



Teboil Service Design Plan

Oscar Swyns, Laura Silmukari, Matias Laukka, Laura Hynninen, Ville Salonen
Team 3

Phase 1: DISCOVER

Part 1 – Desk Research

BUSINESS OBJECTIVE AND CONTEXT

1.1 BUSINESS OBJECTIVE AND CONTEXT

Full-service oil company – second largest in Finland and part of the LUKOIL Group since 2005

- Customer orientated
- Humanity
- Sustainability
- Quality

The market is changing fast, and their goal is to offer the best service in the local area to each customer. Their services are managed mostly by independent entrepreneurs = stations.

This portfolio focuses on sub-urban area Teboils that serve people living in the area. Key customer groups in sub-urban area Teboils are construction workers and professional drivers.

PESTEL tool used to summarize main points what are affecting to Teboil and its business:

- **Political** stability, changes, taxes
- **Economic** growth, stability, new businesses
- **Sociological** more sustainable lifestyles, sub-urban area needs
- **Technological** how can new technology be used, how it changes the need
- **Environmental** climate change, companies must be greener
- **Legal** regulations, location of stations



Fill together with the person funding this project

How will we know that we have succeeded?

(After a month? After one year?)

- Sales numbers are increasing
- Customers have better image about Teboil



What is our business objective?

(business problem/need/opportunity-)

- Grow revenue
- Get new customers
- Serve people and their cars better



Why is it important?

(How does it fit our strategy?)

- Changing markets require actions and to find new ways to stay competitive
- Sustainable development is important megatrend

What restricts us?

(Budget, Schedule, Organization, Legal, Competition-)

- Competitors (ABC, Neste, 24/7 markets)
- Budget
- Market situation

-can service stations compete with 24/7 markets

futurice LEAN SERVICE CREATION



-new trends can be used to create new service opportunities for customers

-sustainable development as big megatrend

-Is budget enough to make changes needed

-Is there markets for service stations and with what kind of services

We filled this together with the person funding this?

We talked these goals with our supervisors?

All in this canvas is clear and understandable?

We are comfortable to proceed?

1.2 BENCHMARKING

Competence development and training of future skills: there was no numbers about improving in sales, but examples of new practices to serve people and cars better. Analysis of competitors and what they are doing and what are their goals worked as benchmarking and to give an idea, what could work for Teboil also. Biggest competitors in business are ABC chain, Neste and markets that are open 24/7 (part of business objective and context canvas as restricting competition).

Competitors and other similar companies and their future visions, and improvements. Examples of new ways, an idea of innovating new, not just to make things better?

- ABC chain has taken the market with its full service stations, fuel is just a part of its selling and the focus is also on restaurant services, Developing their services customers in focus has made ABC chain successful, but also the location is important factor

- Loyal customer programme is in big role.

- ABC chain aims at 100% renewable electricity use.

- Neste: automated services (EasyDeli and pizza automat, also Posti packet service 24h at some cold stations)

- Sees that automation is big part of future business.

- Also stations with K-markets serving customers.

- Loyal customer programme (also with K-Group's Plussa)

- ST1: has a vision to be leading producer and seller being responsible and profitable business, with economic performance, social responsibility and environmental impact are balanced.

- Shell trademark is used under license with services like HelmiSimpukka restaurants, carwashes and Palvelumestari (Service master) service at stations.

All competitors aim to have greener products and options and provide better services for their customers.



"Even more than today, the traditional filling station will be transformed into a multipurpose service hub for customers on the move"

International perspective, OMV has over 2100 filling stations in Europe. No data found how future developments would effect on revenue... but great ideas about future filling stations

1.3 MEGATRENDS

"Megatrends are large waves or lines of development whose history can be observed and viewed. At the same time, phenomena are identifiable and coherent entities with a clear trend strongly continue in parallel in the future. "

Demographic change

There are fewer and fewer children being born in developed countries which is increasing the proportion of the elderly. As a result of immigration, the population is also getting more diverse.

Technological improvement

New technology of information, energy and materials is affecting all segments of economic field and is changing our lifestyle.

Sustainable development

The ecological crisis is affecting all of us and it must be taken into account in every step when developing new business models.

Individualism and privatization

People seek for services that can be customized and personalised. Ethic values and identities have an impact on consumer behavior.

Anonymity, abstractness

People want to consume online services where they can remain anonymous. The present moment and experientiality are emphasized.

Megatrends and Teboil

When developing services for the needs of future customers for Teboil, analyzing megatrends is a useful tool. Sustainability, personalized services and possibility to get online services are things that customers appreciate already today and their meaning is just about to grow in the future. Taking different demographic groups and technological development into account are also important factors for future services.

Sources:

Sitra:

<https://www.sitra.fi/uutiset/tassa-ne-nyt-ovat-20-luvun-tarkeimmat-kehityskulut/>

Topi - tulevaisuudentutkimuksen oppimateriaali:

<https://tulevaisuu.fi/menetelmat/toimintaympariston-muutosten-tarkastelu/trendianalyysi-tulevaisuudentutkimuksen-menetelmana/>



1.4 STAKEHOLDER MAP

In this Stakeholder map three circles represent different stakeholder groups
A customers, B internal stakeholders and C external stakeholders.

Stakeholders are positioned in the map so that the customers are in the center and the main target where to focus. The closer stakeholders are to the middle of the chart, the more important they are.

Essential stakeholders are colored in green and stakeholders which are not that interesting to this project are colored in red.



Phase 1 - Discover

Part 2 – Field Study

1.5 CUSTOMER GROUPING

How to validate your customer grouping? In order for the business to succeed, you need to have a wide enough customer base. Write your plan for estimating the customer group for your value proposition. Interviews, polls, etc are good tools.

Teboil's own data suggests that professional drivers and construction workers are a key demographic in their customer base – therefore these two groups could not be forgotten from the customer grouping process.

Professional drivers' and construction workers' descriptions and needs are already somewhat obvious as they are already a strong customer base. With the knowledge that Teboil service stations are losing customers to 24h grocery stores and cheap car washing halls, we mostly focus on the third customer group.

Our service design portfolio has a focus on Teboil's sub-urban service stations, so the logical step was to add average sub-urban car owners as the third customer group. This is a large customer pool that is very geographic but can, nevertheless, be lured to a service station a little further away from their closest destination with some key changes to atmosphere, marketing and provided services.

Our sub-urban interviewees have noted that they would like to see some changes to the public image of Teboil service stations. The current public image is a little too 'stale' or even reminds some older customers of a 'soviet-era' gas station. The stale colors of the stations and the marketing campaigns should probably be adjusted to gain the attraction of this customer group.

Some sub-urban interviewees also complained of high gas prices and bad locations – understandably this is not something that can be changed with a wave of magic wand but is something to be noted.

Common in all customer groups:

- Own and drive motor vehicles.
- Live or work in sub-urban areas.
- Visit service stations frequently.

Group name:



Professional drivers

Description:

- Truck / bus / taxi drivers
- Drive long distances and need food, fuel and rest at service stations
- Reliable customers who spend a short / moderate time in stations

Problem (assumed) worth solving:

These customers need a comfortable place to rest, eat and fuel.

Main group?

Why/why not?
Already a reliable customer group.

Group name:



Construction workers

Description:

- Work or live next to service stations
- Usually eat / drink coffee at service stations
- Spend a moderate amount of time in the stations

Problem (assumed) worth solving:

These customers need food and coffee during their breaks.

Main group?

Why/why not?
Already a reliable customer group.

Group name:



Average sub-urban car owner

Description:

- They live next to a station or are on their way to work
- Peak during morning and evening traffic
- Spend a short amount of time in stations usually just to fuel their car

Problem (assumed) worth solving:

These customers are mostly at service stations for fuel.

Main group?

Why/why not?
A large customer base that can be lured in with key changes.

1.6 INTERVIEW THEMES & QUESTIONS

Theme 1: General

- Q1: Do you go to Teboil service stations? Why / why not?
- Q2: Do you visit other service stations? Which ones? And what makes you prefer those?
- Q3: What kind of changes in their service stations would make you want to visit them if you don't already?
- Q4: What kind of changes in their service design would you like to see as a regular customer?

Theme 2: Groceries

- Q1: Do you buy groceries from Teboil service stations?
- Q2: Why do you go / don't go to Teboil instead of a grocery store / other service station provider?
- Q3: If you don't buy your groceries from Teboil service stations, where do you buy them? Why?
- Q4: What would make you buy more groceries from Teboil service stations?

Theme 3: Food

- Q1: Do you buy food from Teboil service stations?
- Q2: Do you like the menu in Teboil service stations? Do you like the a la carte menu?
- Q3: Would you like to see some changes to the menu? What kind of changes?

Theme 4: Atmosphere

- Q1: What do you think about the general atmosphere in Teboil service stations?
- Q2: What could Teboil do to make their service stations more inviting / popular in sub-urban areas?
- Q3: Could you imagine a Teboil service station as a social hub in your neighbourhood?

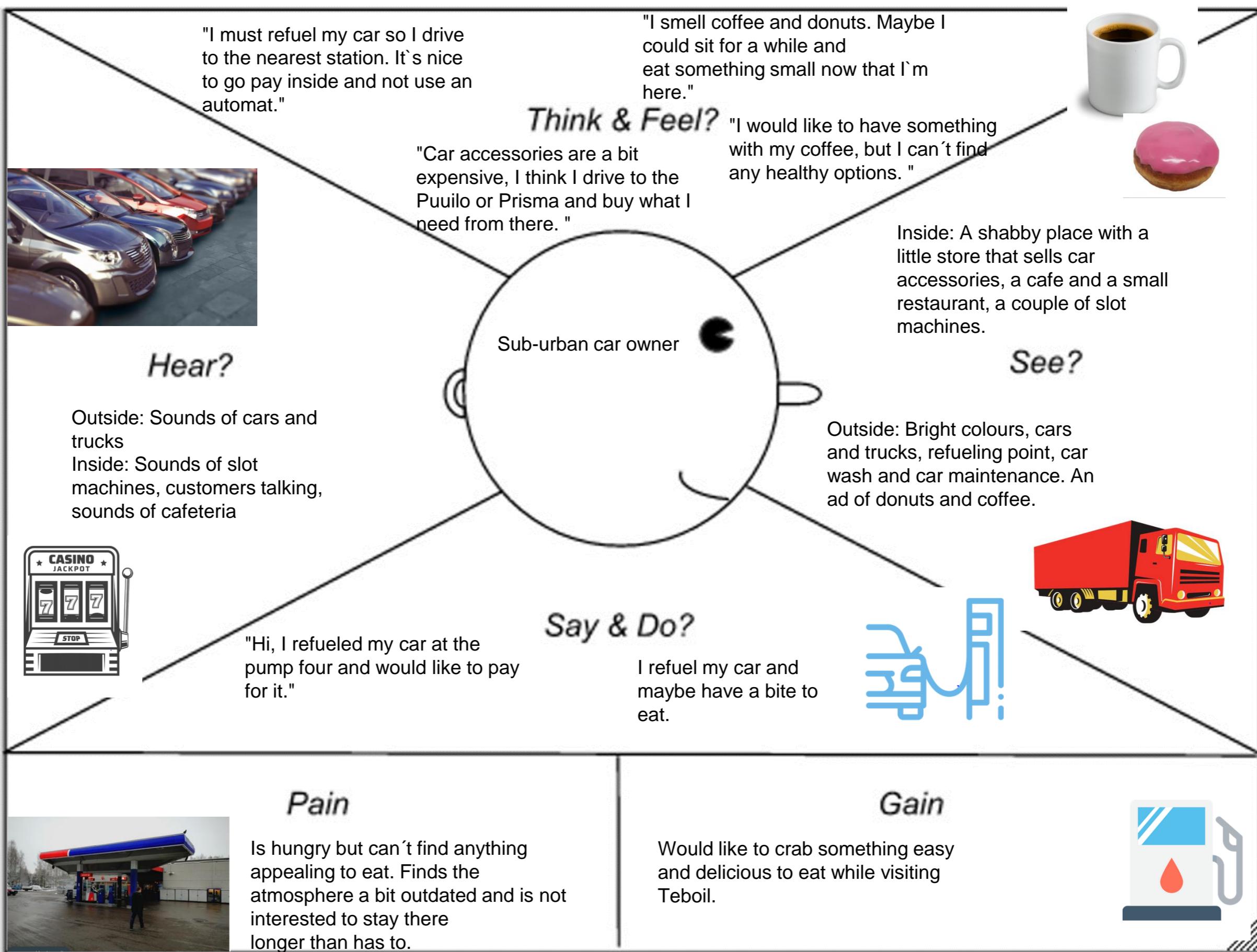
Theme 5: Products

- Q1: How many products do you usually buy when you go to Teboil?
- Q2: Do you buy car products from Teboil? Which ones?
- Q3: What kind of car products would you like to see in Teboil?

Theme 6: Car fueling and maintenance

- Q1: Do you fuel your car at Teboil service stations?
- Q2: Do you go to Teboil because it is the closest or is it for a specific reason?
- Q2: Do you usually buy something else while fueling your car?
- Q3: Do you use the car maintenance services? How often?

1.7 EMPATHY MAP



1.8 INSIGHT

In this canvas exercise, we tried to get a deeper understanding of the customers' motivations such as needs, thinking, feelings and any things that surprised us.

This understanding was gained by analyzing the data we collected with our interviews. Unfortunately, we didn't find very many professional drivers or construction workers but that is probably alright since we would like to focus on the average sub-urban population.

The common needs among our interview subjects were needs to fuel their cars, do some quick shopping or grabbing something quick to eat; even among these people, most of them only fueled their cars when they were visiting Teboil which is a shame.

A lot of the interviewees thought / felt that the service was good overall, but the food servings and the general atmosphere of the service stations left something to be desired. There were also comments about the lack of advertisement about Teboil, so the company often seems to fly under radar and not attract very much attention to itself.

We're sure that advertisement does exist, but for some reason our interviewees did not encounter them enough or at all.

Another thing that stood out was that many complained that they did not have a Teboil service station in their immediate neighborhood and that was a big reason for not visiting more often.

The things we found surprising were the following:

1. Teboil could offer car maintenance services without a reservation
2. Sub-urban stations could be a 'meeting place' for people since it can't compete with grocery stores anymore.
3. Teboil was found to be old-fashioned or even reminded some people of 'soviet-era' buildings or stores.
4. An interviewee found it nice that there is an entrepreneur running the station.

INSIGHT

- Deep understanding of the customer's motivations that unlocks a business opportunity

Insert problem interview script here

Introduction

Setting the atmosphere

The actual data gathering

Ending

Immediate thoughts

Example "Problem interview" script:

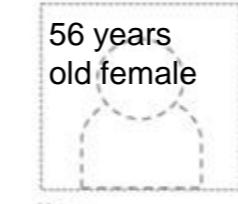
Welcome (2min)
Short intro what you are doing. Make the person comfortable.

Essential demographics

Motivations and big picture:
Without talking about the solution get the person to talk about the problem on hand and ask why- ("ask the person to describe when did she last time have an IT problem? What did she do to fix it? What were the pain points? Why did she do as she did? Follow contradictions...")

Ask the person to evaluate the problems associated to the topics:
Problem 1-3:
How important?
How big problem?
How is it solved currently?

Thank you!



Name:

Needs + other key findings:

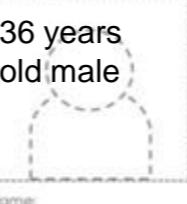
Easy and quick shopping for few products, tanking the car (Teboil is the nearest)

Needs + other key findings:
Goes only to Teboil to refuel his car. Doesn't buy car products because they are cheaper elsewhere. Doesn't buy groceries from Teboil because grocery store is closer to home.

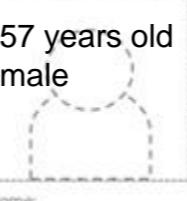
Needs + other key findings:
Only goes to Teboil to fuel his car since his union has a gas campaign with them for reduced prices.

Needs + other key findings:
Usually only buys fuel and does the grocery shopping elsewhere. Sometimes likes to grab something quick to eat.

Needs + other key findings:
Does his car maintenance in teboil and usually buys a snack and a coffee



Name:



Name:



Name:



Name:

Thinks and feels:

Mostly happy with service in the station (shop), but food serving area is not appealing

Needs + other key findings:
Prefers more environmentally friendly food like fish and vegetables. Likes donuts and the atmosphere. Prefers paying to a person rather than an automat

Needs + other key findings:
Teboil service stations just aren't close enough. The price of gas is too high, and he doesn't see much advertisement for teboil.

Needs + other key findings:
Thinks that Teboils are not that cozy. Doesn't live anymore near Teboil station and now uses the one closer to home.

Needs + other key findings:
Feels like he doesn't need more services in teboil

Surprised us:
Suburban station could be a meeting place (if the problem area is updated) station can't be competing with groceries because new Alepa soon

Surprised us:
Could use car maintenance services if he didn't have to make a reservation beforehand.
Thinks that Teboil could maybe expand to car renting business.in the future.

Surprised us:
Found Teboil image old-fashioned – even a little 'soviet'. Maybe there's reason for further rehauling of the public image / marketing?

Surprised us:
Likes that there is a entrepreneur running the service station.
Wishes for lighter and healthier food.

Surprised us:
He has a bachelors degree but cannot find any work because he only speaks English

1.9 RESEARCH WALL

Normal sub-urban people are our biggest potential customer base but so far it seems like Teboil is not attracting these people to their service stations regularly.

During our interviews and after further analysis of the interview data, we realized that there are three main branches of attracting new sub-urban customers to Teboil service stations in the next five to ten years.

These three branches of development are the following.

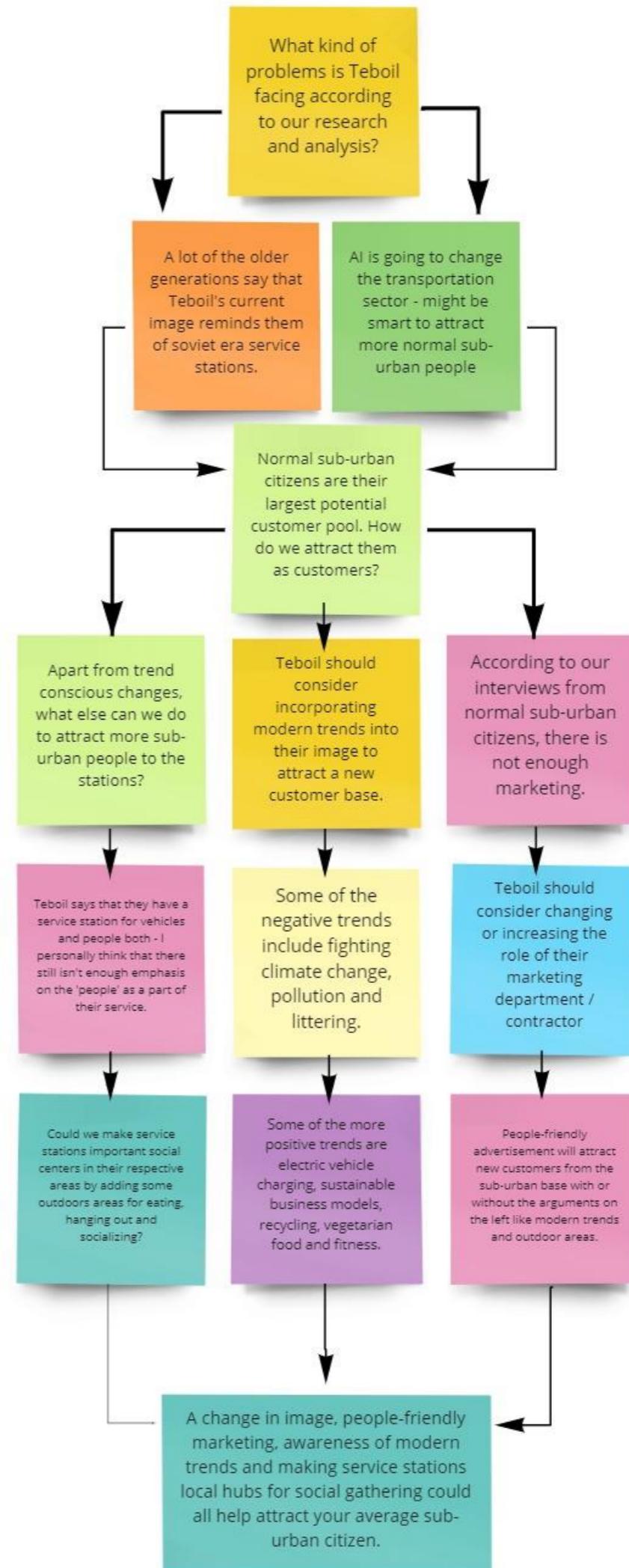
1. Teboil as a social hub in the local community
2. Teboil using modern trends like fight against climate change, pollution and littering – also recycling, electric vehicle charging and vegetarian food.
3. Teboil focusing more of their energy on a large 'human-centric' marketing campaign to raise awareness of these trendy changes.

All in all, the main problem with modern service stations around the world is the global drive for cleaner energy, healthier food, and a more people-friendly atmosphere.

Service stations have been places for social gatherings before – they can be that place again while also getting positive media about the changes that are good for the environment, sustainability and the city / sub-urban area in general.

The switch to electric vehicles is not going to happen overnight but it will start creeping into the public consciousness during the next decade or two, so Teboil should be prepared and start initial plans and changes as soon as possible.

Since we have been trying to keep the end goal of this project in mind, this research wall got a bit ahead of itself by presenting ideas on how to solve the problems we discovered, but we hope it will be acceptable.



PHASE 1 – DISCOVER

DESCRIPTION AND SUMMARY

In desk research, our first task was to do benchmarking in order to understand Teboil's competitors and their potential strengths and weaknesses.

After benchmarking, we did a canvas regarding the relevant stakeholders in Teboil's service station development. The stakeholders were divided into three groups; customers, internal stakeholders and external stakeholders – these groups were positioned on the stakeholder map according to their importance in regard of our service design goals.

Next, we moved onto megatrends – finding out about today's megatrends and how they could affect business in the future. Our research was able to recognize five important megatrends such as demographic change, technological improvement, sustainable development, individualism & privatization, and anonymity. These megatrends are important indicators when thinking about the future of the company and they have been taken in account after we moved onto field studies.

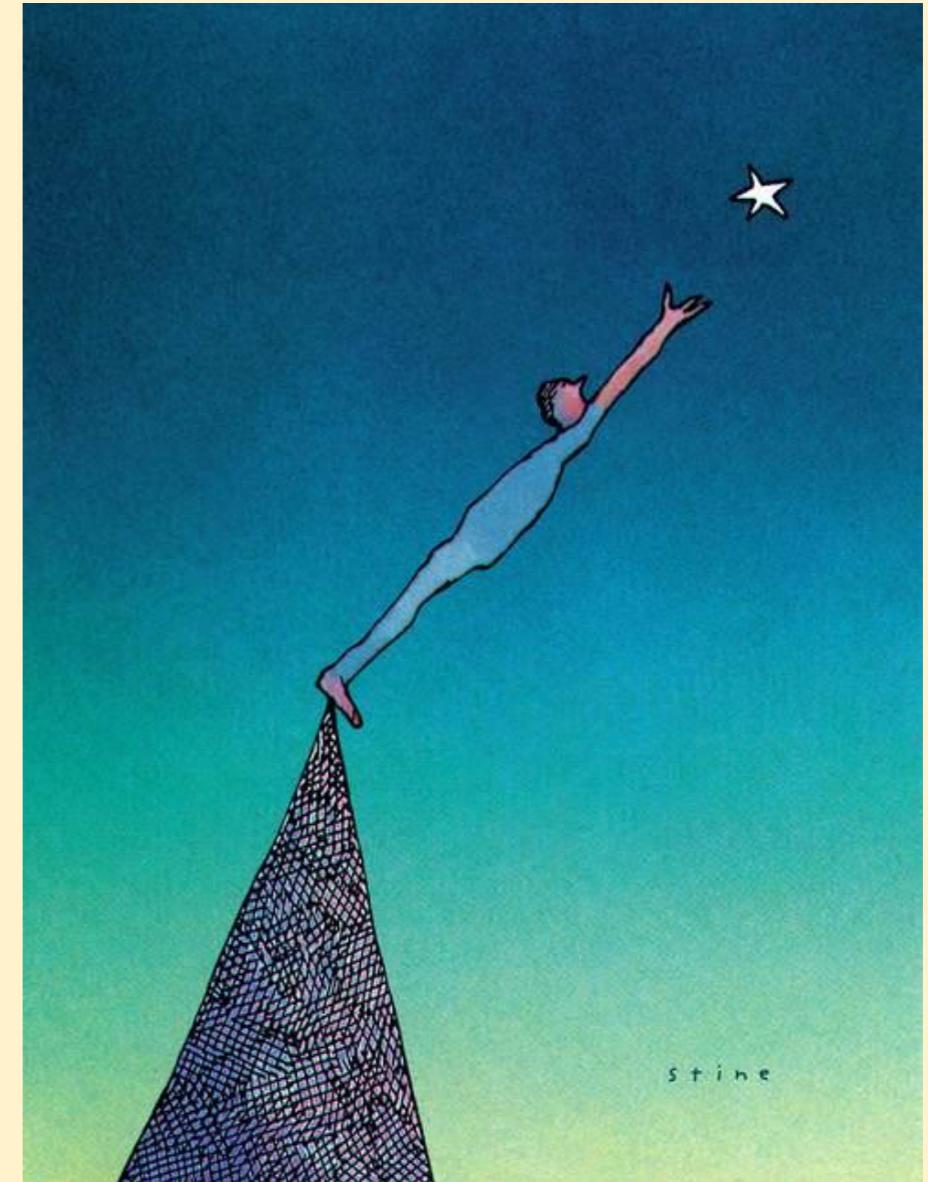
In field research, we did customer grouping creating three key demographics as potential customers. Obviously, we did not forget professional drivers and construction workers as they are usually regular customers who spend a lot of their time in Teboil service stations as it is. The customer group that stood out to us was an 'average sub-urban car owner' since we think this is potentially the biggest group of customers that could bring a lot of revenue to the stations if we were able to attract them more efficiently.

Our interview plans, interviews themselves and the analysis of the interview data revealed that we were on the right track as it seems like many of the 'average sub-urban car owners' find Teboil's service stations kind of old-fashioned.

We also did an empathy map to better understand the actual experience a customer has when he/she enters a Teboil service station. This revealed some ideas about how the experience could be improved but above all, it gave us valuable information to base our ideas upon.

Our last canvas in the field research section was called 'insight' where we tried to compile all the information that we had collected from our field studies to find obvious needs, pain points, feelings and surprises that we encountered in our research.

Last we compiled all our research information on the research wall. To be honest, we got a bit ahead of ourselves and already started thinking about potential solutions, but these solutions were found by analyzing the data we collected during the 'Discover'-phase.



Phase 2: DEFINE

PERSONA



2.1 PERSONA (Matias and Oscar)

Now that we have conducted our interviews of potential Teboil customers and collected some real data through our desk research and analysed it, we are ready to make our first visualizations, i.e. personas.

Presenting our audience, a persona is a basis for further service ideation and development which helps us understand customers' needs and challenges.

A persona is a profile that represents a particular group of people like a group of customers or users. It's not a stereotype, but an archetype based on our research. Although this visualization is fictional, it helps us see a particular group's service needs in a more understandable way.

There are different types of personas. This particular persona is a customer persona since it's the best suited for our uses.

This particular persona has a focus on sub-urban, middle-income population. According to our findings, this is probably the biggest potential customers demographic even though it is a very diverse group of people. Regardless of its diversity, we still found a lot of similar desires, needs, pain points and limitations during our interviews.

This group of people is mostly a little bit older, middle-class and owns a house and a car - often has fond memories of Teboil and service stations in general from their youth but doesn't go there much nowadays due to having different service stations near their house or work. This group of people also often finds Teboil's image and atmosphere a bit old-fashioned or even a little bit 'cheap'.

As an older middle-class earner, this demographic has the money to live in a nice neighbourhood, own a car and can afford to travel on holidays. Often this traveling includes driving on highways to get to different places in the country and prefer places like ABC service stations for food but our focus is on sub-urban areas.

How could we make this potentially large demographic more interested in visiting Teboil service stations on their way home from work or simply to fuel, eat and buy groceries occasionally? Attracting even a small portion of this crowd would be a big milestone for the company.

NAME

Juuso

AGE

54

OCCUPATION

Car salesman

NATIONALITY

Finnish

MARITAL STATUS

Married

QUOTE

"Hard work pays off."

KEY ATTRIBUTES

- A middle-aged man
- Lives in a sub-urban area
- Works with cars
- Middle-class income
- Fond memories of Teboil
- Now finds Teboil old-fashioned
- Gets his car products from mechanics / spare part stores
-
-
-
-
-

DESCRIPTION

Juuso is a 45-year-old resident of Vantaa's sub-urban area. He has lived his whole life in southern parts of Finland.

He has been working as a car salesman at a local car dealership for most of his life. He's happily married, owns a house, a car and a summer cabin next to a lake in the country.

He mostly goes to service stations to fuel his car although he doesn't have a Teboil service station near him, so he mostly visits St1 or Neste stations.

Nevertheless, he has some fond memories of Teboil service stations. In his youth he used to go to Teboil service stations more often to drink coffee, eat lunch or just to hang out with his friends.

These days he finds Teboil's atmosphere and image a bit old-fashioned. Regardless of his fond memories, he doesn't really visit the stations anymore.

2.1 PERSONA

This persona focusses on a lower income driver
As a lower income driver, they probably live in a more social, affordable neighborhood.
As their car is their main source of income, they want to keep it working nicely.

He got here when he was working for Panasonic from his home country, that is now bankrupt, stayed here to study and got a degree in BIT. But is having trouble finding a job because they won't invite him to an interview. His English is excellent, and he is educated.

He tried the ridesharing apps like Uber and Yango but found that they weren't enough to provide for his 2 daughters and wife who is also working in Helsinki. The taxi company provides him with insurance on his car(livelyhood) which the apps don't do.

Him and his friends are on call during their shifts to communicate potential customers, breaks etc.

He visits Teboil to do some maintenance on his car and buys the occasional snacks or drink. But he doesn't see the advantage over 24/7 markets

PERSONA



QUOTE

"I wish I would find a job using my international degree I worked 3 years for. But I am happy to work as a taxi driver whilst in search"

KEY ATTRIBUTES

- Car = livelihood
 - Drives around most of the day
 - Uses teboil or any available 24/7 shops

NAME

Sade

OCCUPATION

Taxi Driver

NATIONALITY

Nigerian

MARITAL STATUS

Married

DESCRIPTION

34 year old Man

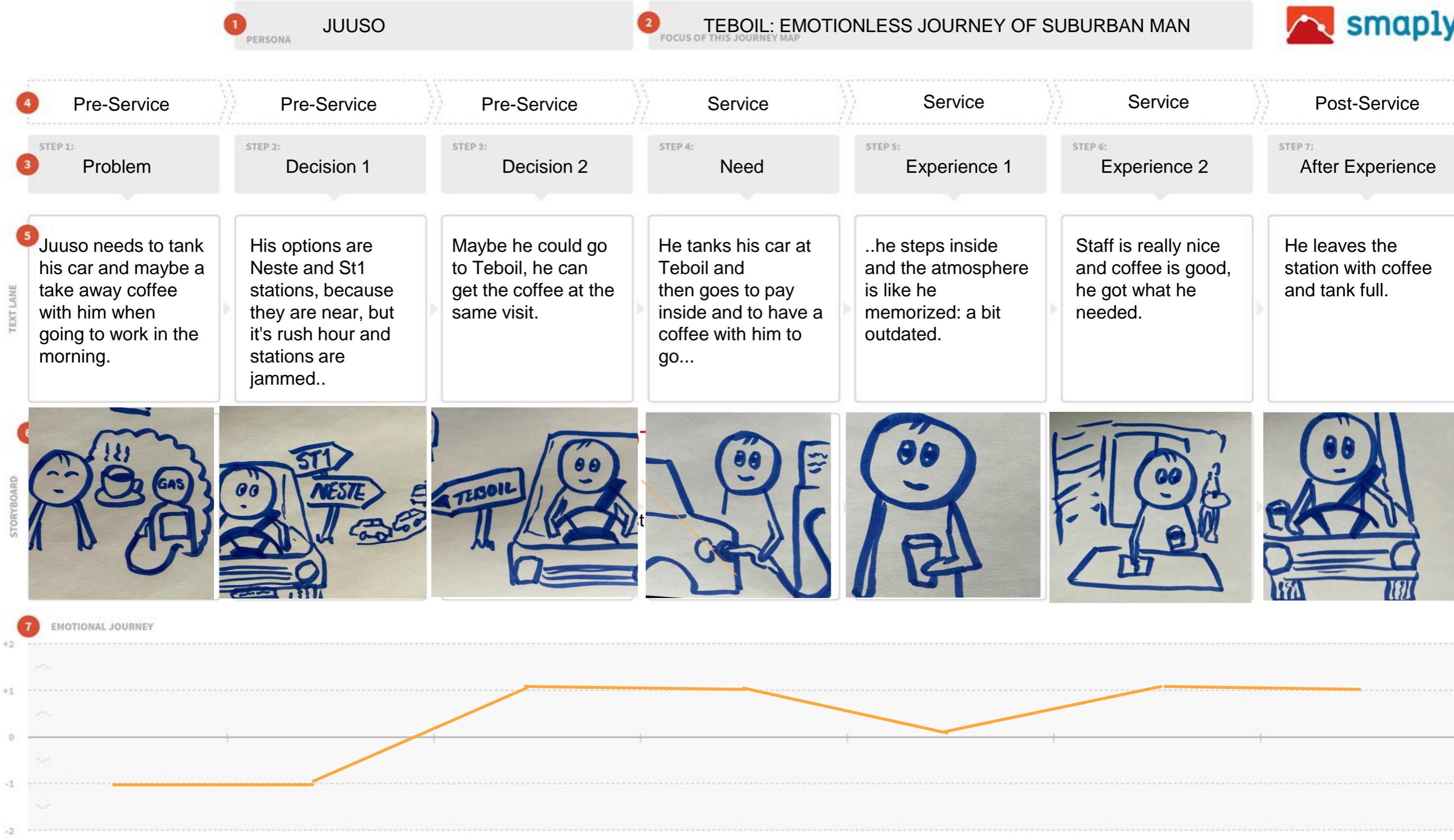
Original from Nigeria but resides in Finland

Looking for work using his degree but successfully working as a taxi driver in the mean time

Tried the other driving options(apps) but they didn't give any of the benefits/ security a regular taxi driver gives

His 2 daughters are learning Finnish at school, English at home and at school but he is also teaching them Yoruba at home. 3 Languages is confusing for young children, so he is enrolling them into an international school to learn english first.

2.2 CUSTOMER JOURNEY MAP – CURRENT STATE



A **journey map** is a tool that can help you outline the experience of someone step by step. It can help you illustrate the overall experience a customer has with a service, a physical or digital product, or a brand.

The experience could be recognizing a need, searching for a specific service, booking and paying for it, using the service, as well as maybe complaining if something goes wrong, or using the service again.

Follow the numbers to create your journey map.

1 PERSONA

Write the name of your persona.

2 TITLE

Give your journey map a title or focus.

3 STEPS

Fill in each step of the experience. Ask yourself what is the most crucial part of the experience. What happens before that, what happens after?

4 STAGES

Group the steps into stages or phases.

5 TEXT LANE

Describe what happens in each step.

6 STORYBOARD

Draw images under each step to tell a visual narrative. If you can draw a triangle and a circle you can draw a person.

7 EMOTIONAL JOURNEY

Assign different values along the scale from -2 to +2 for each step. What is the persona's emotional experience at this point?

2.3 CONSUMER TREND CANVAS

One of the main future trends is Green Pressure. The consumers are becoming more conscious, and they want to use more eco-friendly and sustainable products and services. When there are these greener options, why not to choose them?

Companies are expected to understand the green pressure trend and to react and take the steps towards sustainability. Service stations can offer greener fuel or charging stations for electric vehicles. The food can be greener offering more vegetables and less meat, that has a huge influence on carbon footprint.

When more ecological options are available, eco-shame is about not to choose them, companies should alleviate the eco-shame consumers have.



CONSUMER TREND CANVAS

ANALYZE



BASIC NEEDS
Which deep consumer needs and desires does this trend address?

Social status
Social interaction
identity

INSPIRATION
How are other businesses applying this trend?

Most already have bio-fuels and recycled fuels in their products

Electric vehicle charging stations

DRIVERS OF CHANGE
Why is this trend emerging now? What's changing?

SHIFTS (long-term) TRIGGERS (short-term)

Renewable fuels
Status
Fuel prices going up

Eco shame
Circular economy
Electric vehicles

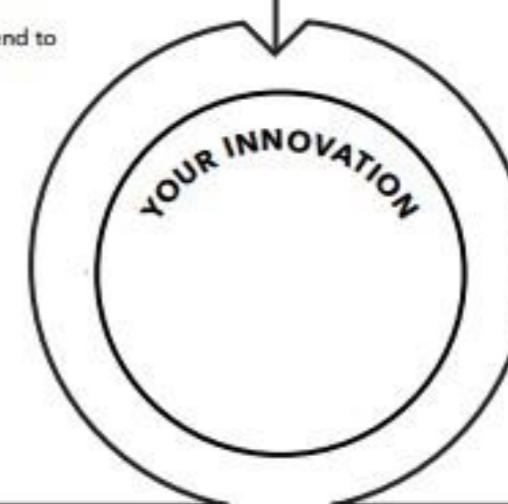
EMERGING EXPECTATIONS
What points of tension and new customer expectations are emerging?

Sustainability

Carbon footprint

Vegetarian food

APPLY



INNOVATION TYPE
How/where could you apply this trend to your business?

WHO
Which customer groups could you apply this trend to?

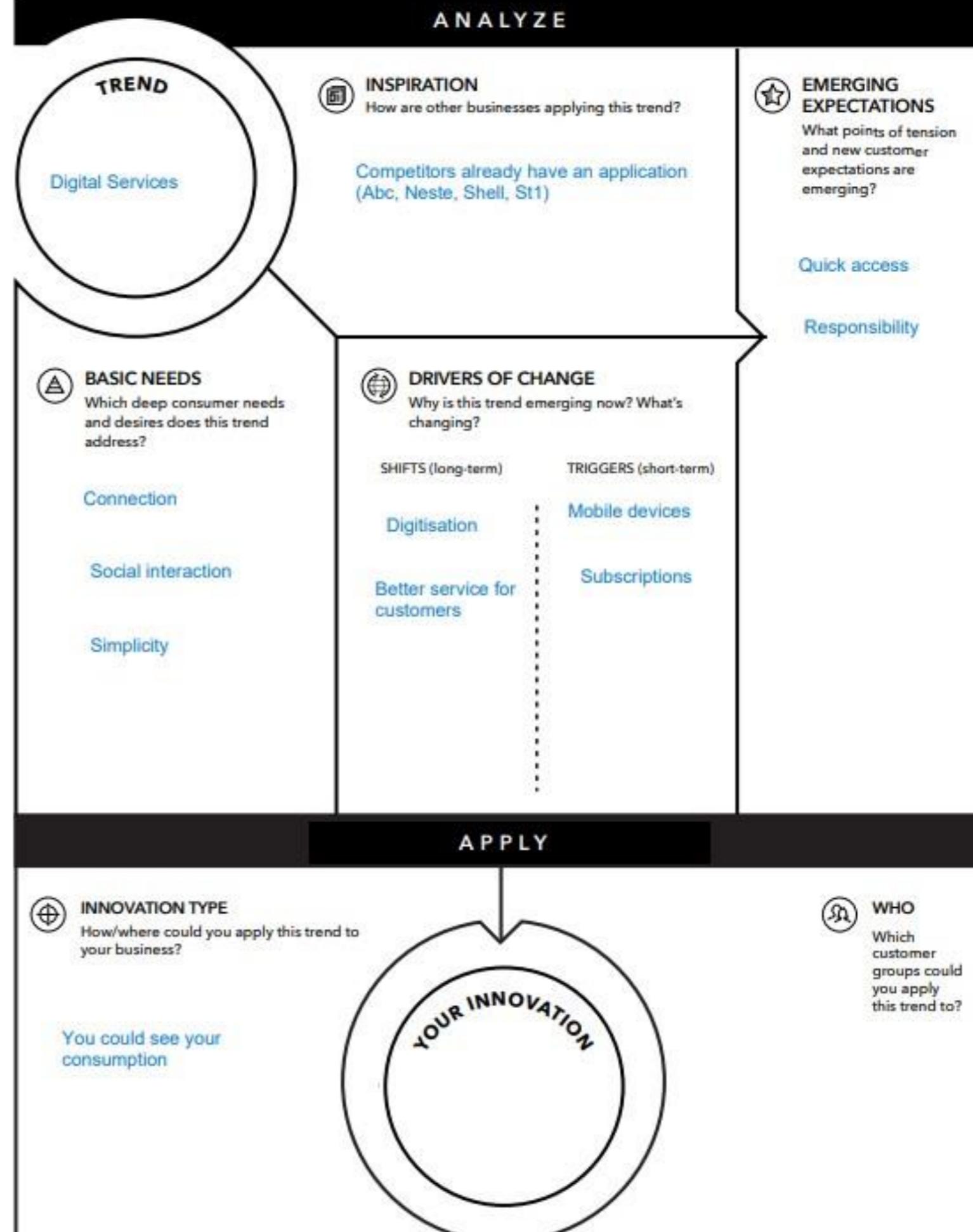
2.3 CONSUMER TREND CANVAS

One of the two main future trends is Digital services. Competitors already have applications for their customers and this is why Teboil should also pay attention to digital services and how to improve their customers' experiences with service. Digital services help to provide better and more customized service for each customer.

Increasing amount of mobile phones and digitalization mean that services are moving towards digital form. Digital services offer quick access and connections through mobile phones from anywhere. information gathered through digital service could also help customer to see his consumption and think about the choices he makes.



CONSUMER TREND CANVAS



2.4.1 How might we?

This is an extra canvas we created to better visualize our ideas on a 'how might we?' -basis.

This is a collection of some basic ideas we produced while answering the question of how might we start implementing positive changes to the service stations.

These are work-in-progress so they should be taken with a grain of salt, but they should give a rudimentary image of the paths to success that we see after our Research and Define –phases.

After this thinking exercise we can start thinking about solutions.

How Might We -questions

Create value for people living near the station?	Serve families better?	Help customers to enjoy their visit at Teboil?	Improve customer's experience?	Make customers use Teboil services?	Make younger customers find the atmosphere appealing?	Add modern feeling to Teboil's atmosphere?	Appeal to the electric car users?
Offer online services?	Take children better into account?	Attract more environmentally conscious people to our service stations?	Help customers find more environmentally friendly product from Teboil?	Add value to customer's Teboil visits?	Change our menus in a better direction with healthier food?	Help customers who search for healthy snacks find them from Teboil?	Get customers buy their groceries from Teboil rather than from supermarket?
Take young people into account?	Take old people into account?	Show our business's commitment to sustainable development?	Create a more atmospheric environment for socializing in the service stations?	Increase people-friendly marketing to attract to customers?	Help customers to enjoy hanging out at Teboil?	Attract more 'average suburban car owners' to stay longer than just to fuel?	Find another hidden customer group whose needs we could answer?

2.4.2 IDEA WALL

This is our initial idea wall.

This idea wall is composed of ideas we produced using the results of our desk research and field research. After gaining important insights from data analysis, we produced personas and customer journey maps to better understand the reality of the situation in the eyes of a regular customers.

Next, we moved on to the first phase of our idea wall – the "How might we?" -section where we asked how we could make our (so far rudimentary) ideas reality.

After answering these questions, this first draft of an idea wall was created. This idea wall condensed our broader ideas about public image, marketing, trends, food, digital services and general attractiveness into smaller, achievable chunks of suggestions which could be implemented at the service stations.

Our main ideas at this point are the following.

- Establishing Teboil service stations as important and vibrant community hubs in their respective neighborhoods.
- Changing the menu of the station restaurants to reflect the modern fitness movement and serving healthier, fresher food to attract younger people.
- Putting in place or increasing the number of electric vehicle charging stations at Teboil service stations.
- Putting a more vibrant spin on the image on Teboil in general. This includes possibly changing the name of the stations, as well as changing the old-fashioned color palette of the interiors.

IDEA WALL



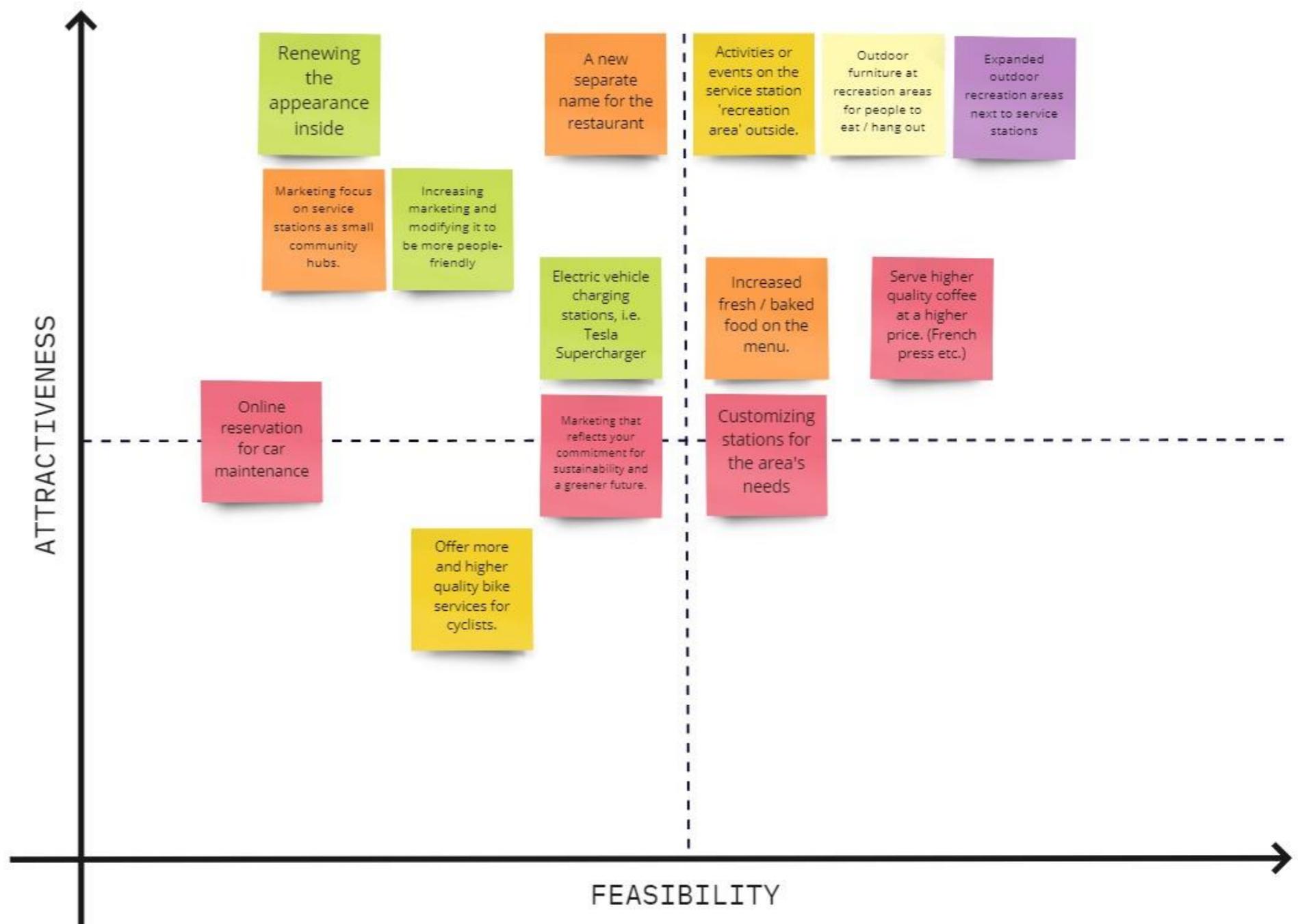
2.4.3 IDEA CLUSTERING AND RANKING

In this exercise we tried to cluster and rank our best ranking ideas from the original idea wall draft.

To achieve this, we voted together to choose the most promising ideas. Not all great ideas ended up on the ranking/feasibility board since we tried to avoid clutter and some ideas were connected to others in ways that would've decreased the number of original ideas we could display at once.

You could group these ideas almost in the same way as we grouped our original idea wall ideas.

- Changing the name and/or appearance of the stations to attract more young customers. This could also entail customizing the station for the area's local needs.
- Increased marketing with a focus on service stations as green, sustainable community hubs.
- Upgrading the menu with fresh / freshly baked goods like salads, smoothies, bread, buns etc.
- Adding a 'recreation area' on or near the parking lot when possible – this area could have outdoor furniture, function as a place to eat or even to host events or other activities.
- More options to service cars and bicycles – this would mean online reservations for car maintenance and more, higher quality bike services for cyclists.
- Electric vehicle charging stations, for example, Tesla Superchargers to prepare for a more electric future.



2.5 IDEA CARD 1

Stations have become more of serving people. In this idea serving the people better is in the focus. Now, restaurants and cafe areas in the stations have their own customer base: construction workers and professional drivers eating lunch or near area customers having a cup of coffee when tanking their cars.

In interviews people said that cafe areas and restaurants in the stations weren't that appealing: they described them with word "outdated" and the look is "stale". The appearance can have huge impact on whether people use the restaurant and cafe services or not.

Is the atmosphere welcoming and warm? The food might be delicious, but appearance is unappealing and the chance of getting new customer to eat is lost.

This Idea Card presents our idea to change the restaurants' name and appearance to make it appealing to new customers and to shake off all the old images about outdated gas station restaurant.



Title (RE)FRESH RESTAURANT

Give the idea a marketable and catchy title

Describe your idea, you can draw it, use text or write it down (WHAT?)

Changing name and appearance of a restaurant services

Restaurant part of Teboil would need changing the appearance and name to refresh the restaurant services and to invite new customers to use the services that Teboil offers. Concrete changes to appeal more customers would include changing colors, the design of visual appearance, standard looks in interior (maybe different standard possibilities to customize restaurants for locally appealing.) and adding greenery.

"Restaurant is more appealing and invites to use its services: it is like going to a cafe or restaurant to spend time, and not to a gas station."

Identify the end-user / customer group.
For whom does the idea provide value?

More younger customers and people who lives nearby, stations serve as social meeting place

How many stars would the end-user give to this idea?



From the users point of view, what will the idea change and what will be the impact (WHY)?

From the company's point of view, what will the idea change and what will be the impact (WHY)?

New customers would feel the restaurant more appealing, and it would shake off the old image it may have amongst those people who are not using the restaurant services because of this "updated" image.

Write down tomorrow's headlines – why is this the best idea ever?

"Teboil brought new refreshed restaurant services to suburban area customers, worth of visiting from longer distance"

Identify possible risks and challenges involved in implementing this idea. How would you overcome them?

Customers' needs aren't answered if their needs aren't carefully asked and searched. Requires company's commitment to make large change. Old customers might dislike change, but gaining new customers would have positive impact and the old ones soon would see the improvement as a good thing.

2.5 IDEA CARD 2

Electric vehicle charging stations for Teboil service stations.

After going through our most promising ideas from the original idea wall and its more thorough clustering and ranking canvas, we chose the ideas that we found to have the most potential.

In this idea card we are going to discuss the possibility of establishing electric vehicle charging ports at Teboil service stations. Now, we are not sure if there are any charging ports at service stations right now – I'm sure there are some but considering the current megatrend of environmentalism and the fight against climate change, electric vehicles just can't be overlooked.

The core of service station businesses is to offer petrol fuel for people to fuel their internal combustion engine cars – however, this world of unnecessarily high consumption of carbon dioxide emitting fuel is coming to an end. Even the coal, gas and oil companies are looking to branch out to cleaner energy sources since the price of oil has dropped significantly and they might not open new drilling sites for the fear of losing money on this venture.

The world governments are also putting heavy taxes on gas guzzling cars, gasoline and diesel while giving out fair compensation to those who buy an electric / hybrid car instead. So, the world is transitioning to electric vehicles. Thankfully for this business, the transition is currently happening slowly, so you have time to adapt.

Charging ports should first be added to highly populated areas like city centres, suburban neighbourhoods etc. and later added to the highways and more far-away places to make driving longer distances in an electric car possible.

It could be the thing to make you the most important station for electric car owners – which will be almost everyone in at least 30-40 years. These years in-between are the time to start forging your new image as a carbon dioxide free, sustainable, healthy and green service station for the next generation of adults.

This idea could make you the #1 service station in a couple decades and help you stay afloat until you reach that milestone.

Title Electric vehicle charging stations

Give the idea a marketable and catchy title

Describe your idea, you can draw it, use text or write it down (WHAT?)

The world is changing, and internal combustion engine vehicles are slowly being phased out – on a policy level, the fight against climate change means that the world is moving towards electric cars.

Teboil service stations should prepare for the future by slowly establishing charging stations for electric vehicles at their service station parking lots. This could be a major selling point.

Teboil could be the first service station to provide easy access throughout the country with EVs.

Identify the the end-user / customer group.
For whom does the idea provide value?

Right now, for early adapters of electric cars. Later on, everyone.

How many stars would the end-user give to this idea?



"Not many service stations provide fast EV charging stations, but with Teboil's extensive charging network I can finally travel large distances without a carbon footprint"



From the users point of view, what will the idea change and what will be the impact (WHY)?

From the company's point of view this idea can be implemented gradually – step by step you could start establishing charging stations at the stations that are closest to big cities or rich sub-urban neighborhoods. Afterwards, you could slowly start increasing the amount of charging stations to potentially link up the southern part of the country or even the whole country from top to bottom.
Driving is changing whether people like it or not, but you can profit from this change.

Write down tomorrow's headlines – why is this the best idea ever?

You can now drive from Utsjoki to Helsinki in an electric vehicle – thanks to Teboil!

Identify possible risks and challenges involved in implementing this idea. How would you overcome them?

Electric charging stations (especially Tesla Superchargers) may be expensive and hard to implement at first, but this will also work as a public relations move to further the service station's image as a place that is committed to sustainability and the environment.

The service stations might also alienate some older customers who might not believe in climate change or its real effects and could see this kind of change as 'pondering to the global elite'.

2.5 IDEA CARD 3

When considering the megatrends of today's world we cannot ignore sustainable development. The climate is changing and both people and companies must react on it somehow. This impacts directly on consumer trends. During the past few years ever wider numbers of people have started to think of how they could change their lifestyle so that it would be more climate friendly. One of the things that have a big impact on climate are eating habits. This causes a green pressure towards companies. In grocery stores there are now lots of new food items that have been developed for people who want to reduce eating meat but who at the same time wish that following a vegetarian diet would be easy and effortless. In today's world people are often overwhelmed by work and studies and taking care of their family. Fast food and ready meals are an easy answer when there is no time or energy to cook a proper dinner. The problem is however that they are not often very healthy.

Another megatrend to consider is individualism. Consumption nowadays is also a way to express oneself and one's own identity. People want customized services. That can be seen for example in popularity of special coffees.

Interest for healthier food came out also from our interviews. By offering a good selection of foods that comply with environmental and health values there is a good chance of gaining a lot of new potential customers.



Title GREEN, FRESH AND HEALTHY MENU

Give the idea a marketable and catchy title

Describe your idea, you can draw it, use text or write it down (WHAT?)

People of today are concerned about the changing climate and it has an impact on their food consuming behavior: more and more people are favoring vegetarian diets and avoiding meat. People also prefer vegetables because they wish to stay healthy and fit. Teboil could answer to these needs by offering a **new green menu**. The lunch menu would mostly consist of delicious vegetarian meals that are produced near to reduce the carbon footprint. In addition there would be **fresh / freshly baked goods** like salads, smoothies, bread, buns etc., that are also easy to grab along.

Identify the end-user / customer group.
For whom does the idea provide value?

Young adults and everyone who is trying to make an effort and change their eating habits and are seeking for ways to make it easier.

How many stars would the end-user give to this idea?



"I can have an easy meal without having to give up my desire to eat healthy and climate friendly."



From the user's point of view, what will the idea change and what will be the impact (WHY)?

In today's situation the main customer segment consists of middle-aged men and professional drivers. The new menu would help Teboil to reach out for a new customer segment: the young and environmentally conscious people. This would also turn Teboil's image into a company that looks to the future.

Write down tomorrow's headlines – why is this the best idea ever?

"Saving the planet just got a bit easier, just make a visit to Teboil and have a meal!"

Identify possible risks and challenges involved in implementing this idea. How would you overcome them?

One possible risk is that people don't find the new updated menu. That's why it is important to do necessary marketing so that people would really come aware of the new menu and what it has to offer.

Another risk is that the old customers would disappear because of too radical changes. That can be avoided by retaining the popular foods from the old menu alongside the new greener options.

2.6 PROBLEM RE-FRAMING

This is our first problem re-framing task and we have decided to go with the idea based on our third idea card: green, fresh and healthy menu.

Our research revealed, through interviews, that many sub-urban customers would like to have healthier food options at Teboil service stations.

In this key insight we ended up going with this idea of healthier but delicious items on the Teboil restaurant menus utilizing our first persona which is called 'Juuso'.

As a middle-aged man, Juuso has eaten a lot of unhealthy food in his earlier years but is now trying to watch his weight and cholesterol for health reasons. However, this insight doesn't only regard older generations since fitness and health trends are very popular at the moment.

These menu options could contain vegetarian food, salads, smoothies and other healthy items.

So regardless of the customers' age, healthier food items on the restaurant menus could attract a new customer base and by itself make the whole restaurant experience more fulfilling and trend conscious.

As we have heard similar complaints about the general atmosphere of the service stations' indoor areas, this trend towards healthier food could also go a long way to renovate the overall image of the service stations.



KEY INSIGHT:

Juuso, a sub-urban car salesman

(persona, character, role)

would like to eat tasty but healthier food

(activity, action, situation)

because

he's watching his weight for health reasons

(persona, character, role)

but

Teboil's restaurant services don't offer enough healthy food choices

(persona, character, role)



PHASE 2 – DEFINE

DESCRIPTION AND SUMMARY

This is the description and summary section of our project's Define –section.

After completing our field and desk research, we were excited to get to the actual ideation part of the service design process. Our research had already given us plenty of ideas but now was the time to define them.

Our work began by working out our personas. Our two personas reflected the two customer groups we saw as the most important, normal sub-urban people and professional drivers – a potentially large, a bit alienated customer group and a reliable group of professional drivers who already frequent the service stations in a consistent way.

We focused our efforts on the sub-urban persona since we thought that this group would have the highest potential as a customer group, since they seemed most unhappy according to the customer journey maps.

By the time we moved onto the idea wall, we already had plenty of ideas but building the wall brought up even more of them. By total, we had more than twenty ideas and it was somewhat tough to choose the best ones, but we were aided by idea ranking and clustering. This process let us find the ideas which eventually ended up in our idea cards.

Our idea cards were the following:

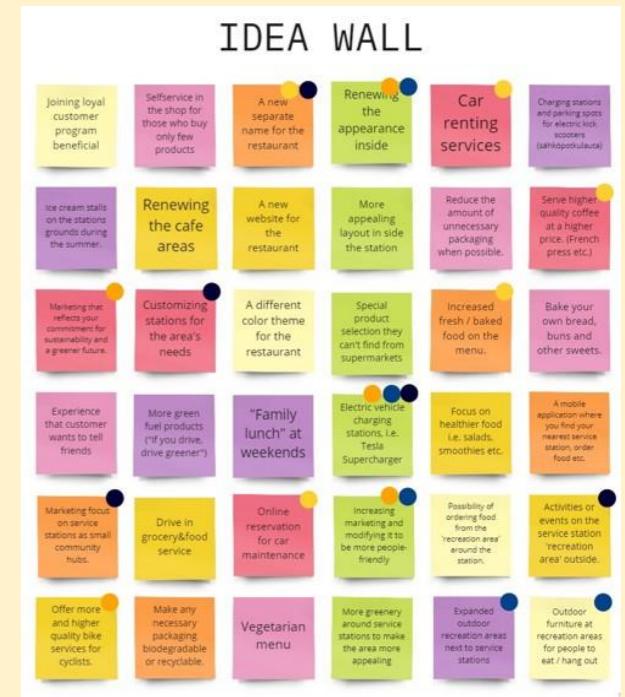
- Electric vehicle charging stations
 - Refresh of the restaurant
 - Green, fresh and healthy menu

There were many good ideas that were left out by only choosing three ideas for the idea cards, but we were happy with the way these ideas developed in the process. After all, we couldn't devote our time to everything we liked, but had to follow the service design – process. Our ideation had paid off and the ideas had become refined enough to present to our client.

In the end, Teboil Ltd chose to go with the green, fresh and healthy menu –idea. This would be an answer to many new trends like sustainability, fitness and healthy lifestyles. In practice, this new way forward for the Teboil's restaurant would mean fresh greens and freshly baked goods like smoothies, salads, bread, buns etc.

Our problem re-framing reflected this new idea in relation to our sub-urban persona, Juuso. As a middle-aged, married man he must watch his health and would like to see healthier food items on the menu but he's only one of the many potential customer personas to potentially love this change of menu.

After all, who doesn't love healthy, fresh food?



Phase 3: DEVELOP

CONCEPT AND VALUE PROPOSITION

3.1 CONCEPT AND VALUE PROPOSITION



Concept name?

Green, fresh and healthy menu

How does it work?

This concept will provide Teboil's service stations more value by adding healthier, greener food items to their restaurant menu.

A green, fresh and healthy menu will not only attract new customers with fresh / freshly baked products and their irresistible smell / taste but also functions as an answer to many modern megatrends like sustainability, vegetarian diets, climate change and the humane treatment of animals. There's also a highly popular trend of making your own sourdough bread, so maybe this could be something to implement to the menu.

Other items on the menu will include fresh salads, smoothies made from fresh vegetables and fruits, freshly baked bread, buns and other baked good. These goods might be manufactured and baked in-house or Teboil could partner up with other companies like Jungle Juice Bar etc. to have some of their fresh goods done with a reputable and knowledgeable brand.

Value to the end-user?

Healthy, freshly baked food that tastes great and gives food options to vegetarians, vegans, lovers of fresh food, fitness people and climate / sustainability activists.

What differentiates it from other solutions to the same problem?

This solution has a focus on modern megatrends like climate change, fitness and sustainability – attracting a completely new group of customers and rebranding the restaurant business.

Value to our business?

This new menu attracts a new group of customers who are either watching their health, vegetarian / vegan or looking out for our environment in sustainable ways.

Written value proposition:

Headline:

Green, fresh and healthy menu

Description

Healthy, freshly baked food that tastes great and gives food options to vegetarians, vegans, lovers of fresh food, fitness people and climate / sustainability activists.

Main points:

- Healthy, fresh food
- Rebrands the restaurant's image
- Promotes sustainability
- Attracts a new group of customers

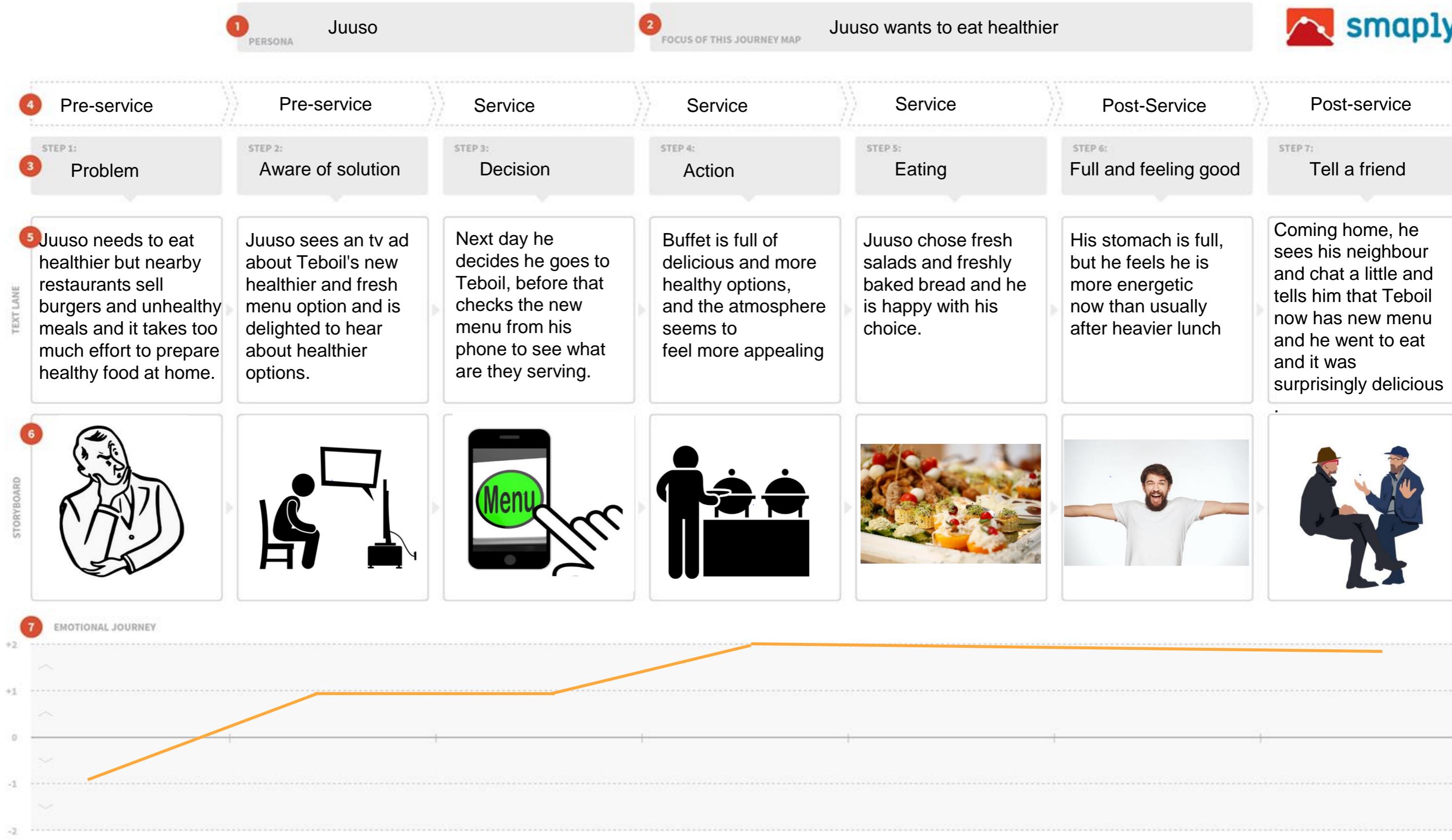


Lean Service Creation Toolbox by Futurice Ltd is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

The Value Proposition Canvas is the property of Strategyzer.com and Strategyzer AG. www.strategyzer.com

futurice LEAN SERVICE CREATION

3.2 CUSTOMER JOURNEY MAP – FUTURE STATE



A **journey map** is a tool that can help you outline the experience of someone step by step. It can help you illustrate the overall experience a customer has with a service, a physical or digital product, or a brand.

The experience could be recognizing a need, searching for a specific service, booking and paying for it, using the service, as well as maybe complaining if something goes wrong, or using the service again.

Follow the numbers to create your journey map.

1 PERSONA

Write the name of your persona.

2 TITLE

Give your journey map a title or focus.

3 STEPS

Fill in each step of the experience. Ask yourself what is the most crucial part of the experience. What happens before that, what happens after?

4 STAGES

Group the steps into stages or phases.

5 TEXT LANE

Describe what happens in each step.

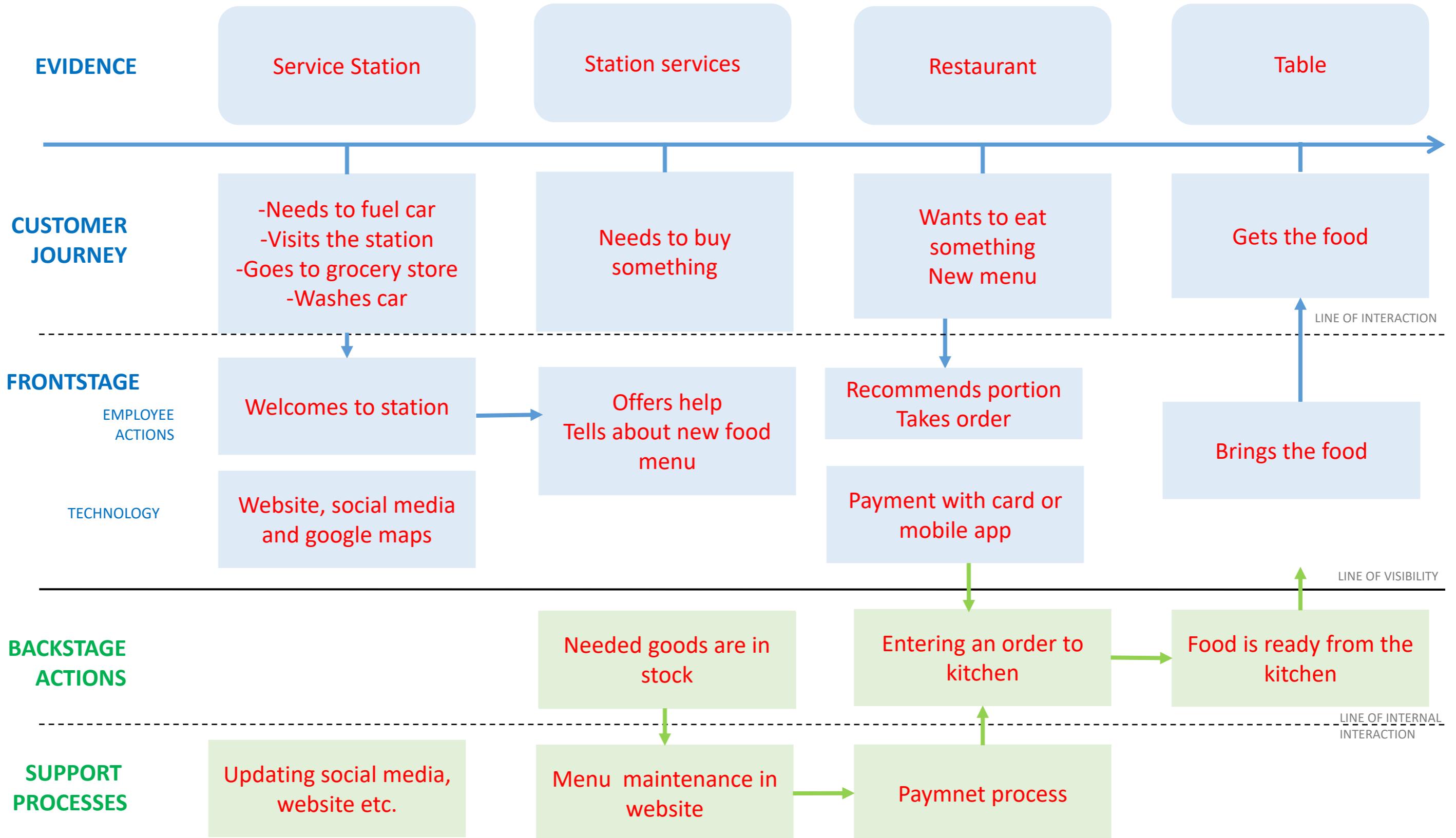
6 STORYBOARD

Draw images under each step to tell a visual narrative. If you can draw a triangle and a circle you can draw a person.

7 EMOTIONAL JOURNEY

Assign different values along the scale from -2 to +2 for each step. What is the persona's emotional experience at this point?

3.3 SERVICE BLUEPRINT



3.4 PROTOTYPE

Only one prototype should be built and concentrated on.
We chose to make a fake ad as prototype for this project. Our idea is a new menu. Ad can be used in website, social media marketing, outdoor marketing etc..

It's best way to present the new idea to customers.
We make the first prototype and test it with our interviewees and make needed changes to the final prototype based on interviews.

Ad should have:

- information about the new menu
- slogans etc.
- Visuals and text to appeal customers (reactions, emotions, actions..)
- Ad could have information about food carbon footprint
- If there is cooperation e.g. with Jungle Juice Bar etc.

Ad that introduces the new menu to the customers in appealing way visually and provides some information

We use fake ad canvas to come up with right slogans and information

SLOGANS AND HEADLINES FOR THE AD

Teboil – We take care of your car, you and the planet.

The green revolution is here – take care of yourself, your car and the planet by trying our new green menu.

Teboil – Keeping the planet green, one meal at a time.

Fighting the climate crisis, one meal at a time.

Smell the Freshly-baked bread,
Taste Delicious smoothies



A slide with a background image of a meal. At the top, the text "GO GREEN WITH US" is written in large, bold, green letters. Below this, two columns of text are shown: "WE WANT TO TAKE CARE OF PEOPLE ALSO." and "OUR NEW MENU". To the right, there is a section titled "Here is some reasons" and another titled "Here is presented the". At the bottom, the text "TEBOIL is going GREEN" is displayed in red and blue, with the Teboil logo at the bottom.

Some quick mockups for the ad inspired by the fake advertisement slide.

Live green and go green

Drive to Teboil – take a step into a healthier world!

Don't just take care of your car, take care of yourself too, taste the new menu at Teboil ;)

TEBOIL

3.4.1 PROTOTYPE INTERVIEW

1. CREATING A FRIENDLY AND CONFIDENT INTERVIEW ATMOSPHERE

The interviewer tells the test person what the test interview will include and how to proceed.

2. GETTING TO KNOW THE BACKGROUND OF THE TESTER

The interviewer discusses with the test person and asks about previous experiences and background information related to the testing topic.

Q1: What is your perception of what Teboil has to offer?

Q2: How do you think Teboil should advertise its services?

Q3: What kind of ads reach you best?

Q4: What kind of ad is interesting? What gets your attention?

3. DEMONSTRATION OF THE PROTOTYPE

The interviewer shows the prototype to the test person.

Q1: What is your first impression of these ads?

Q2: Are these ads appealing? Would they make you to come visit Teboil? Why/why not?

Q3: What do you think that these ads are trying to say?

(present the new idea to interviewee if it's not familiar yet?)

Q4: Which slogan you think is the best?

Q5: What kind of changes would you make to these ads?

4. TASKS RELATED TO THE USE OF THE PROTOTYPE

Q1: Where would you place this ad to be noticed? (would it be somewhere outside or in social media etc.?)

Q2: What kind of healthy food items would you like to see on the menu?

5. SHORT SUMMARY OF INTERVIEW

The interviewer repeats the main points that came up in the interview.

Q1: Is there anything we haven't come to think of?



Ad 1.



Ad 2.

Source: <https://interactive.carbonbrief.org/what-is-the-climate-impact-of-eating-meat-and-dairy/>

3.4.2 THE IMPACT OF ANIMAL-BASED FOOD ON CLIMATE AND HEALTH

Food production accounts for [one-quarter](#) of the world's greenhouse gas emissions and takes up half of the planet's habitable surface.

A taste for meat has had a particular impact on land. The mass of animals raised for slaughter on Earth now outweighs wildlife by a factor of [15-to-1](#). For example, for every person on the planet, there are approximately [three chickens](#).

Meat and dairy specifically accounts for around [14.5%](#) of global greenhouse gas emissions, according to the UN's Food and Agricultural Organization ([FAO](#)).

If the world is to meet its target of limiting global warming to "[well below](#)" 2C, some degree of diet shift will be necessary, [scientists say](#). If it is to strive for the most optimistic target of keeping warming to 1.5C, changes to diet may be even more crucial.

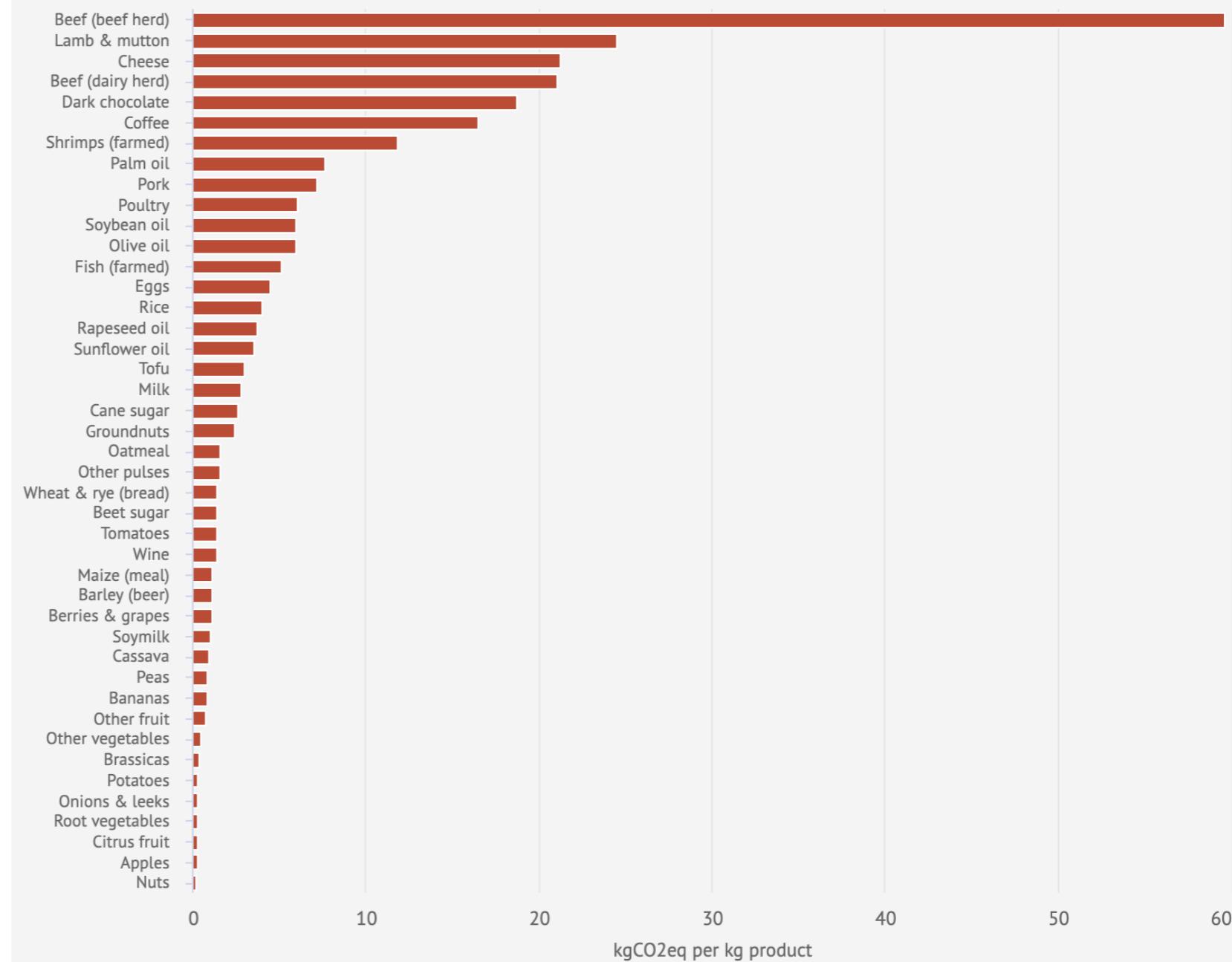
The conversion of land for beef production and animal feed is a [leading cause of deforestation](#) in many tropical regions, including in the Amazon, where a [recent spike](#) in forest fires and clearing has been [linked](#) to cattle ranching

The cutting down of tropical forest causes the release of [long-held stores](#) of carbon. (Tropical deforestation as a whole accounts for around [8%](#) of global greenhouse gas emissions.)

Grazing cattle need plentiful supplies of grass – meaning farmers often use [nitrogen fertiliser](#) on their fields to stimulate plant growth. The production of nitrogen fertiliser causes the release of CO₂ and the potent greenhouse gas nitrous oxide ([N₂O](#)).

In comparison to meat and dairy, plant-based foods have much smaller carbon footprints. On average, emissions from plant-based foods are 10 to 50 times smaller than those from animal products, according to the [Science](#) study.

Animal-based foods tend to have a larger carbon footprint



According to the analysis, a switch to veganism could save almost 8bn tonnes of CO₂e a year by 2050, when compared to a "business-as-usual" scenario.

The steep reduction in emissions would partially stem from the freeing up of large amounts of land, which could be used to [plant forests](#) capable of removing CO₂ from the atmosphere.

In addition, the [majority](#) of national healthy eating guidelines recommend that their citizens eat less meat and more fruits and vegetables.

3.5 VALIDATION CANVAS

It seems like most of our interviewees would not go to Teboil even for green, healthy and fresh food – now this is probably because of old perceptions of Teboil's general atmosphere or image, and the location of Teboil service stations. Not all our interviewees live next to a service station, which is a huge problem as for their potential as a customer.

Our prototype interviews revealed that people who aren't interested in salads would be interested in, for example, fresh soups. It's likely important to make it clear that this isn't just a vegetarian diet but a healthy, fresh diet of many kinds. Therefore, soups were added to the prototype.

Some of the interviewees also implied that they might order this new healthy food from Teboil if it was possible to be ordered as a 'take away' - thankfully, according to our information from internal sources at Teboil, there's a mobile application in the works at this very moment. This mobile application could be used to order food home.

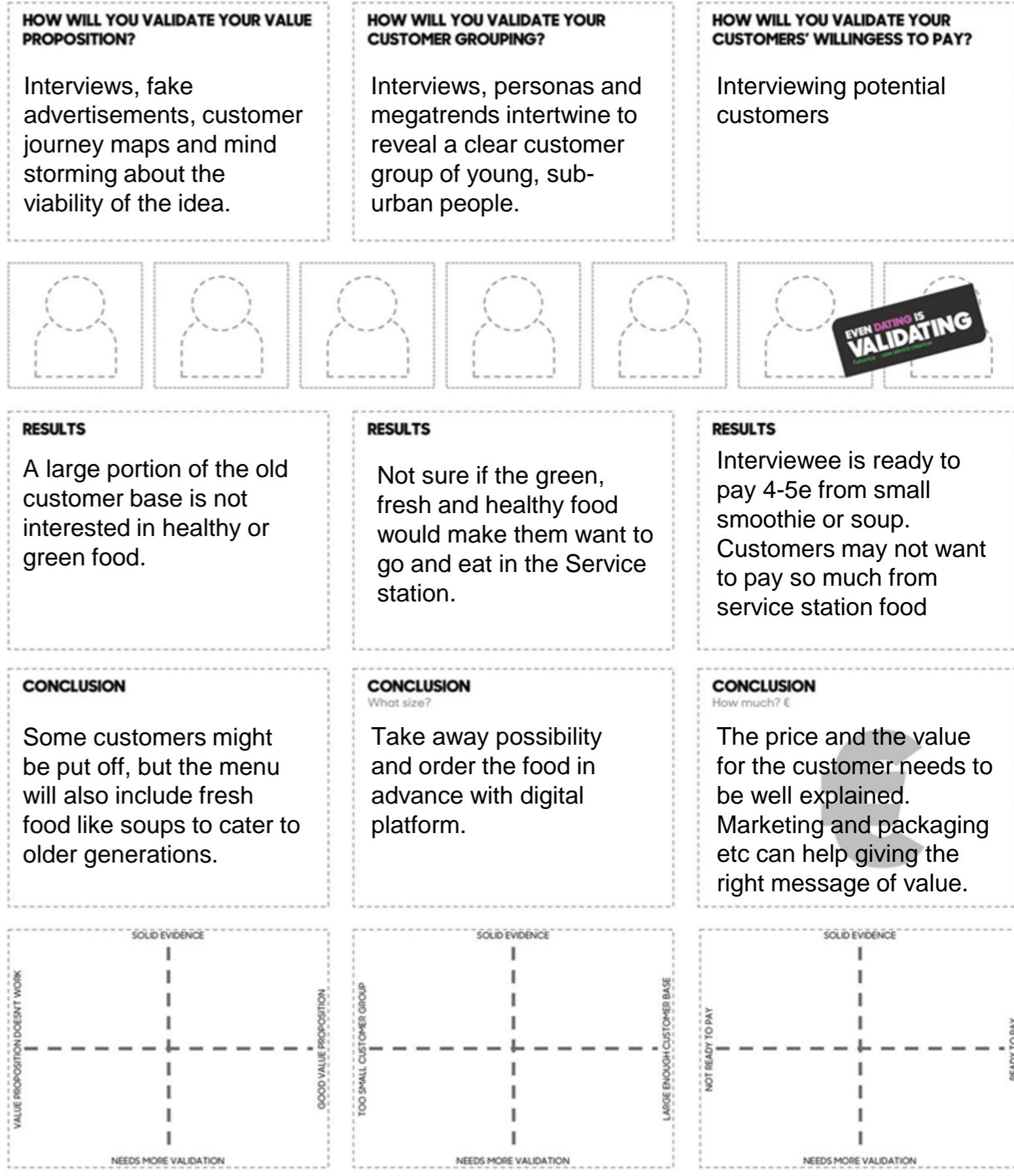
Our thinking is that with a large, persuasive and properly funded advertisement campaign could change a lot of minds about eating at Teboil especially if they live close by a service station. If the advertisement campaign is done right, even the people who aren't right next to a Teboil service station might do a visit to see what all the hype is about.

Hopefully, with this ad campaign and the actual change in the service stations' menu will do wonders for Teboil's image in an average sub-urban person's mind.

Service stations are in a tough spot right now – between a global need for gasoline and the fight against climate change. Due to the slow adoption of electric cars, service stations will mainly function as places to fuel your car but in ten to twenty years, people will be using electric cars and might stop by a service station for a dozen minutes or even hours to fuel their car.

I think Teboil's service stations have a better chance for survival if they already make it clear that they're aware of this changing landscape in traveling – this service concept is just a small step towards a carbon free future, but it will position Teboil well for the not-so-distant future.

This is a stop-gap measure for a chaotically changing industry. Chaos is a ladder, and Teboil can climb that ladder with the right moves to change the public image of the stations by ideas like this one.



3.6. PROTOTYPE 2.0

Improved fake ad for the new menu after interviews about the prototype, here are some additions that were made:

- Takeaway option mentioned
- Bigger text,
- Clear message
- The green color
- Products

Information part is part of the ad: Providing information for customers about the menu and actual products that are served and the environmental impact, also mentioning the mobile app and how it could be used here with the new menu.

We also got some aspect from professional about our menu ad prototype and the idea. In the next slide we give a little more information about the menu and what it could include and what kind of sources can be used building the menu.

GO GREEN WITH US
KEEPING THE PLANET HEALTHY, ONE MEAL AT A TIME

EAT IN OR TAKE AWAY

ENVIRONMENTAL IMPACT

Food production accounts for one-quarter of the world's greenhouse gas emissions and takes up half of the planet's habitable surface.

OUR NEW MENU

Our new menu is fresh, green and healthier, but also delicious! New menu helps us to make smaller carbon footprint and by making that decision to eat green, you eat more healthy too.

MOBILEAPP

Don't feel like tasting the new menu at Teboil?

To make your life easier, we want to give you a chance to enjoy our new menu at home if it's more comfortable to you. Our soon-to-be launched mobile app will make ordering products from the menu effortless from your home or work.

You can also find the carbon footprints and nutritional information from the app to ease your mind and body.

TEBOIL

3.6.1 EXAMPLE OF THE MENU

A short summary from Ruokavirasto's website about healthy and sustainable food choices:

- Adding vegetables, potatoes, berries, fruits and grains reduces climate impact, especially favoring Finnish seasonal vegetables,
- Grains have small carbon footprint e.g. pasta
- Finnish peas and beans are more sustainable than soy
- Fish is part of an environmental-friendly diet

Professional aspect and some sources:

- Satokausi.fi gives great examples how to use harvest seasonal vegetables in menu
- recommendation of using vegetable based protein like Härkis and Nyhtökaura
- Favoring pasta instead of rice
- Finnish wild fish is still the most eco-friendly option (wwf.fi)

Our suggested menu would include:

- soups
- smoothies
- fresh and green ingredients and locally produced goods
- freshly-baked bread



GO GREEN WITH US
KEEPING THE PLANET HEALTHY, ONE MEAL AT A TIME

MENU OF THE DAY

STARTER
Vegetable soup with lentils and freshly-baked bread

MAIN COURSE
Seasonal steamed vegetables with grain and oil

Local fisherman's smoked fish

DESSERT
Finnish berry smoothie with kale and spinach

CARBON FOOTPRINT
150 GRAMS

MOBILEAPP
Want to order from home or workplace?
Use mobile app to order this menu

TEBOIL

Here is an example what the new menu could have and what information it could provide, TO BE NOTICED: the details should be made by professional who have knowledge of healthy and sustainable food and the right ingredients and its correct carbon footprint.

PHASE 3 – DEVELOP

DESCRIPTION AND SUMMARY

After looking at multiple good concept design ideas in the Define-phase, we landed on the idea of 'Green, fresh and healthy menu' by the choice of our customer company; Teboil. In this third phase of the design process, we developed the idea by making a concept and value proposition, a new customer journey map, a service blueprint, and a prototype with 'fake advertisement' and slogans.

The prototype was developed with the ideas of the concept and value proposition in mind. Our focus was mostly on marketing, since we think this idea could really uplift Teboil's image in the minds of the average sub-urban consumer. In addition to advertisement, we also came up with some menu items.

We leave the recipes for the cooks but we have a basic idea of what to do.



Phase 4: DELIVER

4.1. BUSINESS MODEL CANVAS

The Business Model Canvas

Designed for: Teboil Ltd.

Designed by: Team 3

Date: 30.11.2021

Version: 1.0

<p>Key Partners</p>  <p>We get raw material for fresh food from local farms and food suppliers. Partner companies to offer their products or services (bakery, machines etc,) through Teboil in their new menu</p>	<p>Key Activities</p>  <ul style="list-style-type: none"> sourcing of raw materials and products that are bought from partner companies establishing the new menu servising the customers marketing 	<p>Value Propositions</p>  <p>Fresh, healthy and green food. So the food is not just good for your health but also better for the planet. Your choice matters. Customers are able to eat healthy food when fueling car. Easy and quick bite when travelling by car.</p>	<p>Customer Relationships</p>  <p>Professional drivers and construction workers are an important customer segment – they often engage in conversation. The cashiers interact directly with their clients and independent service station owners have long-term relationships with many customers.</p>	<p>Customer Segments</p>  <p>Our most important customers are the ones who already frequent our service stations. They are the following...</p> <ul style="list-style-type: none"> Professional drivers Construction workers <p>We're trying to reach more sub-urban customers from all walks of life by utilizing a green, fresh and healthy –menu prototype.</p>
<p>Key Resources</p>  <p>Marketing people for selling the idea to customers Chef to make the menu and food selection</p>	<p>Key Resources</p>  <p>Marketing people for selling the idea to customers Chef to make the menu and food selection</p>	<p>Good and tasty food for every taste. You can even come with a group of people and know that everyone can eat something and be happy.</p>	<p>Channels</p>  <p>We're fulfilling our value propositions by multiple means.</p> <ul style="list-style-type: none"> Website Loyal customer program Service stations Service station's staff Service station services <p>To get this message across, Teboil should advertise in any means possible with maybe a little more weight on medias that reach younger people, like...</p> <ul style="list-style-type: none"> Social media SEO and SEM Targeted advertising on websites 	<p>This new menu and image should attract younger, trend conscious people to Teboil service stations – we think this could be a big boost to revenue and the general public image if done right.</p> <p>To reach niche customer groups, the value proposition of healthy, green and sustainable food (and business in general) should be advertised on the right channels like social media.</p> <p>The average sub-urban customer will also be attracted to sustainability.</p>
<p>Cost Structure</p> <p>Cost of sold goods Cost of running the stations and services Personnel costs Cost of aquiring new customers Cost of marketing, campaigns</p>		<p>Revenue Streams</p>  <p>Old frequent customers are a reliable source of revenue by paying for lunch, groceries, gasoline, car products and slot machines. Our new value proposition will attract a regular sub-urban customer base who will bring in revenue by buying our new healthy, fresh menu items like salads, smoothies, soups and freshly baked bread.</p> <p>As a service station, we can also always expect people to use our fueling, car washing, car maintenance and car servicing resources to bring in revenue.</p> <p>Food prices should be kept as low as possible for the fresh food to maintain a profit since according to our interview analysis, people are not willing to pay very much for food in a service station.</p>		

4.2 FINALIZED SERVICE CONCEPT

- Finalized Concept and Value Proposition
- Finalized Prototype
- Finalized Persona
- Finalized Customer Journey
- Finalized Service Blueprint
- Pitching material slides



CONCEPT AND VALUE PROPOSITION

4.2.1 CONCEPT AND VALUE PROPOSITION

This concept and value proposition is the final product of the three earlier stages of the diamond model. After doing our desk and field research, we got some basic idea about how the average sub-urban person liked Teboil's service stations – the overall image did not seem positive according to the interviews that were conducted.

Obviously, from the start we wanted to create a more positive image of Teboil in the mind of an average person. Even in our own experience, Teboil seems / seemed a little old-fashioned and is definitely more focused on their reliable customer base of professional drivers and construction workers. While this crowd might not find the service stations' atmosphere negative in any way, a younger generation of megatrend conscious people is the one we're trying to appease here. This is because of the huge market potential in this customer group; it is potentially large, diverse and very well off group of people that could be turned into more regular customers with a service concept that talks their language.

Out of our three idea cards, Teboil chose the one we've been working on for the last two weeks. It's called 'Green, fresh and healthy menu' and is pretty much everything you'd expect from the name. Although it's just a menu, its overall impact on the image of Teboil could potentially be huge.

A lot of the sub-urban people we talked to didn't like the unhealthy food served at most Teboil service stations or / and their partners like Kotipizza and Rolls. This group of sub-urbans will be much gladder to eat freshly baked bread and soup made with local food items for a lunch.

In the way of megatrends, this service concept hits many important marks. Everything is about being green nowadays, and this concept is literally green in its name. A lot of the food we're planning for the menu also includes green food items instead of meats which decreases the carbon footprint of the meals overall.

Cattle raising and other meat industries account for more than third of the carbon dioxide emissions every year and while this problem probably won't be solved one salad at a time, focusing on greener and healthier food items has many other benefits.

In essence, this new menu will give Teboil a whole new image of a company that is doing its part for the fight against climate change and the sustainable use of our resources.

Concept name?

Green, fresh and healthy menu

How does it work?

This concept will provide Teboil's service stations more value by adding healthier, greener food items to their restaurant menu.

A green, fresh and healthy menu will not only attract new customers with fresh / freshly baked products and their irresistible smell / taste but also functions as an answer to many modern megatrends like sustainability, vegetarian diets, climate change and the humane treatment of animals. There's also a highly popular trend of making your own sourdough bread, so maybe this could be something to implement to the menu.

Other items on the menu will include fresh salads, smoothies made from fresh vegetables and fruits, freshly baked bread, buns and other baked good. These goods might be manufactured and baked in-house or Teboil could partner up with other companies like Jungle Juice Bar etc. to have some of their fresh goods done with a reputable and knowledgeable brand.

Value to the end-user?

Healthy, freshly baked food that tastes great and gives food options to vegetarians, vegans, lovers of fresh food, fitness people and climate / sustainability activists.

What differentiates it from other solutions to the same problem?

This solution has a focus on modern megatrends like climate change, fitness and sustainability – attracting a completely new group of customers and rebranding the restaurant business.

Value to our business?

This new menu attracts a new group of customers who are either watching their health, vegetarian / vegan or looking out for our environment in sustainable ways.

Written value proposition:

Headline:

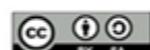
Green, fresh and healthy menu

Description

Healthy, freshly baked food that tastes great and gives food options to vegetarians, vegans, lovers of fresh food, fitness people and climate / sustainability activists.

Main points:

- Healthy, fresh food
- Rebrands the restaurant's image
- Promotes sustainability
- Attracts a new group of customers



Lean Service Creation Toolbox by Futurice Ltd is licensed under a Creative Commons Attribution-ShareAlike 4.0 International License.

The Value Proposition Canvas is the property of Strategyzer.com and Strategyzer AG. www.strategyzer.com

4.2.2 PROTOTYPE 2.0



GO GREEN WITH US
KEEPING THE PLANET HEALTHY, ONE MEAL AT A TIME

EAT IN OR TAKE AWAY

ENVIRONMENTAL IMPACT

OUR NEW MENU

MOBILEAPP

TEBOIL

This prototype features a large, bold title "GO GREEN WITH US" in green, with a subtitle "KEEPING THE PLANET HEALTHY, ONE MEAL AT A TIME" in red. Below the title is a large bowl of colorful vegetables and quinoa, garnished with fresh herbs. To the left is a green smoothie with a straw and a small bowl of soup. To the right is a salad and some bread. A green button on the right side says "EAT IN OR TAKE AWAY". At the bottom, there are three icons: a tree for environmental impact, a fork and knife for the new menu, and a smartphone for the mobile app. The background is a blurred image of green plants.



GO GREEN WITH US
KEEPING THE PLANET HEALTHY, ONE MEAL AT A TIME

ENVIRONMENTAL IMPACT

OUR NEW MENU

MOBILEAPP

Food production accounts for one-quarter of the world's greenhouse gas emissions and takes up half of the planet's habitable surface.

In comparison to meat and dairy, plant-based foods have much smaller carbon footprints. On average, emissions from plant-based foods are 10 to 50 times smaller than those from animal products, according to the Science study.

If the world is to meet its target of limiting global warming to "well below" 2C, some degree of diet shift will be necessary, scientists say. If it is to strive for the most optimistic target of keeping warming to 1.5C, changes to diet may be even more crucial.

Now it's your time to make the change and do good for yourself and for the environment. Come and taste the new menu, now in Teboil stations. Or would you like to enjoy the menu at home? Keep on reading.

Don't feel like tasting the new menu at Teboil?

To make your life easier, we want to give you a chance to enjoy our new menu at home if it's more comfortable to you. Our soon-to-be launched mobile app will make ordering products from the menu effortless from your home or work.

You can also find the carbon footprints and nutritional information from the app to ease your mind and body.

TEBOIL

This prototype has a similar layout to the first one but with more detailed text. It includes a bar chart titled "Animal-based foods tend to have a larger carbon footprint" showing the carbon footprint of various food items. The text discusses the environmental impact of food production and the benefits of a plant-based diet for climate change mitigation. It also promotes the new menu and the即将推出的mobile app.

PERSONA



4.2.3 PERSONA

Now that we have conducted our interviews of potential Teboil customers and collected some real data through our desk research and analysed it, we are ready to make our first visualizations, i.e. personas.

Presenting our audience, a persona is a basis for further service ideation and development which helps us understand customers' needs and challenges.

A persona is a profile that represents a particular group of people like a group of customers or users. It's not a stereotype, but an archetype based on our research. Although this visualization is fictional, it helps us see a particular group's service needs in a more understandable way.

There are different types of personas. This particular persona is a customer persona since it's the best suited for our uses.

This particular persona has a focus on sub-urban, middle-income population. According to our findings, this is probably the biggest potential customers demographic even though it is a very diverse group of people. Regardless of its diversity, we still found a lot of similar desires, needs, pain points and limitations during our interviews.

This group of people is mostly a little bit older, middle-class and owns a house and a car - often has fond memories of Teboil and service stations in general from their youth but doesn't go there much nowadays due to having different service stations near their house or work. This group of people also often finds Teboil's image and atmosphere a bit old-fashioned or even a little bit 'cheap'.

As an older middle-class earner, this demographic has the money to live in a nice neighbourhood, own a car and can afford to travel on holidays. Often this traveling includes driving on highways to get to different places in the country and prefer places like ABC service stations for food but our focus is on sub-urban areas.

How could we make this potentially large demographic more interested in visiting Teboil service stations on their way home from work or simply to fuel, eat and buy groceries occasionally? Attracting even a small portion of this crowd would be a big milestone for the company.

QUOTE

"Hard work pays off."

KEY ATTRIBUTES

- A middle-aged man
- Lives in a sub-urban area
- Works with cars
- Middle-class income
- Fond memories of Teboil
- Now finds Teboil old-fashioned
- Gets his car products from mechanics / spare part stores
-
-
-
-
-

NAME

Juuso

AGE

54

OCCUPATION

Car salesman

NATIONALITY

Finnish

MARITAL STATUS

Married

DESCRIPTION

Juuso is a 54-year-old resident of Vantaa's sub-urban area. He has lived his whole life in southern parts of Finland.

He has been working as a car salesman at a local car dealership for most of his life. He's happily married, owns a house, a car and a summer cabin next to a lake in the country.

He mostly goes to service stations to fuel his car although he doesn't have a Teboil service station near him, so he mostly visits St1 or Neste stations.

Nevertheless, he has some fond memories of Teboil service stations. In his youth he used to go to Teboil service stations more often to drink coffee, eat lunch or just to hang out with his friends.

These days he finds Teboil's atmosphere and image a bit old-fashioned. Regardless of his fond memories, he doesn't really visit the stations anymore.

4.2.4 PERSONA

Sanna represents a customer persona that is not Teboils customer yet, but might very well be in the future. Sanna's persona is based on some of our interviews, trend research and research data on customer behaviour.

Reseach data shows that especially young adults area changing their customer behaviour to more climate friendly way . By offering a new, fresh, climate friendly menu, Teboil could appeal to a totally new customer segment of young adults who don't necesserally even own a car.



PERSONA



NAME

Sanna

AGE

31

OCCUPATION

IT-specialist

NATIONALITY

Finnish

MARITAL STATUS

Married

Kids 3- and 5-years old

DESCRIPTION

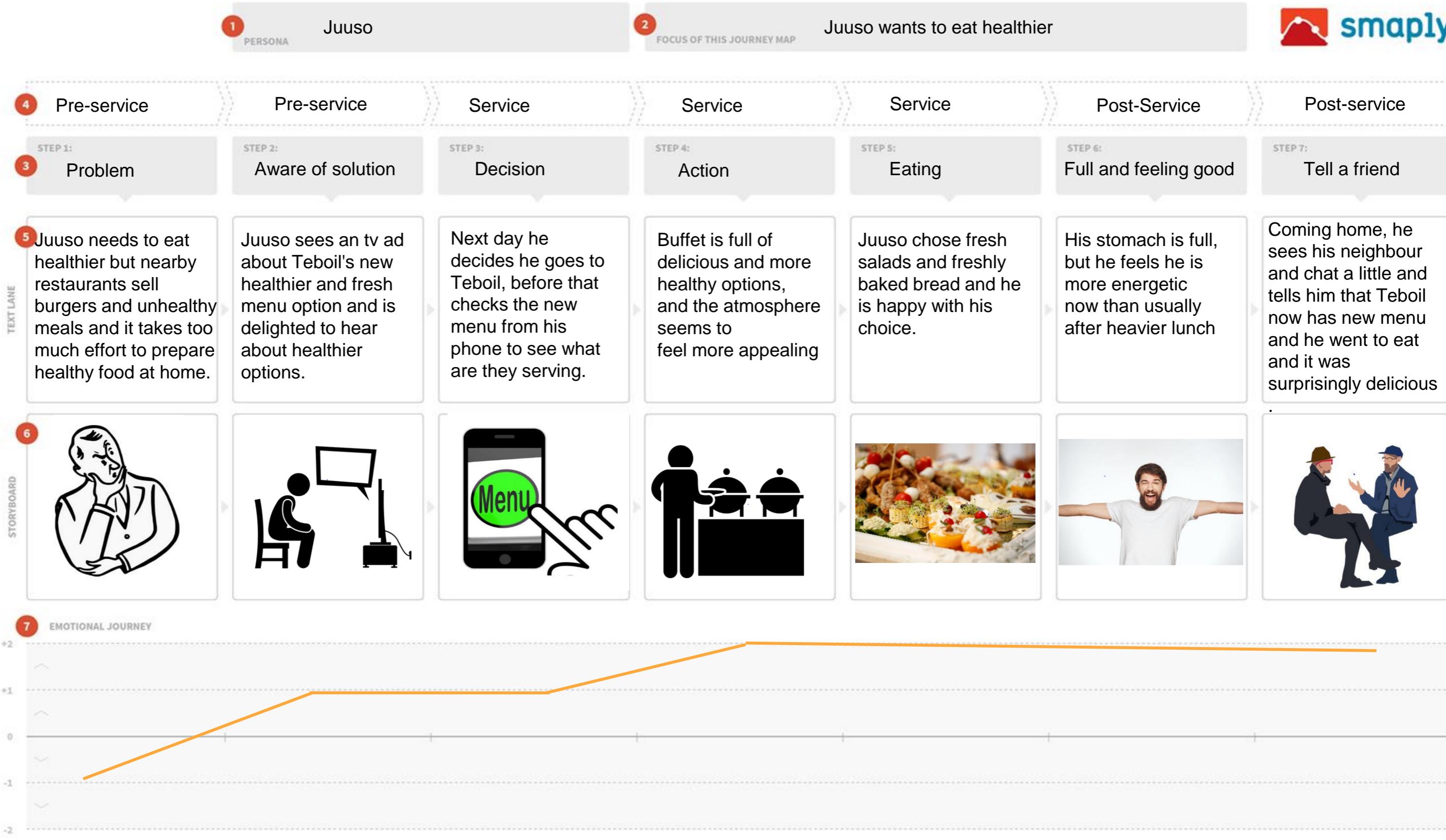
Sanna is a young adult living a busy life in suburban area with small children and a career as an IT-specialist. Sanna has green values and she wants to influence with her actions so that her children can enjoy pure nature too when they grow up. Sanna uses public transport and bicycle instead of a car when ever possible.

Sanna wants to take good care of the health of her family and that's why she preciates fresh home cooked meals with lots of vegetables. Her busy daily life makes it sometimes challenging to find enough time for cooking at home. She wishes to find an easy option for home cooked meals without having to give up her values.

KEY ATTRIBUTES

- Young adult
 - Small children
 - Busy with career
 - Values nature and healthy lifestyle
 - Enjoys jogging in the forest nearby or going to gym
 - Lives in suburban area

4.2.5 CUSTOMER JOURNEY MAP – FUTURE STATE



A **journey map** is a tool that can help you outline the experience of someone step by step. It can help you illustrate the overall experience a customer has with a service, a physical or digital product, or a brand.

The experience could be recognizing a need, searching for a specific service, booking and paying for it, using the service, as well as maybe complaining if something goes wrong, or using the service again.

Follow the numbers to create your journey map.

1 PERSONA

Write the name of your persona.

2 TITLE

Give your journey map a title or focus.

3 STEPS

Fill in each step of the experience. Ask yourself what is the most crucial part of the experience. What happens before that, what happens after?

4 STAGES

Group the steps into stages or phases.

5 TEXT LANE

Describe what happens in each step.

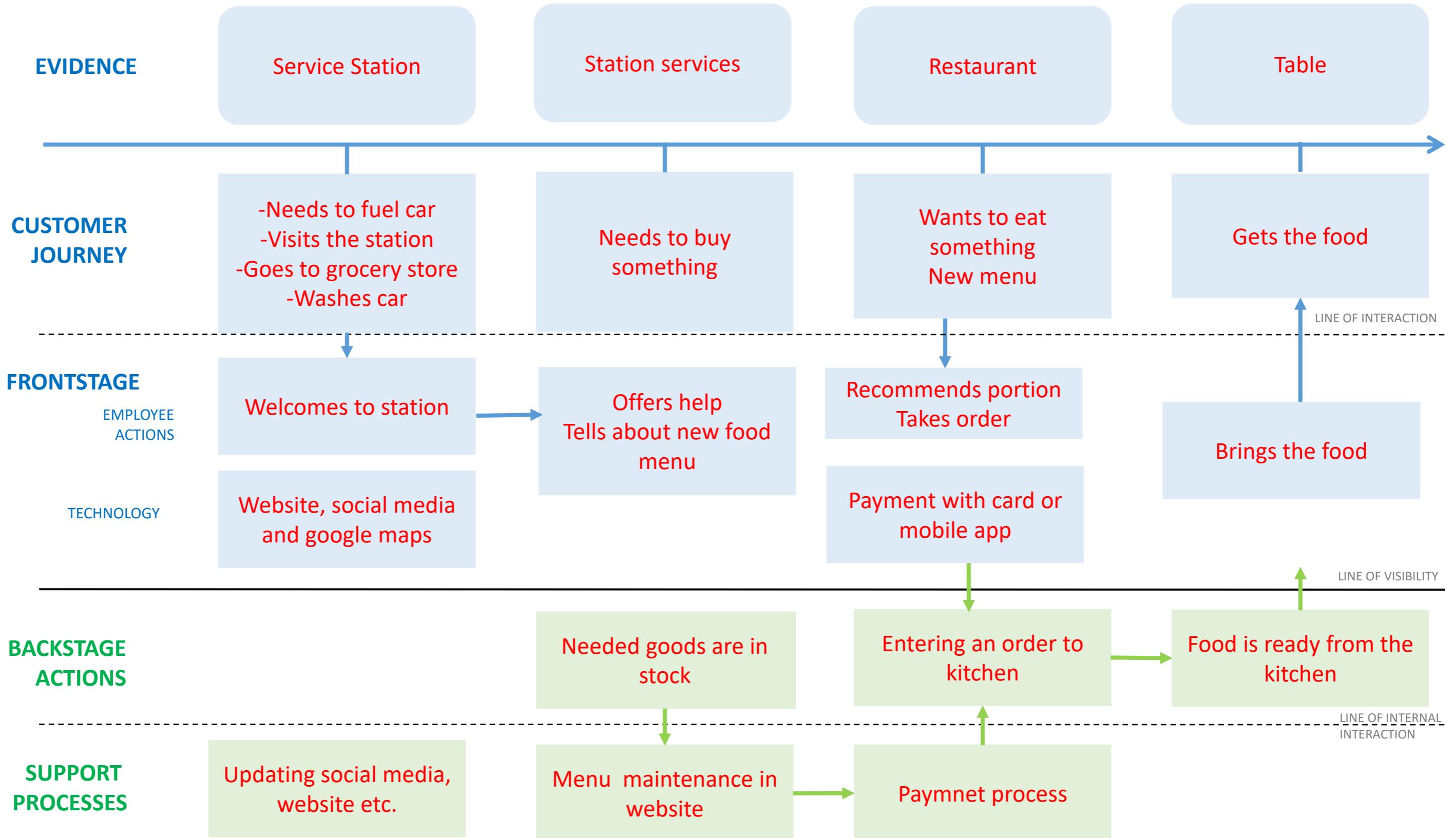
6 STORYBOARD

Draw images under each step to tell a visual narrative. If you can draw a triangle and a circle you can draw a person.

7 EMOTIONAL JOURNEY

Assign different values along the scale from -2 to +2 for each step. What is the persona's emotional experience at this point?

4.2.6 SERVICE BLUEPRINT



PHASE 4 – DELIVER

DESCRIPTION AND SUMMARY

In this last phase of the Service Design portfolio, we finally 'deliver' our service concept. After research, ideation, definition and development of the idea of 'Green, fresh and healthy menu', we finally deliver on the service concept.

This begins by completing the concept and value proposition – explaining how our idea works, what value it delivers to the end user, what differentiates it from other similar ideas etc. This is basically the final definition of the service concept after developing our idea through ideation, research and interviews in the last phase.

Afterwards, we worked a lot on the business model canvas. This canvas let us really think about the realities of the 'green, fresh and healthy menu' in action by asking the right questions about the business aspects of the service.

Rest of the phase consists of finalized versions of earlier canvases, such as personas, customer journey maps, service blueprints etc.

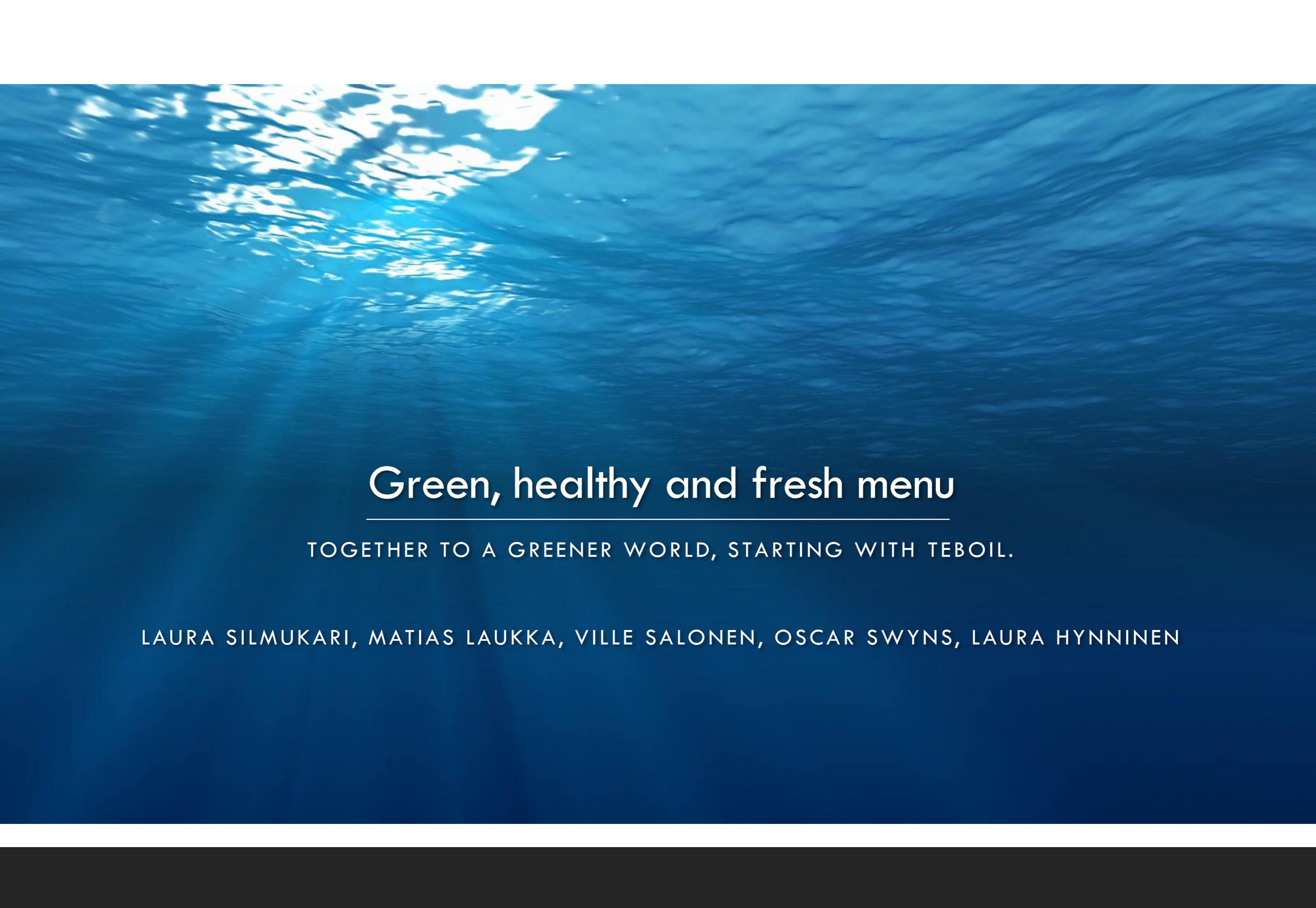
Basically, in this phase we show some of our best work; the work that the idea was based on, in its finalized form. Our hope is that the canvases have been completed to such a degree that it's clear to the reader how we tackled this problem with Teboil's service stations, how the solution developed and what kind of research it was based on.

Our resources were somewhat limited but I think we did the best we could with the resources we had. As a school project, we didn't have the funding to do real, large scale interviews of actual 'regular' sub-urban people – instead we had to interview the people we knew and this group of interviewees might not have been the most diverse bunch of people.

Regardless of all the challenges, 'green, fresh and healthy' menu is the idea. Its name can be a little misleading since it is not just a new menu for the restaurant, but a completely new kind of marketing push for sustainability with a focus on overhauling Teboil's 'old-fashioned' image in the eyes of average sub-urban customers.

Our hope is that by reading these descriptions and summaries, the whole scope of the idea will become clear.





Green, healthy and fresh menu

TOGETHER TO A GREENER WORLD, STARTING WITH TEBOIL.

LAURA SILMUKARI, MATIAS LAUKKA, VILLE SALONEN, OSCAR SWYNS, LAURA HYNNINEN

NEED

PERSONA 1

- Represents Teboil's present customers
- Is based on our interviews

Juuso, 54 years

- works in car sales
- lives with his wife, kids are grown up
- has fond memories from Teboil, but finds it now a bit old-fashioned
- tries to make better choices for his health



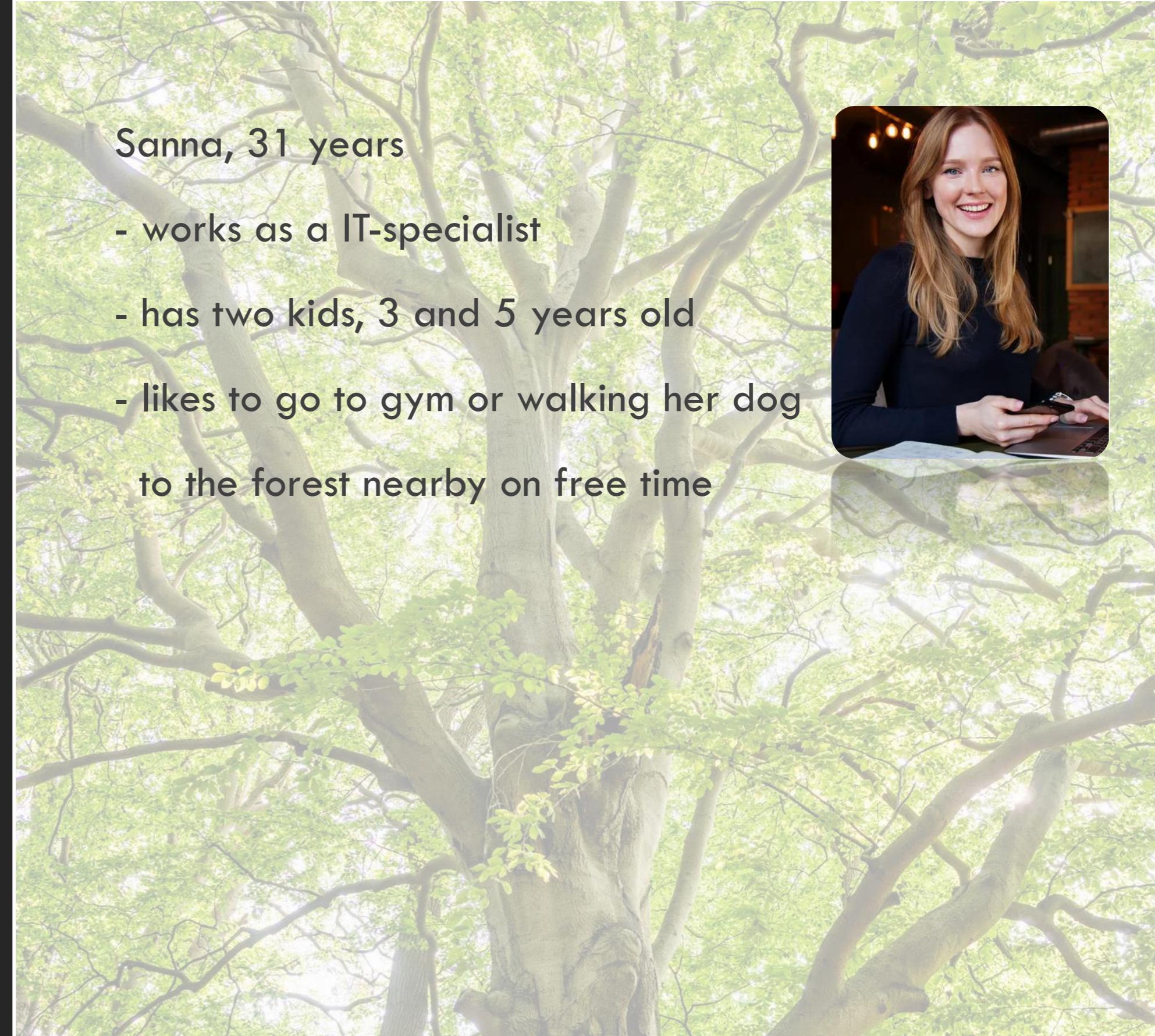
PERSONA 2

- Represents Teboil's future customers
- Is based on our interviews and trend research

Sanna, 31 years

- works as a IT-specialist
- has two kids, 3 and 5 years old
- likes to go to gym or walking her dog

to the forest nearby on free time





APPROACH

Health for the planet and for your customers

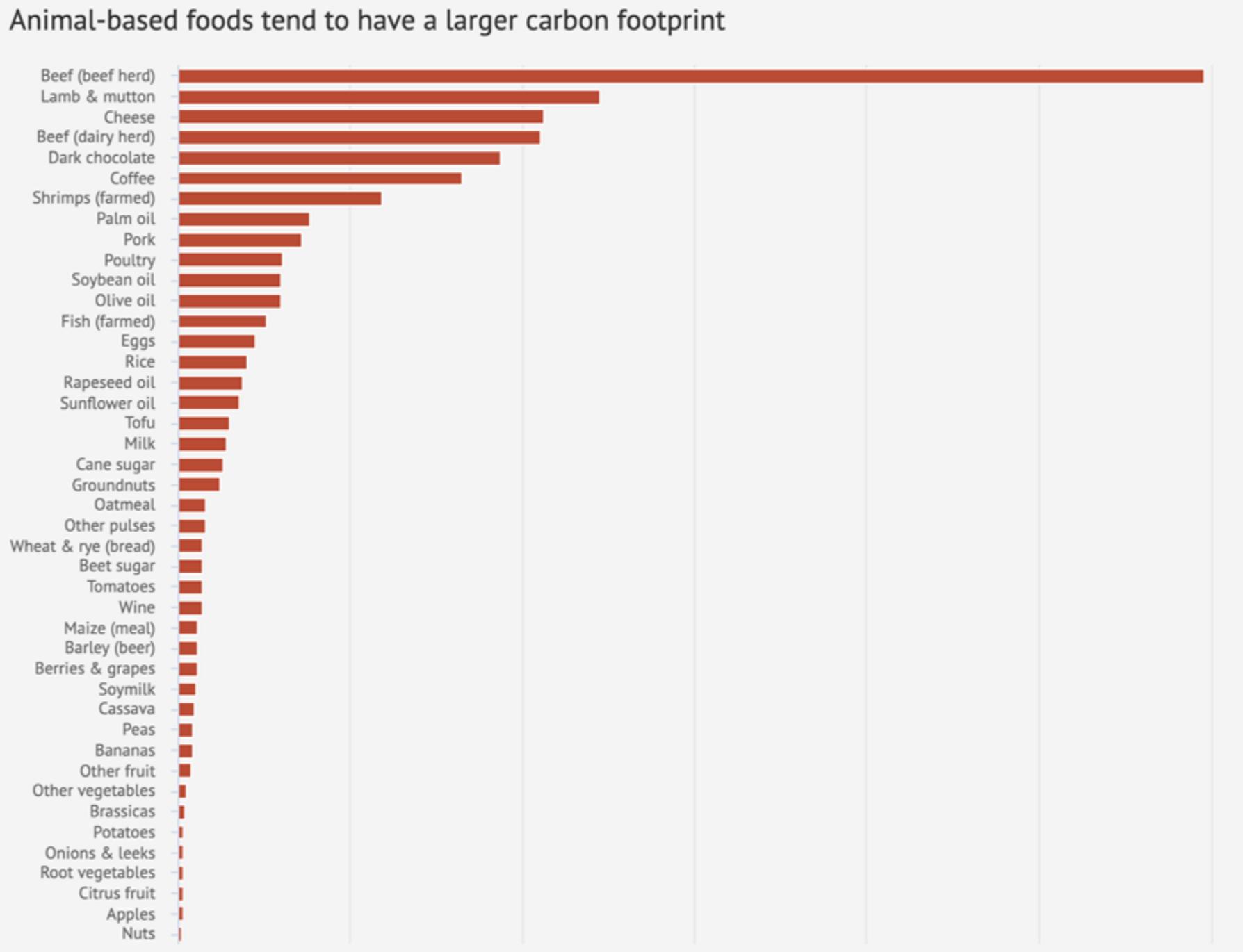
Sustainable development is a megatrend and needs to be considered when designing new services.

Our way of living is consuming natural resources and increasing the effects of climate change.

The negative effects of animal-based foods

In comparison to meat and dairy, plant-based foods have much smaller carbon footprints. On average, emissions from plant-based foods are 10 to 50 times smaller than those from animal products, according to the Science study.

In addition, most national healthy eating guidelines recommend that their citizens eat less meat and more fruits and vegetables.



Sustainability as a megatrend

The younger generations are willing to put their money where their mouth is when it comes to sustainable living. In a study questioning both commitment to sustainable behaviours and willingness to trade better pay to work for a more sustainable-minded company, the surveyed young adults made their preferences clear. (Hiroshima University, 2021)

"The next generation is looking for brands to lead the way and want brands to create change with them, not just for them."





APPROACH

Health for the planet and for your customers

**Our solution to service stations to fill costumers' needs,
and how to update their image about how customers
see Teboil service stations is a new, greener and
healthier menu.**

**Menu consists of locally produced and fresh greens and
baked goods**

**Implementation of the new menu requires only a new
approach how to make and serve food and possibly
new partners to supply fresh products.**

PROTOTYPE

Possible marketing strategies or campaigns.

Possible menu items

- Freshly baked bread
- Salads / other green food
- Fresh soups and smoothies
- Locally produced goods



BENEFITS

Attract new customers who wants healthier and more sustainable food offering in the sub-urban areas

- Healthy food for Juuso
- Sustainability for Sanna

Delicious and fresh food for every taste

Gives a more sustainable image about Teboil

No big investments required



COMPETITION

Teboil's competition (like ABC) has already been serving fresh food on their menus, but without a large of a focus on sustainability.

Today's young sub-urban citizens are well-educated about the problems our planet is facing daily and they know how make their mind known.

This approach is as much about rebranding Teboil as a sustainable business for the potentially huge sub-urban customer base as it is about the fresh, healthy food.



The future of Teboil

By utilizing this new approach to their public image and restaurant menu, Teboil should be well equipped to stand out of their competition, and attract a large customer base of younger, sub-urban customers - continuing to grow and flourish in the 2020s.



THANK YOU!

Contact information

Laura Silmukari laura.silmukari@student.laurea.fi

Matias Laukka matias.laukka@student.laurea.fi

Oscar Swyns oscar.swyns@student.laurea.fi

Ville Salonen ville.salonen@student.laurea.fi

Laura Hynninen laura.hynninen@student.laurea.fi