



DIGITAL INTERIOR DESIGN

BY STAILIA DESIGN OY

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Summary

The objective of the thesis work is to research and create a web based service in a field of interior design. With my project, I am hoping to find out whether this kind of web service in the field of interior design can work in general and that the process together with the actual order form on internet is smooth from both customer and company point of view. The company has interior design related services but none entirely executed on the web. The target is to create a totally new service/product to support the other existing business. I am also hoping to confirm that the company Stailia Design Oy (later Stailia) can build a profitable business in the sector of private households by successfully launching this new service. By doing that Stailia aims to further strengthen its position on the market. Alongside the other already existing product/service aimed at the private households and the currently biggest business, the construction companies, this kind of groundbreaking addition would be unique. The work in this thesis is based on the service design process and methods such as service blueprint, co-design and observation. Those are used to bring a customer centric view to the service/product. Each method used in the thesis is researched and analyzed. The use of typical service design methods is recorded. The implementation of each research method is documented and examined. Based on the results two prototypes of the service were created and the latter published and tested for suggestions for further improvements. The outcome of the project is a new product/service which the client continues to keep in the assortment but could further update it to a final improved version.

Language: English

Key words: service design, service design process, development process, digital services, interior design

The examination work is available at the electronic Theseus.fi and in the library

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Picture 1. The Team of Stailia in autumn 2015. (Photo by Lassila 2015)

1. INTRODUCTION

The subject of this master's thesis is a service design development project for Stailia. The company carries out sales styling of any size, value or condition of apartments in the Southern Finland and Tampere area. The company works in cooperation with private households, construction companies and real estate agents. It also offers Interior Designing for both private households and public premises.

Originally, private households only had such styling or interior designing services available that required customer visits. As customer visits are time consuming and cost money to both the company and its customers, an idea of a distant service crossed the Styler/Interior Designer (later ID) and CEO Niina Ahonen's (later Niina) mind. The idea was a web based styling and/or interior designing service to be developed, to support customers almost anywhere in world, without requiring travelling.

Stailia's styling team consists of experts in different areas of interior design. When starting the project in autumn 2015, the company had four employees. I am going to use only their first names throughout the whole report. Anu works as an ID, Paula works as a Styling Assistant and the third, Styler/ID Niina. I was working as a Development Manager for the company during this time and one of my roles was to act as a Development Project Leader in diverse development projects. In the spring of 2016, Juuso was hired to work as a Roadie.

One of the products/services offered for private households for years was the service called "Ideakäynti" (Idea Visit). This service includes a ready-made service including a home visit of 1-2 hours. In practice, the customer picks up one room/area that he needs help with and pinpoints special problem areas. The customer also adds his own ideas regarding the room/area. During the home visit the ID gives hints and ideas of what could be done to enhance the area/room. The ID also presents maps of colors, actual paints, wallpaper alternatives and so on for the change process. She also lists them for the customer. If possible, the ID also gives out contact details to some companies/workers who can carry out the renovations. The cost for this service package is 350€ incl. VAT in the Capital and Salo areas. This

price includes one area/room only. Kilometer compensation is added in case of other areas in Finland (Measured either from Helsinki or Salo onwards). Based on this current service, a new and inventive service/product was ideated.

In the following chapters, the service design process will be explained together with the chosen methods. The methods used will be recorded and the results reported throughout the process. Finally, the outcome of the development process will be evaluated and suggestions listed.



Picture 2. How to get an idea? From Stailia web pages. (Photo by Ahonen 2015)

1.1 Objectives

With my project, I am hoping to find out whether this kind of web service in the field of interior design can work in general and that the process together with the improvements on the actual internet order form works. I am also hoping to confirm that the company Stailia can build a profitable business in the sector of private households by successfully launching this new service. By doing that Stailia aims to strengthen its position in the market. Alongside other services/products aimed at the private households, and the construction companies, this new addition would be very much welcome.

This topic was chosen because I was working as a Development Manager at Stailia. One of the objectives in my job was to create and launch a new service totally executed via the web. As it was my area to develop, it was logical for me to choose it, document and to do a research by using the service design processes and methods and to write my Thesis on it while working on it in practice.

1.2 Research Questions

The first research question is what factors affect the experience of customers when they are looking for interior design services? To recognize these factors, the criteria by which customers decide which service provider they choose to use, must first be discovered. Also, which elements, touchpoints and actions are required is essential to recognize. This information can be obtained by comparing similar services available. The second research question is how the customers experiences the initial service. This can be found out by gathering user experience via co-designing and observation. As the preliminary information, available at the company web pages together with the information gathering form is essential, the improvement

suggestions on those two are very important. The consequential research question will be how well the customer's service requirements can be met from the company point of view and how the company's internal process is supporting that.

1.3 Frame of Reference

The focus of this thesis is the creation of the new service. Different phenomena that are related to each other and to the theory in this thesis are society, service, digital service, business development, interior design, service design and research. Below, is the visualized frame of reference explaining the entirety of the thesis project. As demonstrated in Figure 1, the comprehensive service/product is reliant of these seven factors working together. Together with the available technology, research concentrates on the invented new service/product. It will be executed with help of service design process tools and methods. This process is in the focal point in the whole picture.



Figure 1. Frame of reference.

2. SERVICE DESIGN

In this chapter, I will first take up the principles in service design, following an introduction of the Service Design Process according to Tuulaniemi. Finally, the Process Chart of how the actual work was structured and how the process

progressed in practice. This will help the reader to gain the understanding of the chosen process and its methods throughout the whole thesis and notice where it differed from the theory. It was logical to follow the Tuulaniemi's Service Design Process and utilize the service design tools and methods to execute this development project. There was a clear customer centric service/product to be created and launched. The steps in this process that were followed include the customer perspective.

Service design provides the tools needed to get an overall perception of a business and to find ways to improve its procedures, whether it is regarding front-line customer service or back-office management. A service is reliant on its customers, since a service exists only if it is used by someone. Service design puts the customer in the center, in order to understand the service experience from the customer's point of view. Since every customer is an individual with specific needs, service design helps to disclose the diversity of these different experiences. *(Schneider, J., Stickdorn, M. 2011, s.36-38)*

According to Tuulaniemi, service design helps organizations to notice the strategic possibilities of services in business and innovate services together with improving already existing services. Service is a process and theater. You can compare the process with a theater experience where the visible part is the stage and behind-the-scenes is where the service providers background processes are, invisible for the customer. *(Tuulaniemi J.2011, 24 & 76)*

The benefits of service design are related to the strategic steering of the organization: -focusing the activity to be more customer-oriented, -developing of internal processes and -deepening the brand and the customer relationship and developing the already existing services. It is a double win for the business. This means a happy customer and a satisfied organization.

Mutual satisfaction is possible when services are offered on healthy base and are a delight to the customer. The precondition in producing a service is that it is economically profitable. *(Tuulaniemi, J. 2011, 95 & 101)*

2.1 Service Design Process

The Service Design Process according to Tuulaniemi consists of five parts; Definition, Research, Design, Production and Evaluation. Under each part, certain elements and steps are recommended. Several different methods are suggested to gain understanding and to enable moving forward in the process systematically.

With process, we mean a series of logical and repetitive activities. When these repetitive activities are pictured into a process, there is no need to re-develop each time. Processes therefore save resources and release time from routines to creative work. Below the Service Design Process by Tuulaniemi, describing the basic structure which can be applied to one's own development of services. It is split into five parts in which there are several activities within each.

The **Definition** part should answer the question of what problem are we solving? Which are the objectives of the design process from the subscriber's point of view? The aim is to create an understanding of the organization producing the service and its objectives.

The **Research** part specifies the strategic objectives of the service provider. The common understanding regarding the target, development, operational environment, resources and user needs are dealt with interviews, discussions and customer research.

In the **Design** part, you ideate and conceptualize alternative solutions to the design challenge and test them quickly with the customer. You define how to create the service.

The service concept is taken to the market for customer testing and development purposes. Here, the **Production** of the service is planned.

The success of the development should be evaluated. In the **Evaluation** part the actualization of the service on the market is measured and the service fine-tuned according to the gained experiences. (Tuulaniemi, J. 2011, 126 & 128,)

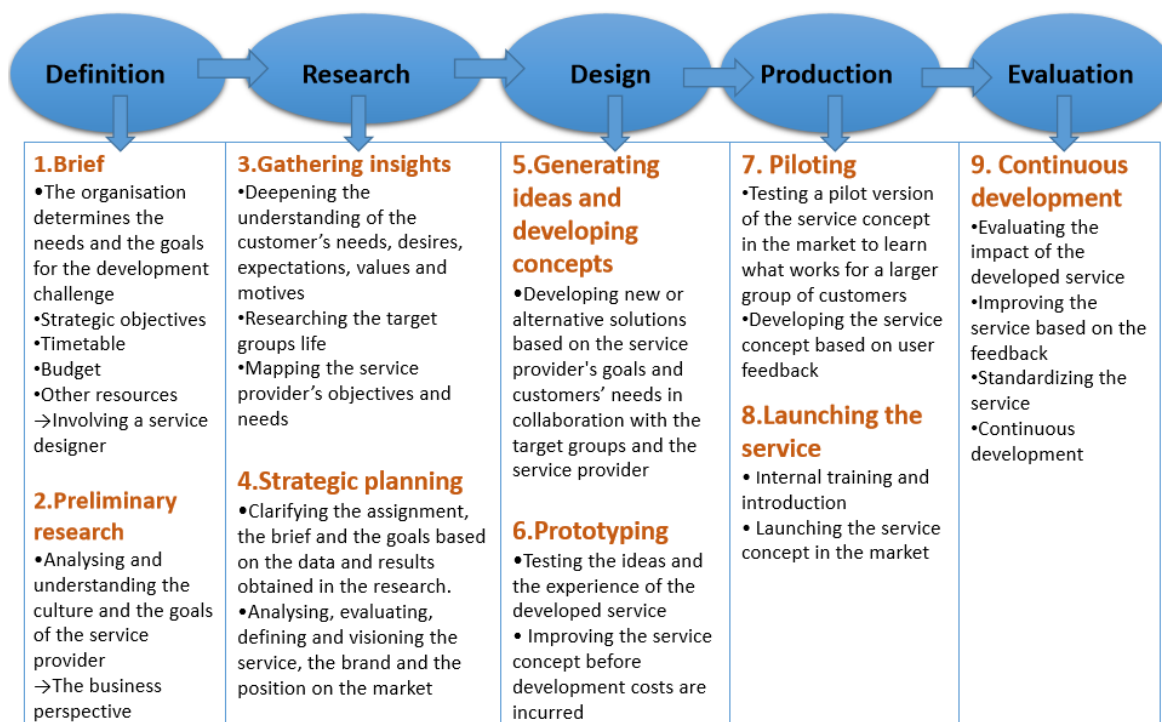


Figure 2. The Service Design Process based on Tuulaniemi. (Katajamäki & Vartama).

2.2 The Process Chart and Methodology of the Development Project

This development project followed the following steps, somewhat amended from the Service Design Process by Tuulaniemi. It is a roadmap of how the work was structured, how the process went and which methods were used. The specific timetable with agreed actions to reach the goal are documented in the appendix 2.

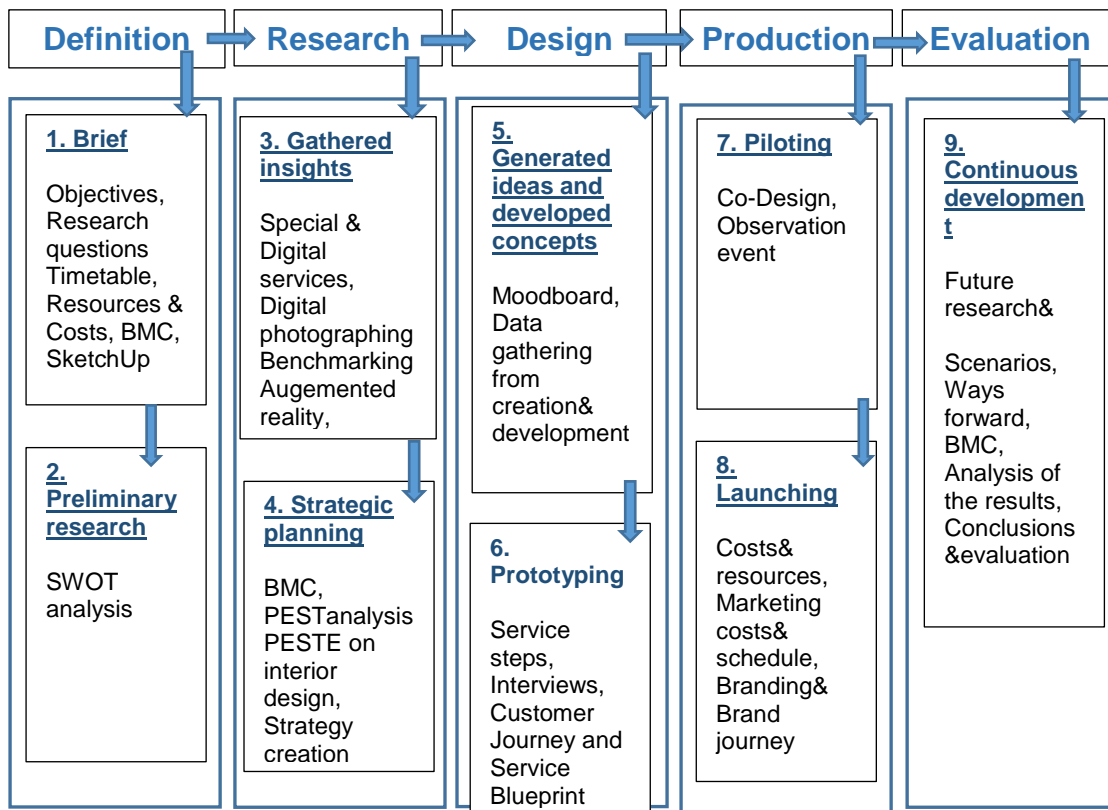


Figure 3. Process chart

3. BRIEF

In this chapter I will open the brief given to me by the commissioner. The brief with its elements such as resources and costs and the chosen tool will give the insight to the starting point of the development project.

The organization determines the needs and the goals for the development challenge and it is important to recognize the strategic objectives, set a timetable and a budget and identify all other resources needed for the project. (Tuulaniemi, J. 2013, 130-131)

There was a new service/product that the company wanted to create and develop. It was first named Distant Ideation. It was planned to be an interior design service that can be ordered via internet.

The assignment ordered by a customer via the web was to be executed on a 3D modeling program called SketchUp, and sent as a ready interior design back to the customer via e-mail.

The initial goal with this new service/product for Stailia was to benefit more distant locations. Another goal was that Stailia would be in the future be able to optimize the working time of each employee better. Instead of an ID having to travel physically to the location during normal working hours, she could instead work with the pictures and measurements sent to her. This would also cut down the costs as no physical traveling would be needed.

When using this Distant Design (to which it was soon changed) service Stailia might have to consider outsourcing the IDs if needed. The benefit from the customer's perspective would be that no physical visit to their homes by the ID is required.

A customer does not always want anyone physically visiting his home. When ordering the new on-line service, the customer could instead purchase the service whenever convenient. The customer would also save money as no kilometer compensations are included as the service is purchased and received on-line.

This service was seen as an opportunity to accumulate into more assignments with one customer, room at a time. If the customer was satisfied with the outcome of the previous design he might want to go for more.

3.1 Resources and Costs

There was technical support from outside needed as well to get the service/product launched and then improved on the web. The whole organization looked as detailed

in the Figure 4 below, in the Stakeholder map. Own resources are called Internal Stakeholders and the outsourced resources are called Connected Stakeholders.

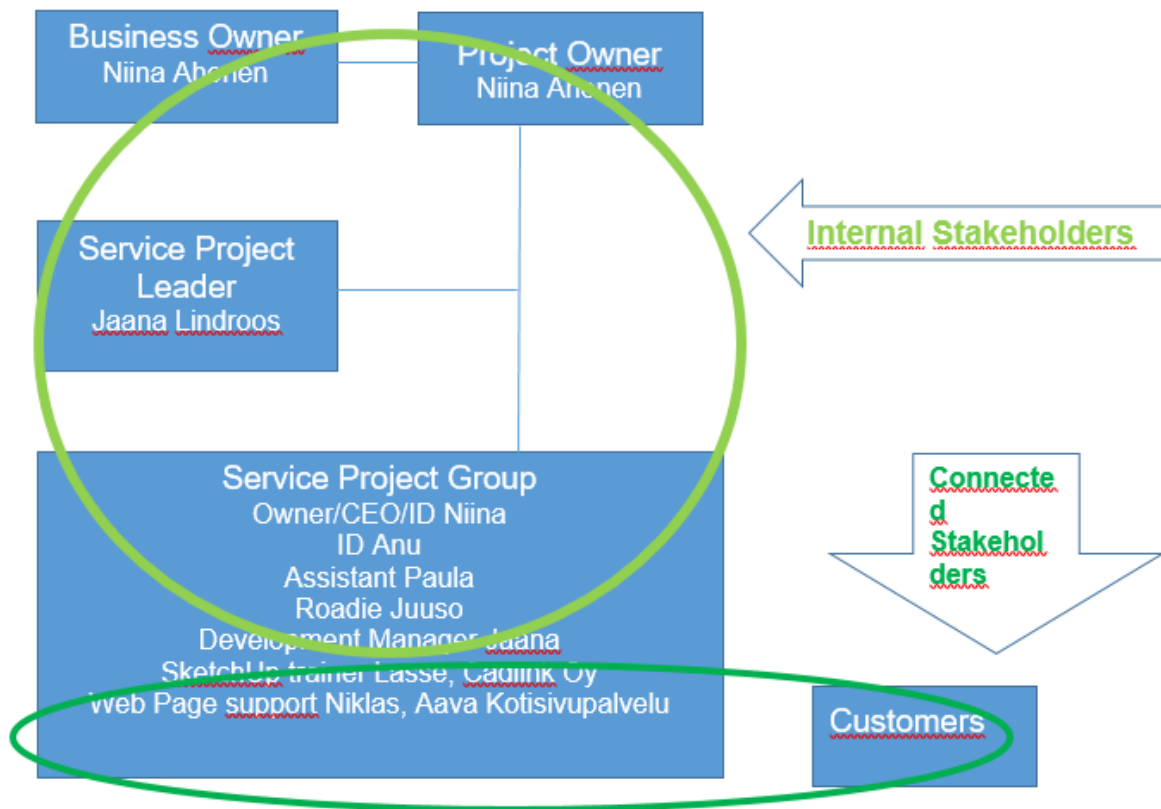


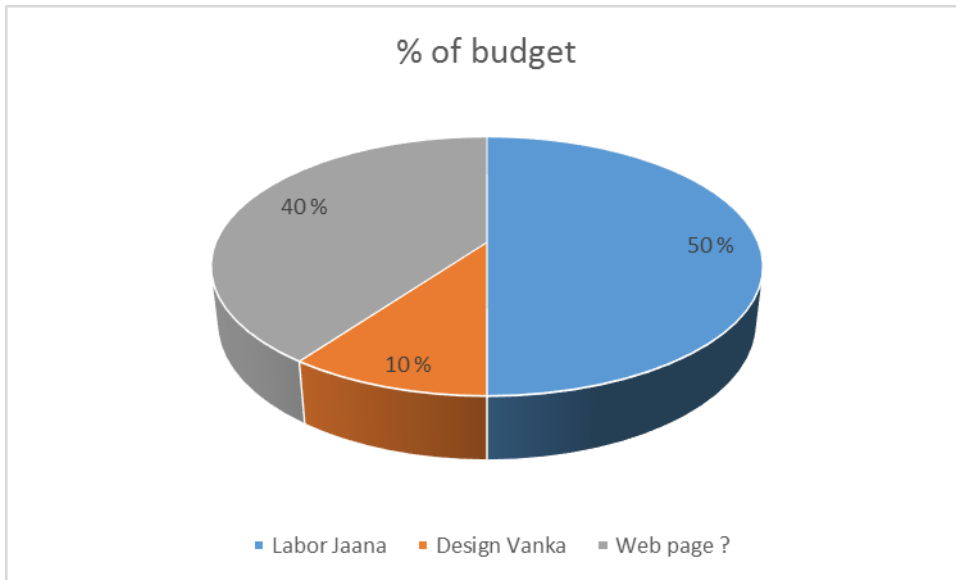
Figure 4. Stakeholder map.

As this project was planned, designed and executed within my working hours, we could only estimate what the proportion of my contribution of the total spent within this project is.

Additionally, there were training costs and web page design and creation costs included in the total costs. There was a total of six thousand euros budgeted to this project. This budget was intended to cover my labor costs and the external costs related to updating the web page and getting the page to work as a tool, until the receipt of the assignment. Also, the design work related to the visual appearance of the web pages was counted in. Labor costs related to marketing in social media is

considered as business as usual as the company would anyway need topics to publish via internet.

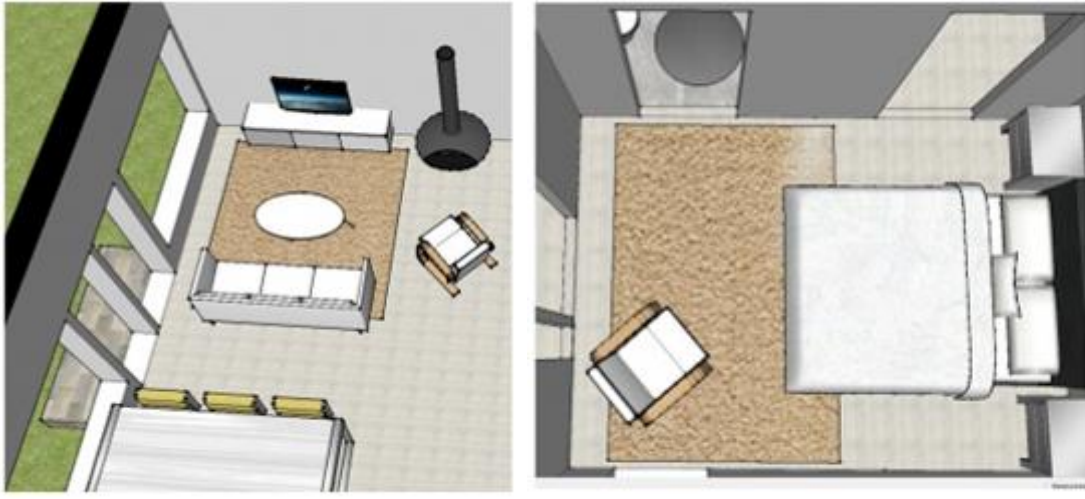
Chart 1. Whole budget in a pie chart.



3.2 Resource SketchUp

The resource called SketchUp was chosen as it was common to the team and already used before by part of the team. With SketchUp all kinds of 3D images and designs can be created, from woodworking blueprints to urban planning designs. It has multiple template options and an intuitive interface. There are options for Construction Documentation, Landscape Architecture, Interior and Production Design, 3D Printing, and more. (*SketchUp Make 2016*)

In picture 3 and 4 you can see two examples of 3D modelling created on the tool by Niina.



Picture 3 and 4. Examples of interior designs made on SketchUp by Ahonen, Stailia

4. PRELIMINARY RESEARCH

In the following chapter the Business Model Canvas (later BMC) and SWOT analysis of the business is explained. The BMC was chosen because it is a visual strategic management template that helps in developing or documenting existing business models. The SWOT analysis was chosen as an additional method to evaluate the four elements of the business (strengths, weaknesses, opportunities and threats). Evaluating these four elements gave us the confidence to continue further with the project as we had recognized the current state of the company.

At this stage in the definition step the most encompassing picture of the organization should be gathered. Service design helps to identify places where services can be developed. (Tuulaniemi, J. 2011, 136-137)

4.1 Business Model Canvas

The BMC is a business tool used to visualize all the building blocks of starting a business or developing it, including customers, route to market, value proposition and finance. Each of the nine blocks needs to be accurately filled in, and should be revisited regularly to ensure the business model is still accurate.

The blocks on the BMC are:

Customer Segments: Who are the customers? What do they think? See? Feel? Do?

Value Propositions: What is compelling about the proposition? Why do customers buy, use? What benefit/services does the company offer to each customer segment?

Channels: How are these propositions promoted, sold and delivered? Why? Is it working?

Customer Relationships: How to interact with the customers through their 'journey'? What do the customers expect from the company/service?

Revenue Streams: How does the business earn revenue from the value propositions?

Key Activities: What uniquely strategic things does the business do to deliver its proposition?

Key Resources: What unique strategic assets must the business have to compete? With which resources, can the company deliver the value propositions?

Key Partnerships: What can the company not do so it can focus on its Key Activities? Who are the key partners and which resources they deliver?

Cost Structure: What are the business' major cost drivers? How are they linked to revenue? (*Enterprising Oxford, 2016*)

Below in figure 5 a BMC by Wordpress is visualized, with some added clarifying numbering of each building block. The numbers indicate the order of each block that will be filled in.

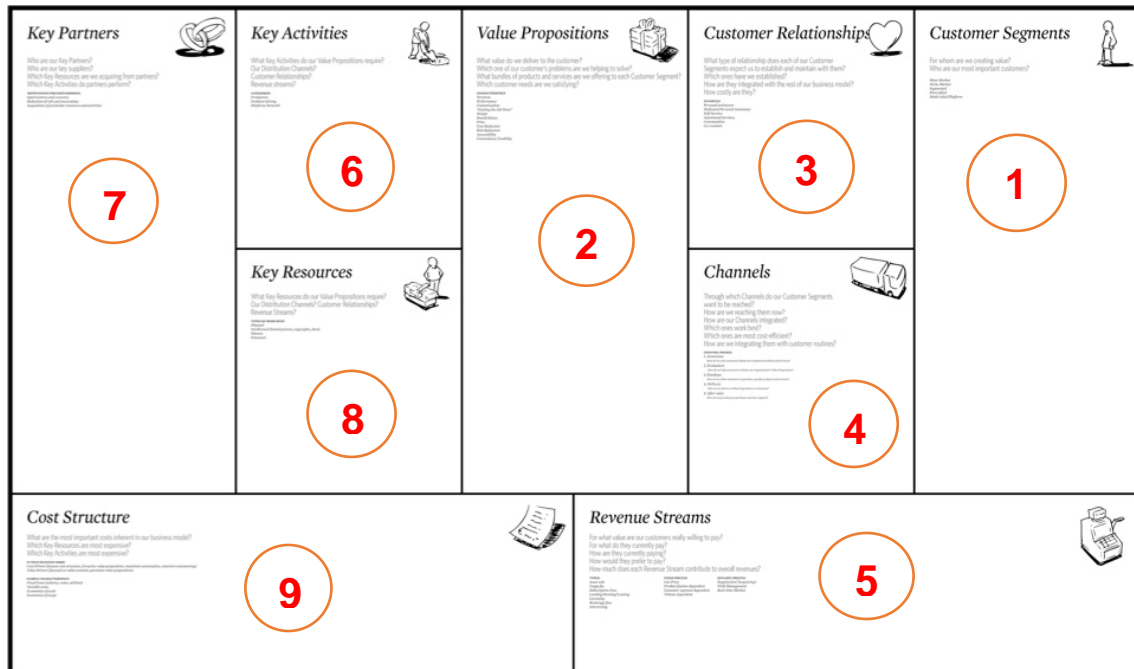


Figure 5. The BMC utilized in the project. Based on structure of Wordpress.

Stailia wanted to examine current BMC in relation to its business, as we wanted to focus on the business model from different angles. Eventually, we came up with a compact summary of the most important elements and ideas of the current business.

1. **Customer Segments** had to be mapped out first. We wrote down the paying customers and current users of our services. Those were construction companies, real estate agents and private customers, women of age 30-60.
2. Next, the **Value Proposition** was evaluated. We needed to answer questions like what problems need to be solved and what product does it best? We listed professional interior design services and styling in the Capital and Salo areas.
3. Next was **Customer Relationship** which includes how the company interacts with its customers. The contact persons for each key customer actively follows-up on construction companies and their needs via phone/e-

mail regularly. Email exchange with customers and continuous update of Social Media like Facebook, Twitter and Blogs were counted in as such.

4. We continued with **Channels** indicating how our customers find our services, buys and use them. Marketing on own web pages, social media of interior design, visibility/advertising on television programs, word-of-mouth from previous customers and re-selling to previous customers via phone came up.
5. The **Revenue Model** shows from where the revenue comes from was identified as follows. Interior designs created and executed by hiring out own furniture and other products and photographing the work done for the customer was the first that came into our minds. Styling services to real estate agents was second. Some of the activities on the private sector in styling apartments was the third and the selling of the ideas how to improve homes via physical visits was the fourth. Revenue generation is possible as the operations are always effective.
6. Into all the **Activities** that the company has and where the resources are used, include buying of webpage updates, brand updates, advertising material. Also, the big purchases of furniture, textiles and other products for the apartments and creating the actual interior designs for construction, real estate business and private sector are part of this block as well. The photographing of the work done is considered as part of the activities as well.
7. As **Key Partners**, we listed all our suppliers, service providers and customers. Aava Kotisivupalvelut, Mainostoimisto Vänkä, Niemi, Balmuir, VM-Carpet, Novapak, Eurokangas, RTV, Kodin Ykkönen, Hobby Hall, Pinetta, SketchUp license, Cad-Link Oy, Sisustusakatemia, YIT, Skanska, VVO and some real estate agents.
8. Among the **Resources** we counted our own employee input which include physical moving of furniture and the design work. Additionally, material updated into webpages, printed material, move services, furniture and textiles would be such.
9. The **Cost Structure** or the overall costs to produce the services was calculated to be approx. 150teur spent on a yearly basis on purchases. Over 40teur on moving services, 1teur on support functions (marketing and brand building, updates of web pages).

Below, in figure 6 you can see all the elements fitted into the BMC.

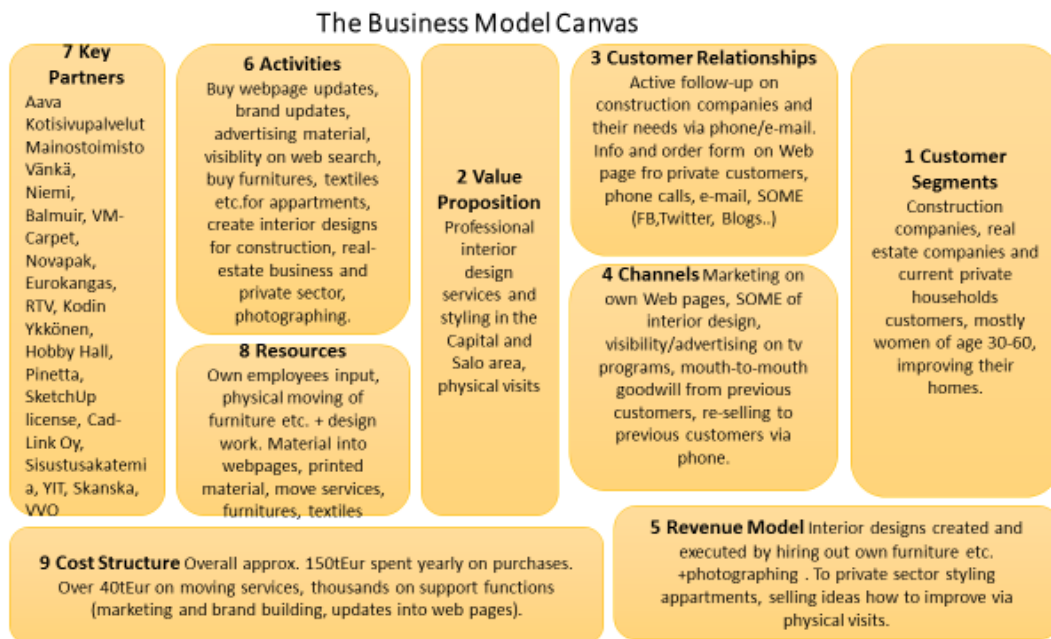


Figure 6. BMC, current business by Stailia.

4.2 SWOT Analysis

A SWOT analysis helps you identify your organization's strengths and weaknesses (S-W), as well as broader opportunities and threats (O-T). Developing a fuller awareness of the situation helps with both strategic planning and decision-making. (SWOT analysis by *ctb.ku.edu*)

A workshop was arranged internally. This was to evaluate the current state of strengths, weaknesses, opportunities and threats the company is facing. This gave a good starting point and helped define where to go.

In the below picture 5 part of the team was captured creating the SWOT analysis in IKEA, in the middle of a working day.



Picture 5. SWOT analysis in the middle of a working day.

The strengths listed by the team during the session showed that all basic building blocks are there to get the job done. The agile team of professionals can do the job requested, no matter what is the environment. A big warehouse is helping to speed up the work and the customer base is a solid.

The weaknesses pointed out that the company cannot offer more services as the team is quite small and thereby somewhat vulnerable. They had to come up with support functions like thinking about the options such as outsourcing to help during busy times. The new service/product Distant Design was identified as such an activity that could easily be outsourced, partially if not entirely. Also, the documented internal rules and regulations had to be adapted right away to ensure smooth processes and good quality styling and interior designs.

The opportunities showed the company that it could indeed look for new businesses in the private sector which until then was only a small portion of their business. By doing that the company could also expand its business. By innovating and developing, the employees they could also ensure employee satisfaction. With new activities, they could make the job descriptions more versatile and the daily activities more motivating. When being motivated in the styling assignments everyone around them should experience it and their clients would see it in the outcome as well.

The team also recognized some threats that should be considered and mitigated as soon as possible. It was agreed that the developments and enhancements to the

service/product should be done and all the other already acknowledged weaknesses minimized until the marketing boost could take place. The team recognized that the current business should run smoothly while creating new services/products. No slowing down is possible during the process. In the below Figure 7 you can see the elements listed out in one figure.

<p>Strengths</p> <ul style="list-style-type: none"> Experience of 10years Solid B2B customer base Professional employees/designers Needed qualifications in place for construction environments Agile team Large warehouse 	<p>Weaknesses</p> <ul style="list-style-type: none"> One face outwards Small team, vulnerable Only one van in use Internal instructions/common rules just shared- not yet implemented
<p>Opportunities</p> <ul style="list-style-type: none"> To gain more distant household customers To gain real estate agents Enlarge the business Develop employees Employee satisfaction 	<p>Threats</p> <ul style="list-style-type: none"> Marketing efforts done in vain if no additional business gained New product/service not successful (costs in vain) Competitors to publish same product/service Competitors take over current B2B customers

Figure 7. Stailia SWOT.

5. GATHERED INSIGHTS

The research part of the project includes investigating customer needs and their lives and mapping the service provider's objectives and needs. The experience from the past had indicated that there was a demand for Idea Visits, but due to long distances to some parts of the country, it became impossible to serve all customers. Also during some of the home visits, some customers said they were ashamed of the clutter and the mess they had in their homes when the ID walked in. Quite a typical comment from any person when letting another person in, according to the Stailia employees. This background information, indicating what the customer wants, worked as a trigger when coming up with the idea in the first place and when developing it further. From the company's point of view, as the personal service was already there, the need to gain more customers and to create more business was evident, like identified in the above SWOT analysis.

In this chapter the essential technology wise is mentioned and what is common for people of this time is summarized. This is to gain the understanding of what the environment of the customers is and what ways of life is common these days. Benchmarking of the solutions and inventions that already are available and on its way, should as well give a perspective of what is yet to come and to which direction the branch of interior design can go.

First, two essential questions will be answered: in what activities, the company wants to be in and how the company wants to develop itself. (*Lehtinen and Niinimäki 2005, s.21*).

5.1 Specialized and Digital Services

The portion of services in our GNP (gross national product) and employment is approx. 70%. Services will be able to hire more or at least keep a sufficient level of employment in the future where the industry is not. According to a study by OECD, (The Organization for Economic Co-operation and Development) a 10% increase in services will add 5.5% to the total growth of the economy. Same increase in the industry will only add three percent into the same economy growth. This means that it makes sense to increase services. (*Lehtinen and Niinimäki 2005, s.8*)

Growing Stailia's services and developing new ones, are well aligned to this statement. Additional and specialized services are welcome also in the future, only the means vary and those are further developed.

An internet article, very current one written by Jaakko Väänänen, brought up something related to the means. He states that the branch of service design is going to grow fiercely and middle and big size companies will start hiring service designers up to 10 designers each. That amount is much more than the amount of graduated service designers every year. (*M&M,2016*)

In the late 90's, technology and especially information technology started to play a big part in area of services. Information technology was quickly becoming a part of every persons and company's daily lives. This technology made it possible to offer new services through a new forum. The whole internet can be seen a service and from the 21st century quality of the e-services was researched more widely.

There are numerous domestically produced products and services available on the internet. People are used to surf around and look for any service providers and products, and even purchase them on-line. Also, more services are available on the internet, which makes it easy to access whenever suitable for the customer. No longer do we have to wait until opening hours of a company. Instead, we can contact them at any time and in many cases even get service outside the regular office hours. (*Santos, J,2003. E-Service quality. A Model of Virtual Service Quality Dimensions. Managing Service Quality, Vol. 13 (3), 233-246*)

For the service/product offered by Stailia, there already is the know-how from the customers' side to operate in the internet and work with a computer. There are laptops or mobile phones to reach the service, purchase the assignment and to receive the ready-made design in return.

5.2 Digital Photographing

Photographing is being done not only with digital cameras but also with mobile phones. It has become common for anyone with a modern mobile phone to take photos. Photos taken with high resolution cameras on the mobiles, have also made the quality of the photos good. Photos are easily attached to e-mails, shared in web through social media and stored on cloud services. Taking photos, sharing and attaching them is becoming common knowledge among all ages.
(Sisustussuunnittelu)

All this is helpful when there is a need to purchase an interior design via internet forms available on web pages. Additionally, taking measures and detailing this on the form is an essential part of the assignment.

5.3 Benchmarking

Current domestic competition only offers interior design services that very much require personal visits either at the designer's premises or customer's. If designing new areas such as buildings and interiors, 3D modelling of the area is required. Also, when designing interiors or just doing styling to existing areas, same kind of modelling is used when designer returns to the working desk (physical or computer/laptop) after the personal visit. However interior designing done based on

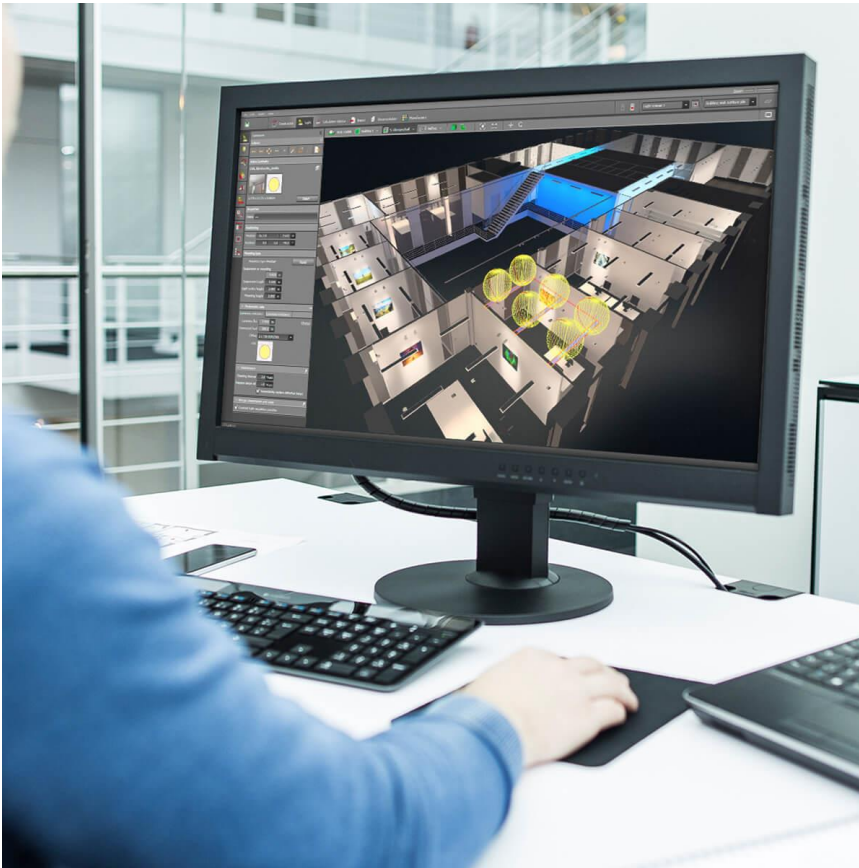
only taken pictures, given measures and additional requirements via web does not yet exist, at least in the domestic interior designing market. Also, the outcome, the actual interior design done based on the pre-information transferred via web in 3D pictures, together with full list of used material and shopping lists is unique.

As Stailia wants to be ahead of its time and become the number one styling and interior designing company on the domestic market, it is advantageous to further study digital interior designing and ordering possibilities via web. Only after the research, it will be possible to boost the service/product more. The first step was to test whether the first version was sufficient.

5.3.1 DIALux

DIALux is a free software which can be used for designing, calculating and visualizing light professionally. It can be used on single or whole floors, buildings and outdoor scenes. (*Dial, 2016*)

According to what was found out, there is a possibility to upload a CAD model and pick luminaires from producers like Philips and get a realistic lighting. It can also be used for calculating lighting levels. This was recognized as a possibility for the future developments of the service/product Idea Visit and its 3D outcome but not as yet, been utilized. A visualization of this software is demonstrated in the below picture 6.



Picture 6. DIALux. (Photo by DIALux 2016)

5.3.2 Kitchen Planner

One of the existing planning tool that was looked at was the IKEA's version of the kitchen planning tool. With the tool, you can create your dream kitchen, bathroom or office. You save your plan to your IKEA.com account and you can edit it later or access it from another computer. An example of such a plan created on the Kitchen Planner is visualized in the below picture 7. When your plan is complete, you can print it together with the product list and visit your local IKEA store to complete your purchase. Unfortunately, this service is not available on mobile or tablet devices. (IKEA, 2016)



Picture 7. IKEA Home Planner. (Photo by IKEA 2015)

5.4 Augmented Reality

Augmented reality (AR) is a live, direct or indirect, view of a physical, real-world environment whose elements are augmented by computer-generated sensory input such as sound, video, graphics or GPS data. It is related to a more general concept called mediated reality, in which a view of reality is modified (possibly even diminished rather than augmented) by a computer. As an outcome, the technology functions by enhancing one's current perception of reality. By contrast, virtual reality replaces the real world with a simulated one. Augmentation is conventionally in real-time and in semantic context with environmental elements, such as sports scores on TV during a match. With the help of advanced AR technology (e.g. adding computer vision and object recognition) the information about the surrounding real world of the user becomes interactive and be digitally manipulated. Artificial information about the environment and its objects can be overlaid on the real world. (Mashable, 2016)

In augmented reality, the user experiences and sees the actual surrounding but with help of a phone, pad or some kinds of data glasses he can get additional information of the object. The additional information can be text, digital picture or computer animated 3D models, game content or instructions from an expert. For example, VividAR application is such and with help of it a customer can already do interior design by photographing on a pad and bringing on furniture and even changing the colors of those. The application can be used as a help in on-line shopping of furniture as the customer can try them virtually in their homes before purchasing them on-line. In the below picture 8 you can see an example of such a view seen through a pad.



Picture 8. VividAD application can help in designing with virtual furniture in a view of augmented reality. VTT, impulssi, Koskenlaakso 17.5.2016. (Photo by Otavamedia 2016)

6. STRATEGIC PLANNING

According to the Tuulaniemi's process, the research part consists of specifying the brief with issues that came up in the research and analyzing, evaluating, defining and visioning the service, the brand. In this chapter, I want to create another BMC from the new service angle, to visualize the service and its effects into the already existing building blocks of the business. Also, a PESTE analysis was created to evaluate how different external factors affect the business of interior design in general. Based on the PESTE analysis also future aspects are easier to consider and later when the future scenarios were built, it worked as a solid background. It was clear that the new service/product would be the development bridge within the interior design branch. Especially, the improvements in technology could be lifted as an important factor in the development of this service/product in the future. This chapter also includes a short part of strategy creation, as constant developing of new services/products are part of Stailia's strategy.

6.1 Business Model Canvas Revisited

When looking at the additions that the new service/product would mean to the business, we also wanted to create a BMC from that perspective.

In **Customer Segments**, we counted in the current customers that we already had on the private sector. Those would be the women of age 30-40, or new customers of the same customer segment but who are geographically distant, and cannot therefore utilize the current services like home visits done by the ID. Also, those who simply does not want to have anybody visiting their homes for some reason, would be new customers.

Value Proposition of the new service/product, we thought would be the novelty of not having to invite an ID home, as the job can be executed from distance, keeping the privacy. Also, getting a fancy and enjoyable home easily and not having to do the job yourself, instead being able to hire from three professionals for the job, certainly brings value.

Interactive relationships via web, phone and e-mail is part of the new service/products, belongs to the part **Customer Relationship**. Here the trust of the customer is essential and that would be gained without face-to-face contact.

The new service/product can be found via web, as well as the order form which collects the needed data. Finally, the assignment is returned to the customer via e-mail. Additionally, some phone calls are exchanged. Those would be the main **Channels** in use.

Into the **Revenue** the new business would not bring anything else, but the idea is that more business in general would be a given.

Into the **Activities**, a couple of additional tasks were identified. Updating to the cloud and utilizing of the outsourced server to obtain the data gathering form on internet would be counted as such. Into activities also all updates to the form or the service/product itself would be included. Additionally, reacting to any feedback from the customers to improve the service would be such.

Regarding the **Key Partners**, we only added the new SketcUp tool provider and the training provider CadLink Oy.

Resources wise we soon identified that we might need those additional resources as soon as more assignments came in. Own workforce might not always be available if other activities, such as regular styling assignments are frequently ordered. Modelling or interior designing work could both be outsourced if necessary. Also, web page updates due to the new service/product would be needed.

The **Cost Structure** would not change much as the new business would instead save in many costs.

Detailed activities under each block can be viewed in the below Figure 8.

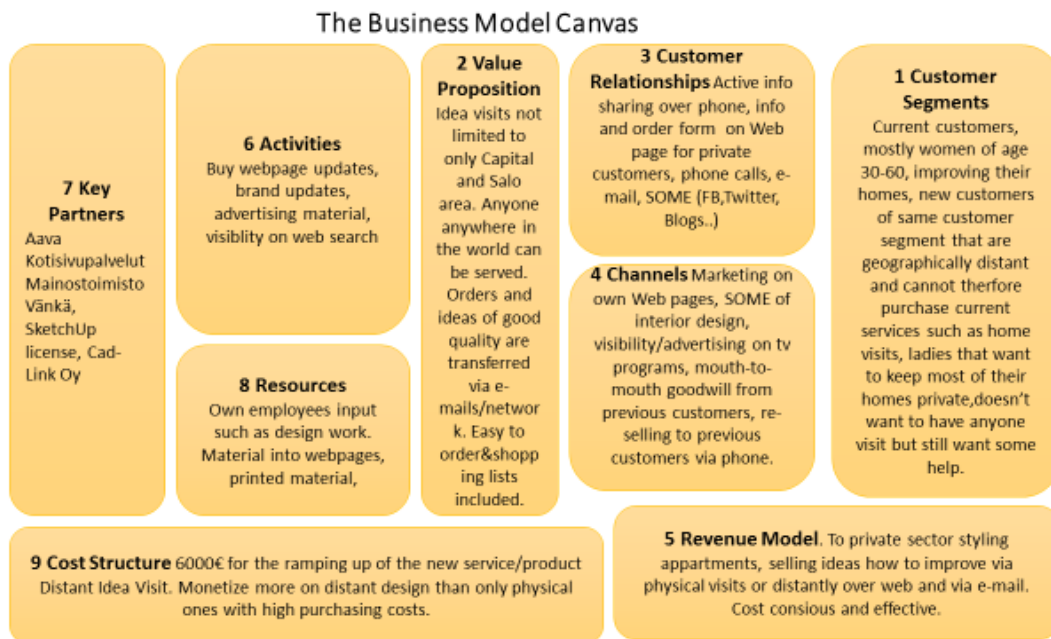


Figure 8. BMC, new service/product.

6.2 PESTE Analysis

PESTE is an acronym for Political, Economic, Social, Technological and Economical. This analysis is used to assess these five external factors in relation to the company's business situation.

Basically, a PESTE analysis helps you determine how these factors will affect the performance and activities of your business in the long-term.

- **Political** – Here government regulations and legal factors are assessed in terms of their ability to affect the business environment and trade markets. The main issues addressed in this section include political stability, tax guidelines, trade regulations, safety regulations, and employment laws.

- **Economic** – Through this factor, businesses examine the economic issues that are bound to have an impact on the company. This would include factors like inflation, interest rates, economic growth, the unemployment rate and policies, and the business cycle followed in the country.
- **Social** – With the social factor, a business can analyze the socio-economic environment of its market via elements like customer demographics, cultural limitations, lifestyle attitude, and education. With these, a business can understand how consumer needs are shaped and what brings them to the market for a purchase.
- **Technological** – How technology can either positively or negatively impact the introduction of a product or service into a marketplace is assessed here. These factors include technological advancements, lifecycle of technologies, the role of the Internet, and the spending on technology research by the government.
- **Environmental** – ecological and environmental aspects and their impact.
(Pestleanalysis, 2016)

As a PESTE analysis helps to determine how these factors will affect the performance and activities of the business in the long-term, there was a need to look at those factors also from an interior design point of view. The chart 2 below lists those factors related to interior design.

Chart 2. PESTE, Interior design.

<u>POLITICAL</u>	<u>ECONOMICAL</u>
Into the political environment you count the political phenom and factors that affect.	Into the political environment you count crisis, depression, finansing, purchasing power.
*Laws and regulations reg. employment	*Dependancy on economical development
*Taxation	*European wide uncertainty in economics
* Laws on renovation	*Differencies in economical welfare are growing
*Political situation ex. Risk of terrorism, wars, conflicts affecting feeling of safety	*Support systems for companies
	*Support systems for private households
<u>SOCIAL</u>	<u>TECHNOLOGICAL</u>
Into the social environment values, consument behaviour, age structure, globalising and birth are counted.	Into technoloigal environment innovations and improvements on technology.
*Changes in social environment can be cruisal for ID	*Information technology improvements
*Especially demographic changes because of aging of people	*Web stores
*Birth is declining in western society	* Virtual services
<u>ECOLOGICAL</u>	
Into the ecological environment you count the climate changes, building, infrastructure, pollution, waste problems.	
*sustainable development	

6.2.1 Political

Further analysis indicate that any changes or restrictions affect employing of staff. Also, taxation changes affect the financial burden of any company, also interior designing company like Stailia. Obviously, if there was an increasing risk of war or terrorism, people would become more cautious and would concentrate more on other issues than interior design, such as survival; keeping safe and so on. Individuals would also maybe stick with local service providers rather than rely on foreign ones, so a small close-by company would be considered. The risk of additional costs naturally increase the cost of the interior designing and could decrease customers, in other words business. Additionally, restrictions on renovations regulated by law, cause pressure in labor and costs for companies on the field, as well as indirectly to the end customers.

6.2.2 Economical

Pure economically thought, any changes in economics, both national and international affect the purchasing power of the household customers, as well as Stailia in its field of interior design. If the scenario of so called middle class is getting smaller and the gap between the rich and poor is getting bigger, it is natural to assume that only the richer have possibilities in investing into such luxuries as interior designing. in the future. However, if through technology development the costs of modelling and distant or even virtual interior design is enabled at a lower cost, also the poorer have the chance to enhance their homes in the future. On a national level, agreed support to companies and households affect the usage of interior designing services in the future. There deductions of different of designing and other labor costs are in essential part.

6.2.3 Social

Social changes are affecting many fields of business and so also interior design. Fashion and trends in the field are constantly changing, but as values can shift further towards minimizing of mass consumption, the interest to renew and renovate without actual need might decrease. On the other hand, if wealth increases (for some people) the social pressure to follow the trends and consumption of luxurious products also related to interior design increase. Those that can consume, will do so also in the future and even more if allowed. Aging of people in the western world, also in Finland will shift the interior design services to meet the needs of aging people. Enhancements to support living in own homes longer, will increase and as less babies are born the need of homes for families with many children are no longer needed in same extent than earlier. Also, building of comfortable senior homes are needed and there again interior design and styling are critical.

6.2.4 Technological

As mentioned earlier, the technology enables new solutions for households and thereby enhance the standard of living. The services in the field of interior design, offer new solutions to create designs and to style from a distance or even virtual designing is the future. No personal visits to homes are needed, as everything can be done from distance. The modelling of areas/rooms are easier as the technology and the augmented reality is taken into use also in this field. Technology also brings luxurious designs with technological functions into households.

6.2.5 Ecological

Additionally, the ecological aspects were evaluated to finalize the analysis. Sustainable consumption is becoming more and more important. The materials used in building, designing and logistics of goods are under high pressure to become more sustainable. Disposable materials and furniture are soon no longer allowed. Instead, recycling and rotation of all the materials are highly preferred. This will bring more recycled material into the field of interior design and creativity is needed to maximize the use of those, without compromising on the design and creativity. Solutions to support recycling are needed in different parts of the functions in our homes and interior design needs to meet those requirements as well. It is not enough to make only pretty, but also well-functioning and ecological solutions for the households.

When looking ahead and considering all factors related, the world of interior design and styling will become more common among the rich, who no longer want to do anything themselves and therefore prefer to outsource those from Stailia. In the future, Stailia will do the work with two teams due to the increasing demand of its services during the past decades. The company only uses recycled material and furniture for the job. Logistics is taken care by electric trucks and only environmentally friendly ways of working are allowed. Customers order the

assignments via web only and modelling programs take care of creating the augmented reality where the ID's can do the designing part. The actual job of renovating, placing the furniture and styling is still done manually though. The company is already involved in designing when the buildings are under construction to ensure the design and functionality factors are considered early on. The company should have all kinds of permissions and licenses for the job and it is critically evaluated reg. the green values and ways of working. In fact, there are only few allowed to do the job in the future. More of the possible scenarios and future research later in chapter 11.

6.3 Strategy Creation

Here we followed the strategy creation process by Näsi & Aunola to ensure the new service/product being part of the company strategy. The company had already recognized the strategy to continue to grow further, and now acknowledged the process to do so. By enlarging the assortment, the business would grow. By attracting new customers among the existing customer segment, that segment would grow and decrease the dependency of the biggest customer segment, the real estate companies.

Further on, every employee's personal objectives where to be reviewed to ensure full motivation and support in the project. Those objectives had to be in line with the company's strategy. Also, some personal incentives where re-visited.

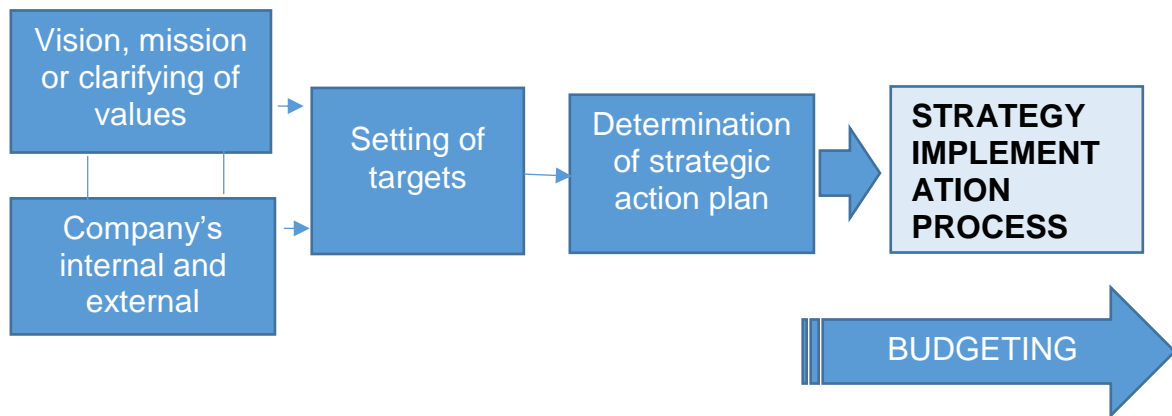


Figure 9. Näsi & Aunola, The Strategy creation process.

As there always should be products/services under a process, meaning ready ones in one end and incomplete products/services in the other, the next step is to continue working with that process. In practice, this means that the company needs to further invent and develop other products/services to support the business. As the styling is currently more than 80% of all activities in the company, new functions/legs to support was needed. The latest developed service with the Distant Design, to support the previous Idea Visits should play some role, but more would have to be created.

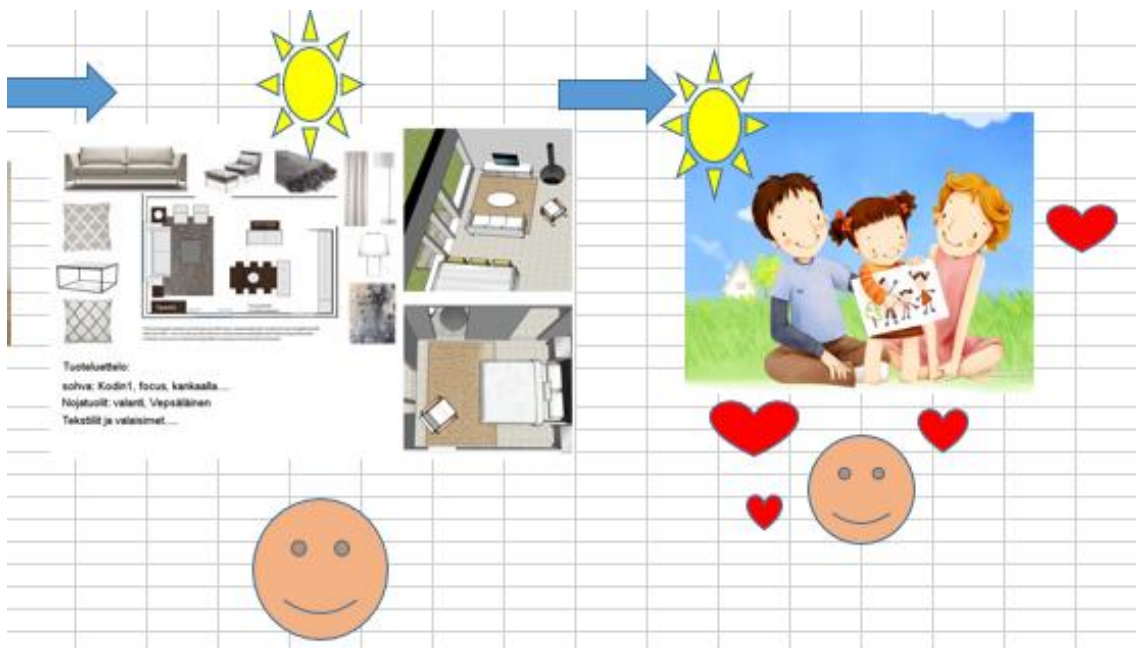
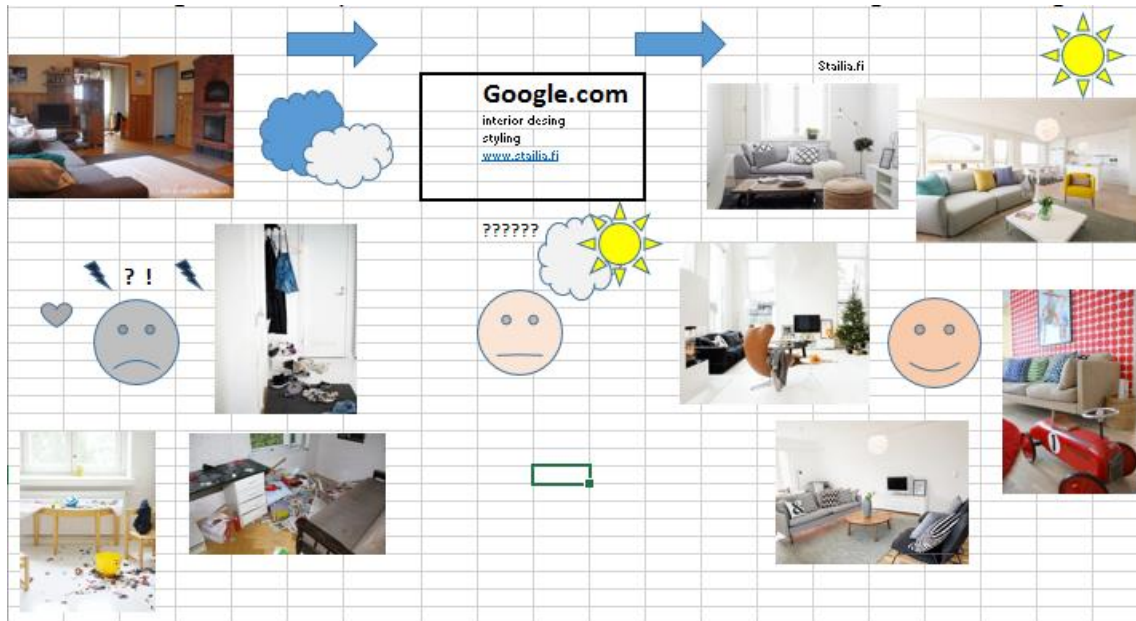
7. GENERATED IDEAS AND DEVELOPED CONCEPTS

In this chapter, which is part of the designing in the Tuulaniemi's process, collaboration to develop new ideas and alternative solutions opened-up. A combination of a moodboard, storyboard and animation was created. It was called a Moody Animated Storyboard. This was done to go through and understand to what needs our service/product would supply and what aspects and needs has to be taken into consideration when developing it. It emphasizes the customer angle through feelings and clarifies what affects the service/product would have on the customer's life. Additionally, a draft of the data gathering form was created to get

the designing of the service started. The form had to include all essential parts needed for necessary amount of background information to be gathered and essentially for creating an interior design for the customer. It was designed as visual as possible, already from the beginning, to function on the company web page eventually. This form was further developed in a workshop right after, to ensure an agile and fast publishing.

7.1 A Moody Animated Storyboard

In one of our workshops, we wanted to be creative and to visualize how we thought and wanted the customer experiencing the service by Stailia. How the customer first being disappointed with the interior of his home and then going to find a solution in the internet. Nice and cozy pictures on our company web site would work as a trigger to find out more and to contact us. The following steps would include finding the fancy web service and purchasing the service to ensure more free time spent with the family. As soon as the design work would be ready and done and the assignment returned, the family would become happy, enjoying their home and live happily ever after! The moods, pictures and actions by the potential customer are visualized in the picture 9 below.



Picture 9. Picture collage visualizing the customer experience. (Photos by Ahonen)

7.2 Data Gathering Form Creation

As it was already known by the team which elements are needed in general to create an interior design, a draft with suggestions of the information gathering columns were added to the internet form. It was essential to gather the customer needs and desires right away and that the customer could guide the ID to what exactly is the style of the customer. The alternatives that would be different enough, was chosen to help the customer in the process. Photos taken by Stailia from previous assignments were used as examples. Couple of color options were needed as well. At the end of the form other essential data was required. Photos, measures, contact information and at this stage, also the payment option and follow-up of the payment was thought to be included. We thought that all information should be available on the very first page of the form. In the picture 10 the first draft can be viewed. The second step was to arrange a workshop to further develop and improve the form to fit both internal and external needs.

Tilaa ja osta Etäideakäynti

Voit tilata suunnittelun sähköisesti kotiisi helposti ja vaivattomasti!



piclofi.com

Teemme sinulle sisustussuunnitteluideoinnin laittamiesi tietojen perusteella ja lähetämme sen sinulle havainnollistavien 3D-kuvien kera sähköpostilla.

Lisäksi saat myös tuotelistauksen ehdotetuista sisustusmateriaaleista.

Tilaaminen on helppoa, seuraa alla olevia ohjeita ja lähetä tilaus!

Tilauksen saatuaamme otamme sinuun yhteyttä muutaman päivän sisällä.

Tilaa ja osta Etäideakäynti

1. Valitse mieluisin tunnelma: (rasti ruutuun)

Pelkistettyä



Kerroksellista



Värikästä



2. Valitse mieluisin värimaailma: (rasti ruutuun)

Kylmä maanläheinen



Lämmin maanläheinen



3. Valitse hintaluokka: (rasti ruutuun)

Laadukas

Keskihintainen

Edullinen

4. Liitä kuvia jokaisesta suunnasta tilaa sekä yksi yleiskuva
5. Anna tilan mitat (leveys, korkeus, ikkunoiden/ovien sijainti), lisää myös erityistoiveet (vapaa tekstiruutu)
6. Anna yhteystietosi (sähköpostiosoite, nimi ja puhelinnumero)
7. Siirry maksamaan (maksun jälkeen autom.paluu tähän lomakkeeseen)
8.

Otamme sinuun yhteyttä muutaman päivän sisällä!
Mikäli tulee kysyttävää, soita (klo: 9-16) Jaana Lindroos p.050-5741071

Picture 10. Picture collage 1st draft of the data gathering form. (Photos by Ahonen 2015)

7.3 Internal Designing Workshop

A workshop together with the Niina was arranged to re-visit the suggestions. Additionally, the data that we wanted to publish and the background information we wanted to gather from the customer prior to the submission was reviewed. We amended the introduction part to more informative and added one more option into the moods pictures to give the customer additional more choices. Again, own photos were used as the company style in the designing work was important to show and alternatives had to be visual. The alternatives had to be different enough, as well as the styles in the mood pictures to capture the different preferences by the customers. Also, the colors in the color options looked a bit dull, so one additional option with brighter colors was added as well. The alternatives were now cold & earthy colors, warm & earthy colors and a colorful one. When compared to the first draft, we soon noticed that we wanted more information from the customer still. We wanted to receive as many photos as possible to ensure a picture of each angle and


thought that five would be enough. Also some kind of information regarding the budget was mentioned as important, which added yet another column to the form. We also added one additional information part into the page called “Sisustussuunnittelu” where the link to the form is located. The beginning of the form was also re-written to ensure the customer getting full information of the service, its costs and what the receivables are. There the pictures of 3D rooms, furniture and textiles would work as examples together with the shopping list.

Below in picture 11, the page on which the link to the service and to the info gathering form is (located on an external web server). The initial information of the service is already described here and short description of the receivables are mentioned as well. This part would tempt the customer to click on the link to find out more. Here a stylish mood pictures of Stailia’s actual work from previous assignments are working as hints of what kind of design is the company’s style.

ETÄSUUNNITTELU

Voit tilata Niinan & sisustustiimin suunnittelun kotisi helposti ja vaivattomasti! Teemme sinulle sisustussuunnitteluideoinnin laittamiesi tietojen perusteella ja lähetämme sen sinulle havainnollistavien 3D-kuvien ja pohjapiirrustuksen kera sähköpostilla. Lisäksi saat myös tuotelistauksen ehdotetuista sisustusmateriaaleista.

Lisätiedot, ohjeet ja lomakkeen löydät oheisen linkin kautta.



Picture 11. Picture collage of the pre-info of the service right after the Idea Visit info. (Photos by Ahonen 2015)

After clicking on the link, a new page with further introduction appears. Here we decided to use Niina’s picture as she already is known on TV, from diverse interior designing related programs. That would give the customer the impression that he is

dealing with a true professional and her team. The 3D pictures of a room and the pictures of furniture and lists of the planned items are visualized to give the impression of what the outcome will look like. The products chosen to this page are of high quality and reflecting the standard of Stailia in its work. The cost of the service is also essential to be opened on the first page. Below in picture 12, the introduction page is visualized with its latest elements contributed by the workshop.

stailia

Tilaa etäsuunnittelu!

Voit tilata Niinan & sisustustiimin suunnittelun kotiisi helposti ja vaivattomasti! Teemme sinulle sisustussuunnitteluideoinnin laittamiesi tietojen perusteella ja lähetämme sen sinulle havainnollistavien 3D-kuvien ja pohjapiirrustuksen kera sähköpostilla. Lisäksi saat myös tuotelistauksen ehdotetuista sisustusmateriaaleista. Etäsuunnittelun hinta on 350 €.



Tuoteluettelo:
 sohva: Kodin1, focus, kankaalla....
 Nojatuolit: valanti, Vepsäläinen
 Tekstiilit ja valaisimet.....

Olehuoneeseen saadaan tummaa ja kodikkaalla, maalauksella kaksi seinää harmaan beigellä sävyllä tikurilla 607 - muut seinät saa olla valkoisia. Kallotuksessa käytetään pehmeää sävyä ja klassikko tuotteita. Koko sisustusmateriaali käytetään tummaa puuta antamaan kontrastia.

Picture 12. Picture collage of 1st introduction page. (Photo by Lassila 2015)

Right after, the data gathering sheet can be scrolled down and the form from the outsourced server becomes available. Here the customer ticks off the preferred alternatives and fills in all other information required. The steps are made as easy as possible and the alternatives are chosen to be different enough to capture the customer preferences. The color samples are chosen from a color map of Tikkurila (a national paint producer) and those that are commonly used Stailia. Below, in picture 13 all of the elements are visualized.

1. Valitse mieluisin tunnelma

Tämän avulla suunnittelijamme saavat alustavan käsityksen tulevan suunnitelman tunnelmasta.

Pelkistetty



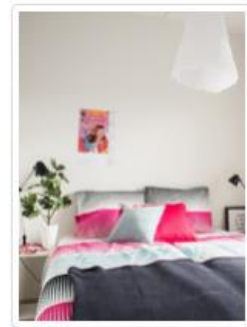
Kerroksellinen



Ylellinen



Värikäs



2. Valitse mieluisin värimaailma

Tämän avulla suunnittelijamme saavat alustavan käsityksen tulevan suunnitelman värimaailmasta.

Kylmä maanläheinen



Lämmin maanläheinen



Värikäs



The budget is in essential role to define the brands used and the quality of the chosen materials and furniture. The idea is to capture how much money the customer is willing to put into the renovations/changes. Pictures play a big role as those show the room/area as it is in the starting point and what style the customer has from previous. The measures show the size and reveal the possible limitations

when it comes to filling the area and choosing the furniture. The measures are as well essential for the modelling of the area on the 3D tool. Also any special requirements and thoughts added by the customer are in a key position when capturing the customer's thoughts and desires and to ensure a satisfactory design. Here some preferences or limitations can be added.

3. Hintaluokka

Tämän avulla suunnittelijamme valitsevat tuotteita suunnitelmaan.

Laadukas

Klassikkohuonekaluja,
design tuotteita

Keskihintainen

Laadukkaita huonekaluja ja
tekstiilejä

Edullinen

Edullisia huonekaluja ja
tekstiilejä, pieni budjetti

4. Liitä kuvia jokaisesta suunnasta tilaa sekä yksi yleiskuva

Huom! Kuvien enimmäiskoko on 10 megaa!

Kuva 1	<input type="text"/>	Selaa...
Kuva 2	<input type="text"/>	Selaa...
Kuva 3	<input type="text"/>	Selaa...
Kuva 4	<input type="text"/>	Selaa...
Kuva 5	<input type="text"/>	Selaa...
Kuva 6	<input type="text"/>	Selaa...

5. Anna tilan mitat (leveys, korkeus, ikkunoiden/ovien sijainti), lisää

myös erityistoiveet

6. Anna yhteystietosi

Nimi	<input type="text" value="Anna etu- ja sukunimesi"/>
Sähköpostiosoite	<input type="text" value="Anna sähköpostiosoitteesi"/>
Puhelinnumero	<input type="text" value="Anna puhelinnumerosi"/>

7. Lähetä tiedot

Lähetämme sähköpostilla ilmoittamaasi osoitteeseen vahvistusviestin. Vahvistusviesti sisältää myös linkin maksusivulle.

Otamme sinuun yhteyttä muutaman päivän sisällä! Mikäli tulee kysyttävää, soita (klo: 9-16) Jaana Lindroos p. [050 574 1071](tel:0505741071).

Lähetä tilaus!

Picture 13. Picture collage of the improved data gathering form. (Photos by Tuomikoski 2015)

8. PROTOTYPING

At this stage of the process, the testing of ideas and the experience of the developed service should take place. It is here where the improving the service concept before development costs are incurred. (Tuulaniemi, J. 2013, 130-131)

In this chapter the internal interviews were conducted. How the service/product was working from the company point of view was in essential role to ensure the backstage process was running smoothly. At this stage of the development, we did not want to ask our customers what they wanted as there was a clear vision of the new service/product. Testing of it took place later, when the first version was published on the company web pages. However, a service blueprint was illustrated to gain the understanding of what the initial customer experience throughout the process is alike.

8.1 The Customer Journey, Service Steps and Service Blueprint

There was a clear need for also Stailia to identify the customer journey. In the journey below, in figure 10, we first illustrated how the customer walks through and experiences the service on a timespan. The journey is divided into different parts, depending on the purpose. These parts are called service periods and touch points of the service. The below customer journey is a description of the whole service in big picture. From the customer journey we wanted to highlight the customer steps when filling in the form and ordering the interior design Those steps are visualized in figure 11.

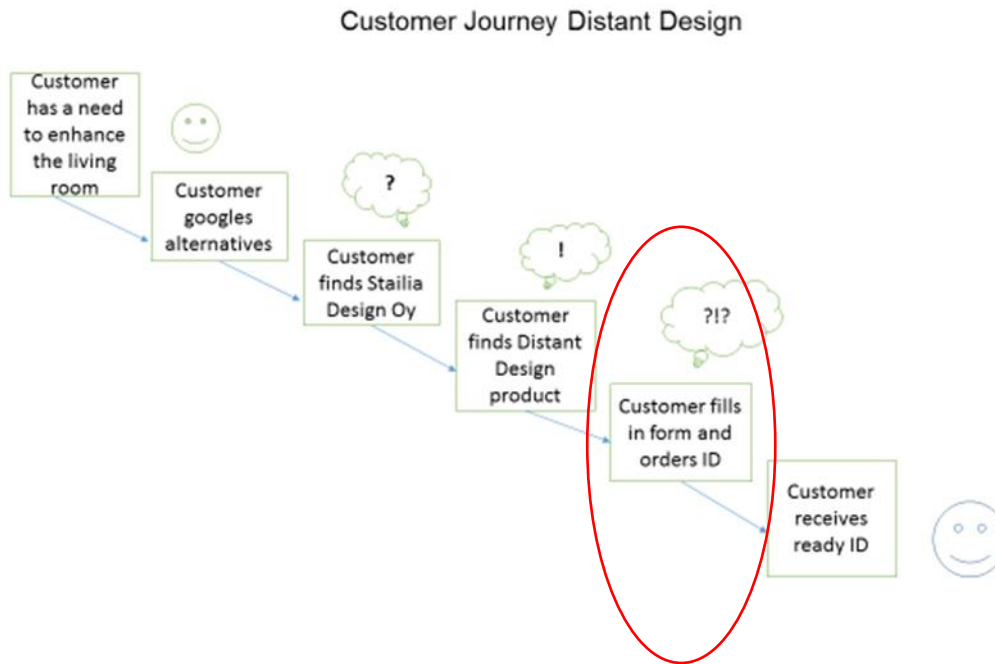


Figure 10. Customer Journey of the service Idea Visit

In this project the prototyping was already done as the last version was uploaded into the company web pages. In some cases, a prototype is created only after a proper development of alternative solutions, based on the company's goals and customers' needs. As the service/product was now visible and available on the company web pages, it was easier to get feedback and to come up with corrective alternatives to make it meet the customers' needs better.

There was a clear route that the customer should go through to ensure the needed data for the ID's to start working with.

The steps are illustrated in the picture below.



Picture 14. Picture collage of steps through the ordering process. (Photos by Tuomikoski, Ahonen & Lassila 2015)

The service blueprint is an operational tool that describes the nature and the characteristics of the service interaction in enough detail to verify, implement and maintain it. It is based on a graphical technique that displays the process functions above and below the line of visibility to the customer: All the touchpoints and the back-stage processes are documented and aligned to the user experience. (Servicedesigntools, 2016)

Anatomy of a service blueprint

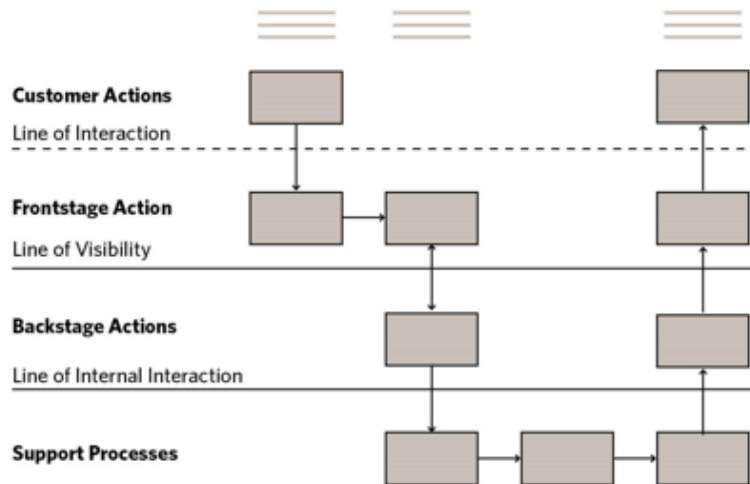


Figure 11. Anatomy of Service Blueprint, Cooper

There are 3 essential requirements for a formal service blueprint:

1. **The line of interaction:** This is the point at which customers and the service interact.
2. **The line of visibility:** Beyond this line, the customer can no longer see into the service.
3. **The line of internal interaction:** This is where the business itself stops, and partners step in. (Cooper, 2016)

The company should also standardize its products/services further on. By doing that, the company ensures continued quality. Creation of the Service Blueprint of each, service helps in the process. By learning how to create the blueprint it's not only possible to understand the current activities with the front and back stage but also what exactly are those essential touch points and whether they are in place and working as they should. (Lehtinen and Niinimäki 2005, s.21).

The journey was also illustrated into a service blueprint to make sure all aspects in the journey are covered from start until the end of the process. The very first version sketching a blueprint is visible as the appendix 1. The second version follows the

format by Cooper, step by step from first discovering the service and filling in the data gathering form until the very end when receiving the design back via e-mail. Already at this stage the front and backstage actions were acknowledged and the needed counterpart identified. This first draft was on a very high level still and was developed further later on in the process. The final and complete version can be viewed in the appendix 9.

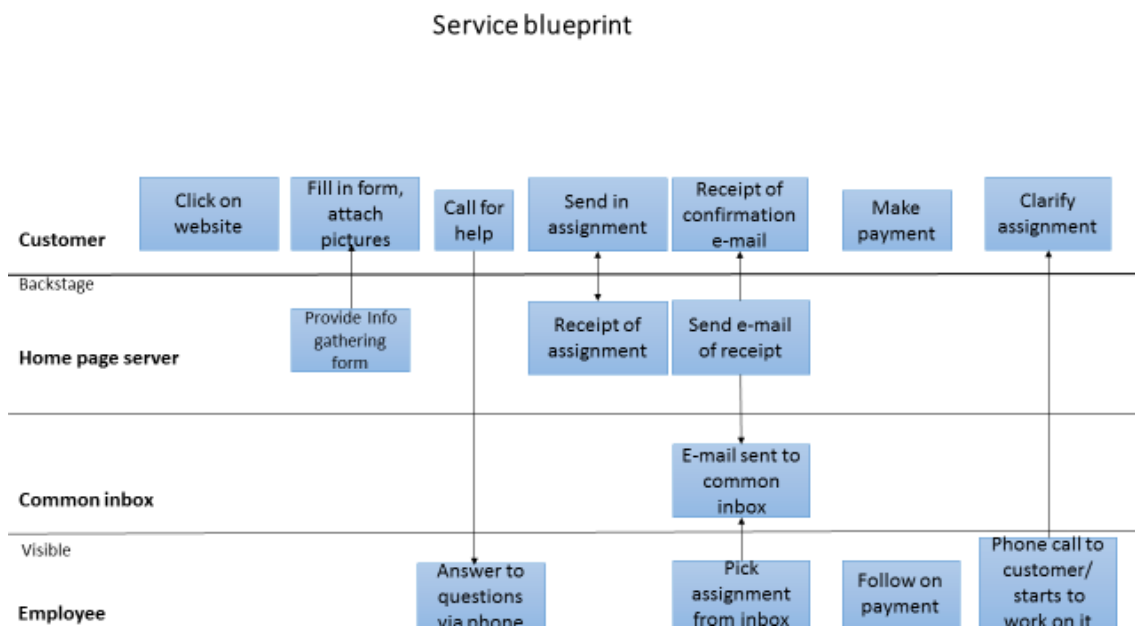


Figure 12. Draft 1 of Service blueprint

8.2 Interview

Interviews are the most common method in qualitative research. Form questionnaires with alternative answering options is a quantitative way of researching but combining a form interview with a theme interview which is a qualitative method, gives an interesting option to gaining the deeper view. A pure theme interview is a discussion between two persons of a specific topic. Interviews

are divided to three different forms such as questionnaire, theme interview and deep interview. (Makkonen, J. 2014, 70)

Essential to the development of the service/product is to get also the insights of the employees. They are the ones to evaluate who is to start working on the assignment and to contact the customer as described in the Service Blueprint.

The questions for the interviews are listed in the appendix 3.

Currently the readiness of the employees was as follows. There was until now, one assignment sent in via the web by a middle-aged woman. She had accidentally found the service on the web while looking at Idea Visit as an option. She had independently started to fill in the form and ordered the assignment as originally intended when sketching the service/product.

It took the team by surprise when the assignment popped up in the inbox. The training of the 3D designing tool called SketchUp had not taken place yet but it was decided that our own team member Paula will take a shot to work on it. She got started with the design but due to circumstances had to stop and and outsourced ID took over and managed the first assignment.

Elina (the outsourced ID), created the customer an interior design she had requested. She carried out the assignment within a couple of days-time and returned a ready-made design back to our team for further forwarding to the customer. For our team, it seemed like a smooth process, even though outsourced. The outcome was of good quality, even though not created with the tool as originally thought. Hours spent was somewhat high but that should be reduced, once the tool is more familiar and once the own staff is properly trained as well. The analysis of our team was, that if the customer fills in the web form properly and takes good quality pictures with exact measures, the job should be very much straight forward.

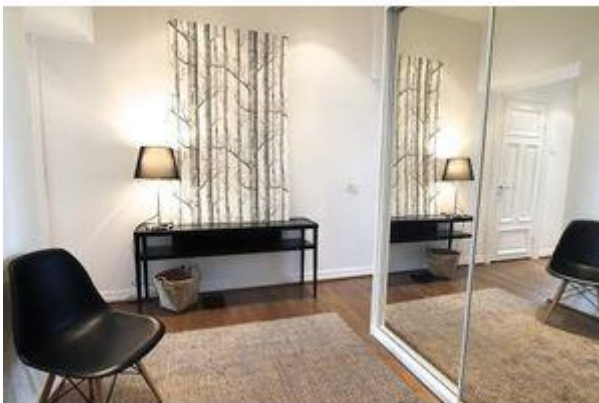
According to Elina, the information gathered via the web form was sufficient and if the customer fills in all information as requested it should be pretty straight forward to do the interior designing work, based on the preliminary information. Unfortunately, in this case the customer had not taken any measurements nor added them into the form. However, it was manageable to evaluate them in this assignment as those exact measurements where not critical to be able to finalize

the job. She did not use the the SketchUp tool as she has no experience with it. Instead she found another web based 3D tool called Floor Planner on the internet. According to Elina, first-time experiencing this tool, it worked very well in modelling and doing the interior designing on the area.

Feedback from the end customer didn't reach Elina, as the ready-made design was forwarded via the company Stailia onwards to the customer. Niina forwarded it to the end customer and has not commented anything since then. However, Niina was very happy about the design Elina created.

This assignment took approximately five hours for her to be finished. The reason why it took her so long is that it was the first time she used the Floor Planner tool. In the future, she assumes it is possible to do the work within three to four hours. In this case the customer had already ideas and a design of her own on, for which she needed confirmation from a professional. What Elina added, was the exact material and products recommended into the hallway area. Naturally, the time consumption depends on the assignment as well so exact time spent cannot be set.

The ready-made design of this assignment can be viewed in appendix 5.



Picture 15. Example of re-designed lobby. (Photo by Ahonen 2015)

According to Elina, the form and pre-information given by the customer worked well and it was easy to start designing based on those information, and she didn't have

any improvement ideas on her mind. She will gladly help if Stailia decides to outsource more of these assignments to her in the future.

As Paula, the Styling Assistant had started with the design, she also had some experience already how the process worked. It was meaningful to gather also her comments to see whether they backed up those that Elina gave.

Paula as well thought that all information needed was given by the customer however she also had noticed the lack of the measurements.

She did not use any web based tool for the modelling of the hallway area as she didn't get that far with the design work. She had only managed to gather together ideas and material and furniture to be used for the designing part.

She got no feedback from the end customer as her work was not forwarded to the customer. Paula only worked a couple of hours on the job before handing it over to Niina. Couple of improvement ideas to the form itself were however mentioned by Paula. She felt that maybe some additional feeling pictures and coloring options would do the tricks and help the customer in pre-choosing what he wants. That could also capture more personal requests by the customer and help the ID in her job.

9. PILOTING

Piloting is the production part of the Service Design Process by Tuulaniemi. Here you test a pilot version. By doing this, you receive feedback from the customer and can further develop the service accordingly.

At this stage, there was a need to test the solution as such and develop it further by utilizing co-design and Observation as methods. Important feedback was gathered from the test group during the co-design workshop. In the feedback regarding the form on the web, most bottle necks were identified.

The group of Service Design students participated in workshop, where their insights as possible customers was gathered. Those results were to be used for the next, improved version, that would eventually be marketed at a later stage.

In this chapter, I will go through the co-designing and the results. I will also take you through an observation event that was arranged together with its results.

9.1 Co-Design

Co-design is part of service design. The essential part of service design is the participation of different parties in the development of the service. It is important to understand the end user's needs and motivations for the developed service. It does however not mean that all counterparts need to be deciding what kind of service is produced. *(Tuulaniemi, J. 2011,116-117)*

The co-design approach enables a wide range of people to make a creative contribution in the formulation and solution of a problem.

The role of facilitation (usually undertaken or coordinated by designers), is an essential component of a successful co-design project. Facilitators provide ways for people to engage with each other as well as providing ways to communicate, be creative, share insights and test out new ideas. *(Designforeurope, 2016)*



Picture 16. Co-design event at Novia university of Applied Sciences premises 4.2.2016.

A Co-designing event was facilitated by group of Service Design students at Novia university of Applied Sciences. Later, an observation event was agreed to be arranged to gather the feedback and catch the weak points in the service on the company web site.

The specific event is described more in detail in appendix 4.

There was a need to find out how the current form for the digital service on the company's web page works in practice, from the customers point of view as an addition to the ID's point of view.

We chose Dot voting as a voting tool to start with and continued/developed it with the next tool very much alike, called Five points.

The term "Dotmocracy" has been used to describe two different types of meeting facilitation tools and techniques:

1. sticker dot voting
2. idea rating sheets

Both are fun group activities used to help participants recognize their collective opinions. (*Dotmocracy, 2016*)



Picture 17. Facilitation event at Novia university of Applied Sciences premises 5.2.2016.

9.1.1 Results

A clear message of the service/product Distant Design was that it needs to stand out from the internet and from the Stailia's internet pages. Additionally, the information gathering web form should have more and distinguish options from which the customer can choose. The price of the service and the receivables or in other words, what the customer gets in return, is also somewhat blurred according to this group. Also, the service doesn't open up at all if you are not Finnish and understand the Finnish language.

These topics were clear signs where to further improve the service/product, its appearance on the web and what details to gather from the end customers ordering the Distant Designs. As the company has a wide range of photos in an open gallery of photos, it should be easy to give the customer access to the gallery, or at least to add couple of more options with different moods and styles. Also, more color options can be added easily.

The description of the service, its cost and deliverables where noted to be requests that are very easy to fulfill, as a couple of more describing sentences should do the work.

Whether to translate the company's internet pages to English or other language in general, was evaluated to be left on the table and under future development.

9.2 Observation

Observation as a method can be used both in quantitative and qualitative research as an information gathering method. It is one of the oldest methods in scientific research. In direct observation, the researcher is not part of the research team but the object is aware of it. This can affect the behavior of the person observed and therefore affect the outcome. (*Makkonen, 2014, s.70*)

Questions occurring during the form filling time was identified by an observation event organized separately.

A study by observation in this case showed the behavior of a person first looking at options of different interior design services via internet. Especially services that do not require a physical visit had to be found easily. What was additionally needed, was to find out whether the service offered by Stailia is easily found. Additionally, does the home page lead the customer to the form, through which he can order the interior design to a specific area, had to be captured. How the customer experienced the mood pictures of which to select the most preferable one and how the given color alternatives helped in pre-choosing her/preferences interested us most. Also, how easy it was to attach photos and give out measures and other information in free text column was followed thoroughly.

The outcome, the 3D picture and the materials used, listed in the e-mail, had to meet the requirements of the customer and to be worth the cost of the service. The ready design had to be of good quality and function as a trigger to re-sell the service to the same customer and others that might hear of it. Previous experience of the interior design services they might already have but would this web based service be of at

least quality? To answer this question, we would also need to get the feedback from a customer using this service eventually.

Internally, there was a need to find out how well all information given through the form could be utilized in the designing process.

In this case observation was chosen to be the best method, but it was not done without the test persons knowing about it.

The one test person named Merja was chosen as she represented the target group, a middle-aged woman interested in interior design. Also, the experience from a potential customer's side was needed to mirror the service/product from another objective direction. Merja is a 51 years old woman who very much loves interior design and styling her own home. Her computer skills are on average level and she is used to stroll around in the internet and has even done some internet shopping previously. She was thought to well represent a potential customer for this kind of digital services.

As a background information, she was only told to find out if it was possible to order an interior design via web, without having to meet the designer nor have her/him to visit her home.

Merja found several interior design companies by googling, also Stailia. As she did not have any special word like "distant design" or even "idea visit" in use she could only find domestic companies offering interior design services in Finland as she was searching in Finnish.

Finally, after directing her to the Stailia web pages she did however find the Idea Visit service and there the link to the Distant Design and from there to the data gathering form. She read the form thoroughly through and commented spontaneously while reading further. "Pretty expensive" was her first comment. According to her the form didn't state clearly what exactly is included in the 350€'s cost. She would have wanted to know exactly how many hours of work by the ID is counted in and how many phone calls back to her was included if so needed. Also, the time table was unclear to her as it only stated that someone would contact within few days but it did not say when she would receive the outcome. The technical aspect of the form was clear and attaching photos easy for her. However, the mood

pictures and color options were not clear or distinguished enough. According to her, the pictures and options were too similar and she wanted to have more options as well as more colors to choose from. Also, the descriptions of the moods were not logical, she said. And what is she wanted to choose several options of the alternatives?

1. Valitse mieluisin tunnelma
Tämän avulla suunnittelijamme saavat alustavan käsityksen tulevan suunnitelman tunnelmasta.

Pelkistetty Kerroksellinen Ylellinen Värikäs

2. Valitse mieluisin värimaailma
Tämän avulla suunnittelijamme saavat alustavan käsityksen tulevan suunnitelman värimaailmasta.

Kylmä maanläheinen Lämmin maanläheinen Värikäs

Picture 18. Picture collage of mood and color alternatives on data gathering form. (Modified photo of Tuomikoski 2015)

The open comment field for measures, was not seen as a practical option as there also other diverse requirements were requested to be filled. Merja suggested to be able to gather photos or names of her favorite furniture or styles and to add those somewhere. She felt that she would want to give much more background information for the assignment than what was possible and thereby questioned how well the outcome could match her desires. At the very end, she stated that she would much rather have the ID personally visit her home instead of using this service. She thought that a personal visit by the ID would be money worth investing.

9.2.1 Results and analysis of the observation event

It was revealed through the observation very clearly that the very same suggestions and developments to the service are needed which came up in the facilitation event by the groups. The very same ones came up through the interview of one of the company employees and the outsourced ID. The service is clear within the company but to an objective customer there were more questions popping up.

Search word optimization is the key word to ensure the services/products are found on the internet. Companies should make sure their offering is showing up on the very first page when searching for such services/products. After that, the customer should easily land on the right page and on the company's internet pages and there a very descriptive explanation should lead the customer to the desired service/product and guide the customer to make the purchase decision. Enough qualitative questions to the customer should ensure capturing of their needs so that a service done from a distance can be delivered in high quality. In this case, those couple of earlier mentioned options should be clarified furthermore and the customer should be ensured he gets exactly what he is paying for.

10. LAUNCHING THE SERVICE

In this chapter, we want to go through at which stage the service/product is for the time being and what are the next steps? Launching is part of the production in the service design process. Here we would include the internal training and introduction as well as the actual launch of the service concept to the market, if that would have come true. At this stage the first version of the service/product was pre-launched on the company's web pages and one assignment accidentally came in. That was finally thoroughly managed by the company and returned via e-mail. However, no additional assignments arrived since then, as no active promotion was done.

My original task was to find out how well the target group, private households can utilize Stailia's new digital interior design service, Digital Interior Design as it was later named in English. As the service/product was eventually left as such for the time being and the very latest improvements are not made, there are no results of how it would be welcomed by the customers. The version now available at the company web site is up and running since beginning of the year and doable internally. It is fair to say that if the customer has the basic skills to take and upload digital photographs and take measures, the service/product should be working satisfyingly.

A new launch would however be very welcome but it is up to Niina to decide whether this service/product will fly in the future and whether it will be further developed when new and easy accessible technology becomes available. The original marketing schedule can be viewed in appendix 6. Meanwhile, the data gathering form has functioned as a helping form when Idea Visits are booked as the customers have been able to send in photos and utilize the pre-choices for the background information prior to the personal visit. The ID has been able to prepare herself better to those visits with this information and has been able to take along more suitable samples of rugs, wallpaper, paints and so on.

Training for the SketchUp tool is still yet to happen. As soon as the amount of assignments grow, creating the need for several ID's to work on the assignments, the training will be essential to arrange. Meanwhile a Roadie, Juuso was hired to help in the styling assignments and the Development Manager finished of her work.

10.1 Costs and Resources

After the first version of the service/product was launched, we evaluated the costs of the next steps. As the Project Leader was no longer working with the company and doing the work while studying, no additional labor costs related to that work was encountered at that stage. However, the contribution of the employees and their

work put into supporting the campaign, had to be counted in. Additionally, there were training costs related to the designing tool. Also, the web page updates involved, added in some costs that were estimated to be around one thousand euros. The labor costs related to marketing in social media, was considered as business as usual as the company would anyway need articles to publish and boost via the internet, through blogs and Facebook as an example.

The total budget, of the whole further development project including the development costs, was evaluated to be four and a half thousand euros. Costs illustrated in the below pie chart.

Chart 3. Re-launching costs.

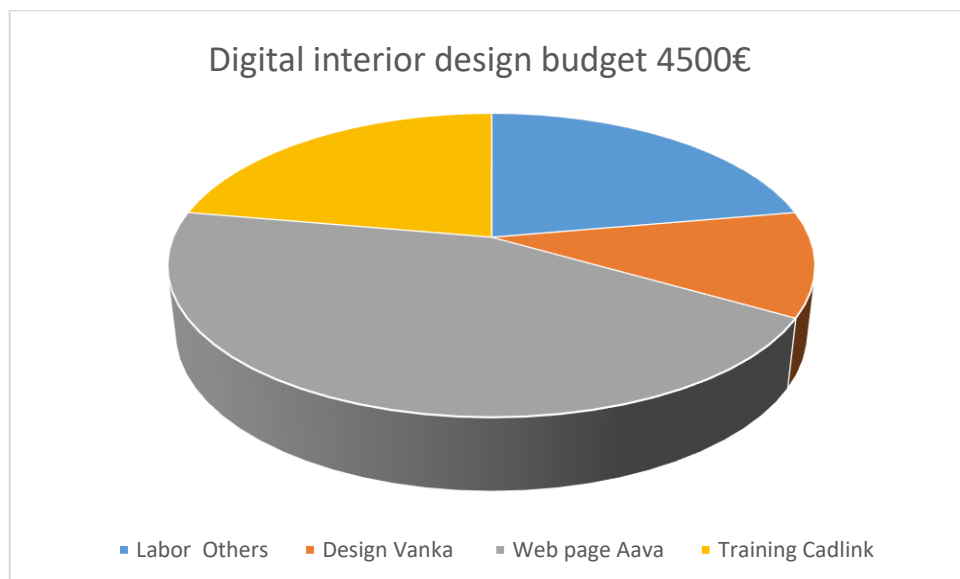


Chart 4. Re-launching costs split.

Labor	Others	1000
Design	Vanka	500
Web page	Aava	2000
Training	Cadlink	1000

10.2 Revenue

Without going into details of the revenue of an interior design of this size, it was already mentioned in the brief that there are cost savings included in the form of time spent when commuting to the customer. This time was embedded into the cost of Idea Visit (350€) and in the new service, the charge is the very same but without the extra time spent on commuting. This contributes to better revenue as almost the same amount of work is done in less time. Expenses such as kilometer compensations are naturally invoiced separately, so those expenses are not counted as savings here. It is more difficult to evaluate the time optimizing the employees would bring money wise, but it goes without saying that if any excess time can be used to create interior designs there are less idle time available. The more business gained by this new service automatically brings in more revenue as the business already is profitable.

The service through the web and the information gathering form especially, has additionally already helped in executing several other assignments and thereby generated some revenue.

The Stailia price list can be viewed in appendix 7.

10.3 Marketing Costs

As the marketing activities are planned, designed and executed while the Project Leader was studying, no additional labor costs were involved at the planning and scheduling stage. However, the contribution of the employees and their work put into supporting the campaign should be counted in.

Additionally, there are training costs related to the designing tool and web page updates involved. Those are estimated to be around one thousand euros. Labor costs related to marketing in social media is considered as business as usual as the company would anyway need articles to publish and boosting via internet through blogs and Facebook as examples.

As agreed internally, it was for the Project Leader to make sure the marketing campaign was executed during spring 2016 and continued with some strengthening/supporting activities in autumn 2016. To ensure that, I had several tasks to execute to ensure the deadline was reached.

10.4 Branding and Brand Journey

Branding is one of the most important aspects of any business, large or small, retail or B2B. An effective brand strategy gives you a major edge on the increasingly competitive markets. Simply put, your brand is your promise to your customer. It tells the customer what he can expect from your products and services, and it differentiates your offering from your competitors'. Your brand is derived from who you are, who you want to be and who people perceive you to be. (*Entrepreneur, 2016*)

The brand communication has changed a lot over the last few years. Techniques may have changed, customers may have changed but in order to make communication successful, there are still some basic rules we have to respect. Therefore, we do not just focus on techniques; we focus on the bigger

picture. Because all we want is to make our communication really work. So, where are we? Where do we want to go? And how do we get there?

In order to define the needs and to logically direct and optimize the communication, a Brand Journey Model was created.



Figure 13. Brand Journey Model (Ark, Strategic Marketing & Communication, 2016)

1. WHERE ARE WE TODAY?

Before we can start, we should define where we stand in today's market.

2. WHERE DO WE WANT TO BE?

Once we know where we are, we can set our goals: what do we tell to whom, how and to what end? The answers to these questions are called 'strategy'.

3. HOW DO WE GET THERE?

What is the fastest, most effective and most profitable way to reach our destination? Where and when do we send our message?

Outbound (push)

This can be called 'traditional' advertising. The message is pushed towards the target groups through various online and offline channels. Marketing and communication managers all know this technique, as it is still widely used today. However, in order to be effective, the principles of outbound need to be applied according to the rules of the art.

Inbound (pull)

Inbound marketing uses content to attract customers. First of all, this content will have to be created and adapted and to dispersed across different channels.

It's like a magnetic force: the target is attracted by the content that is offered. The visitors then become leads, leads are converted into customers and customers into fans.

4. HOW CAN THE JOURNEY BE IMPROVED?

What have we learned and how can we optimize our efforts?

(Ark, 2016)

At Stailia, we also had the chance to build the brand from inside out in the process. First by doing the SWOT analysis within the team we recognized the strengths, weaknesses, opportunities and threats we have, as a starting point and from where to go further. This was our Discovery phase as described in the Brand Journey, answering to the question number one. There, the opportunities showed us that we

could indeed look for new businesses in the private sector which until then was only a small portion of our business. Replying to the second question, we thereby acknowledged our Future identity & position. By innovating something new we could also ensure the employee satisfaction. This was due to the finding, that new activities could be agreed making the job descriptions more versatile and the daily activities more motivating. When being motivated in the styling assignments, everyone working around us could feel it and our clients would see it in the outcome. When looking at the fourth question, how do we get there, we acknowledged that our Brand portfolio was non-existing as the company is still very small, but we could work further on with the Brand platform to express our brand verbally and visually. We agreed to print t-shirts and vests with our logos to become more visible on the construction sites, where the assignments for the real estate companies took place. We also created small A5 size stands with a photo of the designers and company logo and other information, to be left on a table of each apartment. It was an advertisement with a text “this styling was done by Stailia”. On the reverse side of the stand we planned to list out cooperation partners, to also give them visibility. By being more visible while working, we thought we could strengthen our brand in the public. However, there is still some work to do regarding Brand guidelines and Brand evaluation. That work will continue later. Replying to the fourth question, how we can improve our journey, the company should continue to work on how the brand is built and maintained and additionally to evaluate how the brand is performing. Only after this full circle of journey, we can say that we are up-to-date.

11. CONTINUOUS DEVELOPMENT

In the following chapter, in the evaluation part of the service design process, the impact of the developed service is discussed.

Some possible future scenarios for Stailia are outlined. One Utopia, one Dystopia and one Business As Usual scenario (later BAU) are described. One last BMC will be shared where the whole business is evaluated, including the very latest additions

by the digital interior designing service/product that is available. This is to show how much more addition the new service/product can bring to the previous business.

11.1 Future Research and Scenarios

Future research was added into this report as it is essential for any company to be able to create scenarios of a possible future. This is to get the understanding of what the future might bring and how it can affect the business. Those relevant scenarios can help in strategy creation process and guide the company towards the right direction. Understanding the possible alternatives of the future affecting the business, helps the company to prepare itself to them and overcome any hurdles that might come ahead.

The future doesn't exist, it has to be invented, as Mika Mannermaa states in his book "Heikoista signaaleista vahva tulevaisuus". Additionally, according to his essentials, professionalism is the key to companies to define their future strategic work. In practice, this means to study as much as possible what already is published on the topic, in the past and today.

Good and proper methods have been developed to help in the futures studies and those should be used. Additionally, a systematic parse, well known by someone in the working group is needed. Last, but not least, one should be able to think differently and have fun while detaching oneself from the everyday way of thinking.

You should always use a method when doing futures studies. The method should be chosen based on the target of the study and based on the objectives and resources available. You should also follow the following rules of the thumb described by Mannermaa 1. The size of the empirical material is not resolving the credibility of the results. 2. Exact predictions can be inaccurate. 3. Mechanical trend extrapolations, such as mathematics reg. the future is most likely misleading. 4. There are still trends and those should be observed. One can recognize megatrends

that can indicate main directions in development. 5. Forecasts and scenarios are incomplete. 6. Scenarios, forecasts, plans, decision making and human actions are in constant interaction. It is a constant process. 7. Predictions and other evaluations of the future cannot be made without taking values into consideration. (*Mannermaa, 2004*)

Here, a scenario creation as a method was used. In the scenarios created from interior designing point of view and with Utopia, Dystopia and BAU alternatives, gave a variety of options what the future for Stailia might bring. When the team was looking at the alternatives, it became clear that the very extreme alternatives (utopia and dystopia) are very unlikely to happen within short. BAU, is the most likely option and the team was of same opinion, that it will most likely be the future unless the company stays on track and improves continuously. Much of the utopian alternatives are available anyway as the constantly developing technology supports it. If Stailia wants to be the number one also in the future, it needs to be ahead of its time and utilize the latest technology, where available. In the worst-case scenario, which is the dystopia, the future for any business is bad, not alone for Stailia. Worrying about such a pessimistic future would not bring any benefits. Therefore, the team unanimously agreed to concentrate on the brighter option and strive to be part of creating as positive future as possible.

11.2 Utopian Scenario of the Future in Interior Design

Utopia is an imaginary place in which the government, laws, and social conditions are perfect. (*Merriam-Webster, 2016*)

In a utopia future of interior design, there will be more money available for building; environment; and technology purposes. Everyone has meaningful work and are well paid. New houses and apartments are built and old valuable ones are being repaired

according to strict rules honoring the past and environment. New technology brings all kinds of gadgets into households and public buildings as well. Elevators; high tech machinery all over the premises are helping people to move, be comfortable and aiding in food growing, preparing and cleaning. Automats and robots are everywhere to help. All functions are electric only but electricity is created only in environmental ways such as wind, water and solar without any pollution and side effects. All components are reused and nothing is thrown away. New and anti-allergenic products and textiles are available for everyone and there are no limits in interior designing. Stailia is the market leader and has grown a multinational company serving the construction business, private households and the real estate business. The amount of Stailia employees have multiplied as well as the storage grown and spread around nationally and even internationally. Styling of homes is made virtual, without furniture to save money and environment. No more logistics reg. moving of them back and forth. Any styles can be projected and a real like interiors created within minutes into spaces by augmented reality services. Both customers and designers can freely play around with different styles virtually and change whenever wanted, to make the homes attractive and boost the sales. This kind of modelling serves in more permanent interior designing and styling. It is also an easy way to find the most attractive solution and only then to do the changes.

Households and bigger houses with apartments are independent and growing their own food. They also have all possible services in-house. No need to go anywhere in vain as any thinkable service is available close by.

Nature is blooming outside as people are no longer polluting and destroying it. Nature with animals and people, are all living in harmony, respecting each other as all means of technology is harnessed to save the planet. This also contributes in giving the people and animals the highest possible standard of living.

No more wars are needed as natural resources are honored and shared equally. As money is no longer the object and technology and ideology of saving the planet is the number one thing, this new setup has united people all over the world!

11.3 Dystopian Scenario of the Future

A dystopia, an imaginary place where people are unhappy and usually afraid because they are not treated fairly. *(Merriam-Webster, 2016)*

In the dystopian scenario, the world economy will decline causing loss of business for Stailia. National construction companies will go bankruptcy and no more orders for styling coming in. Only private household customers and real estate companies left but as also the private household's economies are declining. They no longer have extra money left to interior design nor styling services. People do it themselves. Recycling is still taking place as no assets for buying is available. However, the nature is still suffering as no effort into that aspect is put, due to economic constraints of municipalities and governments. Nature is destroyed as people are using whatever they can find in the nature, without thinking of the consequences. Woods are burned to save in heating costs. Houses or apartments are no longer sold and people are struggling with what they have and trying to sell their oversized homes. Stailia is going bankruptcy, as well as the whole business of interior design is dying out. Before that however, the employees are let go one by one and the storage together with the trucks are sold.

11.4 Business As Usual Scenario of the Future

Business as usual, means that something is working or continuing in the normal or usual way. *(Merriam-Webster, 2016)*

If the business continues as currently, the company will continue growing steadily as before. Big construction companies will continue using Stailia for their assignments, whenever new or renovated houses and apartments are getting built. No new customers though, and the currently small group of customers representing

the private households are still there, but not growing in amount. The business is anyway good and stable and the amount of Stailia employees kept the same. Real estate companies will now and then utilize Stailia's services but not more than currently. Nothing new is invented, no technological inventions nor programs in use when designing or presenting the outcome to the customers. Personal visits are still the main way of serving the customer.

11.5 Business Model Canvas Whole Business

I also wanted to re-visit the BMC with the whole business, old and new included. The new service/product could bring more business to Stailia, if it was properly launched. This is clearly shown in the BMC below.

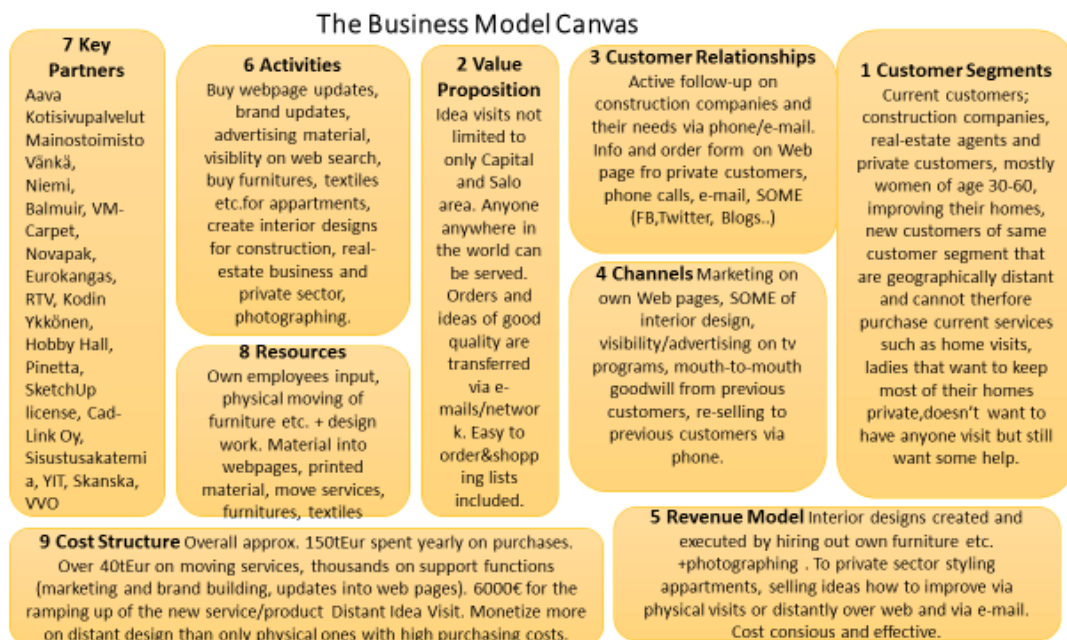


Figure 14. BMC whole business.

And lastly, analyze of the results are gathered and the conclusions and evaluation are gone through.

12. ANALYSIS OF THE RESULTS

The objectives were reached, as the new web based interior design service/product was created. The service is up and running, works and is still unique of its kind. The factors affecting the experience of customers when they are looking for interior design services, was captured. Also, how customers experience the initial service, was recognized through co-design and observation. However, the service was launched ahead of initiative customer experience and feedback, leaving some room for further development. The consequential question, how well the customer's service requirements can be met from the company point of view and how the company's internal process is supporting that, was answered through interviews and service blueprints created. The internal process of the service is smooth and as soon as the number of assignments grow, there is enough of capacity internally and even externally to source. Even without the intended interior designing tool SketchUp, the interior designing is possible using other tools.

The initial goal from the commissioner was to benefit from locations more distant, to optimize the working time of each employee and to cut costs compared to the original service/product available. The service/product created and developed reached these goals but unfortunately, a showy launch and marketing campaign is not yet done so the number of assignments received via the tool is left to that one. As soon as it is possible, the improvements indicated by the test users could be finalized and the marketing project could get started. How profitable this extra business will be, remains to be seen.

13. CONCLUSIONS AND EVALUATION

The progress of this thesis work proceeded smoothly, thanks to the thorough process that was followed throughout the whole work. Carefully detailing each step and recording of each stage made it easy to follow up and report each stage at the end. Full support from the commissioner made it motivating and fun to work with. The development of this service/product was very exciting and effective. Fast internal decision making in the company enabled fast improvements right after first drafts and the service was out before you knew it. The learning that in real life there might be shortcuts to the more theoretical process was very useful.

There was a good range of service design processes and methods that were used to make sure the development project was sufficient. Enough, both internal and external feedback was received to enable continuing to the following step. Important and informative internal research was done with the help of SWOT, BMC and PESTE throughout the process. Benchmarking and studying the current technology available and used together with the exciting scenario work was very motivating. The actual designing part of the development brought also a very welcomed change into the usual development work done elsewhere. The field of interior design got a piece of me while working on the branch for a while.

Combining ordinary development project work with designing tools and especially service design was very interesting and it opened a totally new way to work, also in any future projects.

Lastly, the positive feedback from the commissioner motivated me to finalize the report and to look for similar development projects in the future. The feedback from the commissioner can be read in appendix 8.

13.1 Ways Forward for Stailia

A summary of current state was created to show where the development process stopped, where the company is right now and what issues are still to be tackled in the close future.

- Stailia aims to grow steadily. The company is small and therefore success is dependent on the skills and knowledge of the employees.
- The company is not able to add more members to the team during year 2016 but outside resources are available in case of busy times.
- These resources consist of the company Niemi (moving services), Elina (entrepreneur in interior design and photographing) and Jaana (help in other areas such as development and business related issues).
- Current customer base (construction companies) is critical to be retained and to be kept satisfied and couple of more should be gained to strengthen the customer base.
- New customers from the private household side should be attracted to support the current one strong leg of construction companies. This is possible through the new service/product Distant Design (Etäsuunnittelu) published in Jan 2016.
- Also, services to real estate agents should be offered to support the business.
- At any time, there are assignments overlapping Elina and Jaana should be available to help. The good quality in styling apartments for the construction companies will be kept high to retain the current customer base. This is possible by scheduling the assignments so that there is enough time to do a good work and by agreeing with Elina and Jaana in time if help is needed.
- The new service/product Distant Design will be published in all possible Social Media such as Facebook, Instagram, Twitter and Blogs. Also, own web pages are updated and adds in the apartments to raise the awareness of Stailia among the visitors.

- Trial styling for couple real estate agents will be offered to convince the effectiveness of the service also for their sales.

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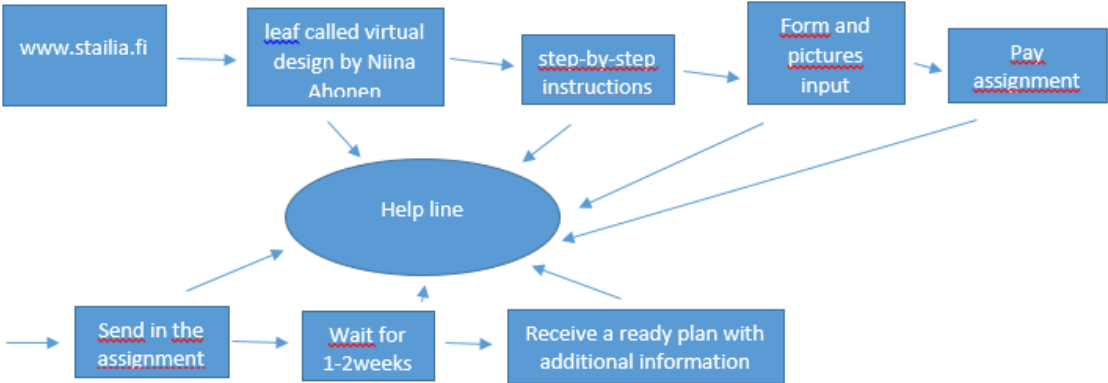
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First illustration of the Service Blueprint

Step by step from the customer's angle.



Appendix 2

Timetable

To-do list	Status	Deadline
1. Add a leaf into own web pages	Requested from Aava	30.11.2015
2. Create and add step-by step instructions how to order the assignment	1st Draft sent to Aava	30.11.2015
2.1. Make sure each step is illustrated in the instructions	not needed	
2.1.1. Picture of banking details (logos) to ensure payment via web	not needed	
2.1.2. Get started picture with photos taken by camera	not needed	
2.1.3. Illustration picture of attaching photos	not needed	
2.1.4. Illustration how to take measures	not needed	
2.1.5. Picture of open text part in the form and other info shown	not needed	
2.1.6. Picture of alternatives for the feeling fotos	not needed	
2.1.7. Picture of contact information form	not needed	
2.1.8. Picture of Sent button showing the end of the exercise	not needed	
2.2. Create written instructions to each step to support the illustrations		30.11.2015
2.2.1. Make the payment	created 30.10.	
2.2.2. Take pictures of all walls and one general picture of the area/room	created 30.10.	
2.2.3. Attach taken photos	created 30.10.	
2.2.4. Measure the room, height and width of walls and measures to possible door/window	created 30.10.	
2.2.5. Add taken measures to the free text	created 30.10.	
2.2.6. Describe problem areas/desires reg. The area/room into free text	created 30.10.	
2.2.7. Choose feeling picture of alternatives	created 30.10.	
2.2.8. Add contact details and return address for the outcome	created 30.10.	
2.2.9. Press the Sent button	created 30.10.	
3. Design a form to gather needed info for the assignment		30.11.2015
3.1. Add the paying option with banking logos to the form	Not needed	
3.1.1. Make sure returning to same page after payment	Not needed	
3.2. Create file for attached photos that are sent along with other input to inbox	created 4.11.	
3.2.1. Make sure attached photos are sent along with other input to inbox	created 4.11.	
3.3. Create the free text box for measure etc. Requirements sharing	created 4.11.	
3.3.1. Make sure free text is attached together with photos to the input into inbox	created 4.11.	
3.4. Choose feeling pictures to guide the customer and designer	created 4.11.	
3.4.1. Make sure the chosen feeling picture is attached to the assignment e-mail to inbox	created 4.11.	
3.5. Choose color options	created 5.11.	
3.5.1. Make sure option chosen is attached to the assignment e-mail to inbox	created 5.11.	
3.6. Choose budget	Not needed	
3.6.1. Make sure alternative chosen is attached to the assignment e-mail to inbox	Not needed	
3.7. Create contact details form	created 15.11.	
3.7.1. Make sure the contact details form is attached to the assignment e-mail sent to inbox	created 15.11.	
3.8. Make sure the Sent button is created	created 15.11.	
3.8.1. Make sure the Sent button works and creates the e-mail into inbox with required/gathered details	created 15.11.	
4. Background tasks		30.11.2015
4.1. Train the employees on SketchUp		
4.1.1. Agree with Lasse Home cost and timing of such a training		
4.2. Ensure the web page update is happening whenever form is created	Done 15.12.	
4.3. Make sure the banking link for the payments is up and running	Not needed	
4.3.1. Make sure confirmation of payment is sent when assignment e-mail is sent to inbox	Not needed	
4.4. Create a general inbox into which all assignments are sent when pushing the Sent button	Created 15.11.	
4.4.1. Make sure everyone involved has access to the inbox	Done 15.12.	
4.4.2. Make sure contact to client is taken within couple of days after receiving the assignment		
4.5. Plan Marketing in Facebook, possibly also Instagram and blogs and own web pages		

Internal Qualitative Research questions

Below the questions, I used internally to figure out how the Distant Design form and the process worked out from the company's point of view

1. How well were you able to work with the information given through the form by the customer?
2. Did you miss anything critical and had to ask for more info?
3. How well were you able to work with the modelling tool SketchUp?
4. Did you get any feedback from the customer?
5. Time spent on the ID until ready and sent to the customer?
6. Improvement ideas for the future assignments coming via web form?

Co-design workshop executed with Leadership and Service Design group

Starting point when the facilitation event took place was as follows.

The group was somewhat familiar with the company Stailia and the service called Distant Design as it was introduced and described to them already couple of times before.

One more presentation took place starting with a walkthrough of the web pages (www.stailia.fi) after which the actual facilitation started.

Our facilitation team including Ronja, Valtteri, Simon and myself had planned to choose this project to exercise on as this was a real project and already under progress anyway. The outcome could also be used to improve the service/product further on.

The whole group of 16 students was divided into four smaller groups, one of which was our own group facilitating. In the other remaining three groups there were twelve members altogether, who then continued working on the topic. First the group started with listing out their suggestion ideas for improvement and then individually voting to get the most important improvement ideas out of the team.

The groups were first explained the Dot voting method and then given the instruction to point out three improvement ideas of the service/product in question and write those down, one on each paper. After 10 minutes we got 9 improvement ideas that we placed on the board in front of the class. Our facilitating group then grouped the suggestions so that similar suggestion ideas were placed beside each other. This helped the voters to pick the most important improvement ideas from the groups when continuing to the next step, Five points method. Within 5 more minutes each and every member of all the three teams had a chance to vote with five votes altogether on the suggestions they wanted, grouped on the board. Votes could be spread among several or fewer suggestions or just one if so wanted. Only five votes

per voter was possible. The idea in this method is that the most important topic should get most votes.

The session was a good learning experience for us facilitators. Especially for myself who's work and improvement project this is, learned how difficult indeed it is to facilitate without commenting, defending the case or trying to affect the group! Other group members had it easier as it wasn't close to their hearts. Good points were that I could easily explain whenever there were questions occurring within the group as I knew the topic well. Facilitators however should stay as impartial as possible and try not to affect the outcome of the session in any ways.

Our whole team learned how to split the responsibility in the facilitating session and how to actively take part helping out to reach the best possible outcome. We also learned that whenever there is criticism involved the session can become tough and the group might need some cheering up. At least towards the end it is good to invent something to boost up the spirit and leave them energized.

Results and analysis of the Co-design exercise

By grouping the votes there was one group of feedback that had got most of the votes. That group was the visibility of the service on internet and on company's own pages. Also the speed how fast the service was found there was identified. 29 points had been given to this group. The suggestions were named "Make the service pop-up more from the pages/front page visibility", "Reduce of # of clicks/taps to service landing page", "One Stop Shopping" and "Online advertising-didn't come up on the first page or Facebook".

The shared second most votes were given to the actual form on the company's pages. All in all 14 votes were given to comment on the budget, color or mood picture options on the form. "Budget box should be added with free text option", "More color options" and "More mood pictures" was named us such.

Also another grouping got 14 votes. That was related to pricing of the service described on the form. "Price unclear" was mentioned there.

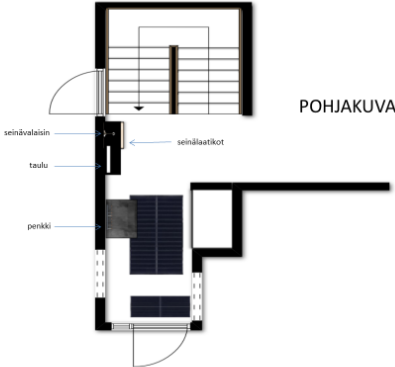
Finally, 3 votes for the language options was mentioned meaning that the service should also be translated into English.

All in all, 60 votes were given by the whole group of 12 members.

Example of a Distant Design assignment sent back to the customer

ETÄIDEOINTI - ETEINEN

Stailia Design Oy



- liukuovikaapistoa vastapäätä penkki
 - olemassa oleva Artek 513b
 - TAI
 - Lehtorinne Palapenkki musta/vaneri 50*50cm

- matto olemassa oleva musta



Lehtorinne Palapenkki 50*50cm

- Hyllyn päälle koriste-esine/kupariset tuikkukupit tms.
- hyllyyn esim. koreja/laatikoita säilytystä varten
 - Verso Design Lastu kori
 - Oohh punoskori
 - UASHMAMA paperipussi

- seinälle asennetaan Lehtorinteen Wallbox hyllyt (2kpl mustia 50*50*25) vierekkäin
 - > alareuna n.60-70cm lattiasta

- Luona shopin Vanerikehä ja Säilytyslaatikko (50*36*29) n. 15-20cm (alareuna) Wallboxien yläpuolelle oikeaan sivuun

- seinälle laatikoiden yläpuolelle juliste mustissa kehyksissä
 - > Annika Välimäki Creative Zeepra 50*70

- Seinälle julisteen viereen seinävalaisin
 - > vaihtoehdot esim. Design by Frandsen Ball/Cool, Woud Kuppi



Annika Välimäki – Zeepra 50*70cm

Design by Frandsen – Cool kupari/musta



Luona shop – Vanerikehä + Säilytyslaatikko



Design by Frandsen – Ball kupari/musta



Woud – Kuppi musta



Lehtorinne – Wallbox 50*25*25cm 2kpl vierekkäin

Penkin yläpuolelle sommitelma seinäkoukkuja (kuvan ideaa mukaillen, vihreiden Dotsien tilalle Stroppit)



ByLassen Stropp
- musta/messinki
- luonnonvärinen
nahka/kupari



Muuto Dots
- black
- ash



Marketing schedule

The Marketing actions were scheduled to continue throughout the spring 2016.

A to-do list was created to ensure covering of all actions and the correct order of those.

Marketing Project Stailia Design Oy		
To-do list		
	Status	Deadline
1. Re-arrange personell		15.3.2016
1.1. Hire a warehouse and logistics person	1.3.2016	
1.2. Release Paula Mäkelä from warehouse responsibilities to Distant Design assignments	15.3.2016	
1.3. Pre-book Elina Peikola to support in modelling and designing activities.	1.2.2016	
1.4. Reserve Jaana Lindroos to support in any activities while studying.	7.3.2016	
2. Training		15.3.2016
2.1. Ensure sufficient training in tool SketchUp.	15.3.2016	
2.2. Ensure sufficient training in web page updates.		
2.3. Ensure office hours for PowerPoint and other supporting program hands-on-training.		
3. Agree on weekly responsibilities among the team		15.3.2016
3.1. Paula Mäkelä to continue updating the Tiloja by Stailia blog.	7.3.2016	
3.2. Anu Tuomikoski to take turns in updating the Tiloja by Stailia blog	7.3.2016	
3.3. Niina Ahonen to do updates in SoMe of one styling assignment done by Stailia.		
3.4. All members to commit to sharing any news/updates in Social Media.	7.3.2016	
4. Active campaigns		
4.1. Niina to promote Stailia when appearing in Hobby Hall's marketing throughout the year.		
4.2. Separate promotions of Distant Designing in SoMe updated by Niina every quarter.		
4.3. Separate promotions of Interior Designing services in SoMe in middle of every quarter.		
4.4. Niina to update on home page the merge of Stailia Design Oy and Sisustusakatemia Oy.		
4.5. Heidi Lindholm to update the merge also on Sisustusakatemia's homepage.		
4.6. Three different offers to realstate customers.	4.3.2016	
5. Reaching at previous and current customers		
5.1. E-mail campaign to previous "Ideakäynti" customers to try the "Etäsunnittelu" service.		
5.2. Contacting all previous interior design customers to promote new services.		
4. Background tasks		30.3.2016
4.1. Someone to do the search optimization on web.		
4.2. Make sure Stailia is available at Sisustusakatemia promotions/web pages and vice a versa.		

Stailia price list

stailia

Uutta ilmettä.

Tutustu myös blogeihimme:
niina ahonen | blogi
TI LÖ JA by | blogi
stailia

Etusivu

Stailia

Myyntistailaus -

Sisustussuunnittelu

Galleria

Hinnasto

Yhteystiedot

> Hinnasto



Hinnasto

Hinnasto

Ideakäynti 350 € (sis. alv. 24%) + matkakulut jos kohde on pääkaupunkiseudun tai Salon ulkopuolella. 1-2h

Etäsuunnittelu 350 € (sis. alv. 24%) Sis. havainnollistavat SketchUp-kuvat ja hankintaluettelon.

Sisustussuunnitelmat 80 €/h + alv. 24%

Myyntistailaus Stailaus asiakkaan omilla kalusteilla/tekstiileillä 600 €+ alv. 24% + matkakulut jos kohde on pääkaupunkiseudun tai Salon ulkopuolella. max. 5h

Myyntistailaus tyhjäan asuntoon, pyydä tarjous!

Lisätiedot ja kyselyt

Niina Ahonen / [040 703 2940](tel:0407032940) niina.ahonen@stailia.fi

Anu Tuomikoski / [050 331 8880](tel:0503318880) anu.tuomikoski@stailia.fi

Feedback from the commissioner

Thank you,

It was very interesting to learn about service design in general and how to follow the process introduced by Jaana while working on the project. The methods and tools to find out the customer angle and how to improve while doing the work simultaneously was a good learning.

Sometimes the practice doesn't always follow the theory as such but when combining those two and being agile you can come up with very interesting and useful outcome. A development project like this when creating a new service to the customer in the internet was made easier when having the right counterparts involved. An innovative team and some outsourced resources helping out and seeing the project through smoothly were the key factors. The relevant ways to find out the customer view and receiving the feedback supported the development and there is obviously still some work to continue with also in the future.

I highly recommend you to these kinds of hands-on development projects as you have a good skill to multitask and still keeping the focus!

Best Regards,

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