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Designing and promoting a new service with the help of storytelling

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Designing and promoting a new service
with the help of storytelling

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The main purpose of the thesis is to explore how stories can help to design a new service for a new target group. The aim is also to discover how stories can help to promote the new service. The case company is Suomen Tilaajavastuu and the new service developed is called Zeckit.

Service-dominant logic provided the theoretical approach for the thesis. The main idea of S-D logic is that there is no value created until the offering is used and experienced by the customer. S-D logic also embraces the concept of co-creation of value rather than value in exchange. Companies are facilitators and co-creators that engage themselves in the customer's processes. At the end the customer creates the value by using the service. Service-dominant logic highlights the role of customers as well as service design. Service design is an excellent and practical approach. It provides methods and tools to engage with customers on a personal level and to co-create value.

The key is to understand the needs of the customer. Service design offers a number of ways to understand customers better. In this thesis, to gain customer understanding several service design methods were used: storytelling, survey, netnography and personas. In the analysis storyboards were used. Customer journey was used in service development.

The service design approach engages the customers and stakeholders in the development process of the service. The service is designed with customers not just for them. With the help of service design, services can be more useful, usable, desirable for customers and effective for the organization.

Storytelling as a way to increase customer understanding proved to be useful. Storytelling allows the customer to tell the story entirely in his/her own words. Three themes were identified based on the stories and background research. Based on the themes a new way to communicate on the service's web pages and in social media was created. Stories created empathy because they helped the service development team to relate to the users. With the help of personas created, the focus was kept on the users. The survey provided more detailed information about the user's decision-making. Stories helped to spot the situations when service providers could not meet the needs of the users. Storytelling as a method gave a deep understanding of users' real-life situations. It also revealed unspoken needs that would not have been discovered with other methods. Storytelling was chosen as a method to co-create the content for promotion purposes with users. Stories got a great response as a form of content. Stories are easy to relate to and users can recognize their own needs based on others' experiences. Customer journey was useful in spotting the needs for further development.

The Zeckit service became a great success in a short time. The development continues and service design methods will be used in the development process. Stories have an important role in understanding users. Stories also represent a big part in communication of the service. Prospects for future research are how storytelling could be used to engage employees in the new company culture and how storytelling could help internal communication.

Keywords: empathy, service, service design, service development, storytelling

Rinta-Jouppi, Laura

Uuden palvelun muotoilu ja promoaminen tarinankerronnan avulla

Vuosi 2016 Sivumäärä 68

Tämän opinnäytetyön tarkoituksena on selvittää kuinka tarinat voivat olla avuksi uuden palvelun suunnittelussa uudelle kohderyhmälle. Tavoitteena on lisäksi tutkia, kuinka tarinoita voidaan hyödyntää uuden palvelun promoamisessa. Opinnäytetyö on tehty Suomen TilaaJavastuu Oy:lle yrityksen ensimmäiseen kuluttajapalveluun, Zeckitiin, liittyen.

Teoriapohjana toimi palvelukeskeinen -logiikka, jonka perusideana on, ettei arvoa synny ennen kuin asiakas on käyttänyt ja kokenut palvelun. Yritys toimii prosessin fasilitoijana ja arvon yhteisluojana. Palvelukeskeinen logiikka korostaa asiakkaan aktiivista roolia samoin kuin palvelumuotoilu. Avaintekijänä on asiakkaan tilanteen ja tarpeiden ymmärtäminen. Palvelumuotoilu tarjoaa tähän monia keinoja. Opinnäytetyössä asiakasymmärryksen keräämisessä käytettiin palvelumuotoilun metodeja ja työkaluja: tarinankerrontaa, kyselyä, netnografiaa ja persoonia. Analysoinnissa hyödynnettiin persoonia ja storyboard -metodia ja palvelun edelleen kehittämisessä käytettiin palvelupolku -metodia.

Palvelumuotoilun lähestymistapaa käyttäessä yritys sitoo asiakkaat ja sidosryhmät palvelun kehitysprosessiin. Tällöin palvelu on suunniteltu asiakkaiden kanssa. Palvelumuotoilun avulla palvelusta tulee haluttavampi, hyödyllisempi ja helpommin käytettävä asiakkaalle. Samaan aikaan palvelu on tehokkaampi yritykselle niin taloudellisesti kuin palvelun sisällön kannalta.

Tarinankerronta osoittautui oivaksi keinoksi lisätä asiakasymmärrystä. Tarinankerronnassa käyttäjä saa kertoa kokemustarinan kokonaisuudessaan omin sanoin. Tarinoiden ja netnografian perusteella tunnistettiin kolme teemaa, joiden pohjalta luotiin viestintä malli palvelun nettisivuille ja sosiaaliseen mediaan. tarinat synnyttivät empatiaa käyttäjiä kohtaan, koska heidän tilanteisiinsa oli helppo samaistua tarinan luettuaan. Persoonat auttoivat pitämään fokuksen käyttäjissä. Kysely toi tärkeää yksityiskohtaisempaa tietoa käyttäjien päätöksenteosta. Palvelukehityksen kannalta tarinat auttoivat tunnistamaan kohtia, joissa palveluntarjoajat epäonnistuvat tuottaen käyttäjille harmia.

Tarinat toimivat hyvin syvemmän asiakasymmärryksen kerryttämisessä. Monet käyttäjät kertoivat tarinansa hyvin yksityiskohtaisesti, myös käyttäjien tunteet tulivat esiin. Pelkällä kyselytutkimuksella ei olisi saavutettu niin kattavaa kuvaa käyttäjien tilanteista. Palvelun promoamisessa tarinoita käytettiin niin sosiaalisessa mediassa kuin palvelun nettisivuilla. Tarinat osoittautuivat kiinnostavaksi sisällöksi. Käyttäjien on helppo samaistua tarinoihin ja tunnistaa omia tarpeitaan muiden kokemusten pohjalta. Palvelupolku auttoi kehityskohteiden tunnistamisessa.

Zeckit -palvelu on saavuttanut hyvän suosion melko lyhyessä ajassa. Palvelunkehitys jatkuu ja palvelumuotoilun metodeja tullaan hyödyntämään jatkossakin. Tarinoilla on edelleen tärkeä rooli käyttäjien ja heidän kohtaamien tilanteiden ymmärtämisessä. Tarinat ovat myös tärkeä osa palvelun viestintää. Tulevaisuudessa voisi selvittää kuinka tarinankerrontaa voisi hyödyntää yrityksen sisällä esimerkiksi työntekijöiden sitouttamisessa uuteen yrityskulttuuriin tai sisäisessä viestinnässä.

Avainsanat: empatia, palvelu, palvelukehitys, palvelumuotoilu, tarinankerronta

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1 Introduction

According Melanie Wendland 2014, Director of Service Design and Innovation at m4ID, stories make complex issues tangible, stories create empathy and they stir imagination (Kalliomäki 2014, 231.)

Storytelling is one of the methods used in service design to understand customer needs. Service design has matured from a niche design discipline to a more comprehensive and popular way to solve customer, business and organizational challenges. Service design enables innovation, collaboration and creativity. The positive impacts of service design are widely recognized in many fields. (Reason, Lovlie & Flu 2016, 1-6.) According to service dominant logic (S-D logic) all companies are eventually service companies and all markets are centered on the exchange of service. To succeed in this kind of business environment companies should develop specialized service offerings by using their mental and physical skills for the benefit of another party. Service provider can propose value but it cannot provide value to another actor since it is co-created. Value creation is interactional since the customer is always a co-creator of value. The S-D logic emphasizes customers' active role in value creation. (Lusch & Vargo 2014, 57-79; Ojasalo, Moilanen & Ritalahti 2014, 72-73.)

Ojasalo and Ojasalo (2014, 4) highlights the fact that S-D logic has dramatically changed the understanding of business thinking and value creation. The main idea of the S-D logic is that there is no value until the offering is used and experienced by the customer. In S-D logic customers are value creators and companies are facilitators and co-creators that engage themselves in the customer's processes. At the end customer creates the value by using the service.

The focus on value in business has moved to experiences. Users are co-creating value with companies. Co-creation allows the user to co-produce the service experience that suits her context. Service design methods enable this. (Miettinen & Koivisto 2009, 10-12.) Social media has emerged customers power. According to Prahalad and Ramaswamy (2004, 4-5) companies can no longer act autonomously when designing services because consumers seek to exercise their influence over every part of the business system. Consumers want to interact with companies and thereby co-create value.

The literature review revealed that stories are a good way to get users to engage with the service or brand. (Kalliomäki 2015, 60-61; Aaltonen & Heikkilä 2003, 84-87; Fog, Budtz, Yakoboulu 2005, 111-117; Rauhala & Vikström 2014.) The stories must be meaningful for the users but also for the company. Stories are an effective way to engage users because the user can recognize the story and relate with it. Stories can make the user to want to know more about

the service. The user enjoys the stories and maybe recognizes one's needs based on it. Storytelling is a good way to involve the users in the project and the whole service. Stories have also a big role in services marketing especially in social media. (Kalliomäki 2015, 59-61.) Storytelling is a good way to gather user insights and deep user understanding. While telling stories, users reveal knowledge that might have left undiscovered using other methods. Stories can build trust and give rise to interest towards the service. (Rauhala & Vikström 2014, 30-31.) Fog et al. (2005, 111-117) argue that stories add a universe of experiences, which reach beyond the services and products themselves. That is why stories are so effective.

1.1 Thesis background, objective and purpose

In September 2015 I started to work in a company called Suomen Tilaaavastuu for whom this study is made for. I work in a team which develops a new service for consumers. The idea of the service is to help consumers to make wise choices when hiring a service provider. My responsibilities at the project are to gather user data through stories, produce content to the web pages and to social media and to develop the service based on my service design knowledge. Based on my background as an editor and service designer it is interesting to explore how stories can be used to promote and develop a new service.

Have you ever been misled by some service provider? Did the company appear reliable and still everything went wrong? Did you check the company's background before hiring them? The reason why the company Suomen Tilaaavastuu developed the Zeckit service was to help people to make better choices. (Zeckit 2016a.) The need for the service came from the consumers. The Zeckit service fights against black markets and wants to highlight the good companies.

Consumer sector is a new area for Suomen Tilaaavastuu Company. (Suomen Tilaaavastuu 2016a.) The company's previous services have been designed and implemented for Business to Business sector. The Zeckit service is the first service developed for consumers.

The purpose of the thesis is to research how stories can help to design a new service for a new target group. Because customer sector is a new field for the company real life data must be gathered and use it to increase customer understanding. The potential users are involved in the development process of the new service by sharing their stories.

Timo Everi (Aaltonen & Heikkilä 2003, 84-85) highlights that storytelling in marketing is based on trust. The story must be authentic and based on the truth. Stories that are just invented for marketing purposes do not work in the long run because eventually people do not believe this kind of stories. In this thesis, the stories collected are true from the perspective of the user. The purpose of the stories is to provoke discussion about the topic in social media and

to promote the service. The stories are also a way to gather insights on how the service should be improved.

The objective of the thesis is to learn how stories can help to promote a new service. Storytelling is chosen as a key method to reach this goal.

Lean start-up method encourages to get out of the building and develop the service with customers. However new services are often developed based on assumptions.

There are three research questions: How storytelling can be used to engage users in the development of a new service? How stories can work as a source for user insights? What is the customer journey like?

The limitations of the research: The stories are subjective interpretations of the storytellers and they do not aim to be a document of what has really happened. However narrative data can support the creation of deeper insights and in that way, be useful in service development.

This thesis is a research-oriented development project. Usually research-oriented development project includes practical problem solving and ideation and implementation of new ideas, concepts and services. In development project things get also done in practice not just on a theoretical level. This is the main difference compared to scientific research. Usually research development project is documented as a report that includes the starting point and goals of the development project, methods, process and findings. (Ojasalo, Moilanen & Ritalahti 2014, 18-21.) Because alongside the thesis and study I worked full time, this kind of development project was the best choice for me. To show how the individual parts are interconnected in the thesis this figure (Figure 1) below was produced.



Figure 1: Theoretical and practical background of the thesis (Laura Rinta-Jouppi, 2016)

The figure 1 presents how everything is connected to the development of the new service. Service design provides practical tools and methods to involve the users in the development process. Storytelling is the key method and it includes user stories. In this thesis storytelling is used as a key method to gather data of user's experiences and insights. Storytelling was selected as a key method to gather user data because it offers real life data. Social media has a big role to market the service. User stories, storytelling and social media provide insights that can be used in service development.

1.2 Keywords

Service

There are several definitions for service. Lusch and Vargo (2014, 15, 56) suggest that service is the application of operant resources like knowledge and skills for the benefit of another actor or oneself. It can be provided directly to other actors like a haircut or indirectly or through a good e.g. personal transportation service by a car. Moritz (2005, 180) defines service as intangible, interactive user experience across different touchpoints and over time. Zeithaml et al. (2013, 3) define service as deeds, processes and performances that are provided or coproduced by one entity or person for another. Services are intangible, heterogeneous, and perishable. They are simultaneously produced and consumed. A service is intangible by its nature since it is a performance or action that cannot be seen, felt, tasted, or touched. Services are heterogeneous because services are produced by humans. The employees delivering the service may differ in their performance from day to day or even hour to hour. Also, users differ because no two customers are precisely alike. Every customer has unique demands and they experience the service in a unique way. Service is perishable since it cannot be saved, stored, resold, or returned. Services are usually sold first and then produced and consumed simultaneously e.g. dining experience at restaurant. Customers can be part of the production process as co-producers or co-creators and they might interact with other customers and that way affect their service experience. (Zeithaml et al. 2013, 19-23.) In this thesis, the service being researched is a digital service. The interaction takes place through the Internet and it is based on knowledge sharing.

Service-dominant logic

Main idea of the service-dominant logic is that there is no value until the offering is used and experienced by the customer. According to Ojasalo and Ojasalo (2014, 4) in service-dominant logic customers are seen as value creators and companies are facilitators and co-creators that engages themselves in the customer's processes. In the end customer creates the value by using the service.

User of IT-service

User is defined in this study as anyone who uses the service. The user can represent an individual or a company. The user was chosen as a synonym for consumer and customer because it is commonly used in the IT field. As the figure (Figure 2) presents in the theoretical part customer is used as a synonym for a user because customer is the right word from the theoretical point of view. Service dominant logic uses the word customer. (Lusch & Vargo 2014.)

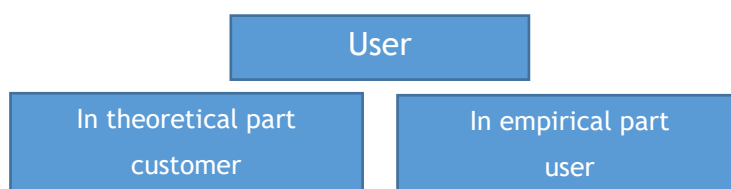


Figure 2: How the term user is used in the thesis

Service design

Service design means development of services by using methods and tools from design. Furthermore Ojasalo, Moilanen and Ritalahti (2014, 38) describe the purpose of service design. The purpose of service design is to develop services that are easy to use, useful and desirable from the user perspective. From the service provider perspective service design develops services that are also effective, awesome, profitable and distinguishable.

Storytelling

According to Rauhala and Vikström (2014, 30-31) *storytelling* is a good way to gather customer insights and deep customer understanding. While telling stories, customers reveal knowledge that might have left in hiding using other methods. Stories can build trust and rise to interest towards the service. Quesenbery and Brooks (2010, 4-5) describes the characteristics of a story: usually a story has a beginning, middle and an end. In this thesis stories are used to gather knowledge of some aspects of user experience.

1.3 Structure of the thesis

The first chapter, *Introduction*, presents the background and the purpose of the thesis. This chapter describes the starting point for the thesis project and the key method is revealed.

Chapter two, The New Zeckit service, introduces the company for which the study is made for. Furthermore, the new service is introduced.

Chapter three, *User understanding and service design*, presents the service dominant logic, theory behind value co-creation and the service design philosophy.

Chapter four, *Methods used to gather user understanding*, describes the methods, tools and processes that have been used to gain user understanding.

Chapter five, *Implementation and findings from the development process*, presents the implementation of the development process and findings from the study.

In the last chapter, *Conclusions*, a new way to communicate is presented. Additionally, learnings from the thesis are listed and future research prospects are introduced.

2 The New Zeckit Service

In this chapter the company Suomen Tilaajavastuu and the Zeckit service are introduced. Additionally, some background knowledge of the social media is presented.

2.1 Suomen Tilaajavastuu

Suomen Tilaajavastuu Oy was founded in 2008. The new law on the contractor's obligations and liability when work is contracted out had taken effect in 2007. For clients, this means an obligation to check the background of their supplier. Suomen Tilaajavastuu offers services that help comply with the Contractor's Obligations and Tax Number Act. Most of the customers are from construction industry and public administration organizations. Suomen Tilaajavastuu offers digital services e.g. Reliable Partner that help the customers to fulfill their administrative obligations. The company is owned by the employer organizations of the real estate and construction industry. (Suomen Tilaajavastuu 2016b.)

The Reliable Partner service is the easiest way to take care of their obligations under the Contractor's Liability Act. The service retrieves all required information from different registers, and keeps the information up to date and published. (Tilaajavastuu 2016c.)

The Reliable Partner service is used by 58 000 companies which make over 6, 5 million searches in the service (Owal group 2015, 13.) Nowadays at the company works about 50 employees and it has offices in Tallinn and Espoo. The company has a big role in Finland as a company that fights against the black markets. Companies that belong to the Reliable Partner service are required to meet their tax payments obligations in full. Based on Owal Group's research Reliable Partner service has reduced companies' tax debt by over 240 000 000 euros. (Owal Group 2015, 16.)

2.2 The Zeckit Service

Zeckit is a digital service that helps users to make wise choices when buying services. Figure explains the main idea of the service (Appendix 1). Zeckit includes all the registered companies in Finland. It is free of charge. The Zeckit report (Figure 3) clarifies the background of the company e.g. does the company really exist, is it in bankruptcy proceedings, how many employees are working there, what is their turnover and does they have insurances. Zeckit also share people's reviews of the company. With the help of the background knowledge and reviews Zeckit helps people to choose wisely the company for the purpose. (Zeckit 2016b.) The data comes from several sources e.g. BIS The Business Information System and Finnish Patent and Registration Office.

Here is an example of the Zeckit report (Figure 3) for the case company. The first part gives an overview of the company's situation. In this case the report clarifies that the company has taken care of all its legal obligations and responsibilities. The company belongs also to the Reliable Partner program and that is a key to access company data even more widely. Also, reviews can be seen in the first section. The second sections include data of the company's background. This data helps the user in the decision-making process. The report includes also contact information and additional data for example if the company has certain kind of certifications for example a certificate to set up electricity installations.

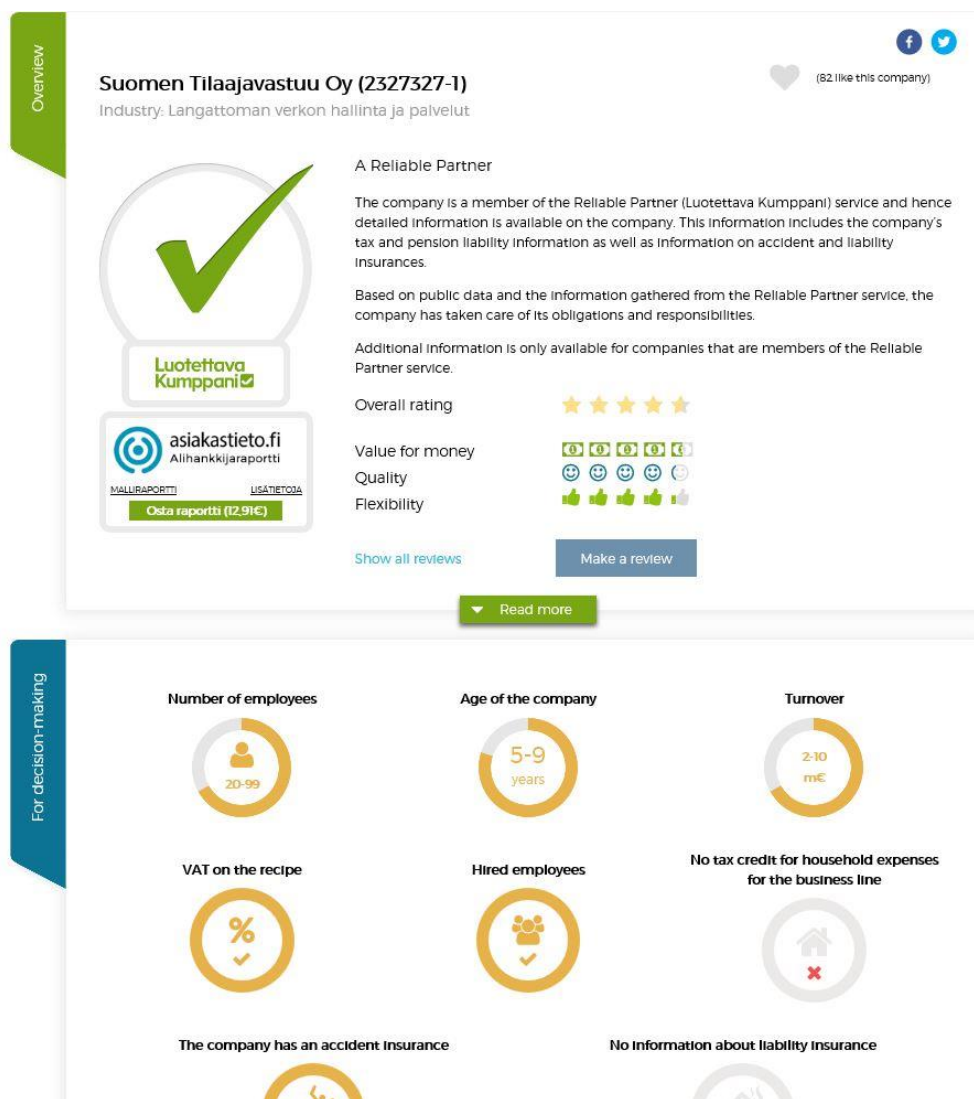


Figure 3: A part of the Suomen Tilajavastuu company's Zeckit report (Zeckit 2016)

The Zeckit report has four main categories:

The company is a member of the Reliable Partner service as the figure describes (Figure 3) and hence detailed information is available of the company. This information includes the company's tax and pension liability information as well as information on accident and liability insurances. Based on public data and the information gathered from the Reliable Partner service, the company has taken care of its obligations and responsibilities.

Additional information is only available for companies that are members of the Reliable Partner service. The idea of the service is to offer advices whether it is wise to buy from the company or not based on the background data. If the company have a statement like below: user may buy from a company. Still Zeckit advises you to do some background research before entering an agreement with the company.



The company has a good overall status and its operations seem normal. The information used for this analysis is collected mostly from public sources. Additional information on the company may be available on the Business Information System. You may make purchases from this company. Zeckit recommends to do some background research e.g. ask for references. Detailed information about the company's taxes and pension insurances is not available, because it is not a member of the Reliable Partner service. (Zeckit 2016c.)



If the company's sign is exclamation mark, the company has not taken care of all the legal obligations, e.g. tax payments or pension insurances or debt, on time. The company receive an "At your own discretion" statement when the company has indisputable debt or has not fulfilled its obligations to the government or to pension insurance companies. Zeckit recommends to make just small purchases. If the purchase is more valuable, it is recommended to pay in installments over the entire span of the project. More detailed information on the company's taxes and pension insurances is not available, because they are not a member of the Reliable Partner service. (Zeckit 2016d.)



If the company is in bankruptcy proceedings it gets a warning sign. Also, if one or more of the persons in charge are not allowed to engage in business, the company gets a warning sign. When bankrupt, a company is unable to pay debts or fulfill its responsibilities to the government and its employees. Zeckit recommends not to buy from the company because most likely you will lose your money and the services will not be delivered. (Zeckit 2016e.)

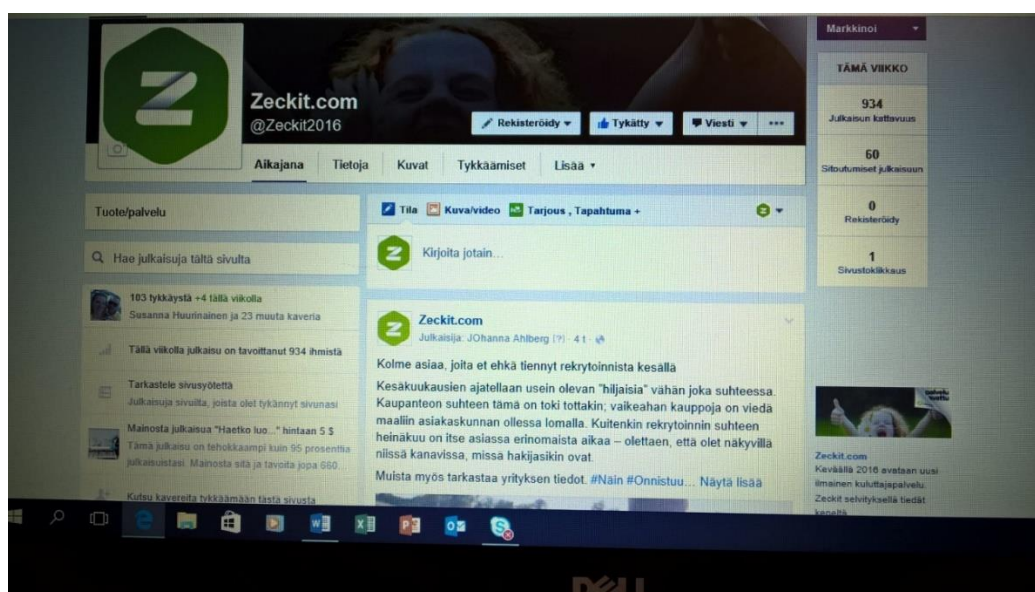


Zeckit makes user's decision making process easier and helps good companies to get more publicity on the web and among consumers. Companies can add their own Zeckit reports to their web pages. Also the service is spread widely through the network e.g. suomela.fi and 0100 100.fi search service. (Zeckit 2016f.)

2.3 Zeckit service in Social Media

The Zeckit service is completely synchronized with social media. The Zeckit report can be easily spread through social media channels. The service has Facebook, Twitter and Youtube accounts. Social media has a big role to market the service and also to get feedback from the users. The two main reasons for the presence in social media is to attract people and to spread the word about the service. The content consists of blog posts, articles, videos and pictures. One of our team members is responsible of the operational acts on the social media. My responsibility is to produce the content.

Facebook (Picture 1) was chosen as one of the main channels because Facebook is personal and the service is personal. Also, Facebook is a place where people ask for advice from each other. Zeckit wants to provide help in this kind of situations. Facebook is a part of many peoples 'everyday life. Zeckit wants to be there where people spend their time.



Picture 1: Zeckit on Facebook (Rinta-Jouppi, 2016)

The content on Facebook should be useful and or delightful. On the page, professional videos that include useful knowledge are shared. On the other hand, “Scary stories” about renovation projects that did not go well are also published.

Twitter (Picture 2) is a convenient tool to make contacts and to follow interesting people, companies and industries. A couple of leads were found via Twitter as they started to follow Zeckit. The layout of the Zeckit Twitter page (Picture 2) is like the layout of the Zeckit Facebook page (Picture 1).



Picture 2: Zeckit on Twitter (Laura Rinta-Jouppi, 2016)

The purpose of the similar layouts is to familiarize users to the Zeckit visual brand. These social media platforms were chosen because both Twitter and Facebook are good platforms to share pictures, videos and blog posts.

3 User understanding and service design

This chapter introduces logics that have a big role in service design and design thinking. Logics mean theoretical framework of the service-dominant logic. Furthermore, service design is introduced to understand how service design is related to the study. Theoretical framework (Figure 4) presents how everything is connected. Service-dominant logic is the starting point. Service design offers the tools and methods for the development of the new service and to the user understanding phase. Consumer stories have a big role also in the promotion of the new service in social media.

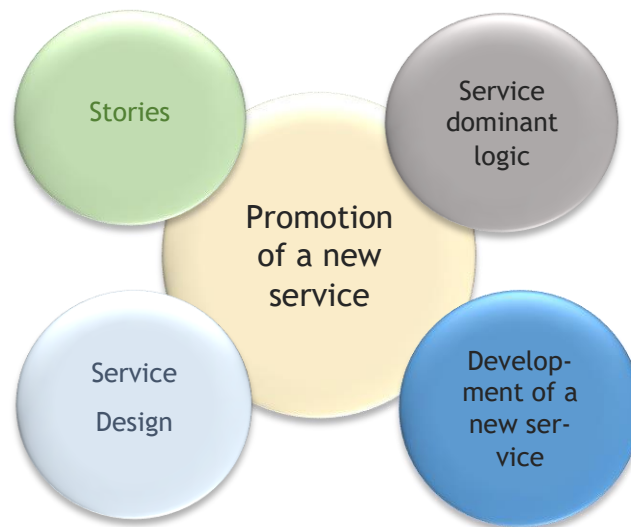


Figure 4: Theoretical framework (Laura Rinta-Jouppi, 2016)

3.1 From goods-dominant logic to service-dominant logic

Traditionally, some decades ago, companies focused only on products. The value is included in the product. In traditional value chain, as, Tuulaniemi describes below (Figure 5), value is created inside the factory without the input from customers. (Tuulaniemi 2011, 38-42.)

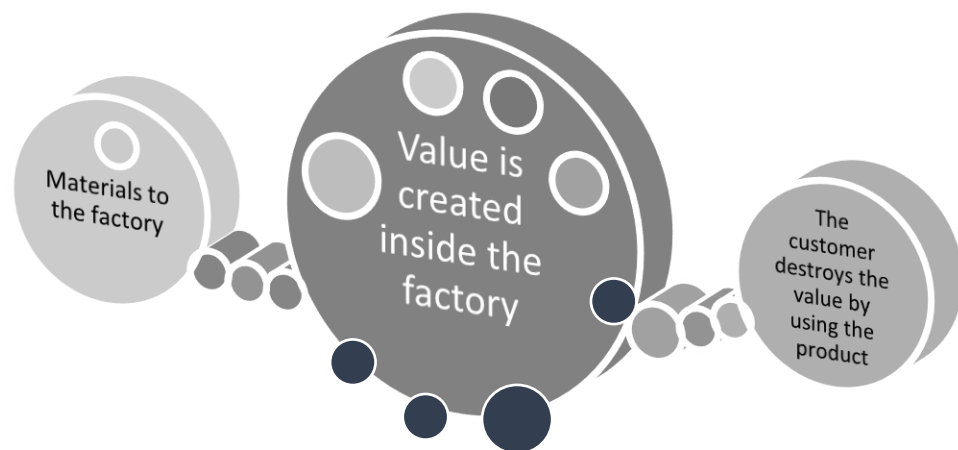


Figure 5: Traditional value chain (Modified from Tuulaniemi 2011, 39)

Goods-dominant logic suggests that value can be transformed and delivered for consumers, who then by using the product, consume and destroy the value. (Vargo & Lusch 2008a, 8; Tuulaniemi 2011, 39.) Traditional business logic is goods-dominant and the value creation

takes place inside the company through its own activities. Traditionally companies act autonomously and do not seek user interaction or perspective. Interaction takes place mostly at the end of the value chain. In goods-dominant logic customer have a passive role as fulfiller of a defined script by the supplier. (Ojasalo & Ojasalo 2014; Tuulaniemi 2011, 38-39.)

Vargo and Lusch (2014, 4-7) add that goods-dominant logic views the production and exchange of goods as the central components of business. The problem with this logic is that users seek solutions and experiences, not products. Additionally, Vargo and Lusch argue that goods are just vehicles for service provision. Goods do not represent an end product; they rather provide the means of creating value.

The meaning of value must be defined. In service, dominant logic value is a benefit, an increase in the well-being of a particular actor. Value is co-created because resources from multiple sources are always integrated to create value. One actor to another cannot provide value since it is co-created. Service providers can just propose value. (Lusch & Vargo 2014, 57.)

Lusch & Vargo (2014, 14-15) presents the four “axioms” of service-dominant logic: *Service is the fundamental basis of exchange, the customer is always a co-creator of value, all economic and social actors are resource integrators and value is always uniquely and phenomenologically determined by the beneficiary.* The service-dominant logic emphasizes customers’ active role in value creation.

First axiom: Services as the fundamental basis of exchange suggest that the application of operant resources (physical and mental skills) defined as “service” form the basis of all exchange. For actors, e.g. firms, individuals or governmental agencies this means that they should recognize the primary nature of what they are offering in exchange with other actors. Actors should develop specialized service offerings by using their mental and physical skills. (Lusch & Vargo 2014, 57-58.)

The second axiom: The user is always a co-creator of value highlights the fact that value creation is interactional. The customer is always a part of a network of other human actors which involves connection to other resources. (Lusch & Vargo 2014, 68-71.)

All economic and social actors are resource integrator, axiom 3, implies the context of networks. From customer point of view customer experience is just one service although it might include several services and service providers. (Lusch & Vargo 2014, 74-77.)

Axiom four, *Value is always uniquely and phenomenologically determined by the beneficiary*, states that every incident of service exchange creates a different experience and unique instance and assessment of value. (Lusch & Vargo 2014, 78-79.) For example, if you go to a gallery with your friend and look at the same painting you will get different experiences although you saw the same painting.

In this thesis, the second axiom: *The user is always a co-creator of value* is the most meaningful. Customers have a big role in the development process of the new service. They provide knowledge by sharing their stories. Stories are a way to gain customer understanding and co-create content for social media purposes.

Service-dominant and customer-dominant logics have dramatically changed the understanding of business thinking and value creation. Katri and Jukka Ojasalo (2014) have developed a new Business Model Canvas, which consider also customer perspective and service logic principles. The canvas is called Service Logic Business Model Canvas.

The main idea of the service-dominant logic is that there is no value until the offering is used and experienced by the customer. In service-dominant logic customers are value creators and companies are facilitators and co-creators that engage themselves in the customer's processes. In the end the customer creates the value by using the service. (Ojasalo & Ojasalo 2014, 4.)

Customer-dominant logic emphasizes a deeper understanding of the customer's everyday life. It is important to understand how the customers experience the value in their own context in everyday life. In the customer-dominant logic value is created when a service becomes embedded in the customer's context, activities, practices and experiences together with the service company's activities. (Ojasalo & Ojasalo 2014, 4.)

The key element in service business development is to truly understand the customer and the customer's needs and then translate it into an offering. Service design presents many methods e.g. customer journey, shadowing, observation, diary that can be used when the company is trying to solve the customer's needs. When applying the service design approach companies involve their customers and stakeholders in the design process. Services are designed with the customers, not just for them. (Ojasalo & Ojasalo 2014, 4.)

3.2 Co-creation of value

Tuulaniemi (2011, 38-42), Prahalad and Ramaswamy (2004, 7-23, 49-50) stated that in the conventional value creation process companies and customers had distinct roles of production

and consumption. Value was included in the product and markets enabled this value to be transferred from the producer to the customer.

Nowadays customers increasingly engage in the processes of both defining and creating value. As Prahalad and Ramaswamy (2014, 11) present in a figure (Figure 6) this is not simple because companies must deal with many customers from varying backgrounds and different approaches to the interaction. The company also interacts with multiple communities that enable the services and infrastructure. Also, the customer might interact with several communities and networks. The customer experience the co-creation process in a context of space and time as well as eagerness and level of involvement of the individual. That is why the co-creation experience is different in every time.



Figure 6: The Spectrum of Co-Creation Experiences (Modified from Prahalad & Ramaswamy 2004, 11)

After industrial era, a company-centric view of value creation has changed into individual-centered co-creation of value between customers and companies. The competition in service industry will center on personalized co-creation experiences in order to offer value that is truly unique to each individual. (Prahalad and Ramaswamy 2004, 7-17.) Lusch and Vargo (2014, 144-145) add that the customer always uniquely evaluates the value. Since the value is not something a company can create and deliver to customer, a key opportunity for innovation is to identify novel ways to co-create value.

3.3 Service Design Philosophy

Service design emphasizes the central role of the customer. That is the main interface how service dominant logic and service design are connected to each other. Also, the fact that customer creates the value by using the service based on s-d logic is a key point in service design philosophy.

Moritz (2005, 6, 39, 42) defines service design as the design of the overall experience of the service as well as the design of the process and strategy to provide that service. Understanding of the client, organization and the markets is essential. With the help of service design new services can be created or existing ones improved to make them more useful, usable, desirable for users and effective for the organization. Miettinen highlights the perspective: Service design addresses services from the perspective of clients. Service designers use explorative, generative and evaluative design approaches to understand the clients and to develop a useful service. (Miettinen & Koivisto 2009, 10-15.)

According to Stickdorn and Schneider (2010, 29) service design is an interdisciplinary approach that combines different methods and tools from various disciplines. It is a new way of thinking. Service design does not have a specific single definition because the field and the service design approach are still evolving. Stickdorn and Schneider (2010, 34-35) presents five principles of service design thinking: user-centered, co-creative, sequencing, evidencing and holistic. In practice these mean that the services should be experienced through the customer's eyes. All stakeholders should be included in the service design process. The service should be visualized as a sequence of interrelated actions and intangible services should be visualized. The entire environment of a service should be considered in order to get a holistic view.

According to Miettinen (2011, 21-32) service designers have a capability to feel empathy towards others. Empathy is important in customer understanding. The goal is to identify hidden needs. Hidden needs are requirements or solutions for the product or service that customers cannot imagine or know that the customers want it. Service design can expand the thinking and stir imagination beyond the solutions and services that already exist. Service designers notice things that others do not and use them as a source for new innovations.

3.4 Communication and promotion in social media

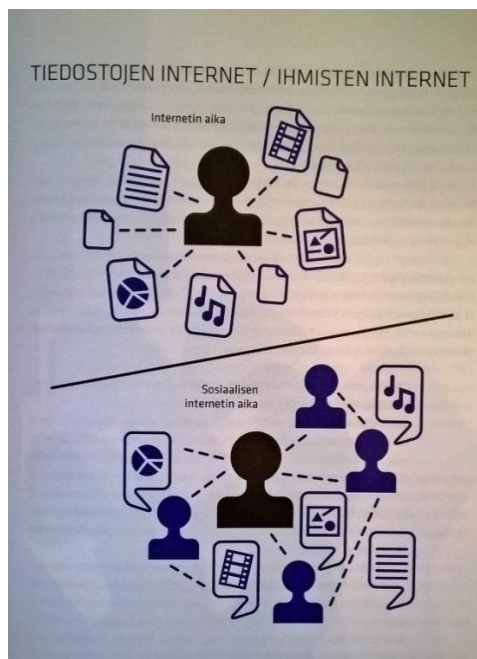
Social Media has nowadays a huge role in people's life. It is estimated that in 2016 there will be around 2.13 billion social media users around the world. (Barker, Barker, Bormann, Roberts, Zahay 2016, 1.) The purpose of social media promoting is to gain website traffic or at-

tention through social media. The content is created to attract people's attention and encourage them to share it with their social networks. Often the content includes videos, tweets, and blog posts. Companies try to spread their message from user to user because it appears to come from a trusted, third party source, as opposed to the company itself. (Barker et al. 2016, 2-3.) Barker et al. (2016, 3) suggests building ways that enable fans of the company to promote a message of themselves in multiple social media venues. Companies can offer information and promotions for their followers on their web pages on social platforms.

The company does not control social media promotion. The whole social media is based on conversation. The company must earn the media coverage. When users talk about the company and its content they spread the word with no additional effort on the part of the company or marketer. (Barker & al. 2016, 3-4.) In social media promoting trust is one of the most important things. Because companies cannot control the content that users will create they should build trusting relationships with their customers. Communication must be authentic, sincere and down-to-earth. The content produced by the company must be relevant, delightful and accurate. One huge difference between traditional promoting and social media promoting is timeline. Social media is an ongoing conversation versus print advertising campaign with a set beginning and end. (Barker & al. 2016, 14-15.)

Prahalad and Ramaswamy (2004, 4-5) stated that consumers provide feedback to companies and to each other. The web and social media has become a powerful tool to by which groups focused on different kind of issues can promote their reforms. Consumer promotion through online groups may have even greater impact than company marketing. Companies can no longer act autonomously because consumers want to have their influence in every part of the business system.

Kankkunen and Österlund (2012, 28-30.) defines the differences between traditional Internet era and social Internet era. (Picture 3.) Social media is interaction between people and it includes several stakeholders. The user is a part of the network.



Picture 3: The differences between traditional Internet and Social Media (Kankkunen & Österlund 2012, 29)

As described in the picture (Picture 3) before social media Internet was considered as a one-way information platform. The company provided information to others but did not get response at all or at least not so fast than on social Internet era. Things spread quickly widely on social media. It has a huge impact whether companies want it or not.

Before launching social media pages some background research was made. Barker et al. (2016, 25-26) suggests to listen to conversations that are already taking place. Both positive and negative remarks can show where opportunities may lie. Attention was paid for the subjects that were discussed in discussion forums suomi24, rakentaja.fi, on Twitter and on Facebook. After background research the style and the focus of social media promoting was decided. The plan was to produce content that is honest, eye opening, delightful and useful.

One of the goals was to find users who would work as ambassadors and would like to spread the word of the new service. Before the service was launched over 200 users subscribed to the system. Barker et al. (2016, 36) explain the meaning of call to action: "Call to action is simply the behavior you want the potential customer to exhibit at each stage of your promoting campaign". The web pages were launched on December 2015 and Twitter and Facebook sites on January 2016. The goals were to get users to read the content, watch videos, and click on links. The promoting goal was in brand building according to the next table. (Table 1.)

Marketing goal	Call to action
Lead generation	Sign up for webinar
	Call for consultation
	Complete form for consultation
Brand building	Fan/ friend/ follow brand
	Watch video
	Click on links
	Read content
	Sign up for newsletter

Table 1: Marketing Goals and Lead Generation (Modified from Barker et al. 2016, 36)

At the beginning of the new service's journey brand building is the most important thing. Because the service is unknown the brand must be built so that the users can recognize it.

Storytelling was chosen as a key method to engage users to the development process of the service and for the content production for social media. Storytelling is a form of interaction. As Kalliomäki argues (2015, 60-61) stories are a way to get people in touch with each other. A good story must be authentic and written in a common language that the target group recognizes it as their own. Storytelling can work as a method to engage the customers to the service or brand. The stories should be meaningful for the customer but also for the company. Stories are effective way to engage customers because the customer can recognize the story and relate with it. Stories can make the customer to want to know more about the service. The customer enjoys the stories and maybe recognizes one's needs based on it. Storytelling is a good way to involve the customers in the project and the whole service. As the customer wants to be a part of something that is based on one's values, dreams and lifestyle one returns to the story. By telling a story the customer can influence one's own life and perhaps others' lives.

The stories can be very personal and emotional. It is important to build a trusting relationship with the interviewee and choose the right place and time for the interview. In narrative research one of the key elements is to develop a sense of comfort and nonjudgmental attitude. People must feel comfortable to share their stories. (Bryant 2015, 30-31.) Before social media and digitalization communication with customers was passive and not interactive. Today customers are active participants and they have a big voice in social media whether the company

likes it or not. (Rauhala & Vikström 2014, 213-217.) As consumers were wanted to get involved in the marketing process of the new service, storytelling offered a great method to do that. Everyone can share story through the service's web pages.

A good story is based on honesty, argues Timo Everi (Aaltonen & Heikkilä 2003, 84-85.) The components of a powerful story are honesty, emotionality and it includes something surprising. Many marketing people want to present just glorious stories that are nice but not true. These kinds of stories are not long lasting and in the end people don't believe these stories. Storytelling in marketing is a way to build up the brand and fame. People buy and use products and services, which they know and can, relate to. A brand cannot be built only based on marketing and advertisement. The customer has to be taken along with one's own experience about the brand. Loyal customer relationships are based on emotions and emotions can be created by stories. (Aaltonen & Heikkilä 2003, 84-87.)

Stories can be used to stand out from the others and competitors. Stories make the consumer to spend more time with the service. Additionally, stories activate consumers to buy more Kalliomäki (2015, 34-41) argues. People remember stories well and they tell them forward. Stories build trust and commitment to the brand.

4 Methods used to gather user understanding

This chapter introduces the methods, tools and processes that have been used to gain user understanding. Narrative research represents a broad research philosophy and storytelling is an ethnographical method that is used widely in service design. Service design process is presented in a detail way. Furthermore, Lean start up method is described. Storyboard method and customer journey are also presented.

4.1 Narrative research

Narrative research is a qualitative research method in which the researcher studies the lives of individuals and asks them to provide stories about their lives. Then the information is re-told by the researcher into a narrative chronology. (Creswell 2014, 13-14; Kumar 2014, 194-195.) Narratives consist of characters (i.e. users and stakeholders), plot (i.e. task or sequence of events) and setting (i.e. context or environment). Narratives are told to a specific audience in a specific situation.

Helkkula and Pihlström suggest using projective techniques that can interpret tacit knowledge to attract new ideas. Tacit customer knowledge refers to unspoken needs. The needs are personal and deeply rooted in a person's experience and actions. Projective technique refers to event-based technique in which researcher and storyteller have a dialogue. It focuses on the

experience of a specific situation. It can be used in both negative and positive kinds of incidents. The technique can identify customer needs and because of that it is well suited for service development. (Helkkula & Pihlström 2010, 355-357, 365.)

Helkkula and Pihlström (2010, 357) compare the narrative techniques to the quantitative and qualitative research in general. In quantitative research the focus is on measurable elements. Qualitative research focuses on human element and narrative research focuses on experience. In quantitative research the sample sizes are large and in the other research methods they are small.

Höykinpuro presents one of the advantages of the narrative approach (2009, 74) narratives allow the informants to choose which incident they choose to narrate. Informants can use their own language and terms. Narratives reflect the way informants think.

The story is a storyteller's construction of the event that has been meaningful to the storyteller; hence it is stored in memory. Narrative is not a factual report of events because it is based on storyteller's experiences and insights. (Höykinpuro 2009, 95.) Furthermore, Höykinpuro points out that the researchers of narratives are not concerned about the reliability of the stories since the story is the storyteller's truth. That is enough for narrative researchers. (Höykinpuro 2009, 73-74.) The narrative research method was chosen to gather real-life data of the research phenomenon.

4.2 Storytelling

As the (Picture 4) illustrates the gathering of the stories started at the very beginning of the development process. Story gathering started on October 2015 as face-to-face interviews. When the web pages were launched on January 2016 story gathering through web pages started also. Stories were gathered in every phase of the project.

The stories had and still have a big role in zeckit.com web pages and in social media. The service was launched in two phases first the web page was launched and then the production service was launched. I like to illustrate things as drawings because they are easy to understand even if you do not know anything about the project. Drawing is also a good way to summarize all the issues that are relevant to the specific part of the project. The picture (Picture 4) presents the ways that were used to gather and spread the stories. Stories were gathered by face-to-face, phone and video interviews. Many of the stories were gathered through web pages with the help of network, stakeholders and partners. Users shared positive and negative stories that are illustrated as smiley faces or sad faces in the picture. Social media (Facebook and Twitter) is presented in the picture because the service is integrated to the social media and social media is a way to communicate with the users.



Picture 4: The process of gathering and sharing the user stories (Laura Rinta-Jouppi, 2016)

According to Stickdorn and Schneider (2010, 202-203) storytelling is a method to share new service concepts and insights. Stories are compelling and make the service proposal easy to understand. Quesenbery and Brooks (2010, 4-5) and Höykinpuro (2009, 73) point out that storytelling has various forms: A story can be written or spoken, story can be told live or through pictures, images, recorded audio or video. Moritz (Moritz 2005, 182) adds that storytelling is a way to get people to tell personal stories about their (consumer) experiences. According to Reason, Lovlie and Flu (2016, 18-19) storytelling can lead to greater customer insight and better service designs. Storytelling is a good way to gather user insights and deep customer understanding. While telling stories, customers reveal knowledge that might have left undiscovered using other methods. Stories can build trust and rise to interest towards the service. (Rauhala & Vikström 2014, 30-31.)

4.3 Interviewing users

John Flanagan, 1954, has developed a technique called Critical Incident Technique. When using the technique, interviewer encourages the interviewee to tell about a specific experience rather than an opinion about a product or service. This technique is a good way to gather stories about a single event or routine experiences. The stories give information about the context in which those events occurred. Also, data about user behavior and examples of events are gathered through the Critical Incident Technique. (Brooks & Quesenbery 2010, 75-76; Ojasalo & al. 2014, 109.) Furthermore, the benefits of this technique include that the data

are collected from the respondents' perspective and they are usually vivid because users can use their own language. Stories gathered using this technique reflect the way users think. (Zeithaml et al. 2013, 123-124.)

Seventeen of the interviews were made face-to-face at our office or at the participant's work place. I made the interviews in our most comfort meeting room called Mummola. It is an informal place with a relaxed atmosphere. During the interviews, there were no other people disturbing us. One of the interviews was made at the participant's home. First I and the participant drunk some tea and ate ice cream and talked about issues related to the story. That created a comfortable atmosphere and the interview went well.

I have worked as a freelance journalist for several newspapers for many years. In the past years, I have interviewed many musicians and ordinary citizens in different kind of situations.

To succeed in the interviews careful preparations and planning are needed. Portigal (2013, 24-25) encourage clarifying the objectives and setting the goals before the interview. The interviewer's mind-set is ready for the interview if the personal needs are fulfilled and equipment are checked. Then the interviewer can really focus on the other person. A good interviewer is emphatic and good listener. It is important to let the interviewee tell the story and just help in the process by asking further questions or say some encouraging words.

The questions for the interviews was based on Brooks and Quesenbery's structure for an interview (Table 2.) Quesenbery and Brooks (2010, 82) recommend mixing close and open questions. First comes the easy question that establishes the topic and then come the more detailed questions.

Do this...	Like this...
Start with a question that establishes the activity you want to talk about. This question can be simply answered with a yes or no.	“Have you ever (done something)?”
Then ask question that build up a picture of how this activity fits into their work life. You can even suggest answers from a standard list for these questions.	“How often do you (do that thing)?” “What makes you decide to (do that thing)?” “Would you say this is something you mostly do at work or at home?”
Now ask question to get them to think about a specific example.	“When was the last time you (did the thing)?”
Once they have a specific event in mind, you can repeat the situation, to be sure you have it right, and then ask for the whole story.	“Tell me about that.”

Table 2: A Structure for an interview (Modified from Brooks & Quesenbery 2010, 82)

The interviews of the professionals were made at their work places e.g. offices, building sites and stores. Interviews were video recorded as Portigal suggests (2013, 112) to capture body language and specifics of that the participant means. Videos were recorded and edited by me. They were published on our web pages and in social media. The purpose of the professional videos is to produce beneficial content for users.

Anyone can tell their own story through the Zeckit web page. There is a form to fill in and pictures can be uploaded to give more information of the case. The stories are read and some of them are published on Zeckit.com. The stories have been collected also through our partner’s web page. (Suomela 2016.) Suomela has published also some of the stories.

4.4 Netnography

Netnography is a form of ethnography. According to Eriksson and Kovalainen (2016, 111, 150-151) virtual ethnography, netnography, is fieldwork that takes place in virtual groups, communities or networks. The method is useful to gain user understanding through different kind of virtual networks. Ethnographer should experience the social life of the research subjects and engage in participants lives and culture. The aim is to be close to the field and collect first-hand experiences. (Eriksson & Kovalainen 2016, 111, 150-151; Tuulaniemi 2011, 152-154.)

According to Tuulaniemi (2011, 152-154) the researcher can be active or passive part of the observation based on the research interest. In a passive role, the researcher does not participate for the discussions and do not try to lead the conversation. The ethnographer just observes. Netnography is one method of service design. The goal is to notice meaningful matters and underlying motives about the group of people that is observed. (Tuulaniemi 2011, 152-154.)

4.5 Service development in a Lean Start-Up way

Fail fast and continually learn from your customers. Research by Harvard Business School's Sikhar Ghosh shows that 75 % of all start-ups fail. Therefore, failure is more likely than success. (Blank 2013.) According to him failure is a part of the Lean Start-Up process. Actually, it is not a failure; it is a way to develop your business idea. During customer development, a start-up gathers feedback from its customers and search this way a working business model. With feedback start-up, can develop the product or service into the right direction.

Lean Start-Ups starts the company launching process from a totally different point of view than traditional companies. Traditional companies use a lot of time and effort to execute business plans and fully functional prototypes. After launching a prototype traditional companies start to gather customer feedback. This is an expensive and not customer-centric way to execute products and services. Often this kind of working process ends up in a failure. Lean start-up methodology is based on testing hypotheses and gathering early and frequent customer feedback as described in a table 3. (Blank 2013, 5.)

The traditional business plan describes the size of an opportunity, the problem to be solved and the solution for the problem. The business plan also includes a five-year forecast for income, profits and cash flow. These all things are just good or bad guessing. If you do not involve your potential customers in the development process you probably fail and create a product or service that your customers do not need or want. (Blank 2013, 5.)

One of the biggest differences between existing companies and start-ups is that start-ups look for business model and traditional companies to execute them. The lean definition of a start-up is a temporary organization designed to search for a repeatable and scalable business model. (Blank 2013, 5.)

First principle	Second principle	Third principle
<p>Entrepreneur accepts that at the beginning all they have is a series of untested hypotheses.</p> <p>By using a business model canvas founders summarize how the company creates value for itself and facilitates value for users.</p>	<p>Lean start-ups use an approach called “Get out of the building”. In customer development approach, they ask for feedback from the potential customers, purchasers and partners. All parts of the business model canvas (pricing, product features, distribution channels, and affordable customer acquisition strategies) are discussed with stakeholders. With the received feedback, lean start-ups test and redesign their offering. This process is called customer development and it works in developing-, testing- and customer feedback phases.</p>	<p>Lean start-ups use fast agile development that means they test a minimum viable product with customers and develop it further with customer feedback.</p> <p>The traditional way of developing a product takes years and it’s based on presupposed knowledge of user’s problems and product needs.</p>

Table 3: Three key principles of a lean start up method (Modified from Blank 2013, 5)

The lean start up method offered an approach for the development of the new service. Because the service is something new that has not been in the market before the lean start up approach with the minimum viable product thinking (Table 3) offered a useful way to develop and launch the service. Lean start up method focuses on the feedback from the users. The service is developed further based on the feedback. Also, the business model is developed during the process.

4.6 Service design process

Stickdorn and Schneider (2010, 29) point out that service design does not have a single definition. Also, service design process varies from project to project based on the context of the service being designed. Service design process is holistic, multidisciplinary, interactive and ongoing.

The very first step of a service design process is to design the process itself. The service design process is nonlinear. It means that at every stage of the process it might be necessary to take a step back or even start again from the beginning. (Stickdorn & Schneider 2010, 124-127.)

Stickdorn and Schneider (2010, 126) present a service design process (Figure 7) that includes four iterative steps exploration, creation, reflection and implementation.

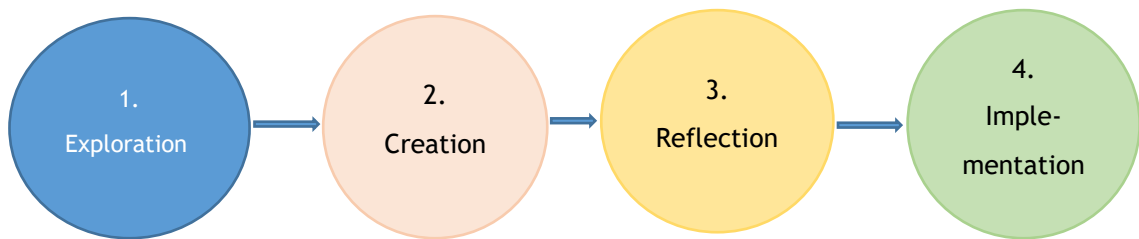


Figure 7: Service Design Process (Modified from Stickdorn & Schneider 2010)

Stage 1: Exploration phase includes research work to understand the culture and goals of the company providing the service. At the very beginning the problem, which a service designer should work on, is identified. The service designer tries to identify the real problem not to find a solution right away. A clear understanding of the situation from the perspective of current or potential customers of a certain service is the most important issue for successful service design. Service design offers various tools and methods to gather customer insights to truly understand the motivations behind customer behavior. The findings gathered through exploration phase are visualized. The underlying structure of the service is presented if possible. Visualization of an intangible service helps the communication between a design team and other stakeholders. (Stickdorn & Schneider 2010, 128-129.)

In stage 2, creation phase testing and retesting of the concepts is the main matter. It is important not to be afraid of mistakes. Mistakes are a part of the process. The key thing is to make mistakes as early as possible and learn from them before implementing a new service. The cost of a failure during the concept design stage is minimal compared to the cost of failure after its launch. (Stickdorn & Schneider 2010, 130-131.)

Stage 3: Reflection phase tries to generate a good mental picture of the future service concepts for customers so they can test them. Because services are intangible creativity is needed. To create an emotional engagement with the service storyboards, videos, photos and comic strips are used. Also, theater and roleplays are convenient ways to gain emotional aspects of personal interactions with the service proposition. It is important to test the prototypes in a real environment in which service situations take place. If it is not possible to test the prototype real environment similar scenery is constructed. Simple scenery can stir the imagination of the participants and inspire them to give creative responses. (Stickdorn & Schneider 2010, 132-133.)

Stage 4: Implementation stage can be the hardest because the implementation of a new service concept demands a process of change. Change management and how it is handled is the key thing. Customers and employees have a big role at this stage. To succeed in implementing changes it is essential to involve employees and customers from the beginning of the service design process. Employees should understand the new concept and to buy it. If they have had a chance to develop and test the concept during the process it is easier to adopt. Management must be convinced of the service concept because employees must rely on them during problems while implementing the change. During the change, there will be always unconsidered aspects and it is wise to prepare for them by investing in the earlier stages. After implementation, the process starts from the beginning with an exploration phase to evaluate its progress. (Stickdorn & Schneider 2010, 134-135.) In the end service design is iterative and on-going because customer needs also change all the time.

Moritz (2005, 154-157) proposes another process which includes six phases: Service Design (SD) Understanding, SD Thinking, SD Generating, SD Filtering, SD Explaining and SD Realising. The model (Figure 8) was developed because it is crucial to explain the most important elements without being too detailed so that everyone can follow the process.

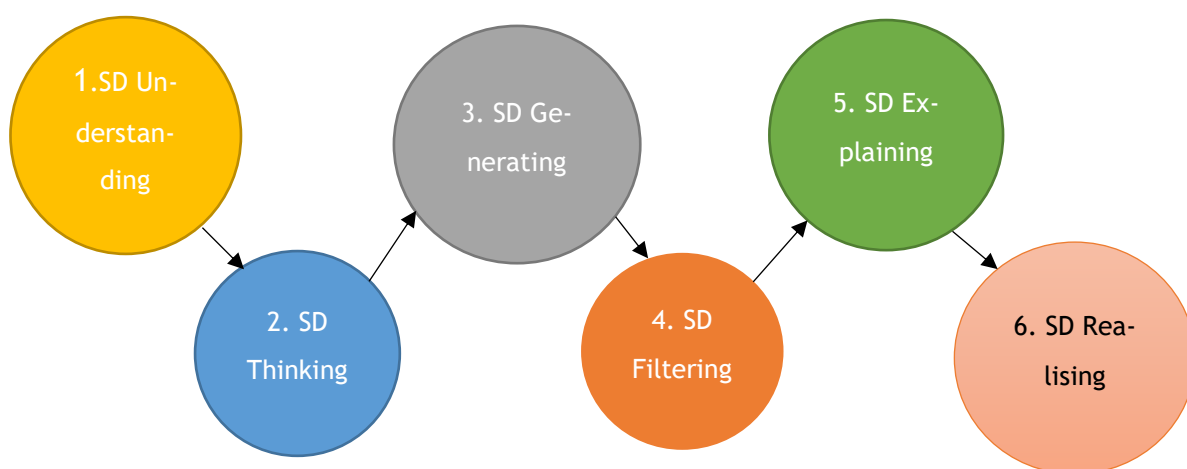


Figure 8: Service Design Process (Modified from Moritz 2005, 159)

In the beginning of a service design project team members must be chosen. They can represent different areas of the organization or come from outside the organization. The core is to ensure that both the internal knowledge is used to its best and that a feasible implementation can be ensured. Other people from organization and outside can join the project in several phases when needed. Then it is time to set the objectives. Usually there is some reason for example commercial or flaw or development need why the project is started. It is important to understand the underlying needs. Timetable is set based on objectives. Before the

understanding phase the knowledge, insight and resources that are available must be identified. After this review, it will be easier to select the methods and tools, which will be used in understanding phase. Service design offers several methods that can be used to understand client needs, market needs, their own organization and the overall context. (Moritz 2005, 154-157.)

SD thinking is based on the findings, insights and material gathered in the previous phase. At this point it is essential that the leaders of the organization are involved because a relevant strategy and direction must be approved based on new insights and knowledge. Some tools as personas can be useful to sharpen the idea of the client profile. The criteria, objectives and service strategy that are approved by the leaders of the organization at the SD thinking phase are the foundation of the SD generating. (Moritz 2005, 154-157.) SD generating means brainstorming new ideas, concepts and solutions. Every idea is accepted at this point. The amount of the ideas is more important than the quality. This might take a few hours or several days. (Moritz 2005, 154-157.) New ideas are cut down in SD filtering phase based on the established criteria, strategy and other factors as legal issues to the relevant ideas. If there are not enough relevant ideas a new iteration of SD generating can be taken. (Moritz 2005, 154-157.) SD explaining tools as service scenarios, service prototypes are used to make the new ideas and concepts easy to share and understand. In SD realising the ideas and concepts are developed more with the help of different methods and tools e.g. service blueprint and guidelines for the implementation. After this phase the new concept is detailed and specific and it is ready to be put into action or be tested and evolved further. If the concept is put into action methods from the SD understanding phase can be used to gather feedback. These findings can inspire another iteration of the full process. Described process (Figure 7) can be used as a whole or just some parts of it depending on the size of the service design project. New services can be innovated with a help of this process and old services can be improved. (Moritz 2005, 154-157.)

These processes have some similarities with Exploration phase from Stickdorn and Schneider (2010) process is very similar to Moritz (2005) SD Understanding phase. In these phases the understanding of the current situation of the company, customer, market and other stakeholders is gathered to understand the starting point and the context. Also, user needs, desires and motivations are explored in these phases. Creation phase (Figure 7) have similarities with Moritz (Figure 8) SD Thinking and SD Generating. In these phases, new ideas are created and the scope for the project is proposed. Reflection stage (Figure 7) prototypes, visualizations and minimum viable products are created and tested with customers. These are also included in the Moritz process in phases SD Explaining and SD Realising (Figure 8). After these phases comes the implementation phase (Figure 7) when the service is launched.

In this study Stickdorn and Schneider's (2010) service design process is used because it was seen as more simple and easier to understand than Moritz (2005) service design process.

From the thesis point of view the service design process was quite a classical one. It was non-linear, there was testing along the way, ideation and iterative thinking was part of the process. At the exploration phase team members were chosen. Zeckit team has members from inside and outside the organization. Many stakeholders provided input during the process. User insights were gathered through stories by using storytelling method. A massive amount of background knowledge of the market, potential users, legal and obligation issues and possible partners was gathered. In creation phase persona as a service design method was used to understand service's potential users better. Several brainstorming sessions were held to generate new ideas in different parts of the project. Customer journey method was used to develop the service further.

4.7 Customer Journey for one user

Consuming a service means a consuming an experience, a process that extends over time. The customer journey describes how the customer perceives and experiences the service. (Miettinen & Koivisto 2009, 15; Tuulaniemi 2011, 78-82.) The customer journey describes the step-by-step path as the customer interacts with the company or service. The journey considers the different channels that the customer might use. (Reason, Lovlie and Flu 2016, 25-29; Miettinen 2011, 55.) One customer journey for Zeckit was created from the perspective of a common user of Zeckit. Based on Google Analytics data 23.6 % of the Zeckit website visitors belong to age range between 35-44 and 50.5 % of the users are women.

Based on the knowledge from background research and analytical data one persona was created to explore her customer journey. Mira is a 36 years old woman who lives in a city center in her own flat. She is looking for a company for a remodeling project. She asks for advice through social media and comes across Zeckit that way. Mira represent a bigger user segment.



Picture 5: Mapping the customer journey with the help of a service design game (Laura Rinta-Jouppi, 2016)

4.8 Storyboards and analysis of the stories

According to Stickdorn and Schneider (2010, 186-189) and Miettinen (2011, 36-37) the storyboard is a drawing or picture that visualizes a particular sequence of events. Usually storyboards are made in a comic-strip format in which the designer tells in the story of the specific situation or event by creating illustrations. The idea of the storyboard is to get quickly an idea about what is going on. Storyboards can be made about user experiences and brought into the design process. They can be used to provoke meaningful analysis. Producing storyboards forces the designer to hop into the interviewees shoes. (Stickdorn & Schneider 2010, 186-189; Greenberg et al. 2012, 147-148; Cheng 2012, 67, 81. Stories can bring the data to life by grounding it in a specific context. New user needs and design directions can also be found through stories.

Brooks and Quesenbery (2010, 94-97) suggests to look for stories that you have heard from many sources. Stories describing the whole incident thoroughly are valuable because they offer more than an opinion. They capture narrative sequence and can tell how the service might be used. When working on a specific issue, stories related to that are very useful. For the development team stories related to the service were the most valuable. The stories were analyzed for similarities and for aspects for whether the service would have been useful for the user.

Ruusuvuori, Nikander and Hyvärinen (2010, 12-17) argue that usually the qualitative data gathered through interviews hardly ever provide direct answers to the research questions or

purposes. The data must be defined based on the research questions or purposes because otherwise the data amount could be large. In this thesis, the data was analyzed as a whole and from the perspective of the new service.

The analysis of the stories was conducted in two phases. Portigal (2013, 136-140) suggests breaking larger pieces into smaller ones and synthesizing multiple pieces into something new. First the data is processed informally and then more accurately. According to Boeije (2010, 75-79) qualitative data analysis has two basic activities namely segmenting the data into parts and reassembling the parts again into a coherent whole. The aim of reassembling is to make sense of the data from a theoretical perspective. This part includes looking for patterns and finding explanations for what is researched. Segmenting and reassembling are carried out from the point of view of the research question and research purpose.

First the audio and video records were listened to find patterns or similar themes. Then the notes were read. In the second phase an article of each story was written. The findings about the interviews were shared with other team members. Team conversations also worked as a part of analysis of the stories thus they helped to spot the similarities of the stories. The articles and videos were published on Zeckit web sites. Stories that came through web pages were read and sorted by themes.

An analysis was made from the point of view of the new service. Would the service have been helpful in certain cases. The cases were defined based on the theme. The definition was justified based on the research purpose. The categorization of the stories provided input for the development of the new service.

Altogether 32 persons provided empirical data for the study in a period of 10/2015 - 9/2016. The length of interviews varied from fifteen minutes to two hours. Most of the participants are presented anonymously with fictional names in this study and on the service's web page. Professionals are presented with their real names and details.

4.9 Personas

Stickdorn and Schneider (2010, 178-179) describe personas as fictional profiles developed as a way of representing a certain group based on their shared interests. Personas are a way to summarize the data from the background research e.g. netnography, survey and storytelling. The findings of the user behavior, motives behind actions, values, and fears are listed to the persona profile. (Tuulaniemi 2011, 155-156; Miettinen 2011, 59.) Stickdorn and Schneider (2010, 178-179) remind that although personas might be fictional the motivations and reactions they exhibit are from real people.

According to Tuulaniemi (2011, 156) personas are useful because they help to keep the focus on users. Stickdorn and Schneider (2010, 178-179) add that personas represent a character with which service development team can engage. For the researcher, they provide a perspective to view the service from different viewpoints. Persona help to identify the value creation process of the user and that way drive the service development to the right direction. The understanding of the user's value creation process is the key to deliver superior customer experience. Usually persona card consists of a fictional name of the user, age, description of the user, behavioral habits and a possible problem based to the search phenomena. (Miettinen 2011, 59.)

5 The implementation and findings from the development process

The development process is described in this chapter. Storytelling was chosen as a key method to gather user understanding. Online survey provided background and additional data. In this chapter the findings from different sources are presented.

5.1 The implementation of the development work

The period for the development work was 10/2015 - 9/2016. At the exploration phase (Figure 8) a background research of the markets and the current situation were conducted. Netnography was used to understand the current situation from the perspective of the users. Conversation platforms as suomi24.fi, murobbs.muropaketti.com and discussions in social media provided information about the problems users are discussing. (Suomi24 2016 and MuroBBS 2016.)

A survey was used to understand the user's decision making process, shopping behavior, find situations in which the user might need help and to recognize the places where users make decisions. The survey (Appendix 2) was send to fifty users who had left their e-mail addresses through Zeckit web pages. The survey was also promoted through social media. The response rate was 31.9%. Storytelling was chosen as a method to gather real life data. The data gathering through storytelling started at the exploration phase and it continued through the whole process.

In creation phase (Figure 8) personas were created based on the data gathered in the explore phase. Personas worked as a reminder on to whom the service is developed for. Several workshops were held to develop the service idea further. Stories were gathered to get data about the real-life situations.

In reflection phase (Figure 9) the service was tested in a real-life environment. The beta version was launched 6th of April and early adaptors, users who had given their e-mail addresses for wishing to know more about the service, were encouraged to test the service. The service

was also tested inside the organization. Rapid testing gave a lot of information for the further development of the service. Storytelling was used also in this phase in order to get user data of the real-life situations.

The implementation phase (Figure 9) included the launch of the Zeckit service on 27th of April. After the launch based on the feedback from the users the service has been developed further. A customer journey method was used to develop the service. Gathering the stories continues because it is a great way to understand users better. In the end the development process continues all the time because user needs also change all the time.

From the methods used storytelling was chosen as the key method because it is a great way to gather data of user's real life. Customer journey was chosen as a method for the service development. Mapping the customer journey gave a clear understanding of the present situation and spotted the issues to develop in the future.

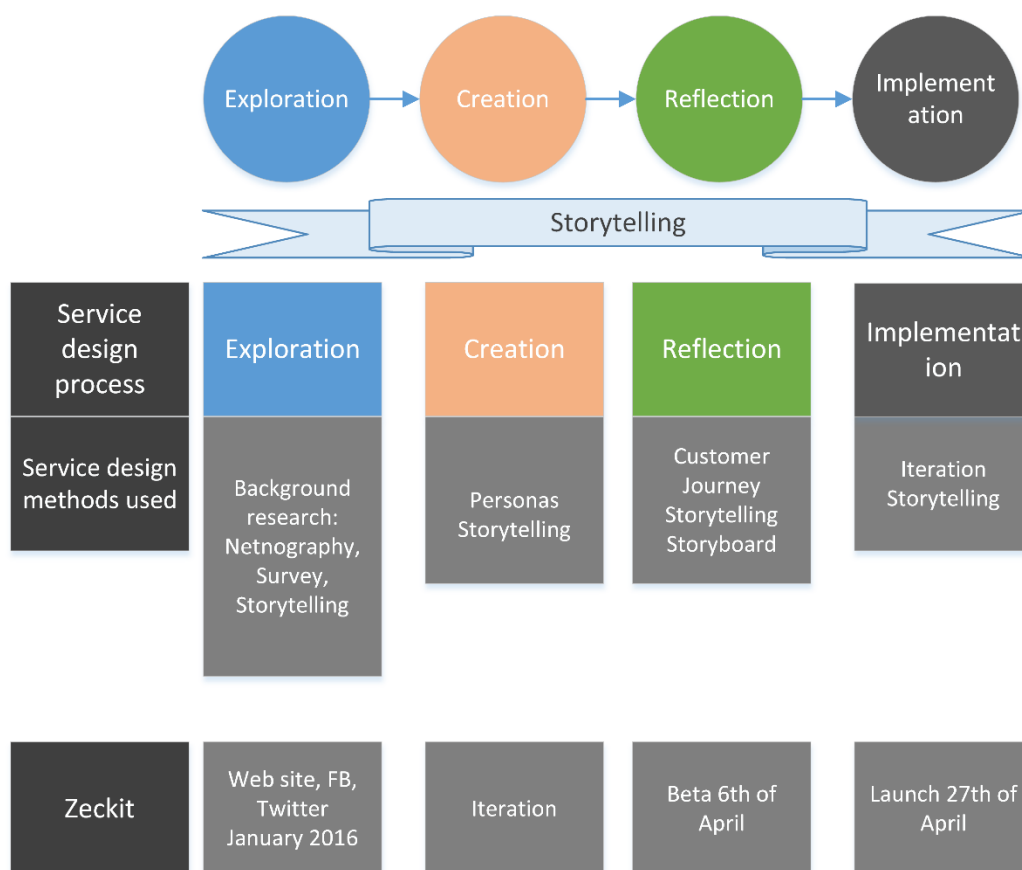


Figure 9: The service design process (Laura Rinta-Jouppi, 2016)

The storytelling method was used in every phase of the process as presented in the figure (Figure 9.) The storytellers were recruited through personal contacts, with the help of social media and through our partners and networks. During this time the users told 32 stories. The

interviews were made face to face, via telephone and through web pages as presented in a figure 10.

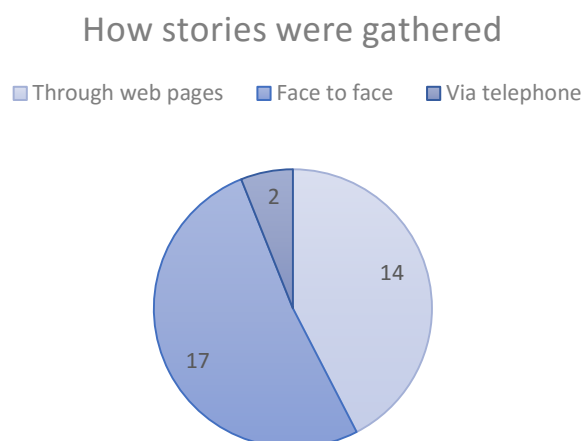


Figure 10: How stories were gathered (Laura Rinta-Jouppi, 2016)

The interviews were audio or video recorded. Portugal (2013, 106-109, 117) complains that interviewees speak so fast that it is not possible to make accurate notes at the same time. In an interview session, it is also common to mishear or misunderstand something thus it is important that one can listen to the recording later. Also, eye contact is easier to maintain when recording the interviews.

My role was to facilitate and run the situation and make the participant to feel comfortable to tell the story of some specific incident. As an interviewer, the most important thing was to listen and let the participant to talk. Many of the participants told the story in a time-structured order and in a detailed way. Thus, I did not have to make so many questions of the details. All the user participants told their story well and most of the professionals too. Just one of the professionals was short worded. He answered just with a few sentences. Part of the stories was collected through web pages with the help of one partner. One of the partners is a big media company and they asked their customers to share stories.

5.2 Findings from the background research: netnography and online survey

Netnography was conducted as a non-participant way, by observing without commenting the discussions, as Tuulaniemi (2011, 152-154) described. Service development team observed discussion platforms e.g. suomi24, vauva and murobbs in order to engage to users lives and culture as Eriksson and Kovalainen (2016, 111, 150-151) and Tuulaniemi (2011, 152-154) recommended. Observation at discussion forums revealed real-life problems and matters that us-

ers experience. Netnography was useful method to deep dive into the user's world. Many people share their experiences in an open way. Based on the discussions and stories personas were formed.

The survey was produced with a ZEF survey tool that is used in the case company. The survey was send to fifty users who had left their e-mail addresses through Zeckit web pages. The survey was also promoted through social media. The response rate was 31.9%. Based on the survey 70.8 % of the users check the backgrounds of the companies before making the final decision. Based on the survey users check: has the company paid taxes, is someone of the company subject to a business ban, turnover, and financial statistics if available, number of employees and is it possible to get tax credit for household expenses. The reasons why users did not check the backgrounds of the companies were that the company is known and the company has good recommendations. 27 % of the users search for data from companies' own web pages (Figure 11.) 20 % of the users responded that they search for information from somewhere else. In this category users answered that they ask recommendations from friends, family and network. Word of mouth was mentioned also and rala.fi web pages. 13 % of the users use social media and blogs to find data about the companies.

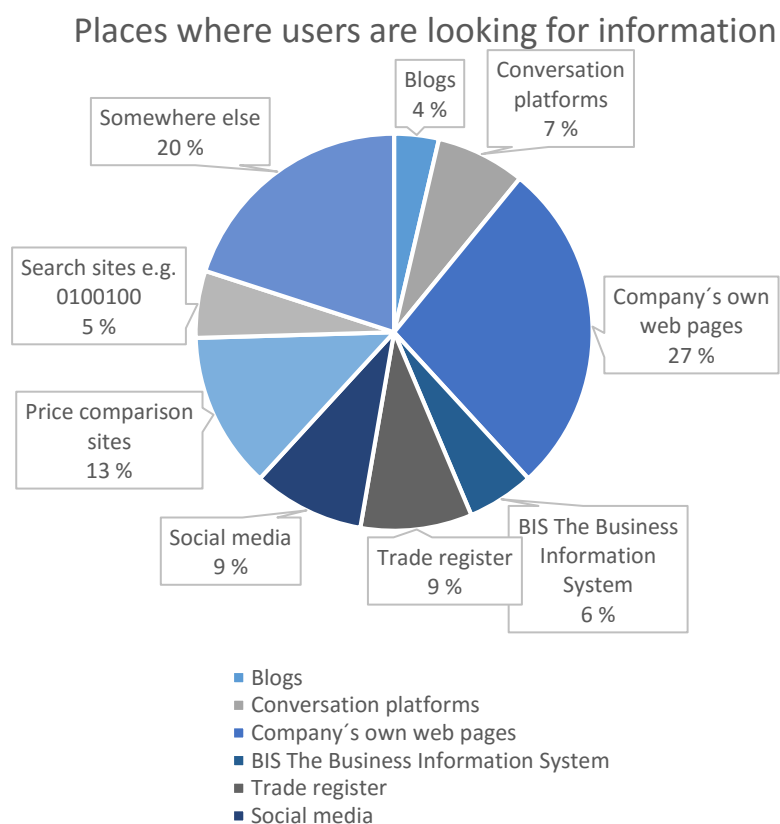


Figure 11: Places where users search information (Laura Rinta-Jouppi, 2016)

The survey did not tell the backgrounds of the situations because it was not asked. In that way stories provided a more comprehensive view of certain incidents because it was described from the beginning till the end.

5.3 Findings from the stories

Gathering the stories started in the beginning of the project. The first interview was held on October 2015. Seventeen of the stories were collected through face-to-face interviews. Two of the interviews via telephone and fourteen of the stories were gathered through web pages. Stories delivered useful data about real life incidents. Many people shared stories about how something went wrong during their remodeling process. Below one story is presented as a storyboard (Figure 12.) A lady wrote a story about a remodeling project that she wanted to do by herself. She wanted to change the flooring from upstairs to downstairs. But because she did not have the right tools and knowledge it did not go so well.

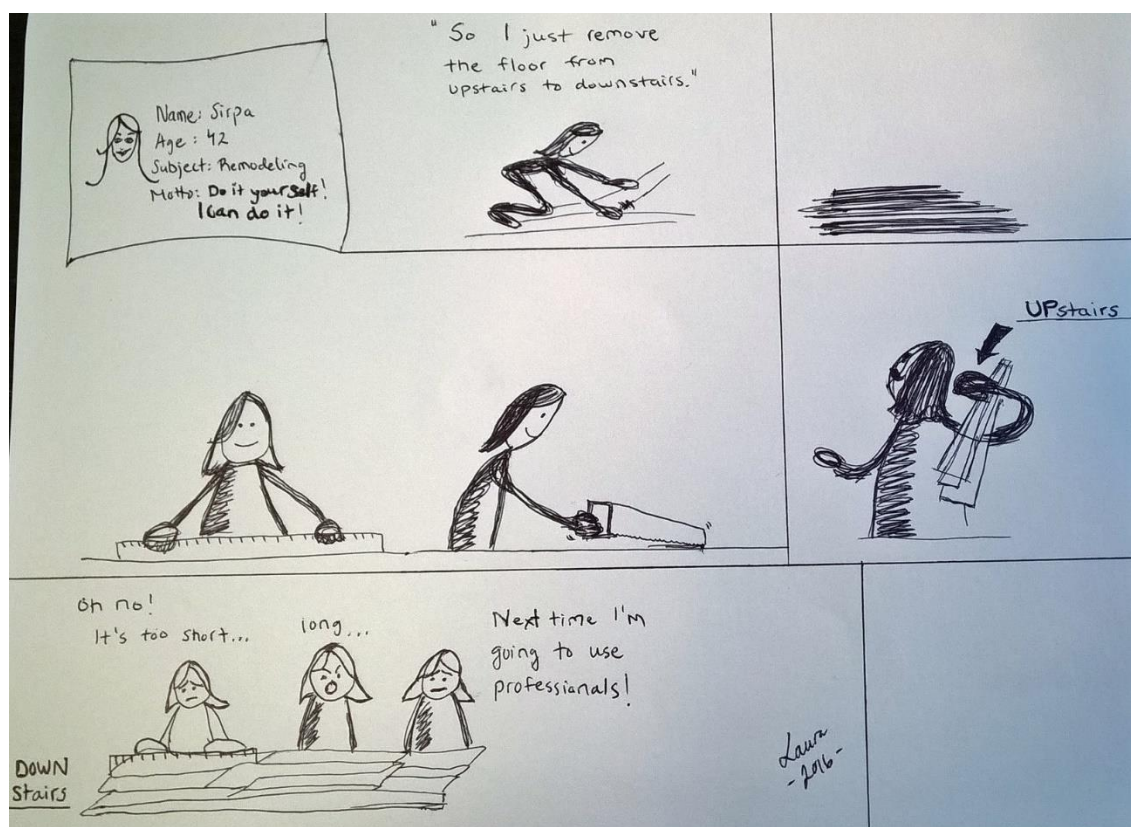


Figure 12: I can do it! (Laura Rinta-Jouppi, 2016)

In many cases Zeckit would have been helpful. Here are examples:

"We bought our dream house that turned into a nightmare. The construction company committed over a hundred construction failures during the construction of the house." (Susanna and Arto, 2015)

In this case one of the key responsible persons of the company was in a business ban. At this point Zeckit would have given warning sign and the report would have clarified the reason why one should not buy from this company.

“My employer did not pay the salaries.” (Maija, 2016)

In this case the employer had issues with tax payments and other legal obligations. Zeckit would have given an exclamation mark and a clarification why one should be extra careful when dealing with the company.

“We bought a house where it was found mold all over the place. The house was practically re-built from the very beginning.” (Ritu, 2016)

In this case Zeckit would not have been helpful based on the company’s background knowledge. The mistake in the building process was made several years ago. In the decision-making process it might have been helpful if the company would have had bad reviews in Zeckit. Then the user might have chosen another company.

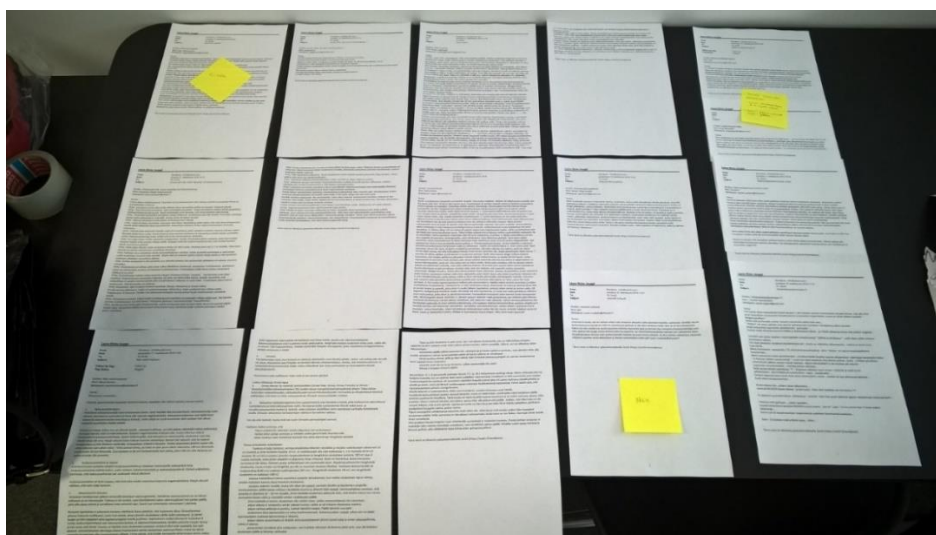
If analyzing the stories from the perspective of Zeckit service many of the negative incidents might have been positive if the user would have checked the company’s background and reviews from Zeckit. Based on some of the stories Zeckit service could be useful and produce a concrete benefit for users by sharing background knowledge of the companies and reviews. This result is based on mainly to face-to-face interviews because in online form, which was used to gather stories, information about the background research was not asked. In some cases, the storyteller wrote that she/ he had checked the background of the company but in many cases, there were no mention about that. It would have been useful to interview users who had answered to the survey and ask them to share stories. In that way, the data gathered would have given more comprehensive view to the aspect if Zeckit would have been helpful or not in every case. On the other hand, this kind of process might have lead the storyteller to tell the story in a certain way based on the survey. Then hidden needs might have left hidden. Also, the storyteller might have told the story in a different way after the survey e.g. if the storyteller would not have checked the company background she/he might have still answered yes to that question to appear more understandable about the matter.

The data from the survey and stories revealed that users tend to believe companies. This information was discovered as an unspoken matter. As Miettinen (2011, 21-32) and Rauhala and Vikström (2014, 30-31) stated one of the goals in service design projects is to identify hidden needs. Hidden needs are requirements or solutions for the product or service that customers cannot imagine or know that they want it. Many of the users do not check the backgrounds of the companies in a detailed way. The reason for this might be that the background data of the companies is spread over different resources and is provided by several instances. User

must use a lot of effort to gather all the data. Users must know what kind of data to look for to know where to look for it. Also, the language and the numbers are sometimes hard to understand if one is not familiar with business numbers, legal and tax obligations.

5.3.1 Main themes in the narratives

The stories were categorized based on their content. Three types of themes were found. The major part of the stories was about cases where something went wrong. The second theme was successful stories where everything went well. The third theme was professional stories where useful knowledge was shared. Based on this study people share more often stories if something has gone wrong rather than success stories. Because of the personal nature of the stories the stories are presented in an anonymous way in the picture below. (Picture 6.)



Picture 6: Three common themes were found (Laura Rinta-Jouppi, 2016)

Three main themes were:

- “Not like this”/ “Ei näin”: Stories about how something went wrong during a remodeling project or in other situation
- “Like this”/ “Näin”: Neutral and positive stories about incidents when everything went well
- “Tips”/ “Vinkit”: Professionals sharing their knowledge of some specific issue.

Most of the stories included in the first category “Ei näin” as presented in a figure. (Figure 13.) These stories were negative and most of them were very specific. Users tend to remember bad incidents very precisely. Most of the stories were about home remodeling or renovation. For service development “Ei näin” stories were the most useful ones. As users told what

kind of mistakes service providers had done it was easy to point out the situations when the Zeckit service would have been helpful.

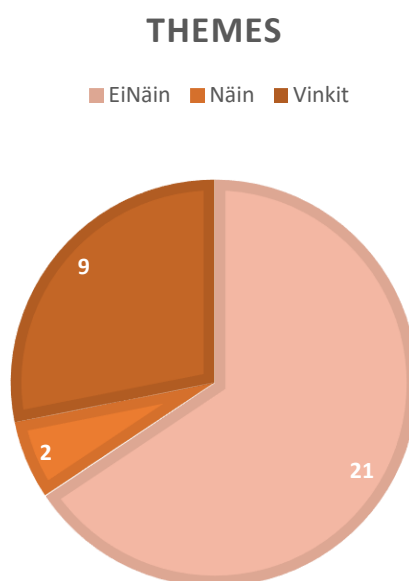


Figure 13: Themes of the stories (Laura Rinta-Jouppi, 2016)

The professionals sharing their knowledge is included under the “Vinkit” category. That was the second biggest category. The last category “Näin” included positive stories. During the process, just two positive stories were delivered. These stories were not so specific than the negative ones. “We renovated the windows, pipes, tiles, sinks, taps and parquets. Nothing to complain about the renovation company. We got tax household expenses covered and a lovely home.” (Piki 2016.) as one user told.

5.3.2 How stories worked as promotional content in social media

The popularity of the stories was measured by the data provided by Facebook. Facebook deliver numbers on how effective the content has been during a certain period. Also, Google Analytics delivers data. The data clarifies for example has the user entered the web page through the social media channels.

During this research, negative stories (Picture 7) got more clicks and views on social media than positive ones. Professionals sharing their knowledge in a video format were also popular. Professional videos reached hundreds of people through social media. Based on the research it seems that in general video content is more popular than articles in social media.

Zeckit.com
Julkaisija: JOhanna Ahlberg [?] · 17. kesäkuuta ·

Sisustusohjelmassakin sattuu joskus virheitä
Tv-ohjelmissa sisustusremontti onnistuu käden kanteessä. Sisustus on upea, mutta rakenteissa voi olla yllätyksiä...

... Näytä lisää

KATSO VIDEO

Biörn omakotitalon omistaja

Sisustusohjelmassakin sattuu joskus virheitä - Zeckit
Tv-ohjelmissa sisustusremontti onnistuu käden kanteessä. Sisustus on upea, mutta rakenteissa voi olla yllätyksiä...

ZECKIT.COM

Hanki lisää tykkäyksiä, kommentteja ja jakoja.
Mainosta julkaisua hintaan 5 € ja tavoita jopa 1 000 ihmistä.

449 henkilöä tavoitettu [Mainosta julkaisua](#)

Marja Palomas, Bo Harald ja 2 muuta

449 Tavoitetut henkilöt		
10 Tykkäykset, kommentit ja jaot		
8 Tykkäämiset	4 Julkaisussa	4 Jaossa
0 Kommentit	0 Julkaisussa	0 Jaossa
2 Jaot	2 Julkaisussa	0 Jaossa
17 Julkaisujen klikkaukset		
0 Kuvien näyttökerrat	13 Linkin klikkaukset	4 Muut klikkaukset
KIELTEINEN PALAUTE		
0 Piilota julkaisu	0 Piilota kaikki julkaisut	
0 Ilmianna roskapostina	0 En tykkääkään sivusta	

Picture 7: Video content is popular in social media (Laura Rinta-Jouppi, 2016)

Statistics in the picture (Picture 7) tell how many people the specific content has reached. In this case the video clip reached 449 people in one week.

5.4 Findings from the storyboards

According to Stickdorn and Schneider (2010, 186-189) storyboard is a drawings or pictures that visualize a particular sequence of events. The idea of the storyboard is to get quickly an idea about what is going on. Storyboards were used as an analysis method. I made the storyboards as a drawings (Figure 12). Storyboard method inspired me and it was proven to be useful way to communicate. Furthermore storytelling was used as a method to communicate the subscription of the Zeckit service (Figure 14, Appendix 3).

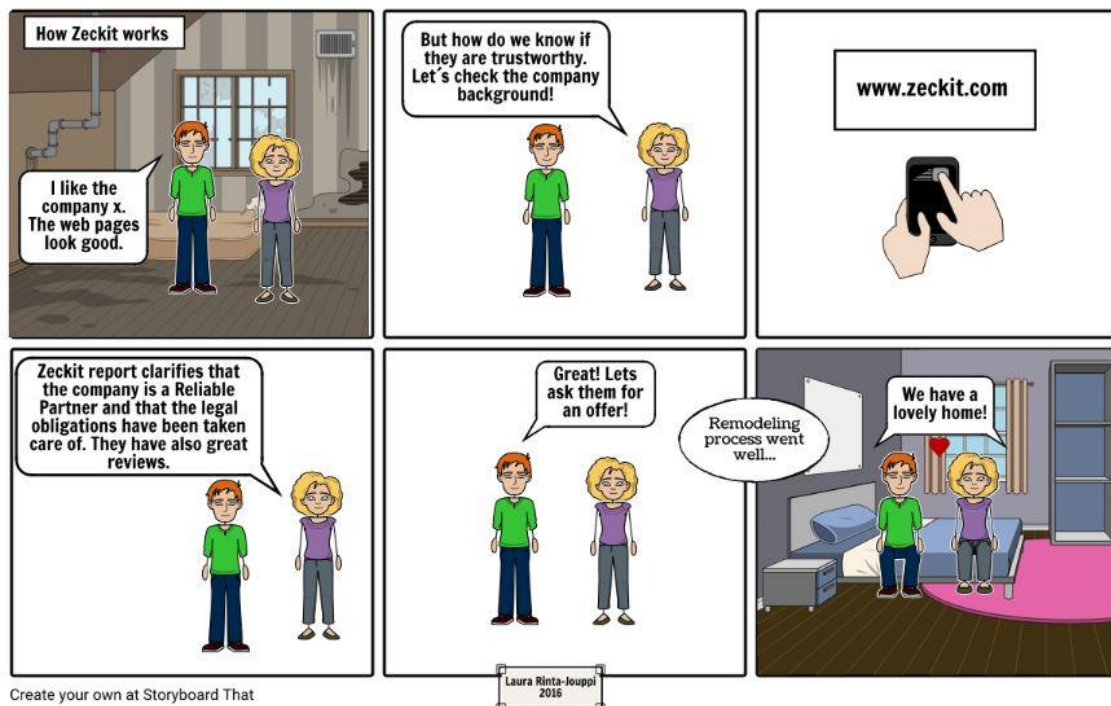


Figure 14: Storyboard of Zeckit (Laura Rinta-Jouppi, 2016)

5.5 Personas as a way to engage user's lives

Persona method was used to summarize and analyze the data gathered in background research. As Tuulaniemi stated Tuulaniemi (2011, 156) personas were useful because they help to keep the focus on users. Personas characterized the user segments and it was easier to relate user's world because users got recognized in a way. Stickdorn and Schneider (2010, 178-179) added that personas provide a perspective to view the service from different viewpoints and that was one of the key matters.

Five personas (Appendix 4) were identified based on netnography and stories.

The example persona represents a young family Nyyttinen that includes mom Anna and dad



Riku. They live near Helsinki in countryside. They have one child and they hope to have another one soon. They want to build their dream house that would evolve along with their life e.g. if they have more children or need more space for hobby equipment or cars. The couple is considered as beginners as builders. They rely more to

feel than excel documents. Anna looks for information from vauva discussion forum and Riku

from MuroBBS. They have an active life style, they like to visit different kind of events and sport is important for both.

5.6 Findings from the customer journey

The customer journey (Picture 8, Appendix 2) was made at a point when Zeckit service had been on production for five months. It was a useful method to spot the needs for the future development to serve the user better. One finding was that a payment method should be added to the service if a user wants to buy additional data. Also, a search tool for different industries was considered.



Picture 8: Customer journey (Laura Rinta-Jouppi, 2016)

Customer journey worked well as a development method. As a result, many development ideas were recognized. The customer journey was created with the help of a service design game developed by the Solinor Company.

6 Conclusions

The purpose of the thesis was to explore how stories can help to design a new service for a new target group. Based on the study it was proven that stories are useful source to gain user understanding. Storytelling is also a valuable method to gain understanding of a new customer sector. Grounded by the study storytelling offer deeper knowledge than surveys because users are allowed to tell the story with their own words. Stories provide a comprehensive view of the incident not just one bite of it. This might be the reason why stories reveal also hidden

needs. Founded by the study stories are useful when designing a new service for a new target group.

The research questions were: how storytelling can be used to engage users in the development of a new service, how stories can work as source for user insights and what is the customer journey like? Storytelling was chosen as a key method to gain user understanding and to co-create the content for promotion purposes. Based on this process it seems that storytelling was a good method to involve users in the development and promotion of the service. Stories functioned well as a promotion material of the service. It was also a meaningful matter for the storytellers that their story got published. Stories provided deep knowledge and insights of the users and user's real-life situations. The gathered data was analyzed with the help of personas and storyboards. Customer journey worked well as a method to understand the customer's side of the service and to spot the needs for further development. Customer journey method was considered as a useful and inspiring method among the team members. It will be used in the future as a development method.

Because customer sector was a new field for the company real-life data was gathered using service design methods. Through that way customer understanding was gained. Service-dominant logic provided the approach for the development work. The main idea of the service-dominant logic is that there is no value created until the offering is used and experienced by the customer. Service-dominant logic also embraces the concept of co-creation of value rather than value in exchange (Lusch & Vargo 2014). Companies are facilitators and co-creators that engage themselves in the customer's processes. In the end the customer creates the value by using the service. (Lusch & Vargo 2014; Ojasalo & Ojasalo 2014) This theoretical background offered a useful mindset and starting point for the development work.

Netnography offered a deep dive to user's world. By observing the discussions development team got a view to the problems and challenges users face in real-life. After recognizing the topics that were widely stated during discussions among users it was easier to form personas. Insights that came through netnography were useful in service development.

The survey gave important knowledge about the user's decision-making process. It was a useful method because detailed information was needed. Together storytelling and survey provided comprehensive knowledge of the user's various situations.

6.1 Stories create empathy

Storytelling and online survey together provided in-depth understanding of the users. Stories provided useful data about the situations people face in everyday life. Based on the study people rely on companies. 27 % of the users answered that they look for information from the

companies' own web pages. After this study, I would recommend people to check the backgrounds, reviews and references very carefully because there were so many cases where something went wrong. Based on the stories gathered I would recommend that users should also check the background information from somewhere else than just from the company's own web pages. It is not wise to rely only on the service provider. Also, a written agreement is very important. It must be detailed and specific to minimize the risks of misunderstandings. Founded on the findings Zeckit service would have been helpful in many cases by delivering reliable data about the companies.

Storytelling gave a deep understanding of the real-life situations. Compared to the survey storytelling is more useful if a deeper understanding of the users is needed. Based on this study users share their thoughts in a much deeper and comprehensive way when telling a story. In a survey, blank box asking for further information for a previous question did not deliver long answers. Also, storytelling is a more intimate method especially as a face-to-face set than online survey.

The stories collected were personal and none of the participant wanted to tell the story with their real name and other specific details. Some of the interviewees were afraid that if they want to sell the house or apartment later the story might cause a bad reputation. The whole process might have been so painful that the storyteller did not want to take any risks to be recognized. "Remembering and writing about this story still breaks my heart." One of the storytellers wrote. Some of the informants provided photos of the incident that happened to them. No one wanted to have his or her faces shown with the story on the web page.

Stories create empathy toward users. It is easier to relate user's situation after reading the stories. Gathering the stories continues for the purpose of understanding and listening to the users. Zeckit also provides a platform to share real life stories to spread the word. Negative stories work as a positive impact to other users to check the backgrounds of the companies.

6.2 New way to communicate

Three themes discovered through the background research and stories created a style for the communication in social media and on the service's web pages. The stories are categorized based on the themes on the web site. Under the Blog (Picture 9) one can find "Ei näin" stories, which are stories about cases that did not go well, and "Vinkit" shares the professional stories and positive "Näin" stories. Positive stories and professional stories were combined under one category because there were just too few of the positive stories. But when there is enough positive stories a dedicated site will be created for them.



Picture 9: A way to communicate the stories on the web site (Laura Rinta-Jouppi, 2016)

In social media stories were named based on their themes as the same way as on web pages. Story gathering continues and a campaign to inspire users to share especially positive stories is going on. The stories have a big role on the service's web pages and social media.

Based on this study stories are good content for the service promoting in social media. Facebook is based on the content the users produce e.g. pictures and stories. Maybe because of that real-life stories are more likeable than commercial advertisements.

6.3 Evaluating the research process

The purpose of the thesis was to research how stories can help to design a new service for a new target group. Additionally, it was studied how stories can help to promote a new service. Storytelling was chosen as a key method to reach these goals. Stories provided a deep understanding of the users and their real-life situations. Based on the process it seems that storytelling was useful choice to obtain the goals. In this case, any other method would not deliver such a deep knowledge of the users than stories. Stories and other service design methods helped to keep the focus on users during the development process. With the help of stories users were personalized and development team could relate to their real-life situations. In that ways stories created empathy.

The service design process from Stickdorn and Schneider (2010) included four phases: exploration, creation, reflection and implementation. This process gave structure to the development work. But as it is usual with service design cases the phases were mixed when needed. The results from the study are useful for the development work in the future. Stories have a big role in the future in listening and understanding users. Based on the input of the stories I would recommend storytelling as a method to gather user understanding in every service industry. Stories are valuable because they can produce deeper information of the users than for example feedback forms and surveys. Storytelling is time consuming when done face-to-face but it is worth it. Stories provide more data than feedback questionnaires because storytelling allow the user to tell the whole story not just some parts that is important from the service provider's point of view. Stories help to understand the real-life situations and can also reveal hidden needs.

The research questions were: How storytelling can be used to engage users in the development of a new service? How stories can work as a source for user insights? What is the customer journey like? This research proved that storytelling is a useful method to engage users to the development process. As mentioned earlier stories revealed a lot of unspoken insights. Based on the input of the stories it can be stated that stories are a valuable source for user insights. Sometimes it is hard to answer direct questions for example in surveys. Stories are a good way to gain user insights because the user can express and tell the story by their own words. Customer journey was produced for one user. It was based on the knowledge gathered through the research process. Customer journey that was made represents just one journey.

If I would have more time I would have organized a workshop with company users. Many of the improvement ideas came from the company users. I suppose that workshops could have delivered more information and data from the company perspective.

6.4 Prospects for future research

Service design methods could be used more widely in the case company. It was nice to notice that the customer journey got a great response among other team members and partners. Service design methods are suitable in various situations when developing services and processes inside or outside the company.

Storytelling and storyboards could be used as a method to explain different service offerings. Technical services can be hard to understand if one is not familiar with the field. Stories could make the service offering easier to understand and more attractive.

For the future development of the Zeckit service I would recommend regular workshops with persons from the partner network and end users. Also, another customer journey should be completed with users.

For the future research, I would propose a study on how storytelling could be used to improve internal communication and how storytelling could help employees to adapt to a new company culture.

The Zeckit service was launched on 27th of April 2016. Since that over 80 000 company searches have been completed via the service. The partner network in Finland has expanded. A background research for the markets in Sweden is going forward also. At the spring of next year it is time to decide whether to launch the service in Sweden or not. The goal for the future is to be like Trip Advisor for users in several countries.

Story gathering continues to improve the service design process and to keep the focus on users. Stories provide a way to stay in touch with users' real-life problems. Service design process is iterative so the development process continues all the time. During this process, other team members get to know service design. Especially customer journey method was considered as a useful and inspiring method. Customer journey will be used in the future as a development method.

Storytelling was a new method for the company. Customer interviews are used as references but they are focused to include just specific issues related to the services provided by the company. In that sense, they are totally different kind of stories than stories in this study. The CEO of the company got inspired by the stories and wrote the company philosophy in a format of a story. I am sure that stories have a bigger role at the company in the future.

During the project, I got more experience of service design methods in practice. I noticed that storytelling is a very useful method to get real-life data of the users. I hope that the data delivered through Zeckit helps the great companies to get more customers and encourages other companies to deliver good quality services for customers.

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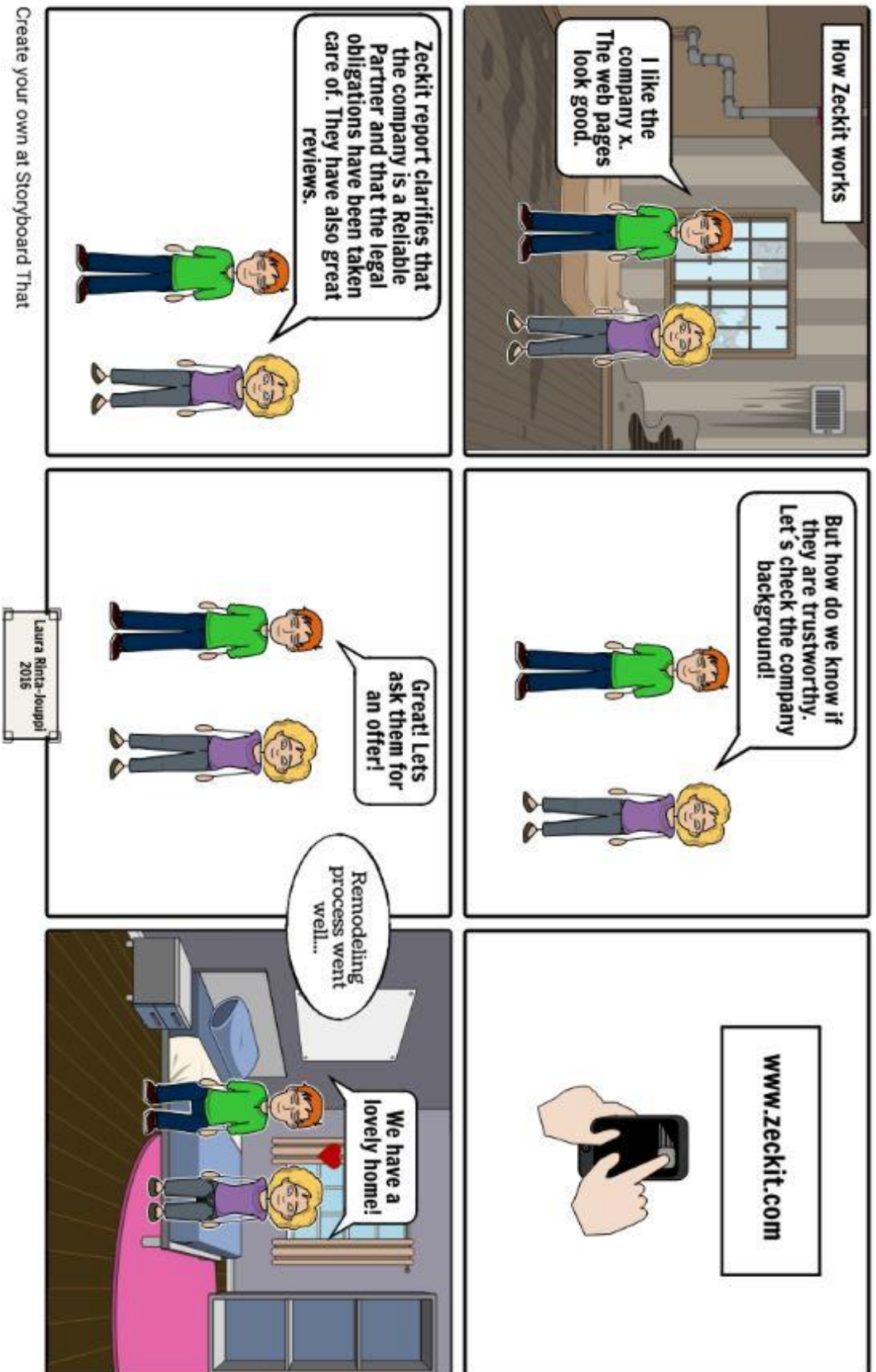
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Appendix 1: Storyboard of Zeckit (Laura Rinta-Jouppi, 2016)



Appendix 2: Survey questions

Zeckit -kysely kuluttajille

Sample n. 50

- Kyselyssä selvitetään kuluttajien ostoprosessia ja päätöksentekoa
- Miten kuluttaja tekee päätöksiä? Mitkä seikat tekevät ostopäätöksestä vaikean? Mitkä asiat koetaan tärkeäksi? Missä kuluttaja liikkuu tehdessään päätöksiä? Minkälaisissa päätöksissä halutaan tarkistaa taustatiedot? Onko ostoprosessissa ns. kipupisteitä, missä kuluttaja tarvitsee apua?

Kysymykset (kaikkiin muihin paitsi 1. kysymykseen myös vapaa kommenttikenttä):

1. Oletko joskus ostanut rakennus-, remontointi- tai sisustusremontointipalveluita?

Kyllä (→ siirtyy kohtaan 2)

En (→ siirtyy kohtaan 6)

2. Kun teit päätöstä siitä, keneltä ostat palvelun, mistä etsit tietoa yrityksestä? (rastita kaikki, mistä etsit)

Blogit

Keskustelupalstat

Yritysten omat Internet-sivut

YTJ

Kaupparekisteri

Sosiaaliset mediat (Facebook, Twitter tms.)

Hintavertailusivut

Yrityshakemistot (esim. Fonecta)

Vapaa kommentti

3. Kuinka tärkeänä pidät sitä, että yrityksen taustat ovat kunnossa? (ei yhtään tärkeä) 1-5 (erittäin tärkeä)

Voit halutessasi kuvata tähän, minkälaiset taustatiedot ovat erityisen tärkeitä

4. Tarkistitko yrityksen taustatiedot ennen lopullista päätöstä

Kyllä

En

Kyllä -> Mitä tietoja tarkistit? /// En -> Miksi et?

5. Kun teen suuria ostopäätöksiä, etsitkö yleensä tietoa seuraavista kanavista:

(Mieti viimeistä suurta ostopäätöstäsi, tai kuvittele että olet tekemässä sellaista)

Blogit
Keskustelupalstat
Yritysten omat Internet-sivut
YTJ
Kaupparekisteri
Sosiaaliset mediat (Facebook, Twitter tms.)
Hintavertailusivut
Yrityshakemistot (esim. Fonecta)

Vapaa kommentti

6. Kuinka tärkeänä pidät, että yrityksen taustat ovat kunnossa?
(ei yhtään tärkeä) 1-5 (erittäin tärkeä)

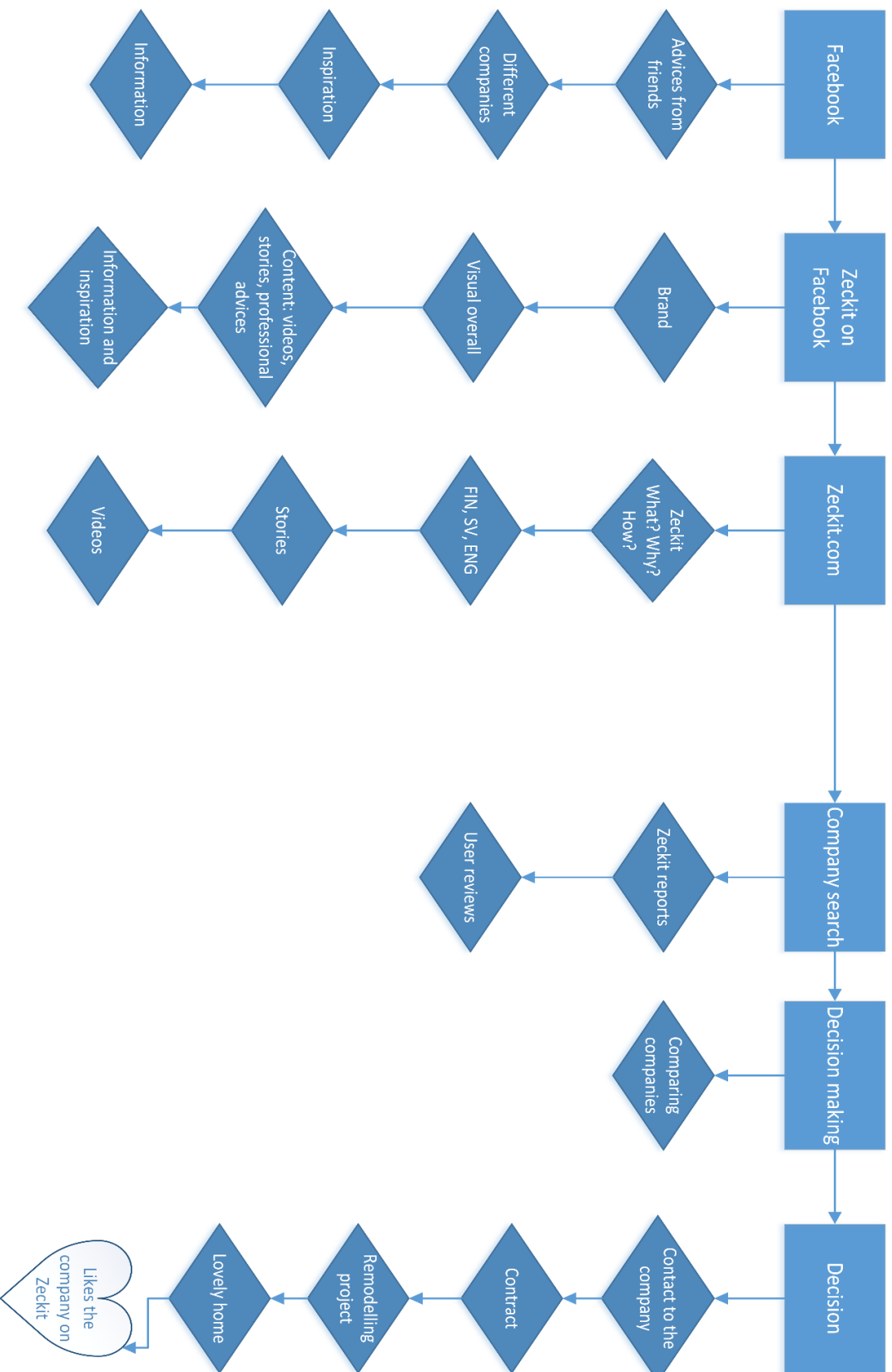
Voit halutessasi kuvata tähän, minkälaiset taustatiedot ovat erityisen tärkeitä

7. Tarkistatko yrityksen taustatiedot (esim. xxx) ennen lopullista päätöstä
Kyllä
En

Kyllä -> Mitä tietoja tarkistat? /// En -> Miksi et?

Customer Journey

Mira 36 years old
Lives in a city center in her own flat
She is looking for a company for a remodeling project
She asks advices through social media and comes across Zeckit



Appendix 3: Customer Journey

Appendix 4: Personas

Tumpelorakentaja Tarmo

41v tilintarkastaja, vaimo, lapsi ja koira.

Espoo



Haluaa säästää rahaa tekemällä mahdollisimman paljon itse

- Haluaa kodin joka on räätälöity juuri hänen tarpeisiinsa
- On sisäistänyt ajatuksen, että haluaa tehdä mahdollisimman halvalla, mutta kaikessa ei kannata säästää. Vrt. ”halvin ei ole edullisin”
- On melko tietoinen ja perehtynyt alaan
- Tekee omat excelit, suunnitelmat ym.
- Työmaalla apupoikana.
- Tyyli kaverillinen, nöyrä. Tietää että on itse ”tumpelo” eli ns. Tarmoja alempana.
- Harrastaa golfia ja pelaa sählyä kaveriporukalla. Tykkää toteuttaa itseään. Perhe on tärkeä.

Tosimies Tommi

50v LVI-insinööri, eronnut, 2 lasta.

Tampere



Haluaa säästää rahaa tekemällä mahdollisimman paljon itse

On hyvin tietoinen (alan koulutus) tai perehtynyt alaan

- Käyttää puskaradiota
- Neutraali/myönteinen suhtautuminen harmaaseen työhön
- Tekee omat excelit, suunnitelmat yms.
- On paljon läsnä työmaalla, tekee jotkut vaiheet jopa kokonaan itse.
- Tyyli neuvova tai asiantunteva, toisinaan voi olla karski ja hyvinkin kärkeä, tykkää olla oikeassa ja osoittaa tietämyksensä neuvomalla muita (=olemalla tärkeä). Saattaa joskus ajautua kukkoileviin väittelyihin.
- Harrastaa autoja, kaikenlaista pientä väsäilyä ja korjailua, suomalainen sisu ja ”äijyys” tärkeää.

Suurperhe Suttunen

Mikko ja Leena 52v, 4 lasta, 2 koiraa

- Insinööri ja sairaanhoitaja
- Keski-Suomi
- Haluavat järkevän heille suunnatun ratkaisun, jota ei löydy valmiilta markkinoilta
- Talon rakentaminen lähtöisin enemmän rationaalisista kuin tunteisiin perustuvista motiiveista, mutta tunneperäiset myös tärkeitä (juuri meidän perheelle sopiva koti).
- Tietoisuudessa vastaa Tumpelorakentaja Tarmoa, tai hieman Tarmoa tietämättömämpi. On kuitenkin hyvin omatoiminen ja suurperheen arjessa tottunut pyörittämään jos jonkinmoista lankakerää käsissä, joten osaa näppärästi etsiä aiheesta tietoa ja käyttää siihen paljon aikaa. Rakennusprojektista vastaa työnsä ohella Mikko, ja Leena hoitaa tänä aikana enemmän lapsia.
- Rakennustyömaalla vaihtelee apupojan ja katsojan välillä.
- Tyyli vastaa Tarmon tyyliä, kaverillinen mutta ei välttämättä niin nöyrä.



Nuoripari Nyyttinen

Riku ja Anna 30v

Myyntipäällikkö ja tuottaja

Sipoo

Ensimmäinen lapsi juuri tullut, toinen suunnitteilla

Haluavat ns. ”jahdata unelmaa” rakentamalla oman

täydellisen kodin, jossa kaikki tarvittavat esim. lasten tulevia harrastuksia (säilytystilat, kuivaustilat) ja lisääntyvää autojen määrää varten.

- Talon rakentaminen enemmän tunneperusteista kummunnut kuin rationaaliseen rahansäästöön perustuva projekti.
- Täysin untuvikkoja projektissa, oppivat kaiken ”kantapään kautta”.
- Anna etsii tietoa Vauva.fi:ssä kun taas Riku MuroBBS:sä.
- Rakennustyömaalla vain katsomassa.
- Käyvät paljon erinäisissä viihdetapahtumissa, kulttuuri tärkeää. Harrastavat joogaa, kiipeilyä ja kuntosalia.
- Tyyli on hyvin kaverillinen.

Henna

26v myyjä, Kallio

- Sinkku
- Harrastaa suunnistusta, pienviljelyä, kirppareilla pyörimistä, aktiivinen Ravintola- ja Siivouspäivissä
- Pienten yritysten kannattaminen voi olla joskus hankalaa, isot firmat vie varat veroparatiiseihin.
- Ostamassa ensimmäistä omaa asuntoa ja palkkaamassa remonttifirmaa tekemään pienremonttia.
- Eettinen kuluttaja.