into.. it welcomes you in"

"Looks luminous and cozy"

"Well I think this a lovely atmospheric place and then when you could also handle so many different issues and also this place has nice chairs to sit and wait on "

"Really quiet really tidy .. it's really beautiful this place here"

"This is really great and handy like so much smarter than the previous"

Respondents paid attention to the waiting area and noticed especially the yellow chairs. A few customers complimented the chairs and stated that it was cozy to sit and wait on the chairs. Customers of the office pay attention to the situation in the office regarding how many people are inside and what the queue is like. The customers also paid attention to the more unofficial look of the office and that there were fewer brochures now than before. Negative and neutral comments were made towards the "confidential matters" counter. One customer said it was the first thing he noticed and one customer referred to the curtains as shower curtains and did not like them. A few others spontaneously mentioned the counter but it was left unclear whether it was a positive or negative remark. Gathering from the interviews only two respondents thought the office was not clear and simple and one customer thought the change was for the worse. 3 respondents did however view it negatively that there were only two service counters and speculated that it was not enough to serve all the customers.

"Yes it is and it has nice chairs and everything, its cozy to wait"

"There were more desks and everything, now there are only those two.. and then the kind of cover thing that covers if you mean to talk confidential matter.. shower curtain.. not good. "

"Probably I paid most attention to that confidential matters curtain thingy"

"Well the space is big and if there are a lot of customers and there is only one of two serving so that is a bit like..yep too few. "

Table 5. Leppävaara touchpoint 2/interviews

POSITIVES	NEGATIVES	NEUTRAL
CLEAR AND SIMPLE=13	NOT CLEAR AND SIMPLE=2	NOTICES CHAIRS /WAITING AREA=6
COZY=7	ONLY TWO COUNTERS=3	PAYS ATTENTION TO PEOPLE + QUEUE TIME =4
SPACIOUS=5	MONOTONOUS	NO COMMENTS=2
OPEN =3	WORSE THAN BEFORE	PAYS ATTENTION TO "luottamukselliset asiat" COUNTER
TIDY=2	NOT APPROACHABLE	LESS BROCHURES
GOOD DIVISION OF ELEMENTS =2	SMALLER	UNOFFICIAL
APPROACHABLE =2	PAYS ATTENTION TO "luottamukselliset asiat" COUNTER (Negative)	
LUMINOUS=2		
NICE CHANGE=2		
COLOURFUL =2		
WELCOMING		
VERY GOOD CHANGE		
GOOD CHANGE		
BEAUTIFUL		
PRETTY		
GREAT		
NICE		
SMARTER		
QUIET		
SPEED OF SERVICE		
VERSATILE		

Touchpoint 3: Interaction between service personnel and customers

Based on the author's observations, the Leppävaara service personnel have issues with how they serve their customers. The author observed 5 situations in which the customers were not acknowledged or paid attention to properly. In 3 different situations the customer took the queue number, approached the counters and took a seat right in front of a service attendant that was currently available. The customers waited a while. The service attendant did not raise his/her head from the computer or proactively notice or greet the customer until the call (the sound from the queue machine) came and the customer approached the counter. In one case the service attendant was talking on the phone, while the customer waited for quite some time in the otherwise empty office. In one incident an older lady was looking through brochures at the back of the office when one

service attendant was arranging papers near by but did not proactively acknowledge the customer and go to check if she needed help.

In most cases, the observer noticed that service attendants raised their heads and took eye contact only when the customer was right in front of them and service encounters were handled with a “straight face”. It seemed occasionally that customers were not proactively guided when they could have been served better. In one instance the service attendant went to look for timetables for the customer being served but the observer did not notice an “invitation” to be followed to the customer, and the customer followed the silent attendant later on. In one other case a lady came in not knowing which button to press in the queue machine, she went for the counters to ask advice and since the attendants apparently did not say otherwise, the lady went back for the queue machine and took a number and then returned to the counters to get served. During a busy period, one service attendant was arranging the brochures when she spotted the queues. She did not raise her head towards the customers but calmly walked to her counter, looked at the computer and then made the call for the next customer.

Some of these issues were raised up spontaneously also in the interviews. One lady expressed being displeased with the attitude of the service attendant and one lady described the encounter as forced.

“Yes, but they look a little rude.. what would the word be..a little forced (service)”

“Well, I didn’t say anything but I was a bit displeased because he just sits and I have to wait that this man stops doing this and raises his head.”

“I got just the kind of service and answers I came in for. So fairly good”

“Well she was talking on the phone.. and before I came I waited for a while.. I don’t know really .. maybe the waiting was a bit like, because there was nobody else there so..”

The author did however also observe, “chatter” and heard a laugh during the encounter between the customer and service personnel. Overall the service encounters did not last a long time and this is shown in the interviews too. The responses showed that the personnel are efficient and helpful and provide an overall good service. Some comments were also made on the professionalism, polite and pleasant manner of the personnel. Despite the author’s observations and the couple of negative comments, from the interviews it can be concluded that level of interaction and the attitude of service personnel is generally at a OK to good level.

“She was really professional and knew what to do”

“Well if I would describe it so that this young gentleman served me, really polite and it is always nice when you get that sort of response when you are handling things that you want to come again as well”

“ Immediately I got this MOI! In a good clear voice and that is positive to me”

“It went ok, really good”

Table 6. Leppävaara touchpoint3/interviews

POSITIVES	NEGATIVES	NEUTRAL
EFFICIENT=9	NO ACKNOWLEDGEMENT =3	NOTHING TO COMPLAIN
ACKNOWLEDGEMENT=6	NOT FRIENDLY=2	NORMAL SERVICE
HELPFUL =4	HAD TO WAIT=2	GOT WHAT I CAME TO DO
GOOD SERVICE=4	FORCED SERVICE	
OK SERVICE =3	DISPLEASED	
COZY		
PROFESSIONAL		
POLITE		
PLEASANT		
STRAIGHT FORWARD		
FRIENDLY		
ENERGETIC AND POSITIVE		

The overall views given about Leppävaara Citizen Office resemble the views given previously about touchpoints one and two. Overall, when asking about the final views respondents said that the service was at “OK” to good level and most often mentioned something more about the service space itself. The space seems to attract the most attention when asked about the service at Leppävaara.

5.6 Differences in customer experience at the citizens’ offices

In the following the author will compare the findings in each citizens office to point out the differences between the offices.

Touchpoint 1: Navigation to the service space

No remarkable differences were discovered on how people were able find the office. As described earlier in the observations in chapter 4.2 the offices are both located beside the libraries and in the premises of shopping centers. The difference is that while Matinkylä is inside the Iso Omena shopping center, Leppävaara office is located in another building

(library) next to the shopping center Sello. Both offices have directions to their office in online sites as well as in info boards of the shopping centres. Customers from both offices seem to be acquainted with the office before and many live near by. Respondents of both offices state that the office is easily accessible. The offices are very similar in this sense.

Touchpoint 2: The service space and functionality

Overall, the customers regard both the offices as clear and simple. Some differences exist between how well the customers understand the queue machine. In Matinkylä the queue machine is directly facing the entrance whereas in Leppävaara the entrance is wide and therefore it's easier to pass the machine without seeing it. In Leppävaara, customers used a bit more time on "studying" the machine than in Matinkylä.

The waiting periods in Matinkylä are shorter than in Leppävaara. Based on the observation, the aim "speed up the service" is not met. This can be due to the fact that the "confidential matters" counter is not being used in Leppävaara. This leaves only two counters in active use whereas in Matinkylä all three counters are in active service use making the waiting times shorter. The way people wait is also different because Matinkylä does not have a proper waiting area. In Leppävaara, most customers went straight towards the waiting area and yellow chairs, in Matinkylä customers stayed standing in front of the entrance. In Matinkylä, a queue could be observed with only two people waiting in line. In Leppävaara, the service space was described number of times being spacious and most likely therefore one cannot detect the queue so easily although there are people waiting. Leppävaara was complimented several times on the comfortable waiting area. Moreover, fewer respondents spontaneously expressed that they pay attention to how long the queues are in Leppävaara than in Matinkylä. This notion points out how important a designated waiting area and a spacious feel is.

Leppävaara office receives much more delighted and positive responses regarding the look of the office. Looking at the intended aims of the redesign project, Leppävaara is clearly more attractive, fresh and welcoming and cozy than Matinkylä. The responses from Matinkylä receive positive feedback but expressions are usually lowered down with the word "fairly", Matinkylä is also described formal, "office" and cold which is not expressed at all in Leppävaara. Leppävaara office gets more spontaneous comments about its appearance whilst more indifferent "no complains" comments are targeted at Matinkylä office. Leppävaara is complimented for its tidiness while customers notice the amount of brochures in Matinkylä.

Table 7. Comparisons between Leppävaara and Matinkylä / touchpoint 2.

Leppävaara:	Matinkylä:
PAYS ATTENTION TO PEOPLE + QUEUE TIME =4	PAYS ATTENTION TO PEOPLE + QUEUE TIMES = 6
NOTICES CHAIRS /WAITING AREA=6	LOTS OF BROCHURES = 2
ONLY TWO COUNTERS=3	SPACIOUS = 2
SPACIOUS=5	OPEN
OPEN =3	COZY
APPROACHABLE =2	BIG AND NICE
COZY=7	FUNCTIONAL
LUMINOUS=2	FORMAL =2
COLOURFUL =2	OFFICE = 2
WELCOMING	COLD

Touchpoint 3: Interaction between service personnel and customers

Based on the observations and interviews, the impression is that interaction between service personnel and customers is at a better level in Matinkylä than in Leppävaara. When asked about how the respondents felt about the encounter with service attendant, the responses were more often positive in Matinkylä. Many respondents spontaneously used expressions that can be seen to relate to friendly, pleasant and joyful attitude of the service attendants in Matinkylä. In Leppävaara, the most common expression relates to the service being at a good level and only a couple positive spontaneous responses are made such as polite, pleasant and energetic and positive. Helpfulness and efficiency are applicable to both offices but, again, more often to Matinkylä than Leppävaara. In Leppävaara, there were a couple of instances when the customers said they were not happy with the service, this is not expressed in the views given about Matinkylä. However, quite a few times, the respondents in Matinkylä regarded the service encounter to be formal.

In both offices customers are rarely proactively acknowledged. The customers are greeted as they approach the counters in both offices. In both offices the service attendants seemed to work in a silent and serious manner. However, differences are again spotted between the offices. In Matinkylä, one service attendant in particular was proactively acknowledging a few customers and smiling more often and the same service attendant was also complimented in many instances for her friendly attitude. In Leppävaara, one service attendant caused a few customers to express unfriendly attitude and report discontent for the service. From these notions it can be said that the way the customers

perceive the service encounter is heavily dependent on the personal style of the service attendant giving the service.

Taking in consideration the aims of the redesign project for Leppävaara, the author makes the conclusion that the project has not succeeded entirely in how customers are encountered. In most occasions the customers are not proactively acknowledged as suggested in the new service concept, they quite rarely speak in an effortless way and they could pay more attention to reaching an easy going and friendly attitude.

Table 8. Comparisons between Leppävaara and Matinkylä/ touchpoint 3.

Leppävaara:	Matinkylä:
EFFICIENT=9	HELPFULL = 11
HELPFUL =4	EFFICIENT = 7
GOOD SERVICE=5	FRIENDLY= 7
POLITE	PLEASANT = 3
PLEASANT	JOYFULL = 3
ENERGETIC AND POSITIVE	SERVICE ORIENTED = 3
NO ACKNOWLEDGEMENT =3	PROACTIVE ACKNOWLEDGEMENT =4
NOT FRIENDLY=2	FORMAL = 5

6 DISCUSSION

This thesis set out to discover how Service Design could be used to create better customer experiences. This qualitative research was conducted by evaluating the differences discovered in the customers' experiences of two Citizens' Offices in Espoo. The office in Leppävaara had recently undergone a transformation where the office was redesigned according to the principles of Service Design. The other office in Matinkylä was in its original form at the time of the research. An additional objective for this thesis was to study if the redesign project of the Citizens' Office in Leppävaara was a success in terms of how customer experience was demonstrated.

Data for the study was collected by direct observation and interviews. In total 33 individuals were observed and interviewed for the study. The data was sorted and analyzed according to three previously identified touchpoints and then compared to the intended aims of the redesign project. Although the number of individual respondents is not big, already with a couple of interviews the author was able to spot out the differences between the offices.

As a conclusion, the answer to the main research questions is that if carried through thoroughly Service Design can indeed be used to create better customer experiences. The results of the research are twofold. In the case of the appearance or atmospherics of the service space the Service Design project in Leppävaara was a success and it seems that the SD methods applied in the project resulted in enhanced customer experience. On the other hand, based on the experiences of the customers related to service encounters with service personnel, applying Service Design methods in the redesign project had not been able to positively effect customer experiences.

Comparing the responses, it became evident that Leppävaara office is appreciated for its appearance more than the office in Matinkylä that was in its original form at the time of the research. Responses showed that the intended aims of the redesign project such as fresh and welcoming, attractive and comfortable were achieved in Leppävaara. From the perspective of service encounters, it quickly became evident from the interviews that customers in Matinkylä office demonstrated more positive experience than in Leppävaara. After evaluating all of the responses, the author comes to the conclusion that, the intended aims for the service encounter such as easy going and friendly or joyful were not achieved. In addition, the findings show that proactive acknowledgement of the customer

is not widely practiced in either of the offices. In Leppävaara, it seems as if the employees have not yet fully embraced the new service concept and the SD process is left unfinished in this sense. However, since Leppävaara serves as the pilot case for the transformation of all Citizens' Offices in Espoo the project is still in process and improvements can easily be made.

6.1 Managerial implications

Based on the findings of the research, it was discovered that in terms office appearance and atmospherics the redesign of Leppävaara Citizens' Office was successful. It's clear to see that new design of the office resulted to positive spontaneous comments from the respondents. As part of the new service concept the steering committee agreed that a separate service desk should be reserved for issues that require more confidentiality. However, it was noticed that this desk was not in active use and some customers even pondered that two desks were not enough to promptly serve all customers. The author contends with these thoughts and suggests that the third counter should be taken in active use and be used also to issues that don't require confidentiality. This would most likely result to fewer queues especially during rush hours.

As stated by Solomon et al. (1985) all other efforts such as timely service delivery can be overlooked if the customer leaves the service environment with a negative impression from the attitude of the service personnel. Based on the results of this study, it became evident how crucial service encounters are for creating good customer experiences. Looking at the findings from the perspective of service encounters, it would seem that more training and other efforts should be directed to the employees to further emphasize how customers are encountered. The redesign project of Leppävaara did entail training sessions with employees along the process but it seems that the implications of the new service concept are not yet fully embraced by the employees. In order to achieve the aims of the redesign project such as proactive acknowledgement of the customers and effortless way of speaking the author proposes that effort is put on educating the employees more. This could be done by using Service Design methods suggested by Moritz (2005) such as writing role descriptions, simulation and blueprint of the service and role-play exercises. The more understanding and information the employees have about the new service concept the better they are at delivering the service. As always changes

can cause resistance and therefore appropriate time has to be reserved for the employees to adjust to these changes.

As presented in the Service Design model of Moritz (2005), the Service Design process is iterative and ongoing. The management of city of Espoo, should by no means take the new service concept as complete but to continue the process by re-evaluating its functionality and making adjustments where seen necessary. At the moment, now that the physical elements and atmospherics of the space are at the desired level it's time to put focus on turning the new service concept as a new way of working for the employees.

6.2 Limitations and further research

This thesis set out to explore how Service Design can be used to create better customer experiences. As mentioned earlier in this thesis, organizations are now beginning to understand the value that experiences and design bring to them. In customer experience literature there is scarcity of literature about the tools used to create customer experience. In the field of Service Design, much of the focus is put on explaining the role of design and presenting models, tools and principles of Service Design. The author suggests that more research could be conducted to prove the relationship of the two concepts and link the two disciplines together. This thesis set out to do exactly this. However since this research was limited to a specific case of a public sector service and the number of respondents was kept very small, the author suggests that wider quantitative studies could be carried out to support this research. In addition, the author noticed that respondents did not have high expectations towards the Citizens's Offices. Customers did not come to the offices to get entertained or to gain "experiences" but to merely solve necessities such as renewing a bus card or filing a form to the police. Therefore, the author suggests that research about Service Design effects on customer experiences could be conducted in a more experiential service settings such as restaurants, hotels or museums.

In the case of the Citizen's Offices in Espoo, it would be beneficial to study how the employees perceive the redesign project. As the results of this research showed, it is important to gain the total support of the employees to the project so that they embrace the new service concept and its implications to how they deliver the service. By researching the perceptions of the employees, more insights could be gained that help in

determining the bottlenecks in service encounters. Also with such a research, better understanding of the most suitable ways of training and educating the employees could be gained.

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8 APPENDICES

8.1 Appendix 1. Matinkylä touchpoint 2.

What customers said about service space and functionality?

Customer 1.

H: Oletko aina ymmärtänyt et mihin meet että saat tota palvelua? ”Joo”

H: No, mitäs sitten kun sä astuit tonne sisään niin minkälainen.. mihin sä yleensä kiinnität ensimmäisenä huomion.?

A1:No, lähinnä siihen että kuinka paljon siellä on ihmisiä.,

A1:Niin.. siihen kuinka pitkä on se jonotusaika.

H: miten te kuvailisitte sitä (tilaa)? ” *”no, onhan se nyt aika semmonen kalsee, mutta asiallinen”*

CLEAR AND SIMPLE

COLD

FORMAL

PAYS ATTENTION TO QUEUE TIME

Customer 2

H: Selvä. Mites sit ku sä astut tonne aina sisään niin mihin sä kiinnität ensimmäisenä huomioita?

A2: No siihen ketä siellä on

A2: Eli ihmisiin

A2: No mä käyn siellä niin harvoin et mä vaan tiedän et mä meen vaan siihen luukulle

A2: Ankea

PAYS ATTENTION TO PEOPLE

CLEAR AND SIMPLE

DEPRESSING

Customer 3

A3: Mä menin suoraan etsimään tuolta hyllystä missä ne on ennen ollut nää mitä mä tarvitsin

A3: Niin nyt ne olikin muutettu toiselle puolelle

H: Just .. mites sitten sää, noh ilmeisesti tää oli sulle tutumpi paikka mutta onko toi tila semmonen helposti ymmärrettävissä oleva elikkä että mitä tulee tehdä niin heti ymmärtää?

A3: Joo, toisella puolella on nää liput jos tarvitsee johonkin teatteriin tai tää lipunmyynti on siellä.. lippupiste.. ja sitten näissä muissa on sitten muita asioita

H: Joop.. mites sitten tuota.. miten.. mitä teille tulee mieleen tuosta tilasta tai miten te kuvailisitte sitä.. omien sanojenne mukaan.. ?

A3: Kyl se on toiminut hyvin ihan noin tuolla tavalla

CLEAR AND SIMPLE

WORKS FINE THE WAY IT IS

Customer 4

A4: Eiku ku mun täytyy ensin, katso kun siellä on nyt nämä numero.. eiku nämä ni.. mun täytyy ensimmäisenä hakee se, ensin.

H: Elikkä toi vuoronumero?

A4: Joo, vuoronumero .. se mun täytyy ottaa ensin

A4: Ja ja..sitten mitä mä olen niinkun menossa hakemaan niin mun täytyy katsoa jos mä en tarvitse palvelua ni mä sitten menen sille hyllylle

A4: (jatkaa)..Missä mä niinkun aikataulut, teatterit ja kaikki tälläset..

H: Okei.. elikkä sulle on ilmeisesti aika selkee että mitä sun täytyy tuolla tilassa tehdä

A4: Joo kyllä

A4: Jaa-a..(tauko) minusta se on ihan öö.. siihen öö mitä siellä on ne..ne siihen niinkun asiallinen

CLEAR AND SIMPLE

SERVES THE PURPOSE

FORMAL

Customer 5

H: Jooh, noni. Elikkä sitten ku te ootte tulleet tänne sisään niin ymmär.. onko tää niinku helposti ymmärrettävissä tuo tila

A5: On joo, kyllä kyllä

H: Tiiät minne meet kun lähet hakee palvelua ?

A5: Tiedän joo joo..

A5: Ihan toimiva ja ihan hyvä riittävästi tilaa ainakin näin iltapäivällä

CLEAR AND SIMPLE

FUNCTIONAL

SPACIOUS

PAYS ATTENTION TO QUEUE TIME

Customer 6

H: Okei sitten kun tulit tonne tilaan niin ymmärsitkö sä heti et mitä sun tulee tehdä jotta sä saat palvelua

H:6 Juu

H:6 Ainakin se on avoin. Noh semmonen, helposti lähestyttävä

CLEAR AND SIMPLE

OPEN

APPROACHABLE

Customer 7

H: Just hyvä . osaisitko sä kuvailla tota tilaa omin sanoin et mitä sulle tulee mieleen siitä?

A7:

Konttori.

OFFICE

Customer 14

A14 Mies: No se on aika sekainen.. mutta kun on saanut jonotusnumeron ja sitten se.. ja tietää mihin tauluun tuijottaa siitä se numero tulee se riittää.

H: Seuraava kysymykseni on onko tuo tila selkeä?

A14 Mies: Ei.

NOT CLEAR AND SIMPLE

Customer 15

A15: No tuota. En osaa sano nyt tämän kanssa (liikkui rollaattorin kanssa) liikuessa, kaikki paikat on hankalia.

Miten kuvailisit tuota tilaa? Minkälaisia adjektiiveja tulee mieleen?

A15: Ai että tilaa? Mulla ei tullut nyt mittään mieleen, kun mä ajattelin että eipäs täällä ole nyt asiakkaita ja että onpa tyhjän näköstä kun usein on silleen et jonotella saa

H:Mites kun sä vielä katot tonne ja et minkälaista tilaa siellä on ... ?

A15: Mitä siellä on kaikkee monenlaista asiaa.. kun en mää tiedä mikä toi pöytäkin tossa on ja matkalippu voi tarkastaa ja mitä sitä nyt voi sannoo.. en osaa sannoo, en osaa eritellä olen niin vanha

NOT CLEAR AND SIMPLE

NO COMMENTS

DIFFICULT

PAYS ATTENTION TO PEOPLE + QUEUE TIMES

Customer 16

H: Kuvailisitko sitä selkeäksi.

A16: Joo.

H: Mikä tekee siitä selkeä,

A16: No väljyyttä, normaali asiakaspöydät ja koneet ja niin.

H: Minkälaisia muita adjektiiveja tulee mielenen tosta tilasta?

A16: No kivasti väriä ja ei oo tylsä.

CLEAR AND SIMPLE

SPACIOUS

NORMAL

COLOURS

NOT BORING

Customer 17

H: Tuliko mieleen muita asioita?

A17: Ei oikeastaan, mä katoon vaan että täällä pystyy matkakortille laittaa rahaa niin sen huomasin ja sitä varten.. matkakortille laitoin rahaa joo.

H: Miten sää kuvailisit tota tilaa?

A17: No se on aika pieni mutta ihan semmonen ei oikeastaan sen kummempi ole muutkaan että ihan normaali asiakaspalvelutila.

H: Mihin kiinnitit ensimmäisenä huomion kun tulit tonne sisälle?

A17: Noh, aika rauhallista oli

CLEAR AND SIMPLE

SMALL

NORMAL

PAYS ATTENTION TO PEOPLE AND QUEUE TIMES

Customer 18

H: Minkälainen tuo tila on teidän mielestä, mitä tulee mieleen?

Asiakas 18 a: Iso ja kiva

BIG AND NICE

Customer 19

A19: Mitähän mä sanoisin, monipuolinen sanotaan näin positiivisessa mielessä. et hiukan ehkä sekavan näköinen

H: Seuraava kysymys olisikin että onks selkee se tila?

A19: Vois olla selkeempikin

A19: Noh tota kun tää on tuttu paikka niin tietysti tottakai se menee hyvin mut ihan semmonen ensikertalainen niin mä kuvittelisin et joutuu hetken aikaa kyllä pätkäilemään et mitäs tässä nyt seuraavaks tehdä, vaikka tossa on toi vuoronumerosysteemi mutta siinäkin vois olla isompi taulu et sen havaitsee.

VERSATILE
NOT CLEAR AND SIMPLE

Customer 20

A20: Ei tuu mieleen

NO COMMENTS

Customer 21

A21: No sanotaan että tota tää asiointipiste on ihan selkee mut sit mulle nää kaikki muut täällä sivussa siellä on ovia auki ja ja levällään se on vähän epämääräinen tilana muuten, et en mä tiedä mitä siellä tapahtuu.

H: Niin minkälainen muuten, mitä mielikuvia sulle tulee tosta tilasta mieleen?

A21: No onhan se vähän virastomainen. Aina tää on tää tämmönen niin onhan se vähän tämmönen et vois sinnekin vähän enemmän väriäkin olla.

A21: et oonhan mä täällä niinkun lippuja ja lappuja ja semmosta niinkun tietenkä et näitä kaikkee mahdollista löytyy ja tääl on vähän epäselvää sinällään niinku et on niinkun niin paljon asiaa jota voi ilmottaa mut

NOT CLEAR AND SIMPLE
OFFICE
LOTS OF BROCHURES
NOT COLOURFUL

Customer 22.

A22: Tässä on niin samannäkösiä nää jotenkin kaikki täällä ja niinku nää

A22: ja joo mä tulin ensimmäisenä niin mä en ole koskaan ennen printannut täällä vaan mä tuolla lippulaivassa mä en tiedä onks siellä enää mut mä lähin ettimään et onks täällä kopiointikonetta ja muuta ja mä en itse asiassa huomannut sitä ensin, mä luulin et se on tuolla takana ja se olikin joku nuorten tällänen paikka. Ja sit mä jouduin niinkun kysymään tosta tiskiltä tavallaan et onks niillä tässä mahdollista vai onks se vaan noi koneet.

H: Onks tää selkee sitten tää tila?

A22: Ei se ehkä sillä tavalla ole että mitä täällä voi tehdä.

A22: Ainakin rauhallinen kun ei oo sellasta massaryntäystä että mä tulin itse asiassa sen takia kysymään kun mä oon tuolla kirjastossa yleensä printannut ku siellä on niin paljon enemmän sellasta hälyä ja porukkaa... mut sellanen siistin näkönen ja ja täällä on yllättävän paljon niinku tota noita brosyyreitä ja tälläsii et se on musta kauheen positiivista että kesää ajattelee ni löytyy sellasii

H: Mitä jäi puuttumaan..

A22: No vähän jäi semmonen että tota totaa.. aina jää pieni tämmönen kirjasto ja tämmönen yleinen paikka että tulee semmonen että osataanko täällä pitää niinku tietoturvasta niinku huolta. Aina tuntuu se et miten , et mä yritin itekin monesti niinkun ettiä et mistä tästä niinku saa sivun poistettua ja semmosta näin. Et se ei liittynyt henkilökuntaan et se että.. sellanen vähän jäi ett noista pitäis saada jollakin tavalla sellanen niinku selkeen turvalliset ettei se tuntuis millään tavalla niinku riskaabelilta.

H: Tuleeko jotain muita mietteitä, yhteispalvelupiste minkälainen se on ?

A22: Ulkoasu vois tietkö olla vähän erilainen et jotenkin tää hukkuu kun tää on niinkun silleen läpinäkyvä, mä tykkään se on periaatteessa läpinäkyvä mut siinä vois olla joku selkee yks värillinen molemmin puolin et se näkyis enemmän kauaskin ja periaatteessa tänne ei nyt varmaan sen enempää mainoksia saa mut jos näihin niinkun tekis sais laitettua silleen et eri kerroksistakin näkis niin tai et se olis eri värinen tai jotain...

H: Niin toi kyltti missä lukee toi yhteispalvelupiste ?

A22: Et nää on vähän sellaset et ihminen mä oon huomannut et hirveen harvoin näkee et ihmiset kättelee että ne kattoo tuolta sisältä et tavallaan tää niinkun hukkuu jotenkin..

A22: Siisti tila mutta katse ei oikein osu mihinkään, kutsuvampi voisi olla.

NOT CLEAR AND SIMPLE
 PAYS ATTENTION TO PEOPLE AND QUEUE TIMES
 CLEAN
 LOTS OF BROCHURES
 NOT WELCOMING
 DOES NOT STAND OUT
 LACKS SENSE OF SECURITY (IT-SYSTEMS)

Customer 23

A23Mies : Mukava tila.

H: No mikä tekee siitä mukavan?

A23Mies: No kun sieltä saa tietoo

A23Nainen: No kun sieltä saa tietoo ja on tuttuja siinä nois kassoissa ja ne tuntee jo ku käy aika usein siellä

H: Onko tila teidän mielestä selkeä? Mikä tekee siitä tilasta selkeän?

A23Nainen: Kyllä on selkeä

A23Mies: Sieltä selitetään kaikki asiat hyvin.

CLEAR AND SIMPLE
 COZY

POSITIVES	NEGATIVES	NEUTRAL
CLEAR AND SIMPLE = 9	NOT CLEAR AND SIMPLE = 5	PAYS ATTENTION TO PEOPLE/ QUEUE TIMES = 6
SPACIOUS = 2	FORMAL =2	NO COMMENTS = 2
APPROACHABLE	OFFICE = 2	NORMAL = 2
BIG AND NICE	COLD	LOTS OF BROCHURES = 2
CLEAN	DEPRESSING	LACKS SENSE OF SECURITY (IT-SYSTEMS)
COLOURS	DIFFICULT	WORKS FINE THE WAY IT IS
COZY	NOT COLOURFUL	SERVES THE PURPOSE
FUNCTIONAL	NOT WELCOMING	
NOT BORING	SMALL	
OPEN	DOES NOT STAND OUT	
VERSATILE		

Picture Matinkylä Interviews.

8.2 Appendix 2. Matinkylä touchpoint 3.

What customers said about interactions between customers and service personnel?

Customer 1.

H: Mites sit kun te tulitte sisään niin huomioitiinko teidät kun te astuitte sisään?

A1: Kyyllä, joo

H: Joo ja miten teidät yleensä huomioidaan?

A1: Ihan ystävällisesti

H: Miten te kuvailisitte tota kohtaamista tän asiakaspalvelijan kanssa?

A1: Sellanen asiallisen ystävällinen

FRIENDLY

FORMAL

Customer 2.

A2: no kyl ne ainakin noteeras heti et mä tulin ja mä otin sen vuoronumeron

H: just näin.. ja sitten kävit hoitamassa tän asian niin miten sä kuvailisit tota niinkun..

A2: (keskeyttää) hyvin asiakaspalveluhenkinen oli ainakin tää rouva

ACKNOWLEDGEMENT

CUSTOMER SERVICE ORIENTED

Customer 3

H: Hyvä.. menitte sisään tuonne noin niin huomioitiinko teidät tuon henkilökunnan puolesta heti vai miten se meni?

A3: No ei nyt ihan heti mutta kyllä sitten jo joku.. tai tää yks asiakaspalvelija tuli neuvomaan ilman pyyntö.. pyyntöä että varmaan on sitten.. kehotettu menemään jos ei asiakas heti löydä jotakin ja kehotettu menemään kysymään et mitä etsii .

H: Te kävitte hoitamassa tai hakemassa jotain sieltä niin tuliko tää nyt hoidettua sitte tällä käynnillä

A3: Joo, kyllä

H: Mites sitte kuvailisitte tätä kohtaamista, teillä oli asiakaspalvelijan kanssa kohtaaminen niin kuvailisitte sitä?

A3: No hän oli hyvin ystävällinen

PROACTIVE ACKNOWLEDGEMENT

HELPFULL

FRIENDLY

Customer 4

H: mites kun te tulitte sisään niin huomioitiinko teidät tuon asiakaspalvelu...?

A4: Kyllä.

H: Miten tää tapahtu?

A4: Mulla oli ulkomaalainen tuota virkailija ja tota sit kun mä sanoin et nyt on vuoronumerolappu ni mä en oikein tiedä miten menetellä ni hän sanoi mulle heti että tervetuloa ..

H: Mites sitten saitte varmaan asianne hoidettua?

A4: Minä sain oikein hyvin.. ja hän oli äärettömän ystävällinen virkailija mä annoin hänelle sen koodi.. tämmösen lapun ja hän otti siitä ja antoi mulle ku mä pyysin takaisin sen lapun.

A4: No mitä minä olen käynyt ni mä oon saanut aina hirveen hyvän palvelun et kaikki joka on sattunut kohdalle.

PROACTIVE ACKNOWLEDGEMENT

FRIENDLY

HELPFULL

EXTREMELY GOOD SERVICE

Customer 5.

A5: No kyllä, yksi tiski oli siinä vaiheessa tyhjä mutta hän tuli kysymään kumpaa asiaa minulla on ja kun minulla oli lippupalvelu asiaa ni hän ei hänelle ei ollut siinä sitä kassaa... mutta heti tultiin kysymään kyllä. Joo.

H: Joo kyllä.. mites hoiditte tämän asian niin tuliko se hoidettua ?

Tuli hoidettua.

H: Mites tää kokemus asiakaspalvelijan kanssa niin miten se teidän mielestä sujui ja minkälainen mielikuva teille jäi?

A5: Siinä oli varmasti harjoittelija ja sitten opastaja ja mutta hyvin ystävällisesti ja ymmärsin että kun opastetaan se on hitaampaa.

H: Juuri näin... ja kokonaisarvioita vielä kokonaisuudessaan tila ja palvelut ja henkilökunta ja muut niin minkälainen fiilis tai kokemus teille jäi

A5: No ne harvat kerran kun oon käynyt ja en minä ruuhka-aikana ni on ollut ihan okei ei.. ihan sujuvaa ja asiat on tullut hoidettua ja nämä henkilöt on olleet ihan ystävällisiä ja hymyileväisiä

PROACTIVE ACKNOWLEDGEMENT

HELPFULL

FRIENDLY

EFFICIENT

JOUFUL

Customer 6.

:6 No otin sen vuoronumeron ja menin kassalle niin sitten huomioitiin

H: Hyvä mites sää kävit hoitamassa asian niin saiko sen hoidettua?

H:6 Juu

H: Miten sä kuvailisit tota kohtaamista asiakaspalvelijan kanssa?.

H:6 Kysyin et voiko tän paperin jättää sinne ja onnistu ja se oli siinä

H: Okei jäiks sulle jotain mielikuvia siitä kohtaamisesta?

H:6 Noh meni helposti

ACKNOWLEDGEMENT

HELPFULL

EFFICIENT

EASY

Customer 7.

H: Tulitte sisään niin huomioitiinko teidät ton asiakaspalveluhenkilökunnan puolesta

A7: Joo mä vaan odotin ja sitte hän sanoi et tänne voi tulla ja sitten me ..

H: kävitte hoitamassa sen asianne niin saitteko te sen hoidettua

A7: Kyllä

H: Joo ja miten te kuvailisitte tota kohtaamista tän asiakaspalvelijan kanssa?

A7: Erittäin ystävällinen ja sitten mä kysyin mulla oli vain muutama lisäkysymys ja mä sain hyvin nopeasti tän vastauksen ja sain pari karttaa mukaan mulla tulee vieraita

PROACTIVE ACKNOWLEDGEMENT

HELPFULL

FRIENDLY

EFFICIENT

Customer 14.

H: Mites kohtaaminen asiakaspalvelijan kanssa? Milläläilla se sujui?

A14 Mies: Joo kyllä se sujui, asiallisesti ja miellyttävästi.

A14 Mies: Hyvä palvelu on sellainen että tota asianomainen palveluhenkilö niin hän tuota katsoo silmiin, toivottaa hyvää päivää tai toivottaa tervetulleeksi ja antaa ymmärtää että hän on valmis palvelemaan..

H: Miten vertaisitte tuota nyt sitten tähän palveluun?

A14 Mies: Tämä oli hyvää palvelua.

H: Eli aina on autettu löytämään ?

A14 Nainen: Juu juu kyllä ja he on itte hakeneet ettei mun oo koskaan tarttenut mitään hakea.

FORMAL

PLEASANT

ACKNOWLEDGEMENT

HELPFULL

FORMAL

Customer 15.

A15: Eihän siinä mittään huomioitu mie otin vuoronumeron ja ootin et koskas se numero syttyy.

A15: No se on sellanen virallinen, en mä nyt osaa sanoa. Ei täällä koskaan mitään niin kauheen ystävällisiä olla mutta se on sellasta että ei hyvin saa kitkee että sen vastauksen saapi. Että ei yhtään enempää kuin kysyt yhden asian niin yhden vastaa ei yhtään enempää kerro että mitä sun pitäis ensin..

H: Miten toi kohtaaminen sun mielestä sitten suju?

A15: Ihan hyvin ihan hyvin. Asiallisesti ihan asiallisesti

A15: .. siis ei ollenkaan osannut sellasta kokonaist sannoo et miten jollekin yksinkertaiselle ihmisille sanotaan.. Semmosta kokonaiskatsausta en saanut

NO ACKNOWLEDGEMENT

NOT HELPFULL

FORMAL

NOT FRIENDLY

Customer 16.

H: Huomioitiinko sinut ton asiakaspalveluhenkilökunnan puolesta kun astuit sisään.

A16: En mä osannut kiinnittää tohon huomioita kun mulla oli jonotusnumero ni heti mua palveltiin ni..

H: Minkälainen on hyvä asiakaspalvelukokemus, ei tarvitse olla tää mutta yleensä millainen se on ?

A16: No hyvä vuorovaikutus ja asia jota mä hoidan se sujuu niin kuin nyt suju.. hyvin.. vuos sitten ei sujunut..

Miten kohtaaminen sujui?

A16: Erinomaisesti ei mitään, niin..

H: Miten sä kuvailisit sitä kohtaamista?

A16: Mä olin vaan niin tyytyväinen kun tää oli niin paljon helpompaa ku vuos sitten koska mä olin ihan hikipäissäni mut se ei ollut mun mielestä heidän vika mut et Tapiolan Sinfonian on pitänyt parantaa heidän systeemejään.

EFFICIENT

HELPFULL

SATISFIED

Customer 17.

H: Mietitään asiakaspalvelukokemuksia muutenkin..

A17: Joo hyvä!

H: Miten kuvailisit?

A17: Ystävällinen ja jutteli ihan ja sellanen välitön tunnelma ja sillätavalla ihan kiva.

H: Muistatko sää missä vaiheessa sut huomioitiin kun sä tulit sisään?

A17: Noh mä otin vuoronumeron ja siinä katsoin monta siellä on ihmisiä niin siinähan hän nosti katsetta siellä siellä tiskin takana että hän näki kyllä että tuli..

ACKNOWLEDGEMENT
FRIENDLY
EASY GOING
EFFORTLESS WAY OF SPEAKING

Customer 18

A18: No ne katto vähä ja sit me lähettiin ja otettiin numero ja..

H: Miten palvelu sujui?

Asiakas 18 a: Kyllä se sujui ihan hyvin,

H: Minkälainen fiilis teille jäi asiakaspalvelijasta?

Asiakas 18 a: Hyvä fiilis.

ACKNOWLEDGEMENT
HELPFULL
GOOD FEELING

Customer 19.

H: Mites toi kokemus sitten asiakaspalvelijan kanssa asioit, niin miten sä sitä kuvailisit ?

A19: Miellyttävä, ihan hyvä. Ei mitään

PLEASANT
NOTHING TO COMPLAIN

Customer 20.

H: Mihin kiinitit ensimmäisenä huomion

A20: Palvelu, Ystävällisyys tuolla paikassa

H: Miten kuvailisit tilaa ?

A20: Ei tuu mieleen, sellanen hyvin palvelualttiita.

H: Huomioitiinko sut kun sä tulit tänne sisään?

A20: Kyllä,

H: Miten

A20: Neuvottiin tohon, se on niinkun..

H: Miten sää kuvailisit tota kokemusta mikä sulla oli ton asiakaspalvelijan kanssa

A20: Hyvä

FRIENDLY
ACKNOWLEDGEMENT
SERVICE ORIENTED
GOOD SERVICE

Customer 21.

A21: O ja täällä on mun mielestä ihan mielettömän hyvä palvelualtis henkilökunta niinku näissä pitääkin olla ja aina aika nopee toimintamalli ollut aina

H: Menit tuonne niin, huomioitiinko sut erityisesti?

A21: Älyttömän hyvin, mä oon aina tykännyt tosta täällä on ollut helppo käydä et on noita lippupisteen asioita tai muita niin aika nopeeta ja jouhevaa toimintaa.

A21: No mä sanon et aina saanut siis sehän nyt aina on et miten menee sinne myöskin mutta tota, mä oon aina saanut hyvää, todella hyvää asiallista palvelua kun siinä on mun mielestä ollut kivaa asioida tuolla aina. Et ei missään nimessä mitään henkilökuntaan niinkun negatiota ole. Et välillä on ollut ruuhkaa mut jos sinne menee ite vähän sillä tavalla hymyllä niin saa hymyn.

SERVICE ORIENTED
 ACKNOWLEDGEMENT
 EFFICIENT
 HELPFULL
 FORMAL
 JOYFULL

Customer 22.

A22: En kyl huomannut oisko mua huomioitu sillä tavalla, musta tuntuu että kaikki oli palvelemassa silloin vähän niinku näin. Mut että sitten mä itse keskityin siihen et mä etsin sitä konetta niin mä en sitten että.. niinkun kukaan ei näe mut sit mä otin sen numeron ja aattelin et okei toi on varmaan liitetty tohon et sit niinkun näin..

A22: No oon itse asiassa tosi positiivisesti yllättynyt. Täällä on vähän uutta henkilökuntaa ihan selkeesti, et tota oikeen ja ihmeellistä kyllä tässä oli sellanen nuori tyttö joka osas mun mielestä paljon paremmin niinku noita tietokonejuttuja neuvoo kun tuolla kirjastossa esimerkiksi.. näin mut että selkeesti tässä näin nää ihmiset selkeesti ties näistä laitteista ja heidän omasta niinku työ et mitä tää niinku on.. ei mennyt sormi suuhun vaan he oli heti auttomassa et se oli tosi kyl positiivinen.

A22: Se oli tosi niinkun tää tämmönen, mää mielessäni niinku hawaii-nainen oli tosi tota hymyilevä ja ja se että mitä mä olen niinkun edellisellä kerralla siellä toisessa paikassa ni just sitä että hirveetä ensiks jonotat tohon vaihtamaan kolikoita ja sitten meet niitten kolikoitten kanssa ja hän sanokin mulle että hän voikin tämmösen näin.. et tuli tällänen uus että..

H: Niin sä voit maksaa niinkun myöhemmin sen..?

A22: Juu että avataan se että se ei niinkun tavallaan odota sitä kolikkoo vaan sitten kun ne on kaikki hoidettu niin sitten maksetaan.. ja se oli niinkun toosi.. mut et tuntuu et monesti se on niinku tosi vaikeeta mut nyt tuntuu että se on niinku helpottunut.

NO ACKNOWLEDGEMENT
 EFFICIENT
 HELPFULL
 JOYFUL
 POSITIVELY SURPRISED

Customer 24:

A24Nainen: No me kysytään sit kun on jotain, ei nyt ollut niin paljon asiakkaita et mä kysyin et saako tulla siihen ja sitten ettei tarvii painaa sitä .. nappia et saa sen vuoronumeron niin.

H: Mitä elementtejä on hyvässä asiakaspalvelussa? Miten vertaisitte tätä nyt siihen ?

A24Nainen: Hyvä palvelu oli.

A24Mies: Täältä saa tietoo kaikki mitä tahtoo..

H: Asiakaspalvelijan kanssa oli puhetta ja asioitte, miten se sujui.

A24Mies: Jäi mukavii mielikuvia.

ACKNOWLEDGEMENT
 HELPFUL
 EFFICIENT
 PLEASANT

POSITIVES	NEGATIVES	NEUTRAL
HELPFULL = 11	FORMAL = 5	NOTHING TO COMPLAIN
ACKNOWLEDGEMENT = 8	NO ACKNOWLEDGEMENT = 2	

FRIENDLY= 7	NOT FRIENDLY	
EFFICIENT = 7	NOT HELPFULL	
PROACTIVE ACKNOWLEDGEMENT =4		
PLEASANT = 3		
JOYFULL = 3		
SERVICE ORIENTED = 3		
EFFORTLESS WAY OF SPEAKING		
EXTREMELY GOOD SERVICE		
GOOD FEELING		
GOOD SERVICE		
EASY		
EASY GOING		
POSITIVELY SURPRISED		
SATISFIED		

Matinkylä Interviews / Touchpoint 3.

8.3 Appendix 3. Leppävaara touchpoint 2.

What customers said about service space and functionality?

Customer 8

Käveli ensin vuoronumerokoneen ohi täysin suoraan kohti tiskejä.. Kääntyi takaisin ja sitten pähkäili tovin koneella

“Nokun tää on uudistettu ni täällä näytti vähän niinku toisenlaiselta kuin ennen en mä tiedä siis tää koko tää oli aika viihtyisän näköinen nyt

H: Just Okei, miten te kuvailisitte sitä edellistä

A8: No se oli enemmänkin semmonen että virasto hyvää päivää mutta nyt tää on epävirallisemman tuntoinen on helpompi ehkä tullakin ku niillä on tällaiset istuimet ja ymm..

A8: No mä oon niin usein käynyt että mä ymmärrän jo..

Hassu kysymys..miten onko tämä tila selkeä ?

A8: Oon .

H: Miten muuten kuvailisit tätä tilaa?

A8: No niinkun mä sanoin tää on helposti, tänne on jotenkin helppo tulla. Tää on selvästi sellanen että tänne voi tulla.. kutsuu sisään

CLEAR AND SIMPLE

WELCOMING

COZY

UNOFFICIAL

APPROACHABLE

NOTICES THE CHAIRS/WAITING AREA

Customer 9

Odotti hetken aikaa ennen kun hänet kutsuttiin tiskille. Tarkkkailijan huomio kiinnittyi siihen että sillä aikaa kun nainen istui odottamassa ja katseli vapaana olevaan virkailijaan,

virkaillija ei nostanut katsettaan vaan tuijottaa tiukasti ruutuunsa ja sormelli paperia pöydällä. Nainen joutui odottamaan tovin vaikka virkaillija olisi ollut samantien vapaana.

H: Joo.. öö onko tää tila mielestäsi selkeä?

A9: no ainakin tämä on huonompi kun tuli se remontti nyt keväällä ni

H: joo, Mitä siinä oli niitä muutoksia tapahtunu tai mikä on mielestäsi huonompi

A9: Siinä oli enempi kassoja ja muita, tuolla on nyt vaan noi kaks ja ... tommonen suoja mitä suojaa jos meinaa henkilökohtaisia puhua.. suihkuverho (naurahtaa) ei hyvä

(H: mitä teille tulee muuten tästä tilasta mieleen miten sä kuvailisit tätä?)

A9: Tauko.. avara.. muuten vähän semmonen ykstoikkoone..

A9: Ehkä vähän sekava jopa kumminkin kumminki..

NOT CLEAR AND SIMPLE

WORSE THAN BEFORE

ONLY TWO COUNTERS

OPEN

MONOTONOUS

PAYS ATTENTION TO "luottamukselliset asiat" COUNTER (Negative)

Customer 10

A10: Oon käynyt monet kerrat ennenkin

H:Onko tää piste mielestäsi helposti löydettävissä ja saavutettavissa?

A10: On

H:Mihin te kiinnititte ensimmäisenä huomiota tänne tilaan tullessa?

A10: No justiin että niinku esimerkiksi ku mitä ettii ni et löytyy helposti

H:Joo.. miten ymmärsitkö heti kun tulit tänne et miten sä saat palvelua miten toimia?

A10: Joop.

H:Ää.. onko tää tila sun mielestä selkeä?

A10: On

H:Mitäs muuts sulle tulee tästä tilasta mieleen? Miten sä kuvailisit tätä paikkaa?

A10: Musta tää on aika avara ja viihtysän näköne nyttien niinku on toikin.. eikä oo niin ahdas ku silloin aikasemmin..

H:Niin kun tässä oli tapahtunut tää muutos

A10: Tosi hyvä muutos

A10: Valoisan ja viihtysän näköinen

CLEAR AND SIMPLE

OPEN

COZY

LUMINOUS

VERY GOOD CHANGE

Customer 11

H: Joo, astuit tänne sisään niin mihin sää kiinnitit ensimmäisenä huomion

A11: Noh.. tähän avaruuteen

H: ootko sä aina ymmärtänyt et miten täältä saa palvelua onks tää simppli.

A11: Kyllä aika paljon tiedän mitä palveluita täältä saa..

H: Entäs toi tila itsessään niin mielestäsi selkeä?

A11: No se on nyt vähän pienentyntä mitä oli ennen

H: minkälaiseks sä kuvailisit sitä muutosta mitä on käynyt

A11: Täytyis niinku olla enemmän esillä kun tulee tuolta ettei se oo tässä kulman takana

H: Miten muuten sä kuvailisit tätä tilaa ?

A11: mä en koskaa jää tänne mitenkään niinku, mä vaan käyn

A11: Mut tota tää on tämmönen ihan kyllä, mun mielestä ihan hyvä niinku.. asiakkaan kannalta no tota tosta odottaa vuoroaan

A11: No tila on suuri ja jos on asiakkaita paljon, on vain kaksi tai yksi joka palvelee et se on vähän niinku.. niih liian vähän

CLEAR AND SIMPLE

OPEN

SMALLER

NOT APPROACHABLE

NOTICES THE CHAIRS/WAITING AREA

ONLY TWO COUNTERS

Customer 12

H: Mihin te kiinnititte ensimmäisenä huomion kun tulitte sisään ?

A12: (Tauko).. öömm en mä tiedä mukavat värit ja silleen

H: Onks tää tila mielestäsi selkeä?

A12: Kyyllä.. on.

H: Joo mitä tästä tilasta tulee mieleen, miten sä kuvailisit sitä

A12: Yyhmm semmonen noh selkee ja kodikas

CLEAR AND SIMPLE

COLOURFUL

COZY

Customer 13

A13 : Jotain muutoksia oli tullut ainakin näissä.. et se oli aikasemmin jotenki .. täällä on uudistuttu.

H: Okei mitä mieltä sä olet tästä muutoksesta?

A13 : Ihan siistin näköstä ja tilavampaa jotenkin

H: Onks tää tila sun mielestä selkeä?

A13 : On

H: Joo, mitä tota tästä tilasta tulee muuten mieleen miten sä kuvailisit tätä?

A13 : En muista mitä mä olen sanonut mutta, ihan paremman näkönen ainaki tai semmoinen tilavamman näkönen.

CLEAR AND SIMPLE

SPACIOUS

TIDY

GOOD CHANGE

Customer 24

H: Onko ollut helppo löytää ?

A24: On todella.

No kyllä kun tietää että kirjasto on niin kyllä tän yhteispalvelupisteen hyvin löytää sitten. Ei luulis olevan hankaluuksia.

H: Mihin te kiinnititte ensimmäisenä huomion kun astuitte sisään?

A24: No just tähän avaruuteen ja tyhjä on ettei oo paljo porukkaa ja semmonen et heti pääs tonne asiakkaaks... sehä on hieno homma että kun tuossa noin lähellä asun niin tota ei tarvi jonotella eikä mittään pääsee heti ajokortin uusimaan.

H: Onko toi tila sun mielestä selkeä?

A24: On, on se kyllä on ja on hyvät tuolit ja kaik on mukava istua uottaa aikaa.

H: Miten sä muuten kuvailisit tota tilaa?

A24: No tää on selvä tässä näkke kaikki noi missä on kaik noi asiat, missä pisteessä hoidetaan ja tota henkilökunta ihan kertakaikkiaan hienosti osaa tota on on ja käyttäytyy ja

SIMPLE AND CLEAR

SPACIOUS

SPEED OF SERVICE
PAYS ATTENTION TO OTHER PEOPLE +QUEUE TIME
 NOTICES THE CHAIRS/WAITING AREA
 COZY
 APPROACHABLE

Customer 25

H: Onko tänne pisteeseen ollut aina helppo tulla?
 A25: On tää helppo.
 H: Mihin kiinnitit ensimmäisenä huomion kun menitte tuonne sisään?
 A25: Se että se on muuttunut toi et vaan kaks paikkaa.. tai ennen siinä oli vissiin neljä
 H: Minkälainen tää muutos on sun mielestä?
 A25: Kai se on hieno kun se on tehty.
 H: Mitä sulle muuten tulee tosta tilasta tulee mieleen
 A25: No en mää kattonut sitä sillä silmällä.
 H: Onko tila selkeä
 A25: Onhan se ihan selkee
 A25: Noni no varmaan tulee jonoo kun on vaan kaks.

CLEAR AND SIMPLE
ONLY TWO COUNTERS
 NICE CHANGE
 NO COMMENTS

Customer 26.

H: Miten kuvailisit tilaa?
 A26: Minusta tää on jotenkin viihtysämpi, noh viihtysämpiä.. no nää on tälläsiä et ei täällä tartte paljon viihtyäkään ihan tota ihan asiallisen kiva uudistus.
 H: Kuvailisitko tätä tilaa selkeäksi.
 A26: Paljon käyttäneenä ni tietysti. Ja taas jos mietin jos tulee uus ihminen niin sehän on täysin pihalla.
 H: Miten näkisit et se olis pihalla.
 A26: No juuri se kun sä et tiedä mitä tehdä ni sä jäät tohon miettimään ja fundeeraamaan et missä mikin on
 A26: No tänään oli tiestysti täys vitonen mut joku päivä voi olla nelonen tai neljä puoli.
 H: Eli mikäs tähän sit vaikuttaa eniten.
 A26: No se että joutuu jonottamaan
 COZY
 NICE CHANGE
 NOT SIMPLE AND CLEAR
 PAYS ATTENTION TO OTHER PEOPLE + QUEUE TIMES

Customer 27.

H: Ootko aikasemmin käynyt
 A27: En oo, et kuulin eilen vasta että täällä on tällänen käytössä täällä sellossa
 H: Löysitkö sä tänne helposti?
 A27: No joo löysin joo, oli ekaks pakko kattoo vähän oppaasta mut löyty kyllä joo.
 H: Mites toi tila, mitä sulle tulee siitä mieleen?
 A27: No musta toi oli ihanan tunnelmallinen paikka et sitten kun tossa pysty vielä hoitaa niin montaa eri asiaa ja kivat oli tuolit jossa sai ootella ja istua.
 CLEAR AND SIMPLE
 COZY
 NOTICES THE CHAIR / WAITING AREA
 VERSATILE

Customer 28.

H: Mihin kiinnitit ensimmäisenä huomion kun tulit sisään?

A28: Ahaa. No se oli vähän muutunut tää, tää oli ennen vähän toisenlainen.

H: Mitä olet mieltä tästä muutoksesta?

A28: Tää on hieno ja kätevä sellanen paljon fiksumpi kun se edellinen .

No tää on siis tosi upee ja väljä ja kyllä mä ihan tossa yhdeksän antaisin en nyt ihan kymppiä mutta kuitenkin .. no en mä tiedä mitä siitä puuttuis tää oli vaan heitto. Mut tässä on kaikki ominaisuudet loppujenlopuks mitä mä ajattelen et tässä on ne tilava ja kaikinpuolin..

CLEAR AND SIMPLE

SMARTER

SPACIOUS

GREAT

Customer 29.

: Onks tänne ollut helppo tulla ja löytää?

A29: Joo

H: Mihin kiinnitit ensimmäisenä huomion kun menit tonne?

A29: Mä menin hakeen niit lappuja tuolta, en mä löytänyt mitä mä etin.

H: Tiesitkö sitten heti sen jälkeen mitä tehdä?

A29: Joo mä menin tonne kassahenkilön luokse.

H: Miten kuvailisit tuota tilaa?

A29: No se on ihan nätti. En mä oikein tiedä.

H: Voisitko sanoa että se on selkeä?

A29: Varmaan joo vois sanoo..

H: Mikä tekee siitä selkeän?

A29: No tossa yhes kohtaa on tuolit ja sit kassa ja...

H: Elikkä niinkun on jaoteltu?

A29: Joo silleen.

CLEAR AND SIMPLE

PRETTY

Customer 30.

H: No onks tänne ollut helppo tulla?

A30: Kyllä.

H: Mihin kiinnitit huomion kun tulit tänään tänne..

A30: Tosi hiljainen tosi siisti.. tosi kaunishan on se paikka täällä

H: Huomasit siis että tässä on tehty muutos?

A30: No joo mä käyn vain yksi tai kaksi kertaa vuodes.. olen vaan käytössä tässä. Mutta joo, keltaset tuolit.

H: Miten kuvailisit tilaa? Mitä adjektiiveja tulee mieleen?

A30: No tämmönen mun mielestä kiva paikka.

A30: Kokonaisuutena just sanoisin et kiva paikka ja tosi siisti ja sitten tällänen avara ja valoisa ja kaikkea just kyllä.

QUIET

BEAUTIFUL

TIDY

NOTICES CHAIRS /WAITING AREA

SPACIOUS

LUMINOUS

NICE

Customer 31.

H: Onko toi tila sun mielestä selkeä?

A31: Noh, en mä tiedä kun mä meen tietokoneen kautta et en mä mitään mä meen suoraan kysymään et kysyn aina et mikä on et..

H: Miten kuvailisit tilaa muuten?

A31: En mä tiiä... kai se on ihan jees.. en mä tiedä en mä yhtään ajattele sitä en..

H: Mihin kiinnitit ensimmäisenä huomion kun astuit sisään?

A31: No katoin onks kauheesti ihmisiä ja ei ollut paljon yhtään tai kaks jotain mummoo mummia oli siinä.. ei sen kummempia.

CLEAR AND SIMPLE

NO COMMENTS

PAYS ATTENTION TO OTHER PEOPLE + QUEUE TIME

Customer 32.

A32: Noh joo, mä kävelin ekaa kertaa ovesta sisään ni näin heti eli ei ollut mitenkään epäselvää mulle ainakaan.

H: Mitäs tossa tilassa pisti silmään?

A32: Totaa.. ööhm. Eniten varmaan toi luottamukselliset asiat verhostydem i pisti eniten silmään

H: Miten kuvailisit tota tilaa?

A32: Hmm hyvä kysymys itseasiassa.. sanoisin että noi toi niinku missä odotetaan tai venataan on hyvin sijoitettu et se ei niinku ympäri ämpäri et se on sit siinä. Se on musta hyvä kun siihen jää muullekin kun sitten niille odotustiloille. Tai odotusistuimille ja näin poispäin.

Selkee.. joo ei tässä kyl kauheesti tulkinnan varaa esim silleen et mihin sä meet venaa tai missä saat esim tossa on toi vuorolapputsydem i ja näin. Selkeesti sijoitettu ja sitten tossa on noi kyltit niin ei siinä mun mielestä jäänyt tulkinnan varaa et mihin sä meet mistäkin kohasta.

A:32: mun mielestä on hyvä et tässä paikassa on erilaisia värejä täs mestassa et ei siinä oo pelkästään niinku pelkästään niinku sinistä ja valkosta joka on mun mielestä kauheen tylsä yhdistelmä..mun mielestä tässä on hyvä kun tässä on tota keltasta ja vähän tummempaa ja sit on sinistä ja sitten on vaaleeta et tässä on hyvä et antaa vähän ilmettä tälle mestalle.

CLEAR AND SIMPLE

PAYS ATTENTION TO "luottamukselliset asiat" COUNTER (neutral)

NOTICES CHAIRS/WAITING AREA

GOOD COLORS

GOOD DIVISION OF ELEMENTS

Customer 33.

H: Onks tänne ollut helppo tulla ja löytää

A33: Joop.

H: Mihin sää kiinnitit ensimmäisenä huomion kun tulit tänne sisään?

A33: Hmm.. jaah, no siihen ettei ollut jonoo. Välillä on ollut paljonkin jonoo.

H: Ja miten sä kuvailisit tota tilaa muuten ?

A33: Avara ja hmm.. ehkä viihtysämpi kuin mitä ennen remppaa.

H: Mitä muita juttuja sä näkisit et on mennyt paremmaks?

A33: Jotenkin selkee niinku tommost luottamukselliset ja sit kaks tiskii noille yleisille asioille ja sitten esitteet on tuolla niinku ja sit täällä oli ennen hirvee litania tossa niin

CLEAR AND SIMPLE

PAYS ATTENTION TO OTHER PEOPLE + QUEUE TIMES

SPACIOUS

COZY
GOOD DIVISION OF ELEMENTS
LESS BROCHURES

POSITIVES	NEGATIVES	NEUTRAL
CLEAR AND SIMPLE=13	NOT CLEAR AND SIMPLE=2	NOTICES CHAIRS /WAITING AREA=6
COZY=7	ONLY TWO COUNTERS=3	PAYS ATTENTION TO PEOPLE + QUEUE TIME =4
SPACIOUS=5	MONOTONOUS	NO COMMENTS=2
OPEN =3	WORSE THAN BEFORE	PAYS ATTENTION TO "luottamukselliset asiat" COUNTER
TIDY=2	NOT APPROACHABLE	LESS BROCHURES
GOOD DIVISION OF ELEMENTS =2	SMALLER	UNOFFICIAL
APPROACHABLE =2	PAYS ATTENTION TO "luottamukselliset asiat" COUNTER (Negative)	
LUMINOUS=2		
NICE CHANGE=2		
COLOURFUL =2		
WELCOMING		
VERY GOOD CHANGE		
GOOD CHANGE		
BEAUTIFUL		
PRETTY		
GREAT		
NICE		
SMARTER		
QUIET		
SPEED OF SERVICE		
VERSATILE		

Interviews Leppävaara /Touchpoint 2.

8.4 Appendix 4. Leppävaara touchpoint 3.

What customers said about interaction between customers and service personnel?

Customer 8

A8: (Tauko) no kun kun menin palvelemaan niin heti huomioitiin joo, otettiin vastaan heti

H: Miten sää kuvailisit tätä kohtaamista tän henkilökunnan kanssa?

A8: Noh , se oli hyvin niinku (nauraa) .. mmm hyvin niinku.. et mua palveltiin selvästi

ACKNOWLEDGEMENT

EFFICIENT

Customer 9

H: joo, no tässä just mietitään tätä niinkun et minkälainen tää tila itsessään on.. mites sitten tota.. astuitte tänne sisälle ni huomioitiinko teidän tuon asiakaspalveluhenkilökunnan puolesta?

A9: Joo mut on vähän nyрпиän näköisiä.

H: Miten kuvailisit tota kohtaamista tän henkilökunnan kanssa.. asioitte tuossa äsken ni

A9: Hmpf.. mikähän se sana nyt olis ..äh.. vähä pakko

H: Pakko?

NOT FRIENDLY

FORCED SERVICE

Customer 10

A10: Ei montaa sekuntia sen jälkeen ku.. heti heti tuli mun vuoronumero tohon

H:Ja sitten tulitte sisään? Mites te kuvailisitte tota kohtaamista henkilökunnan kanssa.. minkälainen fiilis siitä jäi?

A10: Ihan hyvä

EFFICIENT

OK SERVICE

Customer 11

H: Joop. Astuitte tonne sisään niin huomioitiinko teidät kun te tulitte sisään

A11: Ei kyllä

A11: Ja se vähän otti niinku mua.. tämä herra.. vaan pelasi tai mitä hän teki en tiedä tietokoneella mut ei kukaan niinku nostanut katsetta että asiakas tuli

A11: (Nauraa)noh, mä en sanonut mitään mutta mua vähän närästi tämä että istuu vain ja odottaa että herra lopettaa tän.. ja nostaa katseensa

NO ACKNOWLEDGEMENT

HAD TO WAIT

NOT FRIENDLY

DISPLEASED

Customer 12.

Ymm.. noh.. siis ei mua huomioitu muutaku vasta sitten kun menin tohon..noin nii..

H: Tiskille?

Niin.. tietysti.

H: Miten sä kuvailisit tota kohtaamista tän asiakaspalvelijan kanssa? Millanen fiilis sulle tuli ?

A12: Nooh.. yheksän plus

ACKNOWLEDGEMENT

GOOD SERVICE

Customer 13

No kyllä otettiin tossa oli melkei heti pääs tohon, ei ollut jonoja .. ihan hyvin on huomioitu

H: Joo okei, totaa sit teillä oli tapaaminen asiakaspalvelijan kanssa niin miten se sujui mielestäsi.

A13 : Ihan hyvin.. kiitettävästi

EFFICIENT

GOOD SERVICE

Customer 24

.. ja tota henkilökunta ihan kertakaikkiaan hienosti osaa tota on on ja käyttäytyy ja

H: Millälaiilla sut huomioitiin kun sä tulit sisään ?

A24: Ihan hienosti, toivotettiin tervetuloa ja ihan kertakaikkisesti hienosti.

H: Miten tota kuvailisit tota että miten toi kohtaaminen sitten sujui?

A24: No se sujui oikeen mukavasti ko hän ko ei ole vielä tuota ajokorttihommassa.. tässä täytyy täyttää se. lappu tota ni hän hyvin tuota esitti että miten tehdä mitäki ku ei sitä äkkistä osaa kaikkea tehdä kun lyödään eteen ja siinä tuota tehdään ni no se neuvo hirmu hyvin. Että kertakaikkiaan oli hyvin helppo oli tuossa täyttää sitä lappua.

HELPFUL

ACKNOWLEDGEMENT

COZY

FINE SERVICE

Customer 25.

A25: No sit kun hää soitti ni mihinhän soitti niin tää kortti on vanha ja nyt se sitten uusitaan ja tulee postissa. Et tää meni loppujen lopuksi ihan oikeeseen paikkaan vaikka se mies meinas laittaa mut takas.

A25: No kyl hää varmaan yritti niinku tehdä mutta se oli ensiks et jos mä olisin ensin uskonut ni mä olisin lähtenyt pois..

Onnistui se sit kun hän soitti sinne johonkin.

HELPFUL

Customer 26

A26: Se nopeusko? Joo, koska tossa ei nyt ollut mua ennen ketään ja mä otin nyt vaan noita bussiaikatauluja ja sit kävin kysymässä että pitääkö uusia toi 628 plus kortti mut sitä ei tartte enää.

H: Miten teidät huomioitiin kun tulit tänne sisään? Muistatko?

A26: Minusta ihan hyvin kun ottaen huomioon et mun ei tarttenut ottaa tota lappuakaan kun totesin ettei täällä ole muite ni en ees ottanut tota numeroo jonotuslappua.. et marssin tohon ja kysyin tuon kortin voimassa olo.

H: Miten teillä oli kohtaaminen tossa, puhuittekin asiakaspalvelijan kanssa, miten se meni?

A26: Hyvin.

H: Osaisitko kuvailla sitä?

A26: Mä sain just sellasta palvelua ja semmoset vastaukset jota mä tulin hakemaan. Et ihan hyvä.

GOT WHAT I CAME TO DO

OK SERVICE

EFFICIENT

HELPFUL

NO ACKNOWLEDGEMENT

Customer 27.

A27: Oli tosi asiantunteva ja ties mitä tehdä ja ..

H: Jos sä vertaa sellaseen joka on sun mielestä tosi hyvää asiakaspalvelua niin miten toi sujui?

A27: No mun mielestä toi oli ihan samanlaista palvelua kun mä hoidin ihan näitä matkakortti asioita niin varmasti oisin saanut samanlaista palvelua jos oisin mennyt ihan sinne HSL:än toimistolle.

PROFESSIONAL
NORMAL SERVICE

CUSTOMER 28

A28: Noo jos mä kuvailisin sitä sillä tavalla että tää oli tää nuori herrasmies palvelu minua niin tosi kohtelias ja sehän on aina kiva kun saa semmosta vastakaikua että kun asioi niin mielellään asioi toisenkin kerran.

H: Miten huomioitiinko sut mitenkä miten tervehdittiin kun menit paikalle.

A28: No hän tervehti kyllä ja kysi mitenkä voin palvella. Aika hienosti minun mielestä.

H: Noniin, jos mietitään sellasta todella hyvää palvelua.mikä on sulle todella hyvää asiakaspalvelua? Oliko tää sellainen?

A28: Oli, hän oli. Ja niinkun asiakaspalvelu ja mää oon itse sitä mieltä että kun ollaan asiakaspalvelukses niin ollaan aina.. on itsellä sellasia huonoja päiviäkin niin pitää aina vaan kohdella toista asiallisesti ja oikeudenmukaisesti ja tää on se. niin se ilahduttaa asiakasta. Jos on epäkohtelias kun monessakin nyt sattuu olemaan niin

H: Mutta täällä se toteutu?

A28: Täällä se toteutu, ainakin hänen kohdallaan

POLITE
ACKNOWLEDGEMENT
PLEASANT
FINE SERVICE

CUSTOMER 29

H: Juttelit asiakaspalvelijan kanssa niin miten sä kuvailisit sitä?

A29: No se kyl puhu puhelimesta.. ja ennen kun mä siin tulin niin odotin jonkun aikaa..

H: Mites sitten kun tapasit hänet?

A29: No sit mä vaan kysyin muutaman kysymyksen ja...

H: Miten sää tota mietit kokonaisuutena. Mitä palvelua just sait ja minkälainen tää tila on, mikä olisi kokonaisarvio tälle kerralle?

A29: No seiska.

H: Mikä jäi puuttumaan siitä kympeistä?

A29: En mä tiedä.. No ehkä se odottelu oli vähän ku ei tossa ollut ketään ni..

HAD TO WAIT
NO ACKNOWLEDGEMENT
EFFICIENT

CUSTOMER 30

A30: Täällä yksi oli varattu aah molemmat puolet olivat varattu.. et ihmiset oli täällä ja sit mä istu siinä minuutti tai kaksi ja sitten mä menin kaverin luona. Ja sitten tulin jo takaisin ja nopeasti pääsisin tässä ja latasin matkakortille rahoja

H: Miten toi sujui toi palvelu?

A30: Tosi hyvältä, tosi hyvältä.

EFFICIENT
GOOD SERVICE

CUSTOMER 31.

A31: No een .. kyl mä pääsin sit kun ei siellä ollut ketään muutaku yks toinen oli siellä et en mä mitään sen kummempii mä nyt melkein heti pääsin sinne niin..

H: Miten teitä palveltiin, miten sä kuvaisit sitä?

A31: lihan oookoo se heti sano et missä se on et se on niinkun ei siinä mitään ongelmaa ollut

H: Miten sää sanoisit et on joku semmonen todella hyvä asiakaspalvelutilanne niin miten vertaisit tuota äskeistä tuohon?

A31: Ihan mukava toi oli.. ihan jees.

EFFICIENT

NOTHING TO COMPLAIN

GOOD SERVICE

CUSTOMER 32.

No tota. Toi oli tosi hyvä kun asiat tuli sieltä niinku bang se on siinä .. ei ollut siinä kauheesti mitään. Mut sit siinä oli joku komplikaatio ajan vaihtamisessa helsingin sisäisestä espoon sisäiseksi ni se oli vähän hämmentävä prosessi ni sitä ei niinku selitetty mut niinku se ite Asian hoitaminen meni ihan hyvin.

Sieltä tuli hyvään ääneen ja samantien silleen niinku moi! Mikä on mun mielestä positiivinen asia kun mä oon itekin ollut noissa asiakaspalveluduuneissa et se on hyvä et sieltä tulee niinku tietsä joku tervehdys. Eikä sit ees silleen et moiii (hiljasella äänellä) vai oikeesti sellanen energinen ja positiivinen.

EFFICIENT

STRAIGHT FORWARD

ACKNOWLEDGEMENT

ENERGETIC AND POSITIVE

CUSTOMER 33.

Että on ystävällinen, tervehtii, pyrkii vaikkei tietäis niin auttamaan, kohtelias ja ja niin nopeetakin ehkä..

H: Niin, miten sä nyt sitten vertaisit tota mitä äskein sanoit niin tohon äskeiseen palveluun.

A33: No joo kyl se nyt toteutu mut aikasemmin mä en oo saanut täällä ihan semmosta hyvää asiakaspalvelua mutta tällä kertaa kyllä

H: Miten kohtaaminen sujui asiakaspalvelijan kanssa, mitä muistat siitä?

A33: No esitin Asian että haluan matkakorttiin ladata arvoa ja hän osas sen tehdä... ihan aika iisi.

ACKNOWLEDGEMENT

HELPFUL

EFFICIENT

FRIENDLY

POSITIVES	NEGATIVES	NEUTRAL
EFFICIENT=9	NO ACKNOWLEDGEMENT =3	NOTHING TO COMPLAIN
ACKNOWLEDGEMENT=6	NOT FRIENDLY=2	NORMAL SERVICE
HELPFUL =4	HAD TO WAIT=2	GOT WHAT I CAME TO DO
GOOD SERVICE=5	FORCED SERVICE	
OK SERVICE =2	DISPLEASED	
COZY		
PROFESSIONAL		

POLITE
PLEASANT
STRAIGHT FORWARD
FRIENDLY
ENERGETIC AND POSITIVE