





**Enhancing Customer Experience on P2P Platforms: A Qualitative Study of the Valmista Platform**

Lappeenranta–Lahti University of Technology LUT

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Examiners: Professor, Olli Kuivalainen

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## ABSTRACT

Lappeenranta–Lahti University of Technology LUT  
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### **Enhancing Customer Experience on P2P Platforms: A Qualitative Study of the Valmista Platform**

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This thesis examines the critical role of customer experience (CX) in user satisfaction with peer-to-peer (P2P) platforms, focusing on Valmista platform as a case study. The purpose of this study is to find out, with the help of qualitative study, factors that affect CX on P2P platforms and how these factors affect user satisfaction and engagement. By the help of analyzes of existing and possible new users of Valmista, the research finds usability, versatility, and reliability of services to be key factors in creating positive CX. The results suggests that to significantly improve user satisfaction and loyalty, one needs to enhance these factors, while also highlighting the importance of trust and transparency in digital markets. This research also extends existing theories such as service dominant logic, customer journey mapping and experience economy, by applying these concepts to the context of P2P platforms. This research helps to understand, how CX affects the dynamics of digital marketplaces and provides management implications for P2P platforms that are seeking to improve customer satisfaction and engagement.

# TIIVISTELMÄ

Lappeenrannan–Lahden teknillinen yliopisto LUT  
Oma koulutusohjelmasi: Kauppatieteet

Armida Mattila

## **Asiakaskokemuksen parantaminen P2P-alustoilla: Valmista alustan laadullinen tutkimus**

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Tässä pro gradututkielmassa tarkastellaan asiakaskokemuksen kriittistä roolia käyttäjätyytyväisyydessä peer-to-peer (P2P) -alustoille, keskittyen Valmista-alustaan tapaustutkimuksena. Tämän tutkimuksen tarkoituksena on selvittää laadullisen tutkimuksen avulla tekijöitä, jotka vaikuttavat asiakaskokemukseen P2P-alustoilla ja miten nämä tekijät vaikuttavat käyttäjien tyytyväisyyteen ja sitoutumiseen. Valmistan olemassa olevien ja mahdollisten uusien käyttäjien analyysien avulla tutkimuksessa havaitaan palveluiden käytettävyys, monipuolisuus ja luotettavuus avaintekijöinä positiivisen asiakaskokemuksen luomisessa. Tulokset viittaavat siihen, että käyttäjien tyytyväisyyden ja uskollisuuden parantamiseksi merkittävästi, näitä tekijöitä on vahvistettava ja samalla korostettava luottamuksen ja läpinäkyvyyden merkitystä digitaalisilla markkinoilla. Tämä tutkimus myös laajentaa olemassa olevia teorioita, kuten palveludominantti logiikkaa, asiakaspolun kartoitusta ja kokemustaloutta soveltamalla näitä käsitteitä P2P-alustojen kontekstiin. Tämä tutkimus tarjoaa syvällistä ymmärrystä asiakaskokemuksen vaikutuksesta digitaalisten markkinapaikkojen toimintaan. Se esittää johtopäätöksiä johdolle P2P-alustoilla, jotka tähtäävät asiakastytyväisyyden ja sitoutumisen parantamiseen.

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This journey has been filled with learning, growth, and unforgettable experiences. Even though my studies at LUT are coming to an end, I am confident that the learned skills, and gotten friends will accompany me when I embark on my next journey.

**ABBREVIATIONS**

<i>CX</i>	Customer experience
<i>P2P</i>	Peer-to-peer
<i>E-S-QUAL</i>	<i>Electronic Service Quality</i>
<i>CEM</i>	<i>Customer Experience Management</i>
<i>SEO</i>	<i>Search Engine Optimization</i>
<i>eWOM</i>	<i>Electronic Word of Mouth</i>

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# 1 Introduction

In this digital revolution era, the P2P platforms have reshaped the traditional business models and consumer behavior. The subject of this thesis is the importance of customer experience (CX) and how it is shown on online platforms, especially on the Valmista platform. In today's marketplace, where technology plays a big role in evolving and modifying customer's expectations and behaviors, it is important to understand how P2P answers to these changes, and what kind of challenges and opportunities they face in regard to CX.

The studies about P2P platforms, their economic effects, and how people use them, have brought to light just how important these platforms are. Platforms such as Uber and Airbnb show how technology can create totally new markets and challenge old business models. This said, these previously done studies have not examined in depth how CX affects the people's satisfaction and their commitment to these platforms. The necessity for this type of study arises from the question of how CX is formed in P2P platforms and what is its impact on customers. The aim of this thesis is to fill that gap by offering a comprehensive overview of different parts of the CX on the Valmista platform. The goal of this study is to understand what factors influence CX on the platform, as well as how these experiences affect the satisfaction and commitment to the platform.

This thesis consists of two main parts, the theoretical framework, and the empirical research part. The theoretical framework was built by reading scientific articles. The empirical research part was carried out with the help of surveys, the results of which are analyzed at the end of the thesis.

The conclusions of the empirical research are presented in the fifth chapter. The last chapter discusses the development proposals of the Valmista platform as well as possible options for further research.

## 1.1 Background

The business life has changed a lot compared to recent years. It is important for companies to be aware of how they could improve their sales goals and profitability. There are many challenges in the changing environment, and one of them is: how to keep customers satisfied?

According Wirtz et al (2019) article, the internet, mobile technology, analytics, artificial intelligence have changed consumer behavior and thereby promoted the growth of P2P platforms. A few examples of successful P2P platforms include Uber and Airbnb. According to Wirtz et al (2019), the competitive advantage of P2P platforms may be exaggerated even though P2P platforms have changed ecosystems and markets. They may face challenges such as managing heterogeneity, fostering trust, and competing with traditional firms. (Wirtz et al, 2019) Furthermore, Cuofanos (2024) report points out how the internet and new techs have powered the rise of the P2P economy. It shows us that people can now deal directly with each other, which means cutting out the middlemen. It also explains how these online platforms help to make buying and selling safer and smoother. The fact that these P2P ways of doing business are becoming more common, shows that people adapt and recognize these big changes and the challenges they bring in the business world. (Cuofano, 2024)

It is very important to understand how customers interact with P2P platforms, especially because of our digital era. This thesis aims to provide insights into consumer preferences, expectations and behavior patterns related to P2P environments, which differ substantially from traditional business models. By studying the CX, this thesis aims to provide valuable feedback on the use and functionality of P2P platforms, especially the Valmista platform. At best, this can lead to better usability, new customers, better customer engagement and better satisfaction. These are critical to the success and growth of platforms.

This thesis research aims to explore a notable gap in the existing literature, by looking into how different parts of the CX influence user satisfaction on online platforms. The focus is on both service buyers and service providers. Existing studies offer limited insight into CX elements that are most crucial for shaping user satisfaction, especially on platforms like Valmista. This study also intends to address the unexplored are of how marketing strategies affect and lead to better CX and improve user satisfaction on these platforms.

This study explores the innovative P2P platform Valmista. Valmista is known from its unique approach to help direct transactions between service providers and customers, passing traditional intermediaries (Junkkari & Ravattinen, 2024). This platform is an example of the digital technologies transformative potential to change business models and customer interactions. By studying Valmista, this thesis aims to provide key factors influencing CX in the growing P2P economy.

## 1.2 Research questions

The research question of this study is:

**How does customer experience affect the satisfaction of users of online service platforms?**

In order to answer this question, this research includes four descriptive subquestions:

- How does the customer experience affect the users?
- What factors affect the success of the customer experience on the online service platform?
- Why is customer experience important to the success of online service platforms?
- How does the customer experience differ from the point of view of the service buyer and the service provider?

## 1.3 Preliminary literature review

CX and online service platforms have recently received a lot of attention in various studies regarding marketing and online shopping. In today's business environment, it is very important to understand the relationship between CX, customer satisfaction and success in digital environments. This study's preliminary literature review builds a solid foundation for

the research by introducing the key concepts and theories behind it. These provide context and insights for the upcoming sections, specially focusing on the Valmista platform.

Before diving to the actual research, it is important to first establish a solid foundation by examining the existing literature. Studies on economic theories in P2P platforms done by Rochet and Tirole (2003) and Parker & Van Alstyne's (2005) thoughts on value creation mechanisms of the platforms, provide insight into their economic importance and role in modern life. In the study of Garg et al (2010), the CX concept is explained thorough, which covers user interactions, perceptions, and emotional responses. This highlights the importance of CX in the digital environment and its effect on customer satisfaction. Lemon and Verhoef (2016) and Verhoef et al. (2009) studies about the relationship between marketing strategies and CX, the management of customer journey and business function integration, highlight the marketing's role in enhancing CX on online service platforms.

Since the research is centered around the Valmista platform, it is important to understand how CX affects user satisfaction on this platform. Previous studies indicates that P2P platforms and CX have a key impact in customer satisfaction.

This preliminary literature review investigates how CX impacts people's satisfaction on online service platforms. The studies by Rochet and Tirole (2003), on how markets work online, as well as Parker and Van Alstyne (2005) thoughts about how value is created online, and Garg et al. (2010) definition of CX, help to understand the dynamics of digital environments. Lemon and Verhoef (2016) and Verhoef et al (2009) discuss about the cooperation of marketing strategies and CX, which is vital to understand on online service platforms such as Valmista. Based on these studies we can better understand how CX affects people's satisfaction and how can Valmista platform be examined in this context.

#### 1.4 Theoretical Framework

Theories are created to clarify, foresee, and comprehend situations, as well as to question and extend current knowledge, all within the constraints of the key bounding assumptions. The theoretical framework is the basis that may hold or support a research study's



speculation. The theoretical framework defines and presents the theory that clarifies why the research problem under study exists. (Sacred Heart University Library, 2023)

The purpose of this section is to serve as a basis for this study and that way provide a solid theoretical framework. The key concepts, theories and models of this framework are highly important in understanding the relationships between CX, marketing strategies and the success of online service platforms.

A well-defined theoretical framework sheds light on the complex connections between marketing and CX. Based on established theories and models, this research sets out to answer the basic question: "How does customer experience affect the satisfaction of users of online service platforms?".

At the core of this research is the concept of "customer experience". In this context, "customer experience" deals with user interactions and perceptions while on online service platforms. This includes aspects such as usability, satisfaction and the emotional reactions generated by these interactions. The study also deals with online service platforms and P2P platforms. A very important part of the theoretical framework is the customer journey. Customer journey explains the steps that have a big impact on customer satisfaction. Also marketing strategies are explored to see how organizations maximize the consumer experience across many channels.

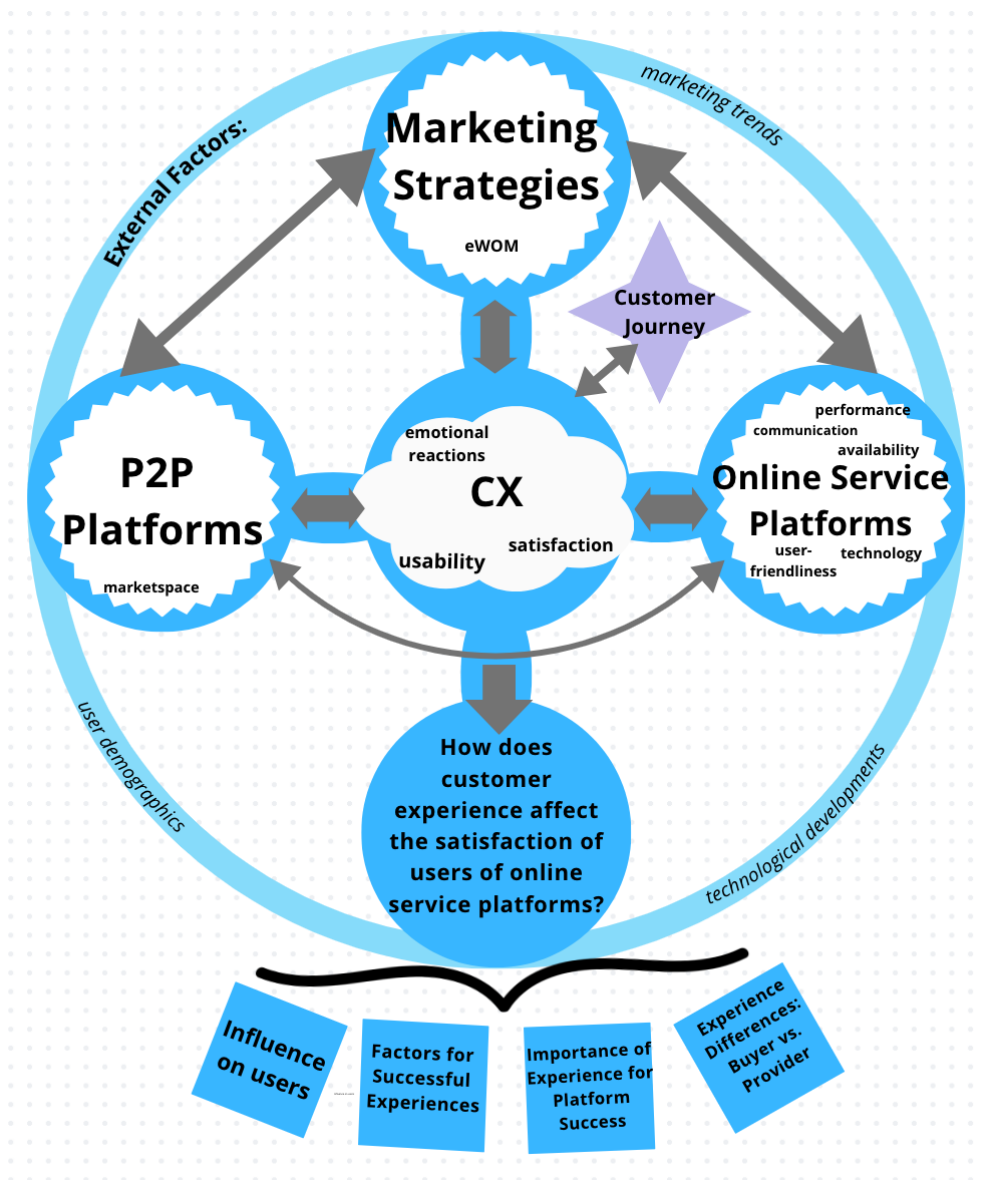


Figure 1. Overview of the research

This thesis theoretical framework is shaped by the dynamic interactions of online service platforms, P2P platforms, marketing strategies and customer experiences. The image (figure 1) provides a visualization of how and which factors affect each other, with arrows indicating influence. This picture (figure 1) summarizes how different factors link to each other, and how they together make a broader view of how CX affects the success of digital service platforms.

The main research question is positioned below CX and its subquestions are linked below beneath a bracket, indicating that with the help of subquestions can the main research question be answered.

CX has a direct influence on the main research question and therefore direct influence on the subquestions, hence the arrow from CX to research question. Understanding the main research question is crucial from the viewpoint of CX and commitment. The CX is linked to customer journey, P2P platforms, marketing strategies and to online service platforms in different ways. Every arrow indicates influence.

The CX is built along the customer journey, which covers every touchpoint from the first and the last use of the platform. The customer journey is planned, so that it takes into account every stage where the customer forms opinions and experiences of the service. Every step is an opportunity to enhance positive experience and that way enhance customer loyalty and commitment. At the same time CX, whether positive or negative, can directly affect customers decisions thorough out the journey.

The CX and P2P have a two-way direct effect on each other. CX is a key factor in the success of P2P platforms. A good CX increases satisfaction and loyalty to the platform, which can lead to a positive eWOM marketing and the acquiring of new customers. On the other hand, if the CX is negative, it can harm the platforms reputation and can lead to losing customers. The P2P platforms also affect directly to CX because they offer a platform where the customers can interact and do business with each other. This interaction affects the CX.

CX and marketing strategies also have a two-way effect on each other. Marketing can modify customers' expectations and their experiences on a platform. The quality of CX can guide businesses marketing strategies. The positive experiences give businesses the opportunity to highlight their strengths in marketing communications. The negative experiences can in the other hand reveal weaknesses and point out where improvements are needed, which can lead to change in marketing strategies.

CX and online service platforms both affect each other. Online service platforms affect directly to CX because they offer platform functionality and navigation. Which are critical for CX. A loyal and a strong user base can be built to a platform that offers a pleasant and effortless experience. Negative experiences can in the other hand restrict the growth and profitability of the platform.

Features like performance, availability, and user-friendliness that online service platforms provide can be important components of marketing plans. They can provide insightful data that can be utilized for CX modification and targeted marketing. P2P platforms and online service platforms both have an influence on each other, meaning they have a two-way affect. Online service platforms offer technology that enables P2P functions. These online service

platforms offer user interfaces, payment systems and communication that are essential for P2P platforms. P2P platforms, in the other hand, offer a marketplace where individuals or small companies can do business. This can inspire online service platforms to create new functions and processes to meet the needs and expectations of its users. P2P platforms help to understand what works and what does not, which supports the online service platforms user experience.

External factors have an indirect effect on each of the areas, hence the circle that touches every element in the picture. These external factors can be anything from marketing trends, technological developments to user demographics. They can create platforms and marketing strategies and even affect the course of CX.

## 1.5 Definition of terms and concepts

The next section will clearly explain the main terms and concepts used in this thesis.

### **Customer Experience:**

Perhaps the most central term in the research is "customer experience" (CX). In this case, CX means a collection of users experiences, opinions, and emotional reactions when they are connected to an online service platform. This framework includes usability, satisfaction, and the emotional significance of user engagement. According to Garg et al (2010), the concept of CX includes not only the quality of customer service, but also the commitment of consumers to the parts of the marketing mix. A positive CX results in customer success, which leads to brand commitment, maintaining clients, market expansion, and overall financial sustainability (Garg et al., 2010).

There are many factors that can affect the CX. Such factors can be anything from the design and functionality of a platform, the clarity and relevance of the content offered, the easiness of the platform or the customer support services. Personalization can also play a crucial role in shaping the CX.

### **User Satisfaction:**

Customer satisfaction results when a firm fulfills customers wants and expectations with its products and services (Oliver, 1980).

**Success:**

Success, especially in CX, is defined as achieving the wanted reactions and views from interactions with a company's products or services (Klaus, 2013). In this research, success in CX means that the customer feels that their needs and expectations are met or exceeded. This results to more buys, loyalty, and a positive word of mouth.

**Service Buyer and Service Provider:**

In this thesis the meaning of service buyer, refer to a person or a business that buys services. These service buyers are looking for solutions for their needs and evaluates services based on their price, quality, and experience.

Service provider on the other hand refer to an individual or a business that offers and delivers services. The service providers aim to meet and exceed the buyers' expectations in order to get good reviews and more customers.

**Customer Journey:**

According to Kuehnl et al (2019) customer journey can be described as a set of experiences and touchpoints that customers go through when interacting with a company. These touchpoints can be anything from advertisements, stores, websites, and customer service (Kuehnl et al. 2019).

In this research the customer journey refers to the steps that the customer goes through when first interacting with Valmista platform. These steps are shown in figure 3 in chapter 3.2.1.

**Online Service Platform:**

Today's digital world is full of websites and applications which are known as "online service platforms". These platforms are like virtual marketplaces where people or companies can either sell or buy services. They serve as facilitators, connecting customers who offer services with those looking to buy them. Online service platforms are platforms that help customers and service providers connect (Zhou et al, 2022). According to Zhou et al (2022) these platforms promote the exchange of physical goods (such as Airbnb), goods-and-labor combinations (such as Uber), or pure labor (TaskRabbit).

**Marketing Strategies:**

The term "marketing strategies" means actions and methods that are used to promote products or services to certain groups of people. This includes many different activities such as advertising, creating content to attract customers, and ways to keep customers interested and engaged (Schnaars, 1998,18; Avendaño, 2024).

According to Forti (2012), marketing strategies differ greatly between companies, industries and between target groups. Depending on the company, what strategy they decide, their goal is to make existing customers to be brand loyal or try to persuade new people to become customers (Forti, 2012).

## 2 The role and importance of peer-to-peer (P2P) platforms in the modern economy

### 2.1 Economic theories in P2P platforms

Today, P2P platforms change things greatly. They change old industries and help people find offers, products, and services. In order to understand the operation of the platforms better, economic theories must be examined, especially those that concern two-sided markets, the increase of users and how these platforms earn money. Study by Rochet and Tirole (2003) help to understand pricings and how different groups affect each other. Then there's the idea of network effects, meaning a platform becomes more valuable the more people use it (Hagiu & Wright, 2015). Lee and O'Connor (2003) explain in their study how the network effects change the game when launching and growing P2P platforms. These network effects make the platforms more valuable the more people join them. According to Lee and O'Connor (2003) it is not about the best technology, it is about acquiring a large number of customers and quickly. There are key steps to take in order to overcome the big challenges of making the platform popular, keeping it going and making sure it stands out from the competition. These steps are: setting the prices low at first, offering lots of services, aiming to attract everyone right away and getting people excited by letting them know what is coming (Lee & O'Connor, 2003).

Parker and Van Alstyne (2005) give understanding into how P2P platforms today create value. They show how platforms use data, manage their networks, and do collaborations with other companies to make money (Parker & Van Alstyne, 2005).

Belk's (2014) and Hamari et al.'s (2016) prediction that the economy will shift more towards sharing and working seem to be coming true. This change is happening because it is better for the environment, more practical, and it brings communities together (Belk, 2014; Hamari et al, 2016). According to Belk (2014), sharing things is a better option than owning things. This idea lends itself directly to the study of P2P platforms, as their purpose is to change the way we normally buy and use goods. Botsman and Rogers (2010) go even a step further when comparing collaborative consumption to the industrial revolution.

Shared consumption can therefore be just as revolutionary, as it redefines our notions of ownership (Botsman & Rogers, 2010).

The contemporary economic landscape has undergone a significant transformation, marked by a notable shift in consumption patterns toward collaborative and sharing practices. Belk (2014) provides a compelling perspective on the limitations of traditional ownership models, while Hamari, Sjöklint, and Ukkonen (2016) delve into collaborative consumption and the motivations that drive individuals to participate in the sharing economy. They note the exponential growth of this economy, highlighting its important role in the modern business landscape.

However, despite the practical importance of collaborative consumption and sharing economies, there exists a notable research gap in understanding the motivational factors that influence consumer attitudes and intentions regarding collaborative consumption. This gap is critical, particularly given the complex relationship between intrinsic and extrinsic motivations.

By integrating the insights from the mentioned studies, we gain a better understanding of the dynamics of the modern economy, especially in the context of collaborative consumption and the sharing economy. These views offer a theoretical and empirical foundation for investigating the motivations of user's participation in online service platforms. This holistic approach addresses the key research questions and subquestions central to the examination of P2P platforms' role and importance in the modern economy.

## 2.2 Introduction to online service platforms

The relationship between electronic word of mouth (e-WOM) and online reputation is important when studying online service platforms. Sylvaine and Dutot (2017) in their article explain that e-WOM has become a keyway to communicate online, they compare how words of mouth works in real life and how it works online. Their research examines the strength of connections, how positive or negative the messages are, do they have impact (and if so, how much), is the message trustworthy, and is even the source trustworthy. Sylvaine and Dutot (2017) highlight that these factors are important when deciding how a company or brand is



perceived online. This comes to show just how important it is to carefully manage online reputation, focusing on credibility and building strong community connections.

Another important topic in online service platforms is the adoption of e-commerce in developing countries. Molla & Licker (2005) discuss a model that looks at how ready organizations and the environment are for e-commerce. The article points out challenges that these developing countries face in adopting e-commerce, such as technology, society, culture, legal issues, and regulations. An approach that combines improving infrastructure with ensuring that organizations are e-commerce ready and understand their business environment, for e-commerce to succeed in such places is required (Molla & Licker, 2005).

Chu and Wu (2023) suggest strategies to solve problems that platforms face. These strategies are: changing traditional perceptions about the size and profitability of platforms and suggesting different ways to improve customer satisfaction. (Chu & Wu, 2023). These thoughts on solving problems in the operation of online platforms contribute to a deeper understanding of online service platforms in today's economy.

### 2.3 Importance of P2P platforms

Today P2P platforms are gaining popularity, suggesting big changes for online world. O'Reilly (2005) introduced the concept of "Web 2.0", which means the transition to dynamic websites from normal static websites. These new dynamic websites are interactive and user-centered platforms. This view of design and business models is needed in order to understand the rise of P2P platforms. With Web 2.0, users can interact as both service providers and customers (O'Reilly, 2005).

O'Reilly (2005) emphasizes that in order for P2P platforms to be successful, its users need to create content and enrich user experience. When looking at the creation of CX and happiness on P2P platforms, the importance of Web 2.0 concepts can be then seen.

Tao et al. (2022) examine the effectiveness of marketer-generated content (MGC) on a P2P hosting platform. They found out that personal descriptions, and honestly written descriptions increased customers willingness to book. The research therefore emphasized creating strategic content production in order to attract potential new customers. Editing content for different motivations can increase the attractiveness of P2P platform offerings (Tao et al., 2022).

The research by Tao et al. (2022) adds to O'Reilly's (2005) conceptual framework by giving real-world evidence of methods that can improve user experience and add to the success of P2P platforms. Together, these articles provide a better perspective on the importance of P2P platforms. They demonstrate a groundbreaking nature of these platforms, while also providing practical strategies to increase user engagement and satisfaction, which is closely in line with the goals of this thesis.

.

## 2.4 Definition of characteristics of online service platforms

Because online service platforms do not work like traditional companies, they are special. MPSs also known as Multi-Sided Platforms connect different groups of people, creating changes in different industries (Hagiu & Wright, 2015). It is important to understand what things affect their growth in the digital world.

Andrei Hagiu and Julian Wright's (2015) study explores how MSPs enhance user satisfaction and how they contribute to their success by creating engaging and interactive environments. Their research highlights the importance of CX in MSPs, by demonstrating how these platforms contribute to positive interactions between service buyers and providers. Hagiu and Wright (2015) additionally highlights key considerations for businesses when deciding whether they should adopt MSP models or sticking with traditional business structures. These considerations include understanding the dynamics of MSPs, such as how they manage user interactions, balance the needs of different stakeholders, and the economic implications of operating in a multi-sided market (Hagiu & Wright, 2015).. They also emphasize the importance of CX is in the success of MSPs. Making it a crucial factor for companies to consider in their business strategy.

Rochet and Tirole (2003) address the "chicken and egg problem" in their article. This problem refers to the difficult situation in which the online platform has to attract service providers and users in order to succeed (Rochet & Tirole, 2003). This emphasizes the platform's position as a facilitator as well as the need for platform owners to have a sound business strategy. Rochet and Tirole (2003) also examine how platforms deal with users who use multiple platforms and how this affects competition and pricing strategies.

These articles show that platforms must create experiences and business models that appeal to service providers and users.

## 2.5 Comparison between traditional service providers and P2P platforms

Article by Cusumano & Gawer (2002) discuss whether P2P platforms should innovate independently or collaborate with others. They also talk about "Product Technology", more specifically, how the platform's services are built and how open they are to users and its developers. This also affects how buyers and providers of the service perceive the platform in question. This is a key issue when we study the differences in CX between traditional and P2P service providers. The article also states that managing relationships within platforms affects how users experience the service and helps align the goals of different groups. Although the emphasis of Cusumano & Gawer's (2002) article is on technology companies, these findings also apply to online and P2P platforms.

Parker & Van Alstyne (2005) states that, donating or giving away for free can be a smart move, as long as it increases demand in other related markets. Their idea is important for understanding the strategies of both traditional service providers and P2P platforms. Parker & Van Alstyne's (2005) article emphasizes careful consideration of whether free or cheaper services could be offered to content producers or users. Of course, this decision depends on what the advantages each group could bring to the platform. This understanding is important when examining the different strategies of traditional service providers compared to P2P platforms.

The ideas that are given in the Cusumanon & Gawer (2002) article, also Parker & Van Alstyne (2005) still need to be tested in different cultural environments. More research is also needed on how new technologies and changes in customer wishes affect these platforms.

Because chapter two digs into how P2P platforms significantly transform user experience and satisfaction, it provides answers to the first two subquestions, “how does the customer experience affect the users?” and “what factors affect the success of the customer experience on the online service platform?”. CX on P2P platforms affects customers satisfaction by increasing or decreasing it based on the emotional effect and trustworthiness on the platform. The design of the platform as well as the content strategy play an important role in influencing users, their perception, and even their decisions. Network effect, which means that value increases the more users participate, affect the success of CX on online service platforms (Hagiu & Wright, 2015). Managing online challenges, maintaining a good reputation, and engaging the community are all key components of keeping users satisfied and trusting.

### 3 The concept of customer experience and its importance in marketing

#### 3.1 Theories in CX

CX has gained great importance in modern marketing. Many theories can be found to help understand CX. Theories like “service-dominant logic” and “customer journey mapping” help to comprehend CX and its implications for businesses. “Service-dominant logic” highlights how important customer participation is in value creation and it explains that value is created together by service providers and service buyers (Vargo & Lusch, 2004). This theory has become a cornerstone for businesses that are looking to improve CX by involving customers in their services (Vargo, S.L. & Lusch, 2004).

“Customer journey mapping” offers a framework for visualizing and analyzing CX. This model provides as a framework for understanding the touch points that customers go through

along their journey with a brand, it also helps businesses pinpoint areas for improvement, refine what they are offering and improve customers' overall experience (Lemon & Verhoef, 2016).

To support these theories, Pine and Gilmore (1990) article about the "the experience economy" shows how businesses today have changed their focus. They no longer only aim to sell their products but want to create unforgettable experiences for their customers.

If businesses were to incorporate these theories into their marketing strategies, they could build long-lasting relationships with the customers, through better matching their efforts with the customers' expectations and preferences.

### 3.2 The importance of CX

Frow et al (2014) and Berry et al (2002) shed light to today's marketing strategies that focus on how CX is evolving. Especially in 'service ecosystems'. The combination of these two articles perspectives gives a look at CX in marketing. Frow et al (2014) talk about businesses and customers having an active role in creating value. Berry et al (2002) talk about the need for a good strategy in order to be able to manage CX. These views give a better understanding of how important CX is, especially in the digital world of online service platforms.

According to Frow et al. (2014), the business world today is trending today towards value creation. So compared to older business models, which focused more on the company itself, this trend involves working together with customers. This shows that businesses are more flexible and connected, since they tend to take into account different levels of interactions. With the help of their case study about Tesco, which is a big retailer, Frow et al (2014) highlighted how adapting these value propositions for different situations could lead to long term success for a company.

Berry et al (2002) in the other hand, suggest looking closer at the whole customer journey by considering practical and emotional aspects. They talk about managing the entire CX rather than just the "basic functions" of product service. According to the authors to be able to truly understand what the customers go through, the companies could do "experience

inspections”. This could result to one of a kind “experience element” that expresses what their brand stands for (Berry et al., 2002).

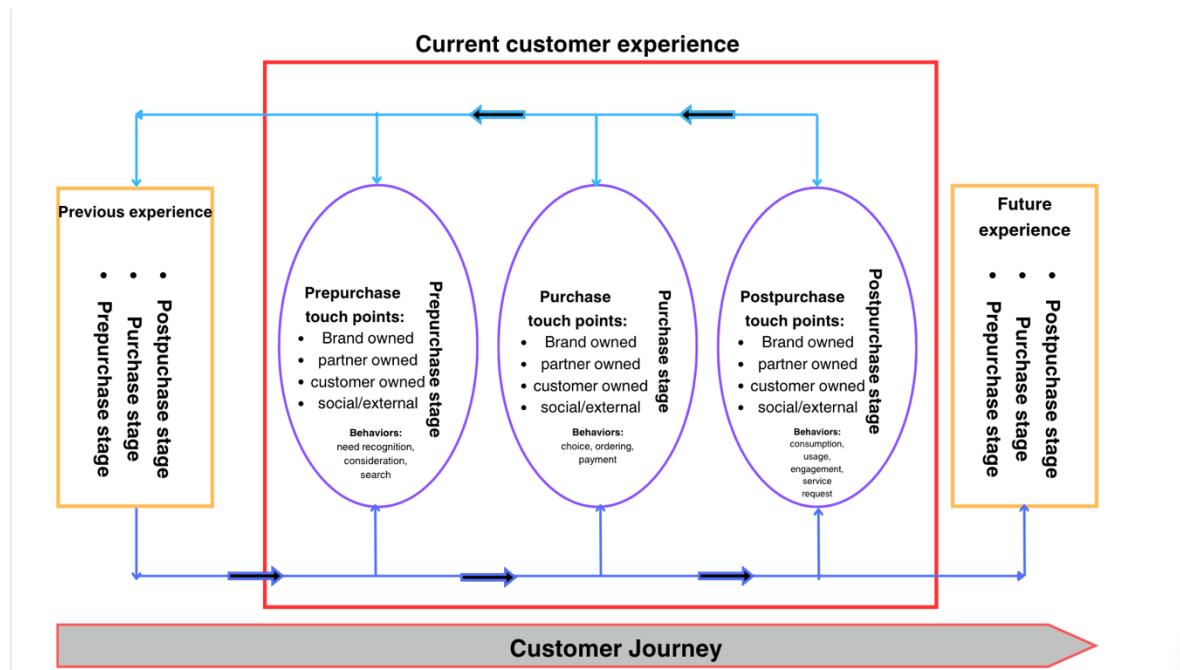


Figure 2. Lemon & Verhoef, 2016. Process Model for Customer Journey and Experience

Figure 2 is a remade version of Lemon & Verhoef (2016) “Current customer experience” model. This model divides customer journey to three main stages, prepurchase, purchase and post purchase. The model is framed within the context of previous experience and future experience. Previous experience is the customers past interaction with a company which influence the current customer journey. The first main stage is prepurchase stage, and its touchpoints are brand owned, partner owned, customer owned and social or external. Brand owner point indicates the points that are controlled by the brand, such as websites. Partner owned are points controlled by partner companies and customer owned could be personal devices where the customer meets the brand. Social or external means interactions that happen on social media. The second main stage is purchase. They are similar to prepurchase stage but focused more on the actual transaction. A brand-owned stage means the place where the customer makes the purchase. Partner owned, affiliates where the purchase can happen. Customer owned, is the customers own space such as through a mobile application. Social or external, means the influence that happens through social media during the purchase. The third and last main stage is post purchase, which indicates the interactions after a purchase. Brand owner touch point could be warranties that are provided by a brand. Partner owned, could be anything from additional services or follow ups by partners.

Customer owned means the customers use of the product. Social or external are reviews or shared experiences on social media for example. Future experience indicates that the post purchase experience will influence the customers future interaction on purchase decision. This journey is a continuous loop where the post purchase stage of the journey becomes the previous experience for the future journey. This figure shows the ongoing relationship between a customer and a brand and cyclical nature of the customer CX. (Lemon & Verhoef, 2016)

### 3.2.1 Customer Journey on the Valmista Platform

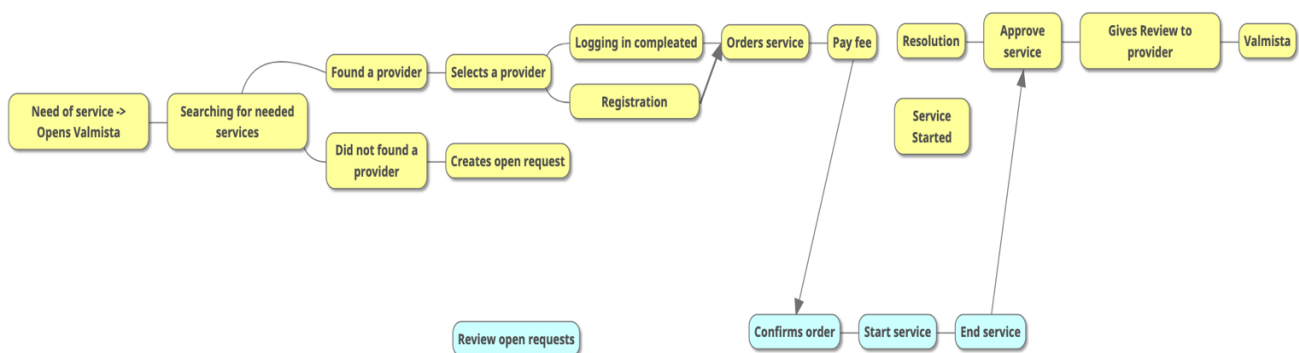


Figure 3. The Valmista platforms customer journey

Figure 3 was provided for comparison with Lemon and Verhoefs (2016) process model of customer journey (figure 2). It shows the customer journey of both service provider and customer on the Valmista platform. This picture was provided by the founders of Valmista and adapted to this thesis. The top row (yellow) shows the customers journey, and the bottom row shows service providers (blue).

The customers journey on Valmista starts with their need for service and continues to access the platform. If the customer finds a suitable service provider, they can continue to select the service, order, and pay for it. If a suitable service or service provider is not found, they can create an open request. Once the service provider has confirmed and received the payment the service can begin. The resolution phase starts once the service has ended. The customer may then write a review for the provider.

On the service provider side, after they have logged in or registered to the platform, they can review open requests or confirm orders. When the service is confirmed, it can begin, which leads eventually to completion stage. The figure 3 shows how Valmista customer journey process improves trust and service quality, by aiming to ensure satisfaction for both customers and service providers.

### 3.3 Understanding CX

This next part will talk about Lemon & Verhoef (2016) and Verhoef et al. (2009) articles that give an overview of customer CX, talk about how CX has changed over time and why it is important.

As mentioned earlier CX has become more complex and social, since customers engage through many channels: in stores, in social media and online for example. Because of this Lemon & Verhoef (2016) speaks about the crucial importance for businesses to understand CX and their journey. The authors think that it is important for businesses to work together with various departments to be able to give customers a positive experience.

Verhoef et al (2009) dive into CX in the retail world. According to them, CX needs to be a major goal for businesses since it is crucial for their growth and success. Verhoef et al (2009) tells that past shopping experiences influence strongly future shopping experiences.

Both of these studies point out that in the academic world, the CX studies have been slow to research CX. For example, Lemon & Verhoef (2016) tells that earlier studies focused more on how much customers are worth over their lifetime. Verhoef et al (2009) article also observed that more studies have been made about customer satisfaction, rather than CX. This thesis aims to fill that gap and find out what CX looks like today, especially in the Valmista platform.



### 3.4 The significance of CX in marketing

Digital marketing has become an important “tool” for understanding customers’ needs and behaviors through digital marketing. Suharto et al (2022) looks into how CX and digital marketing affects satisfaction in the banking sector. This article results that personal and emotional connections between the customer and the brand, is what CX is all about. CX helps solve business problems and create positive customer reactions (Suharto et al., 2022). The key point is that customers are happier when they get personal interactions (Suharto et al., 2022). The authors stress that in order to keep customers satisfied, it is important to understand and manage relationships with customers.

Authors also talk about relationship marketing, which means building a loyal long-term relationship with customers where personalized service is key to its successful. Suharto et al (2022) study gives unique insights by stressing the digital marketing on customer satisfaction. These mentioned strategies that are used in banking in order to understand customer needs through marketing can be adapted to P2P platforms, such as Valmista, as well. For example, using targeted communication and offering personalized products could be employed with P2P platforms users.

Wiedmann et al (2018) talk about how using all human five senses in marketing can create great experience for their customers, aka. sensory marketing. Sensory marketing means, marketing which uses all these five senses to create a great brand experience (Wiedmann et al., 2018). Authors found out that a well-planned sensory marketing, which is well balanced so that the customer does not get overwhelmed, can strengthen the brand. It can also increase the value in the eyes of the customer and create a memorable experience (Wiedmann et al, 2018). Although this study focused on luxury hotels, it raises questions about how to utilize multisensory marketing in online environments. One such application could be to provide virtual platform usage experiences.

These studies show how important CX is in marketing, and how creating positive experiences for their customers is the key to making them happy and in that way strengthening the brand, no matter the field. For this thesis these articles show that, not only the quality of a service, but how services are advertised online has a great effect on customer satisfaction on P2P platforms.

### 3.5 Factors influencing CX in online environment

The article from Bilgihan et al (2016) and Grewal et al (2009) give perspectives that are important in understanding of the dynamics of P2P, such as Valmista. They give an in depth look of the factors that influence consumer interactions and satisfaction in the digital marketplace.

To be able to provide an excellent customer journey on an online platform, the platform must be easy to use, it needs to be enjoyable, personalized, and compatible with multiple devices (Bilgihan et al., 2016). A platform that is compatible with multiple devices has become crucial in today's world which is dominated by mobile devices. Bilgihan et al's (2016) findings are significant, since they show that to achieve increased customer loyalty, positive word of mouth and a higher possibility of returning customer, it is important to have a well-planned user experience. One of the goals P2P platforms try to achieve is user satisfaction, since it can straight influence the success of a platform. Their findings support this thesis by emphasizing the importance of personalized experiences and user-friendly interfaces for P2P platform users.

Grewal et al (2009) study discusses about the success of online retail in terms of not just product offers and competitive pricing, but also the whole shopping experience. According to Grewal et al (2009) these include effective pricing, promotional strategies, multiple product selections, and the platforms effectiveness. The "virtual location" and platform presentation can influence customers' decision-making process as well (Grewal et al, 2009). This can be straight applied to Valmista platform, meaning, effective promotion, user friendly design and the understanding of economic landscape are all important elements that can affect how service buyers and service providers interact with the platform.

Together these two articles give a complex understanding of CX. They align well and enrich this thesis by showing just how critical role strategic online platform design has in customer satisfaction and their loyalty. They offer valuable guidance for giving better CX by highlighting the need for a broad understanding of online retail landscape and a user-centric approach, which can be applied to online service platforms like Valmista. This chapter 3 answers the third subquestion "why is customer experience important to the success of online service platforms?". CX is fundamentally important to the success of online service

platforms because it directly influences customer satisfaction, loyalty, and engagement. Businesses can create more meaningful, personalized, and positive interactions with its users if they integrate theories mentioned in this chapter to their marketing strategies. This is the way for businesses to achieve long-term relationships, enhance customer retention and drive the overall success of online platforms by meeting and even exceeding customer expectations.

## 4 The role of marketing in shaping and improving the customer experience

### 4.1 Service Profit Chain and Total Experience in P2P Marketing

In the next chapter two main frameworks are presented that have significantly shaped the understanding of CX in the service industry. The two are Heskett et al (1994, 2008) the Service Profit Chain and Grewal, Levy and Kumar (2009) the Total Customer Experience. These two primary sources were chosen because of their complementary insights into the complex dynamics of CX, especially in the P2P platforms.

The “service profit chain” was first created by Heskett et al (1994) and in 2008 it was enhanced by Heskett, Jones, Loveman, Sasser, and Schlesinger by adding how employee satisfaction, customer loyalty and the success of a business are entwined. This model provides a great guide for companies who want to improve CX, showing them to focus on internal elements and on their service. According to Heskett et al (2008) the “service profit chain” explains how employee satisfaction affects customer satisfaction. Happy and engaged employees are motivated and therefore are able to offer better service to customers (Heskett et al, 2008). This means happy, returning customers which will increase the company’s revenue.

Another great model is the “Total customer experience”, which was created by Grewal, Levy and Kumar in 2009. It explains that the CX is not just an interaction but a whole journey.

This model helps businesses to create an overall positive experience for the customer by telling, that marketing efforts should be equally consistent at every step of a customer's journey (Grewal et al, 2009).

The "Service profit chain" is particularly important when wanting to understand factors that affect CX on online platforms. The internal environment of a business can be an important part to look at for P2P platforms like Valmista. According to this model, the internal environment of a business is usually forgotten when thinking about CX. The "Total customer experience" model aligns well with this thesis, since this thesis aims to explore how CX for service buyers and service providers differ on P2P platforms.

#### 4.2 Integrating Customer Journey and Channel Strategies in Modern Marketing

The modern marketing differs from the old tactics by using a company's whole capacity to drive growth and to improve CX. It requires a marketing team that is agile, works well together and puts the customers first (Armstrong et al., 2020). This approach could lead to more growth, lower marketing expenses and it could change the way work is done. It is all about the right attitudes and mix of skills for the digital world.

Article "A Framework for understanding the usage of the Customer Journey in Marketing Automation" by Metsola (2018) explains why combining marketing automation strategies to customer journey is relevant today. Marketing automation means automated processes that deliver personalized and timed content for customers. These could be anything from automated email campaigns, personalized online advertisements to social media interactions. According to Metsola (2018) this process gives businesses strategies to improve satisfaction through customer centric marketing efforts. This allows businesses to give more relevant and timely content for their customers, ensuring that marketing is tailored to every customer's specific needs, especially at different points of their journey (Metsola, 2018). According to the article, this is a way to continuously meet customers' needs and expectations while also building long-term customer relationships.

The article by Verhoef et al (2015), stresses the importance to create a “unified shopping experience” by combining different channels especially digital channels, which will transform shoppers’ behavior. These channels that are discussed are brick-and-mortar stores, websites, mobile channels, social media, and catalogs for example (Verhoef et al, 2015). Nowadays these channels are used almost simultaneously during the search and purchase process. Because of these digital channels, such as internet and mobile platforms, customers have now more access to information. According to Verhoef et al (2015) these platforms have broken down the traditional geographical limitations.

“Understanding customer experience throughout the customer journey” by Lemon & Verhoef (2016) talk about the businesses need to integrate many business functions in order to deliver positive CX for their customers. These functions refer to different departments inside a business, such as marketing, sales, IT, HR etc (Lemon & Verhoef, 2016). This article as well highlights the importance of managing customer journey, since online interactions have an increasingly significant influence on how customers feel about the experience.

These articles help with the theoretical and practical understanding of how marketing impacts CX. They emphasize the importance of integrated, customer centric methods in the changing world of online marketing. These findings challenge and broaden this thesis by bringing to light the complexity of customer interaction in this digital age. Understanding this is crucial in order to create effective marketing strategies on online platforms.

#### 4.3 Marketing’s role in enhancing CX

Chauhan and Sarabhai (2018) tell that by using advanced data analysis, AI, big data and understanding customer thoughts at the same time can improve CX. By changing old school marketing to a more modern, by including virtual reality and human focused design enhances CX as well (Chauhan & Sarabhai, 2018).

For websites where people buy and sell from each other, website design is key. Chauhan and Sarabhai (2018) talk about the E-S-QUAL -model and the importance of making websites more engaging. Shortly, these models help to understand how to make online shopping better for customers (Chauhan and Sarabhai, 2018). This articles digital-first approach suites this

thesis pursuit, since the main idea of this strategy is that digital channels should be prioritized in marketing and customer engagement.

Kumar et al (2010) study the way a customer can add value. These ways could be anything from getting other people to the platform, influencing other people through their opinion, or giving feedback and ideas for new products (Kumar et al, 2010). Kumar et al (2010) says that the different ways customers can add value are all linked, for example, the more a customer is engaged with a platform, the more likely they are to recommend it to others. For platforms such as Valmista, where people engage straight with each other, these points are highly valuable. They can make the platform more successful and enjoyable. Understanding the link or the connection enables businesses to create marketing strategies that are effective for online platforms where people interact.

#### 4.4 Effective marketing strategies for CX improvement

Zou et al (2022) and Homburg et al (2017) articles “How Firms Can Create Delightful Customer Experience? Contrasting Roles of Future Reward Uncertainty” and “Customer Experience Management: Toward Implementing an Evolving Marketing Concept” give a deeper understanding of how innovative marketing strategies can enhance CX, which is especially relevant for P2P and online service platforms.

Zou et al (2022) presents in their study a dual-path model, which suggests enhancing customers satisfaction by the use of unexpected rewards and exclusive offers. For P2P platforms this would mean using well thought rewards that have the sense of surprise or exclusivity, this can make the customers feel more valued (Zou et al., 2022). Zou et al (2022) also talk about how “self-enhancement” (feeling valued) plays an important role in connecting these reward programs to customer satisfaction. This means that online platforms should use marketing strategies that are focused to make customers feel special and appreciated.

Homburg et al (2017) talk about the importance of implementing CX into every stage of a platform’s operations and marketing. This would mean for P2P platforms to make sure that every customer interaction and touchpoint is a part of a well-planned CX strategy. Homburg

et al (2017) further highlight that these CX management strategies should be tailored to the size of a platform and based on the type of interaction it offers (Homburg et al., 2017).

These articles together stress the need for innovative and customer focused marketing strategies. They improve the understanding of digital CX by showing frameworks for engaged customers in online environment. Shortly, marketing tactics on P2P platforms should aim to create a sense of happiness and satisfaction among customers, which would make them feel more connected to the platform. These findings are important and fit well with the thesis topic, because they provide an improved understanding of how to develop marketing strategies to improve CX of online service platforms.

#### 4.5 Illustrative examples of successful Marketing strategies on online service platforms

Purnomo (2023) talks about strategies including SEO, content marketing, social media marketing, PPC advertising, user experience optimization, personalized content, video utilization and mobile optimization. According to the article, these are important digital marketing strategies on e-commerce platforms. These mentioned strategies show the need for platforms to adapt to changing technology advancements and user demands (Purnomo, 2023). This study highlights that the key for enhancing CX is doing diverse marketing strategies for online platforms.

Yoganathan & Buys (2017) and Chen et al. (2019) articles discuss the specific marketing tactics required in the sharing economy, which helps the understanding of effective marketing strategies in the online service context. These strategies involve environmentally friendly practices, trust-building and community engagement in marketing (Yoganathan et al, 2017; Chen et al, 2019). These strategies mentioned are relevant for P2P platforms where community trust and sustainability play a crucial role in CX and the success of the platform. Both of these articles highlight the unique marketing tactics required in the sharing economy, while also assisting in the knowledge of effective marketing strategies in online service platforms.

Nuseir et al (2023) state that digital marketing strategies like eWOM, emailing, affiliate marketing, SEO, SMM (social media marketing) and corporate blogging can enhance CX. The article contributes to this study by highlighting the relevance of personalized marketing efforts in online platforms.

There are many successful marketing strategies in online service platforms, and they are rapidly evolving. The emphasizes of dynamic and customer centric approach in digital marketing, enrich this thesis pursuit to understand what strategies are needed for today's online service platforms.

## 5 Research design and methods

The next chapter presents the research itself. Chapter 5.1 briefly introduces the Valmista platform. Research methods (chapter 5.2), data collection (chapter 5.3), where we go through how the data was collected and its analysis (chapter 5.4). The goal of this research was to collect experiences of the platform from customers who have done business on the platform. Research was done by listening to people's opinions and stories, in other words, research was a qualitative study. Next, we go through the stages of the research step by step.

### 5.1 Case description: Valmista-platform

Valmista is a Finnish innovative service platform that was created in response to the need to increase accessibility and streamline interaction between service providers and customers. The founder's, Tomi Ravattinen and Tero Junkkari, experience and observations in the modern work life created the base for Valmista platforms concept. The platform was designed to meet the markets changing expectations by offering commission free operation model. The Valmista platform concentrates on ensuring that every action is transparent and fair, and that the users of the service support each other. The service providers choose themselves how they want to advertise their services and they set their own prices. The customers can trust that the service booking is easy and transparent. The platform wants to offer better opportunities for independent service providers, gig workers and small



companies to succeed by eliminating unnecessary intermediaries. Valmista was founded to meet the needs of independent service providers, gig workers and small companies that are searching better ways to connect with customers and get to work without big marketing fees. The platform goal is to promote employment and economic success by encouraging a discussion on how money can be made. Valmista offers a wide range of services, everything from cleaning services, software developments to crafts. The Valmista platforms importance to this study comes from its innovative business model, that does not collect commissions. This makes the markets more fair for the service providers and the service buyers. (Junkkari & Ravattinen, 2024)

I chose Valmista for the subject of my research because it offers a new approach to service mediations through sustainable principles. Valmista also symbolizes the change in the work environments towards project-base labor and the gig economy, which are important in todays and future job markets. My goal is to understand how this type of platform affects CX and what marketing strategies it needs to thrive. Lessons provided by Valmista can be used to develop more general recommendations for digital service platforms. Valmista was also picked for personal reasons, including my interest in entrepreneurship and innovations as well as my interest to learn how digital platforms might help small businesses and self-employed people to thrive in Finland. Platforms such as Valmista are not just modifying the markets, they are offering valuable insights how technology and entrepreneurship can together improve the economy and society.

## 5.2 Research methodology

It is very important that the phenomenon to be investigated, the research methods and its analysis all fit together. Qualitative research enables detailed data collection because it tends to dive deeper into individual experiences (Hassan, 2024). According to Hassan (2024) qualitative research reveals more nuanced personal observations than quantitative research. When evaluating user experience, it is very important to gain awareness of why the users do or feel the way they do. Since the purpose was to measure customers' personal experiences on the platform, it was the logical solution to choose a qualitative study.

This study attempted to capture the key elements of Valmista's user experience, based on the insights collected from the interview with the platform's founders, Tomi Ravattinen and Tero Junkkari. As previously stated, the Valmista platform is a fairly new platform. In order to get an overall picture, it was decided to include four different groups in the survey: existing service providers, existing customers, new potential service providers and new potential customers. The purpose was to get a comprehensive picture of the user experience of the platform, therefore the decision to include current and potential new users and service providers was a natural solution. The purpose of the group's versatility was to enable opposing perspectives, which were meant to bring out different needs, experiences, and expectations. The inclusion of new potential service providers and users were meant to contain fresh insights to help the development of the platform. Understanding different experiences and expectations can help identify existing trends and predict where the CX is going.

As said the Valmista platform is relatively new, therefore it was very important to get information about what works on the platform and what doesn't. It was decided to make the questions open rather than yes/no questions, as this way the respondents were encouraged to give detailed and narrative answers. Every group had their own set of questions, but they all were made to focus on the CX. These questions ranged from unforgettable experiences to overall satisfaction. This was designed to investigate the CX from different perspectives. The questions were planned to guide the customers through their journey on the platform, ranging from their overall experience to their likelihood of recommending Valmista.

### 5.2.1 Data Types and Rationales

This study used mainly open-ended questions as primary data source. The qualitative data encompasses personal assessments, and stories from users and service providers. The goal was to capture the natural course of the customer's journey. The questions were sent by email, which allowed the respondents to think about their responses and explain them in their own words. This also made it easy to keep a track of the answers. This kind of data is important when it comes to recognizing user satisfaction levels and finding areas for improvement. By comparing the experiences of existing and potential new users, the

research aimed to recognize consistent themes and different points of views. This would provide an extensive experience of the platform's users.

### 5.3 Data collection

For this questionnaire, Microsoft Forms-form was the best option. Four specific Forms-questionnaires were made for the four groups. No time limit was set in the Forms application, but the deadline for inquiries was announced to be three days. This was communicated to survey recipients in cover letters. Each recipient was sent a cover letter that talked about the author of the survey, the Valmista platform, the time limit of the survey and naturally it contained a link to the survey form. To ensure ethical considerations, the survey was conducted anonymously. Since Microsoft Forms does not require signing in, the forms do not show who had answered the questionnaire. The cover letters, questionnaires and the answers were in Finnish, but they are translated here to English. The cover letters and original questionnaires can be found in the appendices.

#### 5.3.1 Existing Customers

The e-mail addresses of existing customers were brought by Tero Junkkari and Tomi Ravattinen. These addresses came directly from the Valmista platform. There were a total 53 email addresses in question in this group.

#### 5.3.2 Existing Service Providers

Existing service providers' email addresses came equally from the Valmista platform and there were a total of 147 of them.

#### 5.3.3 Potential New Customers

The group of potential new customers was chosen from those living in the capital region. In total, there were 25 of them to whom the survey was sent. The capital region is strategically

important in creating a good and possibly big user base. It also offers the platform a valuable opportunity to get visibility and critical feedback.

### 5.3.4 Potential New Service Providers

The group of potential new service providers was selected from janitorial, handyman and cleaning service companies operating in the capital region. These had to be searched using the Google search function. A total of 50 emails were sent to this group. All emails were sent from Valmista-platforms email address.

### 5.3.5 Survey Results and Response Rates

After careful consideration and discussions, the following questions were decided:

## QUESTIONS

EXISTING CUSTOMERS	EXISTING SERVICE PROVIDERS	POTENTIAL NEW CUSTOMERS	POTENTIAL NEW SERVICE PROVIDERS
<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
<ol style="list-style-type: none"> <li>1. What kind of experiences have you had with the use of the Valmista platform? Which aspects particularly remained in your memory?</li> <li>2. How satisfied have you generally been with Valmista's services? Which factors, in your opinion, contribute to a positive experience as a Valmista service user?</li> <li>3. Do you have memories of specific interaction situations with service providers that have left a strong impression on you, whether positive or negative?</li> <li>4. Why do you think customer experience is important in the use of a Valmista platform?</li> <li>5. What suggestions for improvement would you have for the Valmista platform to enhance your user experience?</li> <li>6. How likely would you recommend the platform? 1-10</li> </ol>	<ol style="list-style-type: none"> <li>1. Could you describe your typical interactions with service buyers on the Valmista platform? How do you define a successful interaction?</li> <li>2. How important do you consider customer satisfaction as a service provider?</li> <li>3. In your opinion, which factors contribute to the satisfaction of service buyers?</li> <li>4. Could you share examples of situations where you felt you were particularly successful in providing a positive customer experience?</li> <li>5. In your opinion, why is customer experience a significant factor for the success of Valmista?</li> <li>6. What do you think Valmista could do to support service providers in offering better customer experiences?</li> <li>7. How likely would you recommend the platform? 1-10</li> </ol>	<ol style="list-style-type: none"> <li>1. What are your expectations for your first experience using this online service platform?</li> <li>2. Which factors influence your decision to purchase services from the Valmista platform?</li> <li>3. Why do you believe customer experience is important when using a platform like Valmista?</li> <li>4. Could you describe what a good experience would look like for you using the Valmista platform?</li> <li>5. How do you believe your experience would differ from traditional service providers?</li> <li>6. Do you have any specific concerns or questions about the platform before using it?</li> <li>7. What improvements or features would you like to see to enhance your experience?</li> <li>8. In your opinion, what are the most important features for you in such a service?</li> <li>9. How likely would you recommend the platform? 1-10</li> </ol>	<ol style="list-style-type: none"> <li>1. What are your expectations for your first experience on an online platform?</li> <li>2. What factors would be most important in influencing your decision to become a service provider on Valmista?</li> <li>3. Why do you believe customer experience is significant for service providers on the platform?</li> <li>4. Could you describe what a successful experience on the platform would look like for you?</li> <li>5. How do you think your experience of providing services on the platform differs from the traditional way of offering services?</li> <li>6. Do you have any specific concerns or questions regarding the Valmista platform?</li> <li>7. What improvements or features would you like to see on the platform to make your experience as a service provider better?</li> <li>8. In your opinion, what are the most important features for you in such a service?</li> <li>9. How likely would you recommend the platform? 1-10</li> </ol>

Figure 4. Questions that were sent to recipients

The survey results revealed considerable variation in response rates between different groups. The highest response rate was in the potential new customers group, where the response rate was 72% (a total of 18 responses were received). The answers gave a preliminary idea of the expectations towards the platform. Existing service providers, the number of responses was significantly lower, the response rate was 0.68%, meaning only one response was recorded. This very low response rate is a challenge for drawing comprehensive conclusions and also highlights the need for targeted strategies to increase participation in future studies.

Unfortunately, no answers were received from the potential new service providers and existing customers -groups. The non-engagement of these groups places limitations on the scope and depth of findings, which has been taken into account in the upcoming analysis. For this reason, the analysis presented in this thesis utilizes the responses of potential new customers and the only existing service provider answer. Therefore, this provides more of a snapshot of the current situation rather than a complete picture of the user experience of the platform.

#### 5.4 Data analysis

The best way to analyze the obtained data was found to be the analysis of the answers in themes. According to Eriksson and Kovalainen (2008) the analysis of these answers, or narratives, consists of four different ways. The first way includes the analysis of the meanings and content of the narratives. The second way consists of how the story is structured and told. The third way focuses on telling the context, meaning in which context the dialogue and interaction are told. The fourth way analyzes how the story is told so that a certain result is achievable. (Eriksson & Kovalainen, 2008, 219-220) The analysis of narratives was used because the goal was to find meanings from the survey responses, that described their experiences on the platform. According to Erikson and Kovalainen (2008, 210), the study of narratives is based on the fact that knowledge is built up polyphonically from stories.

Content analysis was used to analyze the answers received, since it is a good way to check the material openly. First, the answers on Forms were reviewed on a general level several times. The answers were then opened in an excel file, from where they were transferred to

Microsoft Word to get a clearer picture. The purpose was to find the most frequently mentioned experiences and opinions by heading. Each question got its own table. Many answers were very similar in style, which made it easier to divide into themes. Each question was therefore made into a table with five columns: "original expression", "reduced expression", "subcategory", "main category", "unifying concept" (table 1). In the first step, the material was reduced and information that was not useful for the research was removed. This way the answer's main themes were found. Next, similar expressions were combined into subcategories, then main categories and finally unifying concepts and named according to the theme. All of the tables can be found in appendices.

Original Expression	Reduced Expression	Subcategory	Main Category	Unifying Concept
Clarity and ease	Ease of use	User experience	Platform features	User experience
That the hired help is worth the price	Value for money	Cost	Service quality	Value
Seems interesting and useful. I expect an easy user experience.	Interest and usefulness	Interest	Platform features	User experience
I expect that the service I order is what is promised, and everything goes as agreed.	Reliability and accuracy	Reliability	Service quality	Trust

*Table 1. An example of data analysis.*

For the answers from 1-8 the answers were analyzed through thematic content analysis with tables. But for the last question "How likely would you recommend the platform? 1-10", a different table was made. Since the answers were numeric in this question, a table with columns "Recommendation Level", "Numerical Rating" and "Number of Responses" was made in order to analyze these answers better.

Tables 2-10 were made using the content analysis tables. These tables counted the repetition of main themes from the unifying concept category. The purpose of these tables was to make

it easier to see which things are repeated the most in the answers. With the help of these tables, it could be assumed which factors are the most important for achieving a good CX.

## 6 Findings and Results

The next chapter presents the results of the qualitative study. A total of 275 people received the surveys. From the 275 people, a total of 19 answers were collected. Firstly, the results will be presented through the following tables, where themes from the unifying concept - column was counted. The analysis of the unifying concept category is best suited for viewing the results, as that category offers a detailed and comprehensive understanding of the answers, which is highly important for understanding Valmista platforms current user experience. This is also consistent with the research goal, which is to better understand the user experience while also providing insights on how the platform's features could be developed and optimized. First, we will go through the answers of the group "potential new customers", and then the answers of the "existing service provider".

### 6.1 Potential new customers

#### 6.1.1 What are your expectations for your first experience using Valmista platform?

<b>Unifying Concept</b>	<b>Number of Answers</b>
Platform features	6
Trust	4
Offering	2
Value, price-quality ratio	1
Setting expectations	1
Hopefulness	1
User-friendliness	1
Platform services offered	1
Platform comparability	1

*Table 2. Frequency of Key Expectations Among Potential New Customers*

The first questions target was to find out about Valmista-platforms expectations. The answers were very variable, from the clarity and ease of use to the expectations of the services reliability and the price-quality ratio. Based on the thematic content analysis, the most mentions got the platform features and trust. This points out, that the users expect a functioning, intuitive and trustworthy platform.

The findings suggest that first time customers highlight the functionality and usability of the platform. Based on the answers people want a clear and straightforward platform that is easy to use. The emphasis of trust shows that the users value safety and reliability when using Valmista. The general assumption was that the services and their quality is consistent and the general experience in the platform is positive. The answers also highlighted the price-quality relationship, which shows that the customers are looking for cost effective solutions and they expect the services to be versatile. These answers imply that the Valmista platform should offer a variety of services, in order to fulfill the demands and expectations of the customers.

#### 6.1.2 Which factors influence your decision to purchase services from the Valmista platform?

<b>Unifying Concept</b>	<b>Number of Answers</b>
Expectations of service experience	1
Assessment of quality and reliability	1
Balance of quality and cost	1
Relation of user experience to cost	1
Service accessibility	1
Effortlessness of user experience	1
Combining need and trust	1
Clarity and comprehensiveness of information	1
Importance of personal profile	1
Attractiveness of the online service	1
Diversity of services	1
Cost-effectiveness and trust	1
Community trust	1
Economic consideration	1



<b>Unifying Concept</b>	<b>Number of Answers</b>
Market analysis and recommendations	1
Building trust	1
Competitive edge	1
Personal introduction	1

*Table 3. Frequency of Key Factors Influencing Purchase Decisions*

The next questions target was to find out about factors that influence purchase decisions from the platform. Many conclusions can be drawn from these results (table 3). The quality and the trustworthiness are key factors that affect the decision to purchase. This is shown in the category and in the individual responses, where the quality and trust and their relationship to the price are highlighted. This shows that the customers value high quality services and trust, but the price is in key role as well. The result show also that the ease of use of the services and their accessibility are highly important. Customers value a platform that is easy to navigate, easy to find services and easy to order them. This highlights the importance of effortlessness in the user experience. The answers also show the importance of a personal profile. The service providers professionalism, experience and personal attitude reflects in customer satisfaction. This means that a personal touch and transparency are valued features in the context of a digital platform. Value is also put upon the price and quality combination as well as the “community” trust. Even though the quality of the service is important, the customers are looking for economically sensible solutions. Other users experience and reviews builds trust in the platform and its service providers.

Based on these findings the customers value in their purchase decisions trust, quality, effortlessness, personal profile and economic factors. The developers should concentrate on the quality of the services, personal profiles and highlighting positive reviews.

### 6.1.3 Why do you believe customer experience is important when using the platform?

<b>Unifying Concept</b>	<b>Number of Answers</b>
Customer relationship	5
Customer loyalty	2

Unifying Concept	Number of Answers
Trust	2
Service development	2
Usability	2
Quality of service	1
Market dynamics	1
Smooth collaboration	1
Social impact	1
Customer activity	1

*Table 4. Frequency of Key Beliefs of Why Customer Experience Is Important*

The third survey question was about why CX is important when using Valmista platform. The table (table 4) that was done based on the answers categorize the results under unifying concepts as well. They reflect the importance of customer relationship, customer loyalty, trust, service development, usability, service quality, market dynamics, smooth cooperation, social influence, and customer activity.

Based on these findings, we can see that customer relationship and loyalty are highlighted. They show that a positive CX plays a key role in building a long relationship between the customers and the platform. This means that satisfied customers tend to return to the platform, which is vital for the platform's success. Trust is a key factor that builds through positive CXs. The trust for service providers and for the platform itself is essential and they encourage the customers to use the service again and recommend it to others. Results also show that the development and the usability of the platform are important factors as well. For developing the platform, improving the user interface, and facilitating the service usage CX can provide important information. This shows that, in order to improve CX, continuous improvement and user centered design are important. The service quality and marketing dynamics are both mentioned once in the answers. This shows that offering high quality services and the understanding of changing markets are important, but their effect to CX is possibly seen as a part of a larger whole.

6.1.4 Could you describe what a good experience would look like for you using the Valmista platform?

<b>Unifying Concept</b>	<b>Number of Answers</b>
User-friendliness	2
Service accessibility	1
Service quality	1
Cost-effectiveness and reliability	1
Brand attractiveness	1
Efficiency	1
Reliability and quality	1
Customer satisfaction	1
Service outcome	1
Smoothness of user experience	1
Service diversity	1
Ease of service experience	1
Interface smoothness	1
Overall quality of service	1
Flexibility of service use	1
Valuation of service	1
Efficiency of the ordering process	1

*Table 5. Frequency of Key Factors Influencing Good Experience*

The fourth survey question analysis concentrates on finding out, what is a good experience for the platform users. There are many conclusions to make from the results (table 5). One which stands out is user-friendliness, which means that the users appreciate intuitive and easy-to-use platforms. A smooth user experience is key for a good CX. The results also show that the users expect high quality services, that are worth their price and are carried out as promised. In other words, the service providers professionalism and reliability are important.

Cost-effectiveness is also mentioned, which indicates that the customers value services that offer good price quality ratio. In other words, economical viewpoints are important in users purchase decisions. The results also show that the service accessibility and versatility are important as well as the flexibility and efficiency of the ordering process. The users appreciate a platform that offers a wide range of service and a quick and effortless accessibility to those services. The users also

expect a quick and effortless ordering process which enables the cancellation of a service if needed. All these factors promote customer satisfaction and encourage its users to return to the platform.

#### 6.1.5 How do you believe your experience would differ from traditional service providers?

<b>Unifying Concept</b>	<b>Number of Answers</b>
Service accessibility	1
Cost efficiency	1
Diversity of options	1
Impact of inexperience	1
Sense of uniformity	1
User comfort	1
Value of tailored service	1
Clarity of user experience	1
Importance of trust	1
Service findability	1
Trust in integrated service	1
Limitations of markets	1
Possibility of comparison	1
Expectations for the future	1
Coverage of service	1
Streamlining the service process	1
Importance of communication	1
Scope of service offering	1

*Table 6. Frequency of Key Distinctions Between Valmista and Traditional Service Experiences*

The fifth questions target was to find out how the users believe their experience would differ from traditional service providers when using Valmista. The following conclusions can be drawn from the results (table 6). The Valmista platform enables a variety of services and cost-effectiveness, which makes it different from traditional service providers. Also, the variety of options and the services findability are mentioned in the answers. This shows that the users value the opportunity offered by the platform to find budget friendly, rare, and different services easily compared to traditional service providers. The platform provides the ability to compare service providers easily. The users also appreciate the planned and trustworthy service experience which is based on mutual trust and effective communication with the service provider. Answers also indicate that some users

are more open to new experiences and expect the use of the platform to evolve even more easy and user-friendly.

#### 6.1.6 Do you have any specific concerns or questions about the Valmista platform before using it?

Unifying Concept	Number of Answers
Lack of concerns	6
Provider's competency	1
Unfamiliarity with the platform	1
Location of service providers	1
Distribution of responsibility	1
Experience-based concerns	1
Service safety	1
Platform safety	1
Clarity of responsibility	1
Quality of service responsibility	1
Knowing the administrators	1
Availability of service providers	1
Cost structure	1

*Table 7. Frequency of Key Concerns*

The sixth question's target was to recognize any possible concerns or questions about the Valmista platform, before the actual use of it. The results show that many of the answerers have no concerns regarding the platform. Some have still concrete questions about the professionalism of the service providers, about the location of the services, about the division of responsibility if problems occur and questions about the safety of the platform and the services.

This division of the responsibility is one concerns to think about. The users want to know who is responsible if the service provided does not match the expectation or if some other problem occurs. Clear procedures and communication channels for reclamation situations are important for users. The answers show that the users are also interested in the earning logic of the platforms, and how much the Valmista earns from each service. This means that transparency in the cost structure and the trust in service providers are highly important factors for the users.

6.1.7 What improvements or features would you like to see on the platform to enhance your experience?

<b>Unifying Concept</b>	<b>Number of Answers</b>
No suggestions	6
Service discoverability	1
Interface functionality	1
Diversification of service selection	1
Enhancing customer service	1
Continuous development	1
Clarification of the interface	1
Increasing the number of providers	1
Optimization of the interface	1
Enhancing marketing efforts	1
Familiarity with administrators	1
Expanding the user base	1
Streamlining processes	1

*Table 8. Frequency of Improvement Features Mentioned*

Target of the seventh question, was to find out what improvements or features the users would like to see on the Valmista platform, to enhance their user experience. Some conclusions can be made from the results (table 8). Many of the users, a total of six, did not come up with any suggestions. This can indicate that the users are content with the platform as it is or are not yet enough familiar with the platform to give suggestions. Users seem to want easier ways to discover services, such as customer ratings and map features. A map function could help customers to select service providers that are close to their own location. This means that the user value user friendliness and local services. The user interface's clarity and functionality, such as the mentioned chat option, would be recommended. Highlighting the importance of a smooth and straightforward user experience.

The necessity to market Valmista was also noticed. This emphasizes the need to increase platform awareness and visibility. Users also mentioned that they would like to know more about the administrators, which would increase trust and transparency even more.

6.1.8 In your opinion, what are the most important features for you in such a service?

<b>Unifying Concept</b>	<b>Number of Answers</b>
Price-quality ratio	2
Service quality	1
Service reliability	1
Service efficiency	1
Service diversity	1
Service performance	1
Customer experience	1
Customer service quality	1
Information transparency	1
Service selection breadth	1
Service usability	1
Ease and speed of service	1
Comprehensive service quality	1
Seamless service experience	1
Value for money	1
Service provider engagement	1

*Table 9. Frequency of Key Features In Valmista*

The eight questions target was to find out what the most important features for the users in Valmista platform are. Notable was, that one person left this answer blank. According to the answers and the table (table 9), the price-quality ratio is mentioned twice. The users are looking for services that offer good value for their money, meaning that the service price is in line with the quality. Users also like it when the information is clear, especially about types of services and prices, and when there's a wide variety of services available. This enables the finding of high quality and different services in one platform.

#### 6.1.9 How likely would you recommend the platform? 1-10

<b>Recommendation Level</b>	<b>Numerical Rating</b>	<b>Number of Responses</b>
Somewhat unlikely	3	1
Neither likely nor unlikely	4	5
Somewhat likely	5	3
Fairly likely	6	1
Very likely	7	4
Extremely likely	8	2
Unreservedly	10	2

*Table 10. Frequency of Recommendations*

The purpose of the last question was to know the likelihood of the customers to recommend Valmista platform. Can be seen from the table (table 10), that the recommendation levels vary greatly. Still most users give a neutral or a positive recommendation for the platform. From the distribution of the answers, most of the users would likely recommend the platform, even though some users are still unsure or stay neutral about recommending the platform. Especially the positive ratings (ratings from 7 upwards) refer that a certain group of users have a strong trust in the platform and their experiences in it have been good enough to recommend it to others.

This means that for some of the users the platform has met their expectations. In the other hand, the neutral and below ratings highlight the need for a more specific investigation, why some users are unsure about recommending the platform. Investigations are needed in order to be able to point out what improvements should be done in order to enhance user satisfaction. This kind of feedback could help the developers of the platform to recognize and fix possible shortcomings and that way increase the likelihood of referrals in the future.

## 6.2 Existing service provider

Next the “existing service providers” experiences with the use of Valmista platform and the views on the importance of CX for the platform will be presented. This survey was answered only by one existing service provider. Since there is only one respondent, presenting the same kind of tables as in the “potential new customers” would not necessarily offer added value to the reader. These answers are therefore presented in text



format since it will allow a more informative and meaningful analysis to be presented. All of the answers are still to be found in the appendix section of this thesis.

This category had seven questions. According to the answers a typical interaction between the service provider and the service buyer is mostly positive. Still the competition with pricings is found as a challenge -the cheapest offer usually wins the customer. The customer satisfaction is highly important to the service provider, this means that the service providers understand the long-term effects in their business on the platform.

Answers show that the CX is important for the service provider. When asked about situations where the service providers had managed to give a positive CX to a service buyer, none could be found on the platform. This could mean that the platform has still some development to do in the context of CX, possibly because of a limited customer base or the lack of widespread awareness about the platform. According to the service provider, Valmista could support service providers better with providing CX by collecting and processing feedback. The platforms pricing was compared to another platform, Hero24.com. Valmistas commission was regarded as reasonable, but still could be “slightly different”. The last question was about recommending the platform. The recommendation level was given a 4, which means “not likely but not unlikely”. This means that the service provider is not unsatisfied but is still not fairly excited about recommending the platform.

These results show that the service provider in Valmista, face challenges that are competition, customer satisfaction and the quality of CX. These highlight the need to develop the platforms user interface, pricing structure and feedback collection. Of course as established earlier, these are the answers of one service provider. Although it does not give a view of all service providers, it can still give an indication of the current situation.

### 6.3 Summary of the Findings

The collected results reflect and expand on the economic theories and ideas linked to marketing that were discussed in the earlier chapters. In chapter 2 the presented theories about economic, two-sided markets and network effects aid in understanding the needs and expectations of new potential customers and existing service providers on the Valmista platform. The concept of network effects, explain why the users highlight the platforms functionality and its trustworthiness. This alignment with user expectations demonstrates, that the more users the platform has, the more valuable it is for the customers and for the service providers. The theories of service dominant logic and customer journey mapping interprets the importance of trust, platform features and the expectations of service diversity for users. The framework for service-dominant logic, which highlighted that the value is co-created through customer interaction, shows a small deviation in user participation amounts compared to what the theory suggests. Even though the answers suggest that people like the platforms features and trustworthiness, good quality and reliable services, they do not necessarily show that they are involved in making these services better alongside the platform as service-dominant logic would imply. These findings point out the importance of the theories that were discussed by Rochet and Tirole (2003), Hagiu and Wright (2015), and Lee and O'Connor (2003). They give a practical understanding of how economic and network effects appear in the Valmista platform.

These theoretical insights suggest that the CX is created through the interaction of the customer and the service provider. And that the active participation of the customer creates value. However, this study's findings do not fully show where Valmista could improve the customer's journey, nor do they show how service quality and reliability concerns emotionally affect users. This is also a big part of mapping the customer journey. The conflict between theory and practice shows a potential new area for research, suggesting that Valmista could benefit from integrating Vargo and Lusch (2004) and Lemon and Verhoef (2016) studies findings to enhance customers engagement and participation.

The experience economy -theory, explains that businesses create value by giving memorable experience for their customers rather than merely transaction. The results resonated with this theory, since they showed that the customers highlight the usability and the seamlessness of the services. They showed that they value those experiences that are effortless and

satisfactory. The users expect clarity and easiness from the platform, which are essential in creating memorable user experience. The results agree with Pine and Gilmore (1990), because they show a shift into experience-based value creation in modern economies.

The results show that marketing strategies for P2P platforms like Valmista needs to align closely with the CX in order to be effective. This requires a marketing strategy that improves CX, builds trust, and makes the customer relationship and commitment stronger, as suggested by Suharto et al. (2022) with digital marketing tactics to improve CX.

In the light of these theoretical insights, my comprehension of the results are that even though Valmista platform fills certain criteria about functionality and trust, there is still a gap between the theory of active customer involvement and the observed user behavior. The users seem to expect the platform to take the lead in providing reliable and good quality services. To solve this, Valmista should look into strategies to encourage users in more active participation, aligning with the service-dominant logic. Would also be a good idea to try to make the customer journey more intuitive and emotionally engaging. This could better leverage the principles of the experience economy and change the routine transactions to memorable experiences that would improve deeper user commitment. Further aligning with Wiedmann et al. (2018) study, saying it would be beneficial to include sensory marketing strategies to improve the online CX.

#### 6.4 Findings for Valmista

This study gives significant realizations to improve Valmista platform. Especially when focusing on enhancing CX and customer satisfaction. As mentioned in the previous chapter, the answers provided by the users highlight the importance of the platform's usability, trustworthiness, and service variability. These findings and suggestions are based on the results given by the survey.

So how could Valmista enhance the CX? In order to enhance the CX, Valmista needs to focus on the clarity of user interface and the intuitiveness of navigation. According to the results, would be a good idea to further develop the search function which would enable quick and accurate finding of services. These could be done through using contextual search, which is an enhanced search functionality that understands the user's location to provide more useful results. Also, behavioral recommended searches, which would use the users previous activity and preferences on Valmista to provide customized results. For the new

customers or just registered customers, could be offered a guided virtual tour of the platform usage. This could reduce the threshold to get started and at the same time improve CX.

In the answers there was several times mentioned trust. To be able to build trust, one needs transparency and honesty in the marketing of the services. Trust comes through good and bad reviews and feedbacks that can be seen on the platform. Also, clear instructions and contract terms about who bears the responsibility if there would occur problems could be added to the platform.

One important thing for the customers was also the service variability. This requires an active effort to attract and retain service providers. In order to get more service providers many tactics should be considered. For example, Valmista could offer competitive terms and subsidies to new service providers, such as marketing support on the platform. A great idea would also be to encourage niche market service providers to join the platform by promising visibility and support in their unique services. These kind of niche services could be for example, sustainable living consulting services, event planning, personal training, pet behavioral training online, personal branding for freelancers, social media content creator for small business and stress reduction coaching for example. By adding niche market to the platform services, Valmista could offer customers a place where they can find services for all needs and even create jobs.

Since Valmista platform is fairly new, marketing and the visibility of the platform is crucial. Valmista could use its user data to create targeted marketing campaigns that attract users based on their past preferences. And lastly an active feedback system where users' suggestions and feedbacks are taken into account in the development of the platform is highly important.

## 6.5 Ensuring Reliability and Validity

Reliability and validity are highly important for any research. According to Jansen (2023) validity refers to whether a study and its tools correctly measures what it is designed to measure, and reliability refers to how well a measuring equipment gives consistent data, when used on the same phenomena under identical circumstances (Jansen, 2023). To ensure a qualitative study's reliability and validity, the researcher must explain in detail how the study was done to the reader in order to evaluate the results (Jansen, 2023).

This research survey was sent to a total of 275 people, of which 19 responded. The respondents answered to the questions of their own free will and the results were given anonymously. In other words, their collection, analysis, and presentation have been completely anonymous, even for the author of the survey. The anonymity was an important factor, with anonymity the study encouraged honest feedback. It was designed so that the survey participants did not have the feeling of having to answer desirable answers. Jansen (2023) also mentions that reliability and validity are the pillars of research integrity, which means that a research needs to have measures that safeguard against biases. Content analysis, thematic, was used to analyze the data and the process was described accurately. Each person received a cover letter, which described the meaning of the email and the use of the survey. The survey form was tested beforehand several times to make sure it was working properly, by sending it to Tero Junkkari, Tomi Ravattinen and myself.

Thematic analysis was seen to be best suitable since it is a flexible method and allows the exploration of a wide range of data. Thematic analysis helped to “distill” the varied responses from potential new customers and existing service provider into themes, such as trust, platform features and service variability. This analysis method helped to explore better the user interactions, their expectations and satisfaction levels. These all align well with this studies goal to understand and enhance CX on the platform.

Qualitative research was chosen since the results gave clarity that quantitative research could not. This research material consisted of people’s personal opinions and experiences. Opinions, thoughts, and experiences may change in the future and the answers may vary the next time they are asked the same questions. The answers went straight to Microsoft Forms and the target company had information about the study and had access to the surveys and answers as well. Data collection phase was carried out in a tight schedule, each survey had 3 business days to answer the questions. This short answer time was carefully considered with Tomi Ravattinen and Tero Junkkari. We concluded that since the surveys were sent by email, people would answer them straight away or after a few days at the most. We did not think reminder emails to be required, as they may have created a negative impression of the Valmista platform for the customers.

The biggest challenge in the survey was the number of responses. This highlights the study’s transparency, honesty, and commitment to critical self-evaluation. Due to the low number of responses, it was not possible to form a big overall picture of CX. This research rather

gave a picture of the current situation. Considering the limitations of this study, for future studies, it would be useful to do a larger study, which would cover a larger group of respondents. This way possibly more answers could be collected and that would enable a more in-depth analysis of the CX. Future studies could also make use of multi-method approach, that would combine the strengths of both qualitative and quantitative studies. This could enable a more versatile view of all of the features affecting user experience and satisfaction on the platform.

## 7 Discussion and Conclusions

This chapter's purpose is to answer the research questions and look at the conclusions. It is important to recognize this work's significance in the research field of digital marketplaces and P2P platforms. This research aim was to deepen the understanding of how CX affects the satisfaction of users in online service platforms, especially in the Valmista platform. Results have given great knowledge of how different user groups experience the service and what factors affect these experiences.

At the beginning of this chapter, it is appropriate to pause for a moment to consider how this work answered the research question and its sub questions and see what can be concluded from them. When discussing the research results and their theoretical and practical implications, it is important to keep in mind that each finding takes us one step closer to a more comprehensive understanding of CX in the success of digital platforms. This chapter also goes through the limitations of the research and point out possible future research needs. These help us improve our knowledge in this ever-evolving environment.

### *How does the customer experience affect the users?*

According to this study, a positive CX leads to a higher rate of user satisfaction, which could also mean better chance of long-term commitment and recommendations. The users ask for services that are easily found and that their quality meets the expectations, meaning a pleasant user experience. Shortly, CX affects the users by providing a base for their satisfaction and loyalty.

*What factors affect the success of the customer experience on the online service platform?*

Key factors in succeeding in CX are the platforms usability, the versatility of the services, and the trust between the users and the service providers. The research also reveals that user reviews and transparency in the services are important in building trust and improving CX.

*Why is customer experience important to the success of online service platforms?*

The CX is critical for the success of online service platforms since it directly affects users' satisfaction, loyalty and their willingness to recommend the platform. A positive CX is vital for the platforms long-term growth and competitiveness because a good CX attracts new users and keeps the existing ones. The research shows that by investing in the continuous improvement of CX, the P2P platforms can strengthen their marketing position and build a sustainable relationship with its users.

*How does the customer experience differ from the point of view of the service buyer and the service provider?*

According to the study, the CX differs greatly between the service buyers and the service providers. This is because, the two groups have different needs, expectations, and different ways of forming their experience.

From the viewpoint of service buyers, CX is usually formed through the platform's usability, the quality of the service and through the trust in service provider. The buyers value simple and easy-to-use platform, that enables quick and effortless finding of services. They also highlight the need for service reviews in order to build trust.

From the viewpoint of the one service provider, CX is more related to platforms opportunities to reach potential customers, the marketing tools effectiveness and building a positive reputation on the platform. They ask for the platform to offer effective tools to present the services, pricings, and customer review management. The service provider is concerned about how the platform handles payments, commissions and how the platform enables fair competition among providers.

*How does the customer experience affect the satisfaction of users of online service platforms?*

This study shows that CX is extremely important in developing customer satisfaction on platforms. In the case of Valmista-platform, the user experiences highlight the usability, trust

and service variability. The customers enjoy a simple and easy-to-use platform, that offers reliable services and a lot of content. These refer to, how improving CX in these areas may directly increase users' satisfaction and commitment to the platform.

## 7.1 Theoretical Contribution

This research utilizes and expands existing theories such as Vargo and Lushes (2004) service-dominant logic, Lemon and Verhoef's (2016) customer journey mapping and Pine and Gilmore's (1990) experience economy in the context of P2P platforms. This research offers new perspectives on customer behavior in the digital marketplaces. This study also responds to existing literature gap by clarifying the CX on P2P platforms. Emphasizing the importance of trust, usability, and versatility of services in the creation of user satisfaction. Thinking broader, the societal consequence of this research points out the importance of enhancing CX on P2P platforms. A better CX on P2P platform could lead to larger economic and social benefits, that is why these platforms are crucial in building economic growth and sustainability.

This study shows how important it is that the customers participate actively in creating value on P2P platforms, just as Vargo and Lusch (2004) suggests. The results of this study also finds that how much users truly participate might differ from what the theory expects. The research agrees with Lemon and Verhoef (2016) about the importance of mapping the customer journey in order to really understand their experiences. Looking at Pine and Gilmore's (1990) idea of the experience economy, this study highlights the need to give users memorable and unforgettable experiences, focusing on the platform's usability and service range. This takes Pine and Gilmore's theory and expands it to show that these factors are key in online markets, since there you cannot physically touch what you are buying. This research fills the gap in our knowing by investigating how people experience P2P platforms, especially how trust, ease of use and size of service offerings contribute to user satisfaction.



## 7.2 Managerial Implications

This research offers strategies for improving CX on P2P platforms. These strategies include, improving platform features, enhancing trust by transparency, and conducting and showing service reviews. Not to forget about the importance of expanding the service offerings. These are all key factors in getting new customers and keeping them loyal. Not to forget that P2P platforms should use their research results in their marketing strategies and in their service plans, by emphasizing on personal experiences and the role of digital marketing when building customer relationships (Suharto et al., 2022; Wiedmann et al., 2018). Broader managerial implications are, that the P2P platforms have potential to improve the economic landscape as well as social well-being by creating a more inclusive and sustainable marketplace.

## 7.3 Limitations and Further Research

The study only examines the Valmista platform, which might limit the generalization of the results to other platforms. The existing service providers notable low response rate, and the total absence of responses from potential new service providers and existing customers, shows this thesis challenge to make broad conclusions of the collected data.

The number of gotten responses and the sample size also affects the reliability. This shows that to be able to enhance future data quality, more deeper engagement strategies, such as incentives or more diverse methods for collecting the data is needed. Future research could study the cultural impact of CX or use comparison, by studying different P2P platforms. Also, long-term studies to monitor how customer behavior changes over time, could be a useful study. Not to mention, research about new technologies such as Artificial Intelligence, and their role in improving trust and platform efficiency could give new information about how to improve CX. A better understanding of both theoretical and practical effects for society could be gotten if these subjects were to be studies.

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## Appendices

Appendix 1. *Content analysis tables of the questions and their answers. Category: Possible new customers and Existing customer*

*1. Mitä odotuksia sinulla on ensimmäisestä kokemuksestasi käyttäessäsi Valmista-alustaa?*

*What are your expectations for your first experience using Valmista platform?*

<b>Alkuperäinen ilmaus</b>	<b>Pelkistetty ilmaus</b>	<b>Alaluokka</b>	<b>Päälouokka</b>	<b>Yhdistävä käsite</b>
Selkeys ja helppous	Käytön helppous	Käyttäjäkoke- mus	Käyttäjäkoke- mu s	Alustan ominaisuudet
Että palkattu apu on hintansa väärä	Rahalle vastinetta	Kustannus	Palvelun laatu	Arvo, hinta- laatusuhde

Vaikuttaa mielenkiintoiselta ja hyödylliseltä. Odotan helppoa käyttäjäkokemusta.	Kiinnostavuus ja hyödyllisyys	Kiinnostus	Käyttäjäkoke- mu- s	Alustan ominaisuudet
Odotan, että tilaamani palvelu on sitä mitä luvataan ja kaikki hoituu niin kuin on sovittu.	Luotettavuus ja tarkkuus	Luotettavuus	Palvelun laatu	Luottamus
Varovaisen tutkiva ja tunne syntyi että mitään erityisen erilaista muihin palveluunottoihin nähden ei jäänyt käytöstä mieleen.	Ei erityisesti eroa muista palveluunottoista	Erojen puute	Alustan vertailtavuus	Markkinoiden samankaltaisuus
Helposti löytyy apua asiaan kuin asiaan, nettisivu on todella simppeleä käyttää!	Helppokäyttöisyys ja monipuolisuus	Käyttäjäkoke- mu- s ja palveluiden laajuus	Sivuston ominaisuudet	Käyttäjäkoke- mu- s ja tarjonta
Se on luotettava ja katson arvosteluja ja lähdeä niihin	Luotettavuus ja arvosteluiden tärkeys	Luotettavuus	Palvelun laatu	Luottamus
Palveluiden helppo löytäminen .	Palveluiden löytäminen	Käyttäjäkoke- mu- s	Käyttäjäkoke- mu- s, helppous	Alustan ominaisuudet
Luotettavuus on avainasia palvelun valinnassa. Aiempi asiakaskokemus on hyvä mittari.	Luotettavuus ja aiempi asiakaskokemus	Luotettavuus	Palvelun laatu	Luottamus
Palveluiden löydön helppous	Palveluiden löytäminen	Käyttäjäkoke- mu- s	Käyttäjäkoke- mu- s	Sivuston ominaisuudet
Laaja ja helppokäyttöinen	Laajuus ja helppokäyttöisyys	Palveluiden laajuus	Sivuston ominaisuudet	Tarjonta
helppokäyttöisyys ja laaja valikoima	helppokäyttöisyys ja laaja valikoima	Käyttäjän kokemus sekä palveluiden laajuus	Käyttäjäkoke- mu- s ja tarjonta	Sivuston ominaisuudet
Ei juurikaan odotuksia, mutta Timman tai Woltin tyylinen lähtöodotus	Minimaaliset odotukset, vertailu	Vertailtavuus	Alustan ominaisuudet	Odotusten asettelu



sivuston toimintalogiikalle				
Toivottavasti tästä tulee toimiva alusta.	Toimivuuden toivo	Toimivuus	Alustan ominaisuudet	Toiveikkaus
Toivon että saan haluamani palvelun luotettavasti ja helposti.	Luotettavuus ja palveluiden saannin helppous	Luotettavuus	Palveluiden laatu	Luottamus
Palveluntarjoajia tulisi voida selata ilman, että sivustolle tulee rekisteröityä. Rekisteröinti tulisi vaatia vasta siinä vaiheessa, kun olet tilaamassa työtä.	Rekisteröinti työn tilauksen yhteydessä	Käyttäjäkoke- mus	Alustan käyttöehdot	Käyttäjystävällisyys
Odotan löytäväni riittävästi vaihtoehtoja ja sopivia osajia liittyen valittuun tarpeeseen.	Riittävät vaihtoehdot ja sopivat asiantuntijat	Palveluiden kirjo	Alustan ominaisuudet	Tarjonta
Ajattelin, että voisi olla hyödyllistä löytää esim. lastenhoito- siivous- tai remonttipalveluita.	Palveluiden hyödyllisyys, kuten lastenhoito ja siivous	Palveluiden monipuolisuus	Alustan palvelut	Palveluiden kattavuus

Original Expression	Reduced Expression	Subcategory	Main Category	Unifying Concept
Clarity and ease	Ease of use	User experience	User experience	Platform features
That the hired help is worth the price	Value for money	Cost	Service quality	Value, price-quality ratio
Seems interesting and useful. I expect an easy user experience.	Interest and usefulness	Interest	User experience	Platform features
I expect that the service I order is what is promised and everything goes as agreed.	Reliability and accuracy	Reliability	Service quality	Trust

Easy to find help for anything, the website is really simple to use!	Ease of use and versatility	User experience and scope of service	User experience and services	Platform features
It is reliable and I look at reviews and sources	Reliability and the importance of reviews	Reliability	Service quality	Trust
Easy finding of services	Service discoverability	User experience	User experience	Platform features
Reliability is key in choosing a service. Previous customer experience is a good indicator.	Reliability and customer experience	Reliability	Service quality	Trust
Wide and easy to use	Range and ease of use	Range of services	Platform features	Offering
Not many expectations, but a starting expectation for the site's logic similar to Timma or Wolt.	Minimal expectations, comparison	Comparison	Platform features	Setting expectations
Hopefully this will become a functional platform.	Hope for functionality	Functionality	Platform features	Hopefulness
I hope to get the service I want reliably and easily.	Reliable and easy receipt of service	Reliability	Service quality	Trust
Service providers should be browsable without registering on the site. Registration should only be required when you are ordering work.	Registration when ordering work	User experience	Platform terms of use	User-friendliness
I expect to find enough options and suitable experts related to the chosen need.	Sufficient options and suitable experts	Range of services	Platform features	offering
I thought it would be useful to find, for example, childcare, cleaning, or renovation services.	Useful services such as childcare and cleaning	Service diversity	Service coverage	Platform services offered
Cautiously investigative and felt that nothing particularly different from other service platforms remained in mind after use.	No particularly different from other service platforms	Lack of distinctiveness	Market similarity	Platform comparability
Service discoverability	Service discoverability	User experience	User experience	Platform features
Ease of use and wide selection	Ease of use and wide selection	User experience and range of services	User experience and offering	Platform features

2. Mitkä tekijät vaikuttavat päätökseesi ostaa palveluita Valmista-alustalta?

Which factors influence your decision to purchase services from the Valmista platform?

<b>Alkuperäinen ilmaus</b>	<b>Pelkistetty ilmaus</b>	<b>Alaluokka</b>	<b>Pääluokka</b>	<b>Yhdistävä käsite</b>
Hinnoittelu, kuinka nopeasti palvelu on mahdollista toteuttaa sekä asiakkaiden arvostelut	Hinnoittelu, nopeus, arvostelut	Palvelun toteutuksen ehdot	Palvelun valinta	Palvelukokemuksen odotukset
Henkilön luotettavuus ja hinta/laatu	Luotettavuus, hinta-laatusuhde	Palveluntarjoajan luotettavuus ja arvo	Palvelun valinta	Laadun ja luotettavuuden arviointi
Aiemmat arviot palvelusta ja sen suhde hintaan	Palvelun arviot ja hinta	Arviot ja hinta	Palvelun arvostus	Laadun ja kustannuksen tasapaino
Luotettavuus, helppokäyttöisyys ja hinta	Luotettavuus, helppokäyttöisyys, hinta	Palvelun käytettävyys ja hinta	Palvelun valinta	Käyttökokemuksen ja kustannuksen suhde
Kohteen löytyminen helposti ja tilaamisen helppous	Löydettävyys ja tilausprosessi	Käyttöliittymän helppous	Palvelun käyttökokemus	Palvelun saavutettavuus
Helppous	Helppous	Käyttökokemuksen yksinkertaisuus	Palvelun käyttökokemus	Käyttökokemuksen vaivattomuus
Luotettavuus ja mahdollinen tarve	Luotettavuus ja tarve	Palvelun tarve ja luotettavuus	Palvelun valinta	Tarpeen ja luottamuksen yhdistäminen
Vaivattomuus ja kuinka hyvin palvelut kuvattu	Palvelukuvauksen selkeys	Palvelun esittely	Palvelun valinta	Informaation selkeys ja kattavuus
Pidän työntekijäin esittelyä tärkeänä	Työntekijöiden esittely	Palveluntarjoajan tausta	Palveluntarjoajan valinta	Henkilökohtaisen profiilin merkitys
Helppo navigoida sivustolla, siisti ulkoasu, paljon palveluita tarjolla	Sivuston käytettävyys ja ulkoasu	Verkkosivuston suunnittelu	Palvelun käyttökokemus	Verkkopalvelun houkuttelevuus

IT palvelut ja siivous	Palvelun tyyppi	Palvelun laji	Palvelutarjonta	Palveluiden monimuotoisuus
hinta ja luotettavuus	Hinta ja luotettavuus	Kustannus ja luotettavuus	Palvelun valinta	Kustannustehokkuus ja luottamus
Erityisesti muiden käyttäjien kokemukset/arviot	Käyttäjäkokemukset ja arviot	Asiakaspalaute	Palvelun arvostus	Yhteisön luottamus
Tarve ja hinta	Tarpeen ja hinnan suhde	Palvelun tarve ja kustannus	Palvelun valinta	Taloudellinen harkinta
Helppous, edullisuus, palveluiden saatavuus muualta, suositukset	Käytön helppous, hinta, saatavuus, suositukset	Markkinoiden vertailu	Palvelun valinta	Markkina-analyysi ja suositellut
Muiden asiakkaiden kokemukset/arvostelut palveluntarjoajista	Asiakasarvostelut	Asiakasarvostelujen vaikutus	Palvelun arvostus	Asiakasarvostelujen merkitys
Tekijän ammattitaito ja hintataso verrattuna muihin kanaviin	Ammattitaito ja hintavertailu	Palveluntarjoajan pätevyys	Palveluntarjoajan valinta	Ammattitaidon ja hintapolitiikan vertailu
Valokuva ja kuvaus henkilöstä	Henkilökuvaukset	Palveluntarjoajan esittely	Palveluntarjoajan valinta	Visuaalinen ja kuvallinen esittely

Original Expression	Reduced Expression	Subcategory	Main Category	Unifying Concept
Pricing, how quickly the service can be executed, and customer reviews	Pricing, speed, reviews	Conditions of service execution	Service selection	Expectations of service experience
Person's reliability and price/quality	Reliability, value for money	Provider's reliability and value	Service selection	Assessment of quality and reliability
Previous reviews of the service and its relation to price	Service reviews and price	Reviews and price	Service valuation	Balance of quality and cost
Reliability, ease of use, and price	Reliability, ease of use, price	Service usability and price	Service selection	Relation of user experience to cost
Finding the target easily and ease of ordering	Discoverability and ordering process	Interface ease	Service user experience	Service accessibility

Ease	Ease	Simplicity of user experience	Service user experience	Effortlessness of user experience
Reliability and potential need	Reliability and need	Need for service and reliability	Service selection	Combining need and trust
Effortlessness and how well services are described	Clarity of service descriptions	Service presentation	Service selection	Clarity and comprehensiveness of information
Importance of employee presentation	Employee presentation	Provider's background	Provider selection	Importance of personal profile
Easy to navigate on the site, clean layout, many services offered	Site usability and appearance	Website design	Service user experience	Attractiveness of the online service
IT services and cleaning	Type of service	Category of service	Service offering	Diversity of services
Price and reliability	Price and reliability	Cost and reliability	Service selection	Cost-effectiveness and trust
Especially other users' experiences/reviews	User experiences and reviews	Customer feedback	Service valuation	Community trust
Need and price	Relation of need to price	Need for service and cost	Service selection	Economic consideration
Ease, affordability, availability of services elsewhere, recommendations	Ease of use, price, availability, recommendations	Market comparison	Service selection	Market analysis and recommendations
Other customers' experiences/reviews of the service providers	Customer experiences, reviews	Provider's trustworthiness	Service selection	Building trust
Provider's professionalism and price level compared to other channels	Professionalism, price comparison	Provider's skills	Service selection	Competitive edge
Photo and description of the person	Personal descriptions	Provider presentation	Provider selection	Personal introduction

### 3. Miksi uskot asiakaskokemuksen olevan tärkeää käytettäessä alustaa?

*Why do you believe customer experience is important when using the platform?*

<b>Alkuperäinen ilmaus</b>	<b>Pelkistetty ilmaus</b>	<b>Alaluokka</b>	<b>Päälukka</b>	<b>Yhdistävä käsite</b>
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Jotta asiakas palaa käyttämään alustaa	Asiakkaan paluu	Asiakasuskollisuus	Asiakaskokemuksen merkitys	Asiakassuhde
Koska kyseessä on maksullinen palvelu	Maksullisuus	Palvelun arvo	Asiakaskokemuksen merkitys	Palvelun laatu
Nykyään erilaisia palveluita on paljon virtuaalisilla alustoilla, joten huonosti toimiva palvelu putoaa kilpailusta nopeasti.	Palveluiden kilpailu virtuaalialustoilla	Markkinakilpailu	Asiakaskokemuksen merkitys	Markkinoiden dynamiikka
Jos asiakaskokemus ei ole hyvä, kun ihminen käyttää palvelua etenkin ensimmäistä kertaa, niin hän tuskin enää uusiksi alustaa käyttää.	Ensivaikutelman merkitys	Ensikokemus	Asiakaskokemuksen merkitys	Asiakasuskollisuus
Positiivinen asiakaskokemus kannustaa palaamaan palvelun käyttöön myöhemminkin	Positiivisen kokemuksen vaikutus	Asiakastyytyväisyys	Asiakaskokemuksen merkitys	Asiakassuhde
Jos palvelu on luotettava, niin jatkossa on varmasti käyttöä.	Palvelun luotettavuus	Luotettavuus	Asiakaskokemuksen merkitys	Luottamus
Jotta ihmiset käyttäisi sitä uudestaan	Uudelleenkäytön motivaatio	Asiakasuskollisuus	Asiakaskokemuksen merkitys	Asiakassuhde
Tyytyväinen asiakas palaa takaisin.	Asiakastyytyväisyys ja paluu	Asiakastyytyväisyys	Asiakaskokemuksen merkitys	Asiakassuhde
Muiden kokemukset ovat hyvinkin suuntaa antavia.	Muiden kokemusten merkitys	Asiakaspalaute	Asiakaskokemuksen merkitys	Palvelun kehittäminen
Asiakaskokemuksen avulla alustaa saa muokattua käyttöystävällisemmäksi.	Käyttökokemuksen parantaminen	Palvelun kehittäminen	Asiakaskokemuksen merkitys	Käyttöystävällisyys
Luottamus ja hyvän tyypin kanssa helppo tehdä yhteistyötä	Luottamus ja yhteistyö	Luottamus	Asiakaskokemuksen merkitys	Yhteistyön sujuvuus

Saa hyvät arvostelut ja voi suositella muille	Suosittelun mahdollisuus	Asiakasarvostelut	Asiakaskokemuksen merkitys	Sosiaalinen vaikuttavuus
Positiiviset kokemukset lisäävät näkemystä alustan ja palveluntarjoajien luotettavuudesta.	Positiiviset kokemukset ja luotettavuus	Luotettavuuden kokemus	Asiakaskokemuksen merkitys	Luottamus
Näin saa tärkeää dataa siitä, mikä toimii ja mikä ei.	Palautteen merkitys	Asiakaspalaute	Asiakaskokemuksen merkitys	Palvelun kehittäminen
Jos asiakaskokemukseni olisi huono, tuskin palaisin alustalle.	Negatiivisen kokemuksen vaikutus	Asiakastyytyväisyys	Asiakaskokemuksen merkitys	Asiakassuhde
Jotta alustaa tulisi käytettyä useammin.	Käyttötiheyden lisääminen	Käyttömotivaatio	Asiakaskokemuksen merkitys	Asiakasaktiivisuus
Ensimmäinen asiakaskokemus määrittää alustan houkuttelevuuden jatkossa, hyvä kokemus saa käyttäjän palaamaan takaisin.	Ensikokemuksen vaikutus	Ensivaikutelma	Asiakaskokemuksen merkitys	Asiakasuskollisuus
Käyttöliittymän pitää olla kunnossa ja hiottu.	Käyttöliittymän laatu	Käyttöliittymä	Asiakaskokemuksen merkitys	Käyttöystävällisyys

Original Expression	Reduced Expression	Subcategory	Main Category	Unifying Concept
To make the customer return to use the platform	Customer return	Customer loyalty	Importance of customer experience	Customer relationship
Because it is a paid service	Paid service	Value of service	Importance of customer experience	Quality of service
Nowadays, there are many services on virtual platforms, so a poorly functioning service quickly drops out of the competition.	Competition among virtual services	Market competition	Importance of customer experience	Market dynamics
If the customer experience is not good, especially when using the service for the first time, they are unlikely to use the platform again.	Importance of first impression	First experience	Importance of customer experience	Customer loyalty
A positive customer experience encourages returning to use the service later	Impact of positive experience	Customer satisfaction	Importance of customer experience	Customer relationship

If the service is reliable, it will surely be used in the future.	Service reliability	Reliability	Importance of customer experience	Trust
So that people would use it again	Motivation for reuse	Customer loyalty	Importance of customer experience	Customer relationship
A satisfied customer returns.	Customer satisfaction and return	Customer satisfaction	Importance of customer experience	Customer relationship
Others' experiences are very indicative. Both positive but also possible negatives. This way, shortcomings can be addressed and checked if they are correctable.	Importance of others' experiences	Customer feedback	Importance of customer experience	Service development
Through customer experience, the platform can be made more user-friendly.	Improving user experience	Service development	Importance of customer experience	Usability
Trust and easy to collaborate with a good type	Trust and collaboration	Trust	Importance of customer experience	Smooth collaboration
Gets good reviews and can recommend to others	Possibility of recommendation	Customer reviews	Importance of customer experience	Social impact
Positive experiences increase the perception of the platform's and service providers' reliability.	Positive experiences and reliability	Experience of reliability	Importance of customer experience	Trust
This provides important data on what works and what doesn't.	Importance of feedback	Customer feedback	Importance of customer experience	Service development
If my customer experience were bad, I would hardly return to the platform. :) A good customer experience on the platform increases trust in the service providers and thus promotes sales.	Impact of negative experience	Customer satisfaction	Importance of customer experience	Customer relationship
So that the platform would be used more often.	Increasing usage frequency	Usage motivation	Importance of customer experience	Customer activity
The first customer experience determines the platform's attractiveness in the future, a good experience makes the user return.	Impact of first experience	First impression	Importance of customer experience	Customer loyalty
The interface has to be in order and polished.	Quality of the interface	Interface	Importance of customer experience	Usability



4. Voisitko kuvata, millainen olisi mielestäsi hyvä kokemus käyttäessäsi Valmista-alustaa?

Could you describe what a good experience would look like for you using the Valmista platform?

<b>Alkuperäinen ilmaus</b>	<b>Pelkistetty ilmaus</b>	<b>Alaluokka</b>	<b>Pääluokka</b>	<b>Yhdistävä käsite</b>
Saisin helposti ja nopeasti haluamani palvelun ostettua	Helppous ja nopeus	Käyttökokemus	Hyvä kokemus	Palvelun saavutettavuus
Palkattu henkilö on ajallaan, ystävällinen, tehokas ja hinnaltaan tekemänsä työn arvoinen.	Ammattitaito ja asenne	Palveluntarjoajan laatu	Hyvä kokemus	Palvelun laatu
Selkeä, luotettava ja tehokas.	Selkeys ja luotettavuus	Palvelun ominaisuudet	Hyvä kokemus	Käyttäjystävällisyys
Hyvä kokemus on sellainen, jossa koet, että saat järkevään hintaan ja helposti haluamasi palvelun ja kaikki hoituu niin kuin on sovittukin.	Hinta ja sovituksen mukaisuus	Käyttökokemus	Hyvä kokemus	Kustannustehokkuus ja luotettavuus
Palvelun nimi "valmista" kannustaa ehkä kokeilemaan	Brändin vaikutus	Markkinointi	Hyvä kokemus	Brändin houkuttelevuus
Löydän pikaisesti apua hommaan mihin tarvitsen, asia hoituu vaivattomasti ja nopeasti.	Nopeus ja vaivattomuus	Käyttökokemus	Hyvä kokemus	Tehokkuus
Tietäisin tarpeeksi kuka tulee työn tekemään ja voisin luottaa ammattitaitoon, myös aikataulu ja työn jälki vaikuttavat	Tiedon saatavuus ja luottamus	Palvelun läpinäkyvyys	Hyvä kokemus	Luotettavuus ja laatu
Hyvä kokemus kun olet saanut hyvää ja luotettavaa palvelua.	Luotettavuus ja laatu	Palvelun laatu	Hyvä kokemus	Asiakastyytyväisyys
Työ tehdään ripeästi ja jälki on hyvää.	Tehokkuus ja laatu	Palvelun suoritus	Hyvä kokemus	Palvelun lopputulos
Palvelun nopea löytäminen ja onnistuneen palvelun osto.	Löydettävyys ja ostokokemus	Käyttökokemus	Hyvä kokemus	Käyttäjäkokemuksen sujuvuus
Laaja portfolio tarjoajia, selkeät räätälöidyt ratkaisut sekä hinnat	Tarjonnan laajuus ja selkeys	Palveluntarjoajien valikoima	Hyvä kokemus	Palvelun monipuolisuus
Helppo löytää etsimänsä	Löydettävyys	Käyttökokemus	Hyvä kokemus	Käyttäjystävällisyys

Palvelun ehdot ovat selkeät, palveluntarjoajan saatavuus toivottuna ajankohtana on näkyvissä, varausprosessi on nopea, palvelu toteutetaan sovitusti ja kommunikointi palveluntarjoajan kanssa on sujuvaa.	Selkeys, saatavuus, nopeus, luotettavuus, kommunikaatio	Palveluprosessi	Hyvä kokemus	Palvelukokemuksen helppous
Selkeä ja helppo käyttökokemus, joka saa nopeasti tarvitsemäni palvelun tehtyä.	Käyttökokemuksen selkeys ja helppous	Käyttöliittymän laatu	Hyvä kokemus	Käyttöliittymän sujuvuus
Palveluiden helppo löytyminen alustalta, hyvä hinta-laatusuhde, selkeät ohjeet asiakaspalveluun (jos niille tulee tarve) sekä nopea ja ystävällinen asiakaspalvelu, mahdollisuus jättää palautetta.	Löydettävyys, hinta-laatu, asiakaspalvelun laatu	Palvelukokonaisuus	Hyvä kokemus	Palvelun kokonaislaatu
Ennen työn tilausta olisi mahdollista laittaa kysymystä/viestiä suoraan palveluntarjoajalle. Lisäksi se, että työn tilaaminen olisi nopeaa. Pidän myös tärkeänä, että työn pystyisi peruuttamaan sivuston kautta vaivattomasti, mikäli kyseinen palvelu ei olisikaan enää tarpeen.	Viestintä, nopeus, joustavuus	Palveluprosessin joustavuus	Hyvä kokemus	Palvelun käyttöjoustavuus
Helppokäyttöisyys, kilpailukykyinen hintataso ja hyvä työn lopputulos. Työn lopputulokseen vaikuttaa tietysti työn suorittaja eikä niinkään varaussivusto, mutta asiakas liittyy nämä helposti yhteen.	Helppokäyttöisyys, hinta, työn lopputulos	Palvelun arvo	Hyvä kokemus	Palvelun arvostus
Selkeä, intuitiivinen, nopea. Ei liikaa	Tilausprosessin nopeus ja intuitiivisuus	Tilausprosessi	Hyvä kokemus	Tilausprosessin tehokkuus

sarakkeita vaan nopea tilausprosessi.				
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Original Expression	Reduced Expression	Subcategory	Main Category	Unifying Concept
I could easily and quickly purchase the service I wanted	Ease and speed	User experience	Good experience	Service accessibility
The hired person is on time, friendly, efficient, and worth the price for their work.	Professionalism and attitude	Provider quality	Good experience	Service quality
Clear, reliable, and efficient.	Clarity and reliability	Service features	Good experience	User-friendliness
A good experience is one where you feel you get the service you want at a reasonable price and everything goes as agreed.	Price and agreement compliance	User experience	Good experience	Cost-effectiveness and reliability
The service name "valmista" perhaps encourages trying	Brand impact	Marketing	Good experience	Brand attractiveness
I quickly find help for what I need, everything is handled effortlessly and quickly.	Speed and effortlessness	User experience	Good experience	Efficiency
I would know enough about who will do the work and could trust their professionalism, also schedule and work quality matter	Information availability and trust	Service transparency	Good experience	Reliability and quality
A good experience when you have received good and reliable service.	Reliability and quality	Service quality	Good experience	Customer satisfaction
The work is done promptly and the outcome is good.	Efficiency and quality	Service execution	Good experience	Service outcome
Quick finding of the service and successful service purchase.	Discoverability and purchase experience	User experience	Good experience	Smoothness of user experience
Wide portfolio of providers, clear customized solutions, and prices	Range of offering and clarity	Provider selection	Good experience	Service diversity
Easy to find what you're looking for	Discoverability	User experience	Good experience	User-friendliness
Service terms are clear, provider availability at the desired time is visible, the booking process is quick, the service is performed as agreed, and communication with the provider is smooth.	Clarity, availability, speed, reliability, communication	Service process	Good experience	Ease of service experience
Clear and easy user experience that quickly gets the service I need done.	Clarity and ease of user experience	Interface quality	Good experience	Interface smoothness
Easy finding of services on the platform, good value for money, clear instructions for customer service (if needed) and quick and friendly customer service, possibility to leave feedback.	Discoverability, value for money, customer service quality	Service package	Good experience	Overall quality of service

Before ordering the work, it would be possible to send a question/message directly to the service provider. Additionally, that ordering the work would be quick. I also consider it important that the work could be easily canceled through the website if the service was no longer needed.	Communication, speed, flexibility	Flexibility of service process	Good experience	Flexibility of service use
Usability, competitive price level, and good work outcome. The outcome of the work is of course affected by the performer and not so much by the booking site, but the customer easily associates these together.	Usability, price, work outcome	Value of service	Good experience	Valuation of service
Clear, intuitive, fast. Not too many columns but a quick ordering process.	Speed and intuitiveness of the ordering process	Ordering process	Good experience	Efficiency of the ordering process

5. Miten uskot kokemuksen eroavan perinteisistä palveluntarjoajista?

*How do you believe your experience would differ from traditional service providers?*

<b>Alkuperäinen ilmaus</b>	<b>Pelkistetty ilmaus</b>	<b>Alaluokka</b>	<b>Päälouokka</b>	<b>Yhdistävä käsite</b>
Mahdollisuus ostaa palveluita laidasta laitaan eri aloilta samasta paikasta	Monialainen palvelutarjonta	Palvelutarjonnan laajuus	Palvelukokemuksen erilaisuus	Monipuolisuus
Palvelun ehkä saisi nopeammin ja vähän halvemmalla	Nopeus ja edullisuus	Hinta ja saatavuus	Palvelukokemuksen erilaisuus	Kustannustehokkuus
Uskon, että palveluiden skaala on laajempi	Laajempi palveluvalikoima	Palveluvalikoiman laajuus	Palvelukokemuksen erilaisuus	Valikoiman monipuolisuus
En ole käyttänyt tällaisia palveluita, niin en osaa sanoa	Kokemattomuus	Kokemuksen puute	Palvelukokemuksen erilaisuus	Kokemattomuuden vaikutus
En näe eroja	Ei havaittuja eroja	Erojen puute	Palvelukokemuksen erilaisuus	Yhtenäisyyden tunne

Helppoudella käyttää palvelua	Helppokäyttöisyys	Käytettävyys	Palvelukokemuksen erilaisuus	Käyttömukavuus
Voisiko se olla yksilöllisempää tiettyihin projekteihin	Yksilöllisen palvelun mahdollisuus	Räätälöinnin taso	Palvelukokemuksen erilaisuus	Räätälöidyn palvelun arvo
Selkeyden ja helppouden puolesta	Selkeys ja helppous	Käyttöliittymän selkeys	Palvelukokemuksen erilaisuus	Käyttökokemuksen selkeys
Luotettavuus hyvällä suunnittelulla ja molemminpuolisella luottamuksella	Luotettavuus ja suunnittelu	Luotettavuuden rakentaminen	Palvelukokemuksen erilaisuus	Luottamuksen merkitys
Kaikki palvelut yhdellä alustalla helpottaa etsintöjä	Keskitetty palvelutarjonta	Palveluiden keskittäminen	Palvelukokemuksen erilaisuus	Palveluiden löydettävyys
Yhden luukun kautta kaikki, helpottaa etsintää ja tuo luottamusta	"Yhden luukun" palvelumalli	Palvelumallin integraatio	Palvelukokemuksen erilaisuus	Integroidun palvelun luottamus
Pienempi markkina ja suppeampi valikoima	Markkinan ja valikoiman rajoitteet	Markkinan laajuus	Palvelukokemuksen erilaisuus	Markkinoiden rajallisuus
Helppo vertailla eri palveluntarjoajia	Palveluntarjoajien vertailtavuus	Vertailun helppous	Palvelukokemuksen erilaisuus	Vertailun mahdollisuus
Toistaiseksi en mitenkään, ehkä tulevaisuudessa helppokäyttöisyys	Tulevaisuuden mahdollisuudet	Kokemuksen potentiaali	Palvelukokemuksen erilaisuus	Tulevaisuuden odotukset
Yhdestä paikasta monenlaisia ja harvinaisempiakin palveluita, helppous, nopeus, edullisuus	Monipuolisuus ja saatavuus	Harvinaisten palveluiden löydettävyys	Palvelukokemuksen erilaisuus	Palvelun kattavuus
Hintojen vertailu helpompaa, yhteydenotto vaivattomampaa	Vertailun ja yhteydenoton helppous	Asiakaskokemuksen sujuvuus	Palvelukokemuksen erilaisuus	Palveluprosessin tehostaminen
Suora yhteys asiakkaan ja työn suorittajan välillä, kilpailukykyinen hinta	Suoran yhteydenoton arvo	Kommunikaation vaikutus	Palvelukokemuksen erilaisuus	Kommunikaation merkitys

Monipuolisesti eri aloja ja suoraan tekijöitä	Aloitteen monipuolisuus ja suorat yhteydet	Palveluiden ja tekijöiden monipuolisuus	Palvelukokemuksen erilaisuus	Palvelutarjonnan laajuus
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Original Expression	Reduced Expression	Subcategory	Main Category	Unifying Concept
Possibility to buy services from various fields in one place	Multidisciplinary service offering	Scope of services	Experience difference	Service accessibility
Maybe the service could be faster and a bit cheaper	Speed and affordability	Cost and delivery time	Experience difference	Cost efficiency
I believe the range of services is wider than I have previously experienced	Wider range of services	Service selection	Experience difference	Diversity of options
I haven't used such services, so I can't say	Lack of experience	Absence of experience	Experience difference	Impact of inexperience
I see no differences	No perceived differences	Lack of differences	Experience difference	Sense of uniformity
Ease of using the service	Ease of use	Usability	Experience difference	User comfort
Could it be more personalized for certain projects	Potential for personalization	Level of customization	Experience difference	Value of tailored service
For the sake of clarity and ease	Clarity and ease	Interface clarity	Experience difference	Clarity of user experience
Initially, I referred to reliability, and I return to it. It is achievable with good planning, where work performance is specified and trust is mutual.	Reliability and planning	Building reliability	Experience difference	Importance of trust
Great to have all services on one platform, facilitates and accelerates searches	Centralized service offering	Service centralization	Experience difference	Service findability
Everything through one window. Facilitates searching and brings trust	"One-stop-shop" model	Service model integration	Experience difference	Trust in integrated service
Smaller market and narrower selection	Market and selection limitations	Market scope	Experience difference	Limitations of markets
Easy to compare different service providers in one place	Comparability of providers	Ease of comparison	Experience difference	Possibility of comparison
So far not at all, but maybe in the future the usability	Future possibilities	Potential of experience	Experience difference	Expectations for the future
Finding a variety of services, including rarer ones, from one place? Maybe also ease, speed, affordability	Diversity and availability	Finding rare services	Experience difference	Coverage of service
Easier to compare prices and contact is more effortless (low threshold service). Via the site, it would be quick to find	Ease of comparison and contact	Smoothness of customer experience	Experience difference	Streamlining the service process

someone for the next day (like in Timma).				
Direct contact between the customer and the worker should facilitate competitive pricing	Value of direct contact	Effect of communication	Experience difference	Importance of communication
Diversely different fields and direct access to performers	Diversity of fields and direct connections	Diversity of services and providers	Experience difference	Scope of service offering

6. Onko sinulla erityisiä huolenaiheita tai kysymyksiä alustasta ennen sen käyttöä?

*Do you have any specific concerns or questions about the Valmista platform before using it?*

<b>Alkuperäinen ilmaus</b>	<b>Pelkistetty ilmaus</b>	<b>Alaluokka</b>	<b>Pääloukka</b>	<b>Yhdistävä käsite</b>
Ei	Ei huolenaiheita	Huolenaiheiden puute	Huolenaiheet ja kysymykset	Huolenaiheiden puuttuminen
Ihmisten taidot siinä mitä tulevat tekemään, luotettavuus ja hinta/laatu	Taidot, luotettavuus, hinta-laatusuhde	Palvelun laatu	Huolenaiheet ja kysymykset	Palveluntarjoajan pätevyys
Ei tule mieleen.	Ei huolenaiheita	Huolenaiheiden puute	Huolenaiheet ja kysymykset	Huolenaiheiden puuttuminen
En osaa sanoa, kun en ole tutustunut alustaan sen tarkemmin	Tietämättömyys alustasta	Alustan tuntemus	Huolenaiheet ja kysymykset	Alustan tuntemattomuus
Ei ole	Ei huolenaiheita	Huolenaiheiden puute	Huolenaiheet ja kysymykset	Huolenaiheiden puuttuminen
Onko palveluntarjoajia ympäri Suomen?	Alueellinen kattavuus	Saatavuus	Huolenaiheet ja kysymykset	Palveluntarjoajien sijainti
Miten tekijöiden ammattitaito todennetaan ja kuka on vastuussa jos hommat ei toimi?	Ammattitaidon todentaminen ja vastuu	Vastuu ja pätevyys	Huolenaiheet ja kysymykset	Vastuun jakautuminen
Ei	Ei huolenaiheita	Huolenaiheiden puute	Huolenaiheet ja kysymykset	Huolenaiheiden puuttuminen
Ei ole. Sellaiset nousevat juuri kokemuksen kautta.	Ei ennakkohuolenaiheita	Huolenaiheiden puute	Huolenaiheet ja kysymykset	Kokemuspohjaiset huolenaiheet
Ei ole	Ei huolenaiheita	Huolenaiheiden puute	Huolenaiheet ja kysymykset	Huolenaiheiden puuttuminen
Varmuus	Varmuuden tarve	Turvallisuus ja varmuus	Huolenaiheet ja kysymykset	Palvelun turvallisuus

Alustan turvallisuus	Turvallisuus	Turvallisuus	Huolenaiheet ja kysymykset	Alustan turvallisuus
Mietityttää vastuunjako, jos palvelussa menee jotakin pieleen.	Vastuunjaon selkeys	Vastuu ja reklamaatiot	Huolenaiheet ja kysymykset	Vastuun selkeys
Ei	Ei huolenaiheita	Huolenaiheiden puute	Huolenaiheet ja kysymykset	Huolenaiheiden puuttuminen
Kuka on vastuussa, jos en ole tyytyväinen palveluntarjoajan työhön / toimintaan?	Tyytymättömyyden vastuu	Vastuu ja tyytyväisyys	Huolenaiheet ja kysymykset	Palvelun laadun vastuu
Ketä sivuston takana on (mm. ylläpitäjät).	Alustan ylläpitäjät	Alustan hallinta	Huolenaiheet ja kysymykset	Ylläpitäjien tunteminen
Onko alustalla riittävä määrä työn tarjoajia, jotta alueellinen kattavuus ja riittävä ammattitaito on taattu?	Työn tarjoajien määrä ja kattavuus	Saatavuus ja ammattitaito	Huolenaiheet ja kysymykset	Palveluntarjoajien saatavuus
Mikä on Valmistan ansaintalogiikka ja paljonko ottaa "välistä"	Ansaintalogiikka ja välityspalkkio	Taloudelliset ehdot	Huolenaiheet ja kysymykset	Kustannusrakenne

Original Expression	Reduced Expression	Subcategory	Main Category	Unifying Concept
No	No concerns	Absence of concerns	Concerns and questions	Lack of concerns
People's skills in what they are going to do, reliability, and price/quality	Skills, reliability, price-quality ratio	Quality of service	Concerns and questions	Provider's competency
Nothing comes to mind.	No concerns	Absence of concerns	Concerns and questions	Lack of concerns
I can't say since I haven't looked into the platform more closely	Unfamiliarity with the platform	Knowledge of the platform	Concerns and questions	Unfamiliarity with the platform
No	No concerns	Absence of concerns	Concerns and questions	Lack of concerns
Are there service providers all around Finland?	Regional coverage	Availability	Concerns and questions	Location of service providers
How is the professional skill of the performers verified, and who is responsible if things don't work?	Verification of professionalism and responsibility	Responsibility and competency	Concerns and questions	Distribution of responsibility
No	No concerns	Absence of concerns	Concerns and questions	Lack of concerns
No. Such concerns arise precisely through experience.	No pre-existing concerns	Absence of concerns	Concerns and questions	Experience-based concerns



No	No concerns	Absence of concerns	Concerns and questions	Lack of concerns
Assurance	Need for assurance	Safety and assurance	Concerns and questions	Service safety
Platform safety	Safety	Safety	Concerns and questions	Platform safety
Concerned about the division of responsibility if something goes wrong in the service.	Clarity of responsibility division	Responsibility and complaints	Concerns and questions	Clarity of responsibility
No	No concerns	Absence of concerns	Concerns and questions	Lack of concerns
Who is responsible if I am not satisfied with the service provider's work/actions?	Responsibility for dissatisfaction	Responsibility and satisfaction	Concerns and questions	Quality of service responsibility
Who is behind the site (including administrators)?	Platform administrators	Platform management	Concerns and questions	Knowing the administrators
Is there a sufficient number of job providers on the platform to ensure regional coverage and adequate professionalism?	Number and coverage of job providers	Availability and professionalism	Concerns and questions	Availability of service providers
What is Valmista's revenue logic and how much does it take "in between"?	Revenue logic and commission	Financial terms	Concerns and questions	Cost structure

7. Mitä parannuksia tai ominaisuuksia toivoisit näkeväsi Valmistalta parantaaksesi kokemustasi?

What improvements or features would you like to see on the platform to enhance your experience?

Alkuperäinen ilmaus	Pelkistetty ilmaus	Alaluokka	Pääloukka	Yhdistävä käsite
Enemmän asiakasarvosteluja ja mahdollinen karttatoiminto	Asiakasarvostelut ja karttatoiminto	Käyttäjäkokemus	Parannusehdotukset	Palvelun löydettävyys
En osaa sanoa	Ei ehdotuksia	-	Parannusehdotukset	Ei ehdotuksia
Hakua testasin jo ja se toimi hyvin	Hakutoiminnon toimivuus	Tekninen toimivuus	Parannusehdotukset	Käyttöliittymän toimivuus
En osaa sanoa, kun en ole tutustunut	Ei ehdotuksia	-	Parannusehdotukset	Ei ehdotuksia

alustaan sen tarkemmin				
Palvelutarjontaa laajemmaksi	Palvelutarjonnan laajentaminen	Palveluvalikoima	Parannusehdotukset	Palveluvalikoiman monipuolistaminen
Voisiko sivuilla olla jokin chat ominaisuus?	Chat-ominaisuus	Viestintä	Parannusehdotukset	Asiakaspalvelun parantaminen
En osaa sanoa	Ei ehdotuksia	-	Parannusehdotukset	Ei ehdotuksia
En vielä tiedä	Ei ehdotuksia	-	Parannusehdotukset	Ei ehdotuksia
Pelkästään tieto siitä, että alusta elää	Alustan kehitys	Alustan joustavuus	Parannusehdotukset	Jatkuva kehitys
En keksi mitään	Ei ehdotuksia	-	Parannusehdotukset	Ei ehdotuksia
Hieman selkeyttämistä sivustolle	Sivuston selkeyttäminen	Käyttökokemus	Parannusehdotukset	Käyttöliittymän selkeyttäminen
Enemmän palveluntarjoajia	Lisää palveluntarjoajia	Palveluvalikoima	Parannusehdotukset	Palveluntarjoajien määrän kasvattaminen
En tunne alustaa riittävän hyvin	Ei ehdotuksia	-	Parannusehdotukset	Ei ehdotuksia
Vielä helppokäyttöisemmäksi kokonaisuus	Helppokäyttöisyyden parantaminen	Käyttökokemus	Parannusehdotukset	Käyttöliittymän optimointi
Enemmän näkyvyyttä alustalle	Alustan näkyvyyden lisääminen	Markkinointi	Parannusehdotukset	Markkinointitoimien tehostaminen
"Kuka me olemme" > "Meistä"-osiossa esittely	Ylläpitäjien esittely	Alustan läpinäkyvyys	Parannusehdotukset	Ylläpitäjien tunnettavuus
Lisää käyttäjäkuntaa ja vaihtoehtoja	Käyttäjäkunnan ja vaihtoehtojen lisääminen	Palveluvalikoima	Parannusehdotukset	Käyttäjäkunnan laajentaminen
Käyttöliittymän hiomista ja prosessin selkeyttämistä	Käyttöliittymän ja prosessin parantaminen	Käyttökokemus	Parannusehdotukset	Prosessien tehostaminen

Original Expression	Reduced Expression	Subcategory	Main Category	Unifying Concept
More customer reviews and a possible map feature	Customer reviews and map feature	User experience	Improvement suggestions	Service discoverability
I can't say	No suggestions	-	Improvement suggestions	No suggestions
I already tested the search and it worked well and clearly showed the service location. I hope that ordering the service is straightforward, payment is	Functionality of the search feature	Technical functionality	Improvement suggestions	Interface functionality

secure, and giving feedback is easy.				
I can't say, as I haven't looked into the platform more closely	No suggestions	-	Improvement suggestions	No suggestions
Expand the service offering	Expanding service offerings	Service selection	Improvement suggestions	Diversification of service selection
Could there be some kind of chat feature on the pages?	Chat feature	Communication	Improvement suggestions	Enhancing customer service
I can't say	No suggestions	-	Improvement suggestions	No suggestions
I don't know yet	No suggestions	-	Improvement suggestions	No suggestions
Just knowing that the platform is alive is enough. I mean that it can be developed as needed, listening to customers - and also service providers.	Platform development	Platform flexibility	Improvement suggestions	Continuous development
I can't think of anything	No suggestions	-	Improvement suggestions	No suggestions
A bit of clarification to the site otherwise it seemed good and easy	Clarifying the site	User experience	Improvement suggestions	Clarification of the interface
More service providers	More service providers	Service selection	Improvement suggestions	Increasing the number of providers
I don't know the platform well enough to answer and haven't seen the logged-in view.	No suggestions	-	Improvement suggestions	No suggestions
Make the overall usability even easier	Improving overall usability	User experience	Improvement suggestions	Optimization of the interface
More visibility for the platform, so I would also remember this as an option.	Increasing platform visibility	Marketing	Improvement suggestions	Enhancing marketing efforts
"Who we are" > The "About Us" section should have an introduction about the people behind the platform. Currently, there's only information about what the platform is.	Introduction of administrators	Platform transparency	Improvement suggestions	Familiarity with administrators
More user base and options. The search offers many English terms before Finnish ones.	Increasing user base and options	Service selection	Improvement suggestions	Expanding the user base
Refining the interface and clarifying the process.	Improving the interface and process	User experience	Improvement suggestions	Streamlining processes

8. Mitkä ovat mielestäsi tärkeimmät ominaisuudet sinulle tällaisessa palvelussa?

*In your opinion, what are the most important features for you in such a service?*

<b>Alkuperäinen ilmaus</b>	<b>Pelkistetty ilmaus</b>	<b>Alaluokka</b>	<b>Pääluokka</b>	<b>Yhdistävä käsite</b>
Helppokäyttöisyys ja selkeys	Helppokäyttöisyys, selkeys	Käyttökokemus	Käyttäjäkokemus	Palvelun laatu
Selkeä hinnoittelu ja luotettavat tekijät	Selkeä hinnoittelu, luotettavuus	Hinnoittelu, Luotettavuus	Taloudellisuus, Luotettavuus	Palvelun luotettavuus
Selkeä, luotettava ja tehokas	Selkeys, luotettavuus, tehokkuus	Käyttökokemus, Luotettavuus	Käyttäjäkokemus, Luotettavuus	Palvelun tehokkuus
Luotettavuus, helppokäyttöisyys ja hinta	Luotettavuus, helppokäyttöisyys, hinta	Luotettavuus, Käyttökokemus, Hinnoittelu	Luotettavuus, Käyttäjäkokemus, Taloudellisuus	Hinta-laatusuhde
Palvelun tulee olla sekä laaja/kattava tarjonta ja sen käyttö helppoa/ nopeaa	Laajuus, helppokäyttöisyys	Tarjonnan laajuus, Käyttökokemus	Palveluvalikoima, Käyttäjäkokemus	Palvelun monipuolisuus
Palvelun pikainen saaminen, työn jälki	Nopeus, laatu	Palvelun nopeus, Laatu	Palvelun suorituskyky	Palvelun suorituskyky
En osaa sanoa	-	-	-	-
Helposti palveluiden löyminen, arvostelut, hinnat	Löydettävyyys, arvostelut, hinnoittelu	Löydettävyyys, Asiakaspalaute, Hinnoittelu	Käyttäjäkokemus, Taloudellisuus	Asiakaskokemus
Säntillisyyys. Sovitut aikataulut pitävät ja lopputulos on odotusten mukainen. Asiakasmyönteisyys, sosiaalisuus ihmisten kesken, on kokonaisuudessa extraa	Säntillisyyys, asiakaslähtöisyys	Palvelun luotettavuus, Asiakaspalvelu	Luotettavuus, Asiakassuhde	Asiakaspalvelun laatu
Helppokäyttöisyys, selkeät nettisivut, selkeät kuvaukset palveluista	Selkeys, informaation saatavuus	Informaation selkeys	Käyttäjäkokemus	Informaation läpinäkyvyys
Helppous, tarjonta ja laajuus	Helppokäyttöisyys, tarjonnan laajuus	Käyttökokemus, Tarjonnan laajuus	Käyttäjäkokemus, Palveluvalikoima	Palveluvalikoiman laajuus
Hinta, laatu, luotettavuus	Hinta, laatu, luotettavuus	Hinnoittelu, Laatu, Luotettavuus	Taloudellisuus, Laatu, Luotettavuus	Hinta-laatusuhde
Helppokäyttöisyys, luotettavuus	Helppokäyttöisyys, luotettavuus	Käyttökokemus, Luotettavuus	Käyttäjäkokemus, Luotettavuus	Palvelun käytettävyys

Helppokäyttöisyys ja nopeus	Helppokäyttöisyys, nopeus	Käyttökokemus, Palvelun nopeus	Käyttäjäkokemus, Palvelun suorituskyky	Palvelun nopeus
Luotettavuus, selkeys, nopeus, helppous ja edullisuus	Luotettavuus, selkeys, nopeus, helppokäyttöisyys, hinta	Luotettavuus, Käyttökokemus, Hinnoittelu	Luotettavuus, Käyttäjäkokemus, Taloudellisuus	Kattava palvelukokemus
Selkeys (kuten palvelukategoriat), vaivattomuus (ei rekisteröintiä ennen työn tilausta) ja helppokäyttöisyys. Vahvistetut palveluntarjoajat.	Selkeys, vaivattomuus, luotettavuus	Informaation selkeys, Käyttökokemus, Luotettavuus	Käyttäjäkokemus, Luotettavuus	Varmennettu palvelulaatu
Helppokäyttöisyys, kilpailukykyinen hintataso ja hyvä työn lopputulos. Työn lopputulokseen vaikuttaa tietysti työn suorittaja eikä niinkään varaussivusto, mutta asiakas liittää nämä helposti yhteen	Hinta, laatu	Hinnoittelu, Laatu	Taloudellisuus, Laatu	Hinta-laatusuhde
Idea on erittäin hyvä. Tärkeintä saada paljon tekijöitä eli panostaa markkinointiin	Markkinointi	Markkinointi	Palvelun kehittäminen	Palvelun näkyvyys

Original Expression	Simplified Expression	Subcategory	Main Category	Unifying Concept
Ease of use and clarity	Usability, clarity	User experience	User experience	Service quality
Clear pricing and reliable providers	Clear pricing, reliability	Pricing, Reliability	Economy, Reliability	Service reliability
Clear, reliable, and efficient	Clarity, reliability, efficiency	User experience, Reliability	User experience, Reliability	Service efficiency
Reliability, ease of use, and price	Reliability, usability, price	Reliability, User experience, Pricing	Reliability, User experience, Economy	Price-quality ratio
The service should have both a wide/extensive range and its use should be easy/quick	Broadness, usability	Service range, User experience	Service selection, User experience	Service diversity

Quick receipt of service, quality of work	Speed, quality	Service speed, Quality	Service performance	Service performance
I can't say	-	-	-	-
Easily finding services, reviews, price	Discoverability, reviews, pricing	Discoverability, Customer feedback, Pricing	User experience, Economy	Customer experience
Punctuality. Agreed schedules are met, and the result is as expected. Customer-friendliness, sociability among people, is an extra in the whole.	Punctuality, customer orientation	Service reliability, Customer service	Reliability, Customer relationship	Customer service quality
Ease of use, clear websites, clear descriptions of services.	Clarity, information availability	Information clarity	User experience	Information transparency
Ease, range, and breadth	Usability, service range	User experience, Service range	User experience, Service selection	Service selection breadth
Price, quality, reliability	Price, quality, reliability	Pricing, Quality, Reliability	Economy, Quality, Reliability	Price-quality ratio
Ease of use, reliability	Usability, reliability	User experience, Reliability	User experience, Reliability	Service usability
Ease of use and speed	Usability and speed	User experience, Service speed	User experience, Service performance	Ease and speed of service
Reliability, clarity, speed, ease, and affordability.	Reliability, clarity, speed, ease, affordability	Reliability, User experience, Economy	Reliability, User experience, Economy	Comprehensive service quality
Clarity (such as clear service categories), effortless (no registration before ordering work), and ease of use. Verified service providers.	Clarity, effortless, usability	Information clarity, User experience	User experience	Seamless service experience
Ease of use, competitive price level, and good work result. Of course, the outcome of the work is affected by the performer, not so much the booking site, but the customer easily associates these together.	Usability, competitive pricing, good final result	User experience, Pricing, Quality	User experience, Economy, Quality	Value for money
The idea is very good. The most important thing is to get a lot of providers, that is, to invest in marketing.	The idea is very good. Important to attract many providers	Marketing, Service range	Marketing, Service selection	Service provider engagement

9. Kuinka todennäköisesti suosittelisit alustaa? 1-10

*How likely would you recommend the platform? 1-10*

Suositusaste	Numeerinen arvosana	Lukumäärä
Jonkin verran epätodennäköisesti	3	1
Ei todennäköisesti eikä epätodennäköisesti	4	5
Jonkin verran todennäköisesti	5	3
Melko todennäköisesti	6	1
Erittäin todennäköisesti	7	4
Erittäin vahvasti todennäköisesti	8	2
Varauksetta	10	2

Recommendation Level	Numerical Rating	Number of Responses
Somewhat unlikely	3	1
Neither likely nor unlikely	4	5
Somewhat likely	5	3
Fairly likely	6	1
Very likely	7	4
Extremely likely	8	2
Unreservedly	10	2

*Existing service provider content analysis tables of the answers:*

1. *Voisitko kuvata tyypillisiä vuorovaikutuksiasi palvelun ostajien kanssa Valmista-alustalla?  
Miten määrittelet onnistuneen vuorovaikutuksen?*

*Could you describe your typical interactions with service buyers on the Valmista platform?  
How do you define a successful interaction?*

Alkuperäinen ilmaus	Pelkistetty ilmaus	Alaluokka	Pääluokka	Yhdistävä käsite
Näitä pohjia on tullut paljon hyviä ja erittäin hyviä ,suurin kysymys on kilpailu hinnoista joku tekee halvalla ja saa keikan . ?	Vuorovaikutuksen laatu, hintakilpailu	Vuorovaikutus ja hinta	Palvelukokemus	Asiakassuhde

Original Expression	Reduced Expression	Subcategory	Main Category	Unifying Concept
There have been many good and very good bases, the biggest question is the competition on prices someone does it cheaply and gets the gig.	Quality of interaction, price competition	Interaction and price	Service experience	Customer relationship

2. Kuinka tärkeänä pidät asiakastytyvääisyyttä palveluntarjoajana?

*How important do you consider customer satisfaction as a service provider?*

Alkuperäinen ilmaus	Pelkistetty ilmaus	Alaluokka	Pääluokka	Yhdistävä käsite
Erittäin tärkeä	Asiakastytyvääisyys	Tyytyväisyys	Palvelun laatu	Asiakasarvo

Original Expression	Reduced Expression	Subcategory	Main Category	Unifying Concept
Very important	Customer satisfaction	Satisfaction	Service quality	Customer value

3. Mitkä tekijät edistävät mielestäsi palvelun ostajan asiakastytyvääisyyttä?

*In your opinion, what factors contribute to the satisfaction of a service buyer?*

Alkuperäinen ilmaus	Pelkistetty ilmaus	Alaluokka	Pääluokka	Yhdistävä käsite
Helppous selkeä systeemi	Helppokäyttöisyys	Käytettävyys	Palveluprosessi	Asiakaskokemus

Original Expression	Reduced Expression	Subcategory	Main Category	Unifying Concept
Ease clear system	Ease of use	Usability	Service process	Customer experience

4. Voisitko jakaa esimerkkejä tilanteista, joissa koit onnistuneesi erityisen hyvin tarjotessasi positiivisen asiakaskokemuksen?



Could you share examples of situations where you felt you particularly succeeded in providing a positive customer experience?

Alkuperäinen ilmaus	Pelkistetty ilmaus	Alaluokka	Pääluokka	Yhdistävä käsite
Ei ole tällä pohjalla niitä	--	--	--	--

Original Expression	Reduced Expression	Subcategory	Main Category	Unifying Concept
Aren't any in this platform	--	--	--	--

5. Mielestäsi, miksi asiakaskokemus on merkittävä tekijä Valmistan menestykselle?

In your opinion, why is customer experience a significant factor for the success of Valmista?

Alkuperäinen ilmaus	Pelkistetty ilmaus	Alaluokka	Pääluokka	Yhdistävä käsite
Merkitsee paljon	Asiakaskokemuksen merkitys	Kokemuksen vaikutus	Yrityksen menestys	Yrityskulttuuri

Original Expression	Reduced Expression	Subcategory	Main Category	Unifying Concept
Means a lot	Significance of customer experience	Impact of experience	Business success	Corporate culture

6. Mitä mielestäsi Valmista voisi tehdä tukeakseen palveluntarjoajia parempien asiakaskokemusten tarjoamisessa?

What do you think Valmista could do to support service providers in offering better customer experiences?

Alkuperäinen ilmaus	Pelkistetty ilmaus	Alaluokka	Pääluokka	Yhdistävä käsite
Hero24 .com hyvä pohja mutta palaute huono ja silti tilaajia paljon . En ole juuri tähän tutustunut . 20 % välitys vaikea sanoa ei ole huono mutta voisi olla himan toisen tyyppinen	Palveluualustan tuki	Tuen laatu	Palveluntarjoajan tuki	Palvelustrategia

Original Expression	Reduced Expression	Subcategory	Main Category	Unifying Concept
Hero24.com is a good platform, but the feedback is poor and yet there are many subscribers. I haven't really familiarized myself with this. A 20% commission is hard to say – it's not bad but it could be slightly different.	Platform support	Quality of support	Provider support	Service strategy

7. *Kuinka todennäköisesti suosittelisit alustaa?*

*How likely would you recommend the platform?*

Suositusaste	Numeerinen arvosana
4 - Ei todennäköisesti eikä epätodennäköisesti, "En osaa sanoa"	4

Recommendation Level	Numerical Rating
4 - Not likely nor unlikely, "I cannot say"	4

Appendix 2. The cover letters

*1. Existing service providers*

Hei Valmista käyttäjä!

Parannamme ja kehitämme Valmista-alustaa.

Nimeni on Armida Mattila ja teen parhaillaan pro gradua aiheesta, joka liittyy Valmista-alustan käyttäjäkokemukseen.

Pyytäisinkin sinua ystävällisesti osallistumaan lyhyeen kyselyyn, joka auttaa minua ymmärtämään paremmin, miten Valmista palvelee käyttäjiään.

Kyselyyn osallistuminen vie muutaman minuutin, ja vastauksesi ovat äärimmäisen arvokkaita tutkimukseni kannalta. Vastausaikaa on kolme päivää, eli 8.12.2023 päivään asti. Voit osallistua kyselyyn seuraavasta linkistä: <https://forms.office.com/e/PcEsnCgcGC>

Kiitos jo etukäteen osallistumisestasi tutkimukseeni. Arvostan suuresti aikaasi ja toivon, että voimme yhdessä tehdä Valmista:sta vieläkin paremman paikan kaikille käyttäjille.

Suuret kiitokset avustasi!

P.S. Huomasitko, olemme päivittäneet sivut -> <https://valmista.com/fn/fin>

Ystävällisin terveisin,

Armida Mattila  
Lappeenrannan–Lahden teknillinen yliopisto (LUT)

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*2. Possible new customers:*

Hei!

Parannamme ja kehitämme Valmista-alustaa.

Nimeni on Armida Mattila ja teen parhaillaan pro gradua aiheesta, joka liittyy Valmista -alustan käyttäjäkokemukseen.

Valmista (<https://valmista.com/fn/fin>) on uusi alustapalvelu, jossa työ ja tekijä kohtaavat tarjoten apua arjen tarpeisiin. Alustalta löydät tekijöitä kodin siivouspalveluista nurmikon leikkuuseen. Palvelualustalta löydät yli 30 eri palvelukategoriaa, joita täydennetään arjen tarpeiden mukaan.

Pyytäisinkin teitä ystävällisesti osallistumaan lyhyeen kyselyyn, joka auttaa minua ymmärtämään paremmin, miten Valmista palvelee käyttäjiään sekä mahdollisia tulevia käyttäjiään.

Kyselyyn osallistuminen vie muutaman minuutin, ja vastauksesi ovat äärimmäisen arvokkaita tutkimukseni kannalta. Vastausaikaa on kolme päivää eli 8.12.2023 päivään asti. Voit osallistua kyselyyn seuraavasta linkistä: <https://forms.office.com/e/6GSvXfsjrs>

Kiitos jo etukäteen osallistumisestasi tutkimukseeni. Arvostan suuresti aikaasi ja toivon, että voimme yhdessä tehdä Valmista:sta vieläkin paremman paikan kaikille käyttäjille.

Suuret kiitokset avustasi!

Ystävällisin terveisin,

Armida Mattila

Lappeenrannan–Lahden teknillinen yliopisto (LUT)

*1. potential new customers***Valmista tutkimus**

\* Pakollinen

1. Mitä odotuksia sinulla on ensimmäisestä kokemuksestasi käyttäessäsi Valmista-alustaa? \*

Kirjoita vastaus

2. Mitkä tekijät vaikuttavat päätökseesi ostaa palveluita Valmista-alustalta? \*

Kirjoita vastaus

3. Miksi uskot asiakaskokemuksen olevan tärkeää käytettäessä alustaa? \*

Kirjoita vastaus

4. Voisitko kuvata, millainen olisi mielestäsi hyvä kokemus käyttäessäsi Valmista-alustaa? \*

Kirjoita vastaus

5. Miten uskot kokemuksen eroavan perinteisistä palveluntarjoajista? \*

Kirjoita vastaus

6. Onko sinulla erityisiä huolenaiheita tai kysymyksiä alustasta ennen sen käyttöä? \*

Kirjoita vastaus

7. Mitä parannuksia tai ominaisuuksia toivoisit näkeväsi Valmistalta parantaaksesi kokemustasi? \*

Kirjoita vastaus

8. Mitkä ovat mielestäsi tärkeimmät ominaisuudet sinulle tällaisessa palvelussa? \*

Kirjoita vastaus

9. 1. Kuinka todennäköisesti suosittelisit alustaa? 1-10 \*

- Vaihtoehto 1-Erittäin epätodennäköisesti – "En suosittelisi lainkaan"
- Vaihtoehto 2-Melko epätodennäköisesti – "En suosittelisi suurella todennäköisyydellä"
- Vaihtoehto 3-Jonkin verran epätodennäköisesti – "Suosittelisin vastahakoisesti"
- Vaihtoehto 4-Ei todennäköisesti eikä epätodennäköisesti , "En osaa sanoa"
- Vaihtoehto 5-Jonkin verran todennäköisesti , "Suosittelisin jonkin verran"
- Vaihtoehto 6-Melko todennäköisesti , "Suosittelisin suurella todennäköisyydellä"
- Vaihtoehto 7-Erittäin todennäköisesti , "Suosittelisin erittäin mielelläni"
- Vaihtoehto 8-Erittäin vahvasti todennäköisesti , "Suosittelisin voimakkaasti"
- Vaihtoehto 9-Äärimmäisen todennäköisesti , "Suosittelisin erittäin vahvasti"
- Vaihtoehto 10-Varauksetta , "Suosittelisin täysin varauksetta"

## *2. Existing customers*

## Valmista tutkimus

\* Pakollinen

1. Voisitko kuvata tyypillisiä vuorovaikutuksiasi palvelun ostajien kanssa Valmista-alustalla? Miten määrittelet onnistuneen vuorovaikutuksen? \*

Kirjoita vastaus

2. Kuinka tärkeänä pidät asiakastytyväisyyttä palveluntarjoajana? \*

Kirjoita vastaus

3. Mitkä tekijät edistävät mielestäsi palvelun ostajan asiakastytyväisyyttä? \*

Kirjoita vastaus

4. Voisitko jakaa esimerkkejä tilanteista, joissa koit onnistuneesi erityisen hyvin tarjotessasi positiivisen asiakaskokemuksen? \*

Kirjoita vastaus

5. Mielestäsi, miksi asiakaskokemus on merkittävä tekijä Valmistan menestykselle? \*

Kirjoita vastaus

6. Mitä mielestäsi Valmista voisi tehdä tukeakseen palveluntarjoajia parempien asiakaskokemusten tarjoamisessa? \*

Kirjoita vastaus

7. Kuinka todennäköisesti suosittelisit alustaa? 1-10 \*

- 1-Erittäin epätodennäköisesti – "En suosittelisi lainkaan"
- 2-Melko epätodennäköisesti – "En suosittelisi suurella todennäköisyydellä"
- 3-Jonkin verran epätodennäköisesti – "Suosittelisin vastahakoisesti"
- 4-Ei todennäköisesti eikä epätodennäköisesti , "En osaa sanoa"
- 5-Jonkin verran todennäköisesti , "Suosittelisin jonkin verran"
- 6-Melko todennäköisesti , "Suosittelisin suurella todennäköisyydellä"
- 7-Erittäin todennäköisesti , "Suosittelisin erittäin mielelläni"
- 8-Erittäin vahvasti todennäköisesti , "Suosittelisin voimakkaasti"
- 9-Äärimmäisen todennäköisesti , "Suosittelisin erittäin vahvasti"
- 10-Varauksetta , "Suosittelisin täysin varauksetta"

Lähetä