

Organizational Excellence

Transformation to Service business ERA



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TIIVISTELMÄ

Tässä tutkimuksessa keskityttiin selvittämään yrityksen nykytilaa ja muutos tarpeita nykyisestä tuotteiden valmistaja-mallista siirtymisessä palveluliiketoimintamalliin . Yritys on 60 vuoden ikäinen pk-sektorin yritys, joka valmistaa laitteita kolmella eri liiketoiminnassa, käytettäväksi useilla toimialoilla. Jakelukanavana yrityksellä on valittu toimintatavaksi jälleenmyyjäverkoston ja OEM-valmistajien kautta.

Laadulliset ja kvantitatiiviset tutkimusmenetelmät, kuten haastattelut, kysely ja vertailuanalyysi, olivat suunnitelma vastausten löytämiseksi tutkimuskysymyksiin, joissa palveluliiketoiminta oli ajuri muutokseen kohti asiakaslähtöistä palveluliiketoimintaa. Tutkittavat teoriat olivat palveluliiketoiminta ja -muotoilu, organisaatiokulttuuri ja muutoshallinta. Kaikki kolme valittiin tutkittavaksi, koska niillä on niin merkittävä rooli menestyksessä mukautua tuotevalmistajasta palveluntarjoajaksi.

Opinnäytetyön tuloksena on, että organisaation tulisi tietää, miksi ja mihin heidän tulisi pyrkiä ja miten parantaa sekä yrityskulttuuria, toimintatapaa että muutoshallintaa, jotka tukevat haluttua muutosta. Kaikki asiat ovat valtavia ja vievät aikaa viedä, se ei tapahdu yhdessä yössä tai edes vuodessa, se vaatii pitkäaikaista ja päättäväistä johtajuutta, erinomaista viestintää ja määriteltyjä prosesseja unohtamatta jokaisen työntekijän asennetta sopeutua palveluliiketoimintaan ja asiakaslähtöiseen ajatteluun sekä toimintaan.

Avainsanat Palveluliiketoiminta, muutosjohtaminen, yrityskulttuuri, viestintä

Sivut 43 sivua ja liitteitä 2 sivua

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ABSTRACT

In this research focus was to find out the status of case company stance in the transformation service business era. The case company is 60 years old small/mid-size company manufacturing equipment in three different business lines, to be used in several industries. The distribution method is through dealer-network and OEM manufacturers. Qualitative and quantitative research methods like interviews, survey, and benchmarking was the plan to use to find answers to research questions, where service business was the driver to the transformation towards customer-centric service business

Theory to be studied were service business and design, organizational culture, and change management. All three were selected due they have so significant role in the success to adapt the case company from product producer to service provider.

As an outcome of the thesis is that the organization should know why and where they should aim to and how to enhance both organizational culture, way of workings, and change management. All issues are huge and time-consuming to enhance, it does not happen overnight or even in a year, it requires long-lasting and determined leadership, excellent communication, and defined processes, without forgetting the most powerful issue in every employee.

Keywords Organizational culture, change management, service business, communication,
Pages 43 pages and appendices 2 pages

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Appendix 1: Survey Questions

1 Introduction

The idea of the Master of Thesis is to understand, visualize and give perspective to the company in question, what is required to have a smooth, effective, and successful transformation from the production unit to services offering company.

The perspective in the research question is more on change management and/or how organizational culture and service business acumen affects it. Planned methods to gather information are, the survey for personnel of case company, key person informal discussions/interviews, and benchmarking of similar industries.

In the research, the question will be studied the needs, capabilities, and readiness of a company to be successful in the role of a service provider.

The case company is a privately owned small/mid-size 60 years old manufacturing company, within three (3) different product lines. To ensure their vision to be a service producer within the whole lifecycle of the products, this research should give some ideas or even tools to proceed towards the vision.

To respect the case company's wish, this will be written from an anonymous perspective. All information that might contain business-critical information will be presented in appendixes if needed.

There are two (2) hypotheses for this research:

- Importance of communication for success to understand why change is needed and how to make it
- Customer-centricity is the success of service design

2 Organization Culture

Definition of organizational culture is how to behave appropriately in an organization.

Values established by managers and leaders as well as shared beliefs that are communicated to personnel are content of organizational culture. These are not fixed guidelines or rules, they evolve through various methods. Ultimately shaping employee perceptions, behaviors, and understanding. (Watkins, 2013)

Organizational culture is civilization in the workplace- Alan Adler, an American inventor.

According to Lehtinen's definition for organization culture is that what happens and what is discussed when leaders, managers, or executives are not around. On other hand, this can be illustrated how employees' value or respect their employer and are do they get appreciated for their contribution to work and is it meaningful. (Lehtinen, 2015)

In what way people and teams interact with each other, with clients and other stakeholders are affected by organizational culture (Schrodt, 2002)

Author and ambassador in Finnish organization culture skene Panu Luukka point out that organization culture means all known and unknown values, structures, and way of workings of the company which guides employees in organization mindset and behavior ether unite or differenced them from other organization.

How decisions are made, how employees behave and correspond to customers, each other in meetings, projects, etc. are part of organizational culture.

2.1 Hofstede's Multi-Focus Model

The multi Focus model is a tool for support an organization became more effective from an organizational culture perspective. Organizational culture can be a success factor for strategy implementation or in the worst case hinder it. (Hofstede, 2011)

Means versus Goals oriented

- Means oriented company culture
 - the main trait is which work should be performed. The identifier for personnel is how work should be carried out.
 - Staff normally hesitate changes and rather limited or minimum effort taken to accomplish given tasks.
 - Avoidance in risk-taking is noticeable
- Goals oriented Company culture
 - The main factor is what must be done to achieve goals
 - The primary task for personnel is to achieve goals despite higher risks are involved

- Internally versus Externally driven company culture
 - In an internally orientated culture, employees think that they know what the best for customers and what fits all is
 - Results are the most important and pragmatic what employees are emphasized over ethical attitude.
- Easy going versus strict work discipline
 - Easy-going culture is more like freedom and less control. No strict process or guidelines to be followed. In this kind of organizational culture is a lot of room for wild ideas and “wishes”.
 - The opposite way is a culture called strict work discipline. Precise, exact, and cost-oriented are well descriptive adjectives for the way of working in an organization following strict work discipline.
- Local versus professional
 - Organization following local culture are familiar with the organization they work for and same time well familiar with their supervisor/manager
 - If the identity of an employee is a result of his/her job description or occupation, the organization is more like a professional culture organization.
- Open versus closed system
 - Accessibility illustrates how newbies are considered when entering a new organization. In an open system or open-minded department, rookies are immediately and warmly welcomed.
 - Newcomers may feel to be an outsider or not to be noticed in a closed system
- Employee versus work oriented
 - In this dimension of organization culture questions about most of how employee's welfare is considered.
 - Despite the cost for the organization, employee issues or hick-ups are meaningful to reach the best performance of their capabilities. In this case, the organization or company is employee oriented.
 - Regardless of staff's emotional welfare, pressure to perform is one major characteristic of a work-oriented company. The cost of welfare is employee cost.

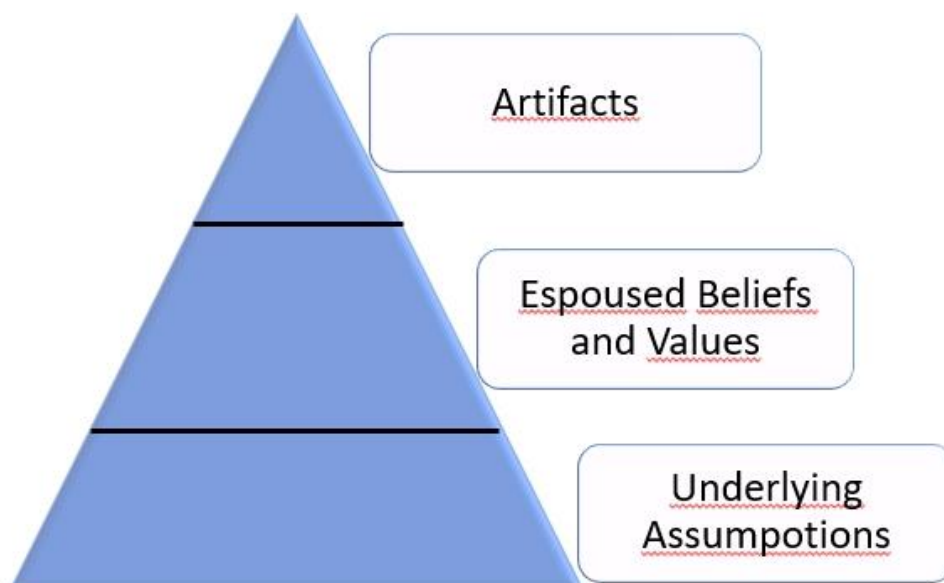
2.2 Edgar H Schein Organization Culture and leadership

In his book Organization Culture and leadership, Edgar H. Schein describes culture as following. "Culture is both a dynamic phenomenon that surrounds us at all times, being constantly enacted and created by our interactions with others and shaped by leadership behavior, and a set of structures, routines, rules, and norms that guide and constrain behavior." (Schein, 2004) With this perspective one brings culture to the company or at some level of its' organization or teams, one can see without any doubts how culture is born, rooted, iterated, modified, or even manipulated. At the same time, the same culture restricts, stabilizes, and offers meaning plus structure to each member of the group. The essence of leadership is earlier illustrated processes of culture creation and management. People should always remind that leadership and organizational culture is the same issue from a different perspective.

In Edgar H Schein's beliefs cultures beings with a leader who imposes their values and assumptions on the group. (Schein, 2004). If thinking evolution span of organization, we will face the question which defines the other, does leadership iterate organization culture or vice versa.

Figure 1 has illustrated three levels of organizational culture. (Edgar, 1992)

Figure 1 Modified from Edgar H Schein, three levels of organization culture



Artifacts are visible organizational processes and structures to both internal and external viewers. Such as logos, company clothing is a good example of these artifacts for external viewers. Processes and structures are more for internal staff artifacts. In other words, artifacts are the surface of the corporation, not the identity.

Espoused Beliefs and values normally originate from the founder of the corporation or company. Then forthcoming leaders are assimilated those espoused beliefs and values. At this cultural level normally, employees see things as they wish they should be (beliefs), but they not necessarily are.

Underlying assumptions are the way of working, unwritten processes evolving within those employees who have worked for a company for decades. These non-documented ways or processes are not easy to present to newbies in an organization. Normal behavior includes resistance for people joining a company from somewhere else with different ideas or beliefs on how things should be done. The organizational culture is unconscious and the result of leadership. (Schein, 2004)

According to Richard Barret, a British philosopher, and author, research in 2006 has some similarity to Edgar H Schein's theory of organizational culture and leadership. Barret says that the transformation and evolution of organizational culture cannot be a success unless at parallel change current processes as well vital structures. (Barret, 2006)

For example, in John Deere & Company some of the organization's culture is iterated but the core culture still exists, which is the founder of John Deere, establish the reputation of his plows and principles. One of those was the insistence on selling only high-quality products. (John Deere Inc)

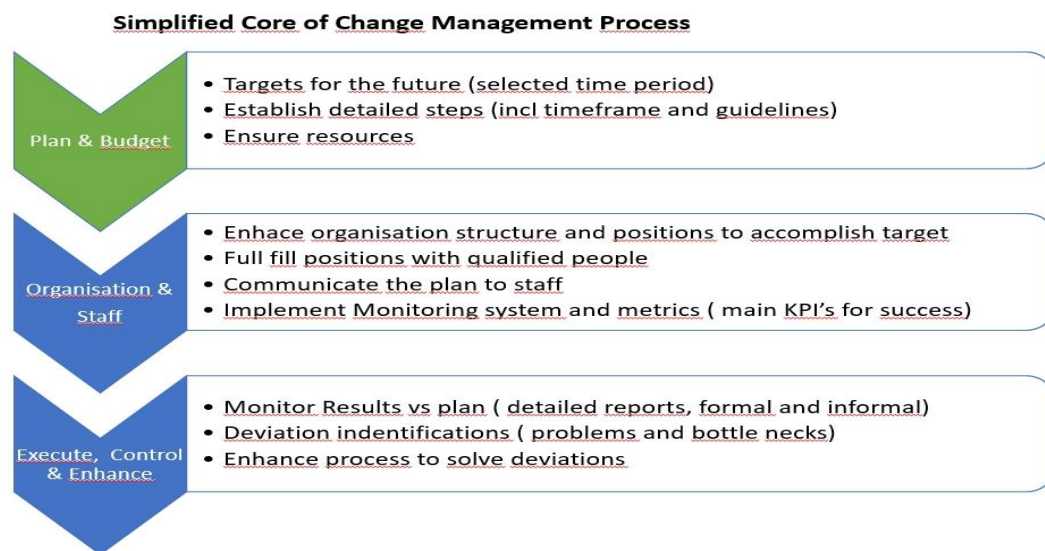
3 Change Management

Change management (or CM) is a common term for all aspects of preparing, supporting, enhancing, and helping individuals, teams, and organizations in making organizational change. All activities or services within an organization affecting their performance need to be updated to match the current or changing company's business ecosystem. These kinds of influencers might be digitalization, technology change, a crisis like COV-19, customer base change, customer need changes. Issues coming from business climate changes cannot be

ignored where sufficient possible drivers are new business entrants, acquisitions, and restructuring current organizations. Important is to understand the differences between Change Management (CM and Organizational Change Management (OCM). Full organization and what, how and when needs to be changed are part of OCM. While CM is more focusing on what, how, and when people and teams are affected in transit to the new or current organization. Various disciplines are involved from human social behaviors to organization business solutions. (Wikipedia, Change Management, 2021)

Change management processes cannot be described in a common way to fit every company and every case. Of course, it can be simplified as seen in figure 2. The common understanding for this has been evolved in thousands of organizations, consultants, and managers.

Figure 2 Simplified Core of Change management process done by Marko Sormunen



In the past several years well known and respected change management theories and included in this thesis are

- Kotter's 8 Step Model
- Kurt Levin's 3 Step Model
- Prosci Change Management Methodology
 - Prosci ADKAR (individual)
 - Prosci 3 Phase Process (organization)

- The Satir Change model
- The Compass Model

These models are still relevant but need to be reconsidered implementation pace perspective. In the list above four first models are more focusing organizational (process etc.) change management theories but still not excluding individuals and the Satir change model is focusing on individual change management theory.

To succeed in change management excellent leadership has a crucial role. To ensure success it is needed to combine the following dimensions of changes

- Social aspects
- Intellectual dimension
- Spiritual dimension
- Emotional dimension
- Behavioral dimension
- Organizational aspects
- Corporate culture
- Mission and Vision
- Values
- Strategy
- Empowerment of the personnel
- The motivation of the personnel
- Inspiration of the personnel

Similarity to Satir Change model is Marianne Laurila's observations in her dissertation "Me ollaan kaikki samassa veneessä ja soudetaan yhdessä samaan suuntaan".

In her research and analyze she concluded that there is four (4) different kind of leadership style 1) Directive, 2) inclusive, 3) inspirational and 4) emancipated. (Laurila , Me ollaan kaikki samassa veneessä ja soudetaan yhdessä samaan suuntaan, 2017)

The Satir model and Compass model are more psychological views and aspects to be noticed in the change management process. On the other hand, those two models give a view to

reducing the resistance of change in large-scale changes. Kotter's, Prosci's, and other models are more effective when looking at smaller changes in the current process.

3.1 Comparison of Change models

Even theory can be simplified only to three-level, it can have a lot of similarities. Kurt Lewin is challenging Kotter's model with the culture of the change and organization. He claims that Kotter's 8 step model is more like changing people's behavior, not a strategy, not systems, not culture. Even people' behavior

In this section, the thesis is focusing a couple of literature but mainly on Kotter's 8 step model, Kurt Levin's 3 step model, ADKAR model. Challengers for these theories will be The Satir Change Model and Compass theory

The main content of change management is following

- Mission and Vision
 - reason for the change
- Strategy
 - Game plan or road map
- Communication
 - Internal vs external
- Commitment
 - Win vs Loose
- Results
 - Input for strategy phase 2 or update
- People
 - The Resource

When comparing these methods without noticing personnel's social aspects the most simplified seems to be Kurt Lewin's model. The most accurate description and more like step by step- process is Kotter's 8 step model. When selecting the most suitable model, the company needs to understand its goal and capabilities before selecting the correct or

modified model to be followed. Despite the differences in these four methods and theory, the people are the most crucial factor in a successful change process.

Figure 3 visualizations of these four different theories

Commonly used Change Methods			
Kurt Levin's 3 step model	Prosci, ADKAR steps for individual change	Kotter's 8 step Model	The Satir Change model
Unfreeze	Awareness of the need for the change	Increase of change Build the team Create Vision Communicate	Late Status Quo Resistance
Transition	Desire to Make Changes Knowledge on the Change Ability to implement new skills and behaviours	Empower	Chaos
Refreeze	Reinforcement to retain the Change once it has been made	Create Short term goals and measure it Be persistent Make The Change Permanent	Integration New Status Quo

3.2 Kurt Levin's Change Model

This model was created in mid of the 20 centuries by physicist and social scientist Kurt Lewin. Model is explained in changing states of an ice cube. Those are: unfreeze, transition or changes (depending on literature) and refreeze. Here will be short descriptions of each state and the content.

- Unfreeze
 - Preparation for the Change
 - Justify and communicate needs change and why it is vital
 - Benefits of change
 - Understand the core of the organization and re-exam it
- Transition / Change
 - Actual change or transition occurs
 - The time needed to embrace changes

- Communication is important
- Leadership is crucial to get people aligned and acceptance from individuals
- Refreeze
 - The stage where change starts to become stable
 - Continuous monitoring and awareness that changes are implemented all the time even preliminary goal is achieved
 - Employees feel confident of changes

This model does not have specific step-by-step instructions on how to proceed or draw a map of changes, which could be seen as a benefit or a disadvantage. This requires more skills from the organization to manage needed changes.

3.3 Prosci's change management

Over two decades close to 3500 participants have taken part in the research of change management way of workings. From those results, Prosci Change management philosophy has been born. The model has been enhanced from input from real project participants with reflection positive, negative and lessons learned in the process of their real project, and it will make Prosci Methodology so unique but also holistic and easy to use. In Prosci's methodology change management consist of two different perspectives, Individual and Organizational and both are required. One key principle in Prosci's Methodology is the following: Organizations do not change, individuals do (Prosci, 2021)

3.4 Individual Change management, ADKAR

It has no matter how huge change you are planning to implement; success lies on individuals and their performance, alignment, and loyalty for processes and upcoming changes. Understanding for and appreciating how everyone makes a change successfully is mandatory to realize. Without understanding that you have only initiatives but not desired target for the change.

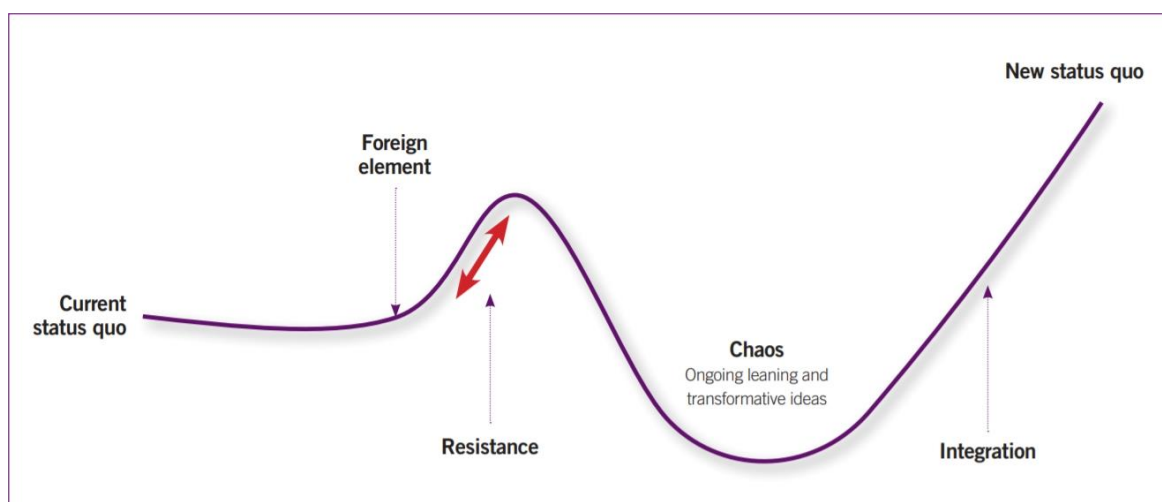
- Acronym ADKAR comes from :
 - **A**wareness change drivers

- **Desire to support and participate in change**
- **Knowledge of how to change**
- **Ability to Implement skills and behaviors**
- **Reinforcement of sustaining the Change**

3.5 The Satir Change Model

Virginia Satir (1916-1988) created so-called The Satir change model which has been useful in later ages to understand why change arises some resistance and best practice to manage it. The Satir change model was originally developed for family therapy, but it has been used successfully also for understanding organizational change processes and especially when an organization insists on transformation management. From the change management point of view, the Satir model can be used to illustrate key factors of the climate change roadmap, from where an external element is introduced into working through resistance and chaos. Following the model in question, current structures are often ripped off in the chaos phase and leaving room for transformative ideas and action in place. During the chaos phase, defined processes are vital to ensure knowhow increase and continuous learning. (Young, The problem solution framework: processes guidance for adaption practitioners, 2014)

Figure 4 Satir Change model



As shown in figure 4 above phases in The Satir change model are 1) Current Status Quo, 2) Resistance, 3) Chaos, 4) Integration and 5) New Status Quo. (Satir; Banmen ; Gerber; & Gormori , 1991)

- Current Status Quo
 - Sense of belonging and identity due to stable relationship and consistent performance pattern
 - People know what to expect, how to react, how to behave
 - Implicit and explicit rules underlie behavior, rules followed even they are not sufficient.
 - For example, the deadline can be the explicit rule, needs to be achieved in every case, and no matter if obstacle occur → deadline indicates expectations from the organization
 - If addressed expectations cannot be achieved due to issues, sickness, or a similar, pattern of dysfunctional behavior that begins
 - The symptom of a dysfunctional organization is poor communication. Instead of proper communication, blaming, etc. takes place to cope with feelings like anger and guilt
- Resistance
 - An organization faces a foreign element that needs attention and response
 - Normally a small group of staff, whose opinion weights most, are expected to solve case “foreign element”
 - Due to foreign element threatens known power structures, organization members resist or deny its validity, the existence of an issue, or blaming someone for causing it
 - Support for organization members in this stage is needed in awareness, overcome denial, and opening for new ideas
- Chaos
 - Old structures, way of working, all stable and relationships shatters are not valid anymore
 - Loss of belonging and identity might lead to vulnerability and anxiousness
 - Focus is out from core daily operations, more worries about members position in an organization or a corporation.

- Integration
 - Transforming idea discover which might be beneficial to overcome foreign element and creates excitement in members
 - Increase the feeling of belonging and identity
 - Awareness of new possibilities opens authorization to create functional reactions, expectation, and behaviors
 - After first enthusiasm, frustration might occur if things fail on the first attempt. Therefore, support for an individual is higher than thought
- New Status Quo
 - Conceived and assimilated change ensures and stabilize performance at a higher level than in current status quo level
 - In this stage, safety is the primary feeling that members need to have.
 - Encouraging each other and exploring possible conflict indicators ease resistance to change

Virginia Satir points out that the change process is not linear. (Wikipedia, Who was Virginia Satir and why she mattered, 2018)

3.6 Compass theory as a reference

Compass theory is result or illustration of Marianne Laurila's doctoral thesis, "Me ollaan kaikki samassa veneessä ja soudetaan yhdessä samaan suuntaan" (Laurila , Me ollaan kaikki samassa veneessä ja soudetaan yhdessä samaan suuntaan., 2017) In her thesis was main hypothesis as following (1) What kind of conceptions do middle- and frontline managers and employees have of good change leadership? (2) What kind of tentative model could illustrate change leadership behavior based on their conceptions? Based on empirical and phenomenographic analysis four qualitative issues were found to describe good leadership behavior 1) directing, 2) participating, 3) inspiring, and 4) emancipating. (Laurila , Me ollaan kaikki samassa veneessä ja soudetaan yhdessä samaan suuntaan., 2017)

Directing leadership emphasizes action-centricity and vertical communication from higher hierarchy level to lower level. Expectations from the manager are precise guidelines and sturdy delegation and supervision. Manager's role in communication is more active than

team members, they are more like listeners. Goal setting, resource management, and follow-up of progress are three sub-areas in directing leadership.

In participating leadership manager listens, discusses, and challenges views, opinions, and ideas related to change from a team member. Logic or reasoning for this is a belief that involves the design and decision making enhance team members commitment, motivation, identity and reduce the resistance to change. Three key indicators in participating leadership are 1) delegation of responsibility, 2) consultative design, and 3) shared decision making

In inspiring leadership emphasis, the emotional aspect and vertical communication from managers towards team members. Ruling out completely argumentation of vision, a manager tries to inspire team members to appeal and influencing team members emotions targeting to realize positive possibilities of coming change or understand why change is needed. Making vision more concrete and meaningful, being an example and bold encouragement are characteristic of inspiring leadership

Emancipating leadership is based on emotional centrality as well as horizontal communication between manager and employee. The difference between inspiring leadership and emancipating leadership is an opposite perspective of employee feelings. Inspiring leadership gives positive boost inspiration and motivation to the employee where emancipating leadership focus on eliminating or minimize negative emotions of forthcoming change.

In this kind of emancipating leadership main, three characteristics are 1) justification of emotions, 2) relieving anxiety, and 3) creating the emotion of security.

To illustrate all mentioned above, Marianne Laurila created a picture of “compass theory”.

Figure 5, The Compass theory

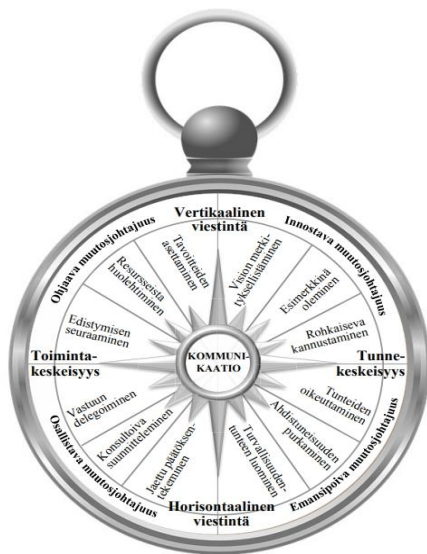


Figure 5 illustrates supervision activities in two intersection dimensions 1) vertical and horizontal communication in the west-east axle and 2) action-centricity and emotion-centricity in the north-south axle. Doing so will create two counterparts to illustrate change management leadership. These counterparts are directing and participating in leadership versus inspiring and emancipating leadership.

The known metaphor for organizational change in literature is called journey where an organization transforms from the current phase to a new phase in the future. (Marshak, 1993) As an addition to The Compass-theory illustrates directions of the journey in which the directions of the air in the compass illustrate the respondents' different and even contradictory but equal conceptions of change leadership

4 Service Business as a concept

To understand the complexity of service as a service business or even which makes the company differ from others is vital to understand the whole concept of service business. There is a lot of different kind of definition for service business. Market Business News website definition for a service business is following, “services are the non-physical, intangible parts of our economy, as opposed to goods, which we can touch or handle. (MBN, Market Business News, 2021)

Due to so many subjects are included in Service Business as a concept, I prefer to list two vital ones here, 1) Service or Service Business including logistics or service logistics, service culture, service mindset, and customer-centricity and 2) Service Design

4.1 Service or Service business

Quite often service characteristics are compared to products, but service differs from products in four (4) ways, intangibility, heterogeneity, simultaneous production, and consumption. Also, Zeithaml and company define services as “deed, process, and performance provided or coproduced by one entity or person for another person or entity. Following sentences are also considered as characteristic of services, 1) creation and consumption of services is simultaneous, 2) Unless service is used, it has no value, 3) Service does have not owner, and 4) It cannot be stored in a warehouse (Zeithaml ;Bitner ;& Gremler, 2009)

According to Finnish Professor Christian Grönroos even though services are not physical products, services still can be productized. A service can be considered a derived service. This means that value addition to the customer comes from a service provider with products or physical goods. (Grönroos, 2007)

In services, a new productivity concept geared to the specific characteristics of the service process is needed. The purpose of the present article is to analyze the basic requirements for a service-oriented productivity concept and to develop such a concept. The issue of how service productivity could be measured is also briefly discussed, although this is not the main objective in this context. Before measurement models can be developed, an acceptable conceptual model of service productivity must be developed. It includes no empirical verification because before that can be done there has to be a theory to test. (Ojasalo & Grönroos, 2002)

Term logistics is daily basis referred to as task hauling from industry to industry, from industry to warehouse, or from industry to customers. (Collins;Henchion;& O'Reilly, 2001)

In past decades, the content of subject logistics has iterated especially from an academic perspective. In this new era, logistics means to match customer expectations in a value-added way. (Collins;Henchion;& O'Reilly, 2001)

“Logistics has a direct impact on the functionality of corporations internal and external value-chains, corporation’s effectiveness and through those, it has a direct impact to the customer satisfaction and profitability of operations. (Karrus, 2005)

From a demand-supply chain management point of view, logistics is more than moving goods. It is a collaboration of scheduling, quantity, cost, location, and needed support services. (Gourdin, 2006) Here we can define via example the difference between logistics and logistics service.

Logistic is when transport customer order from industry to customer.

Logistics service includes real-time and cost-effective inventory management. Correct products, right quantity via most sufficient cost-effective hauling and route for just on time, with the right level of networking capital or inventory cost. When this all happens as a produced service without the intervention of warehouse managers or employees, we can say that logistics service is in a place where benefits for corporation comes from saved working time.

“A service culture exists when a service orientation and an interest in customers are the most important norms in an organization”. (Grönroos, 2007) So, service culture results from a corporation’s intentions to customer-centricity. Customer centricity insists employees have a service mindset and clear vision and/or mission to be a service business. Service culture is not born, it will be created over time in a corporation.

Author Joanne Smikle defines that a service mindset takes place if you discuss more from positive customer interaction versus negative customer interactions. And you must see learning opportunities of customer expectations and needs through negative customer interactions. (Smikle, 2002) Service mindset is in each person or not, but in a corporation presenting service culture, every single employee should have a service mindset. (Avelling, 2008) Nothing else than customer’s needs, expectations, and wants should be in focus, and desirable goals for both internal and external customers. “It is an obsessive desire to satisfy” (Smikle, 2002)

“The true essence of the customer-centricity paradigm lies not in how to sell products but rather on creating value for the customer and, in the process, creating value for the firm; in other words, customer-centricity is concerned with the process of dual value creation.”

(Shah;Rust;Staelin;Parasuman;& Day, 2006) To enter customer-centricity corporation should be aware of potential pitfalls or internal obstacles to reach that mindset.

In the next picture are demonstrated some elements to be considered if corporation desires to go from product centricity to customer-centricity

Figure 6 Path to Customer Centricity (Shah;Rust;Staelin;Parasuman;& Day, 2006)

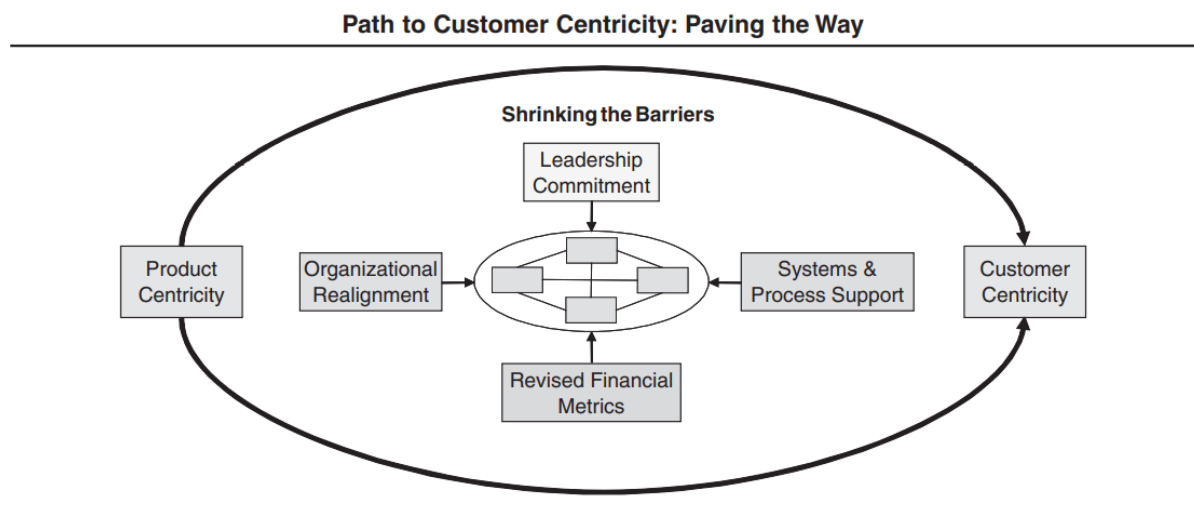


Figure 6 above indicates that Leadership commitment is the vital element of successful transformation towards customer-centricity.

George S. Day explains in his book signals of executive's commitment towards "customer first" paradigm (Day, 1999)

1. An enthusiastic emphasis on the superior quality of service and customer relations, with occasional direct interventions to help solve a customer's problems
2. Time spent visiting customers and listening aggressively for their point of expectations, views, desires, and wants
 - a. an insistence that all senior managers/executives spend time with these customers.
3. An emphasis on customer and market issues during strategy reviews
 - a. trends, needs, requirements, opportunities for advantage—during strategy reviews.
 - b. a willingness to invest resources, if needed, in the deeper understanding of customers

In research on the path to customer-centricity done by Shah D; Rust Ronald T; Parasuraman A; Staelin R; and Day George S indicates why customer-centricity is an elusive goal for many corporations and how companies can advantage it. Companies who have successfully traversed the path has generated huge rewards both in financial aspect and loyal customer relationship. All this due to achieving a competitive advantage that is sustainable and not easily countered by competition. (Shah;Rust;Staelin;Parasuman;& Day, 2006)

4.2 Service Design

Service design is the activity of planning and organizing people, infrastructure, communication, and material components of a service to improve its quality and the interaction between the service provider and its customers. Service design may function to inform changes to an existing service or create a new service entirely. The purpose of service design methodologies is to establish best practices for designing services according to both the needs of customers and the competencies and capabilities of service providers. If a successful method of service design is employed, the service will be user-friendly and relevant to the customers, while being sustainable and competitive for the service provider. For this purpose, service design uses methods and tools derived from different disciplines, ranging from ethnography to information and management science to interaction design. Service design concepts and ideas are typically portrayed visually, using different representation techniques according to the culture, skill, and level of understanding of the stakeholders involved in the service processes. (Wikipedia, 2021)

Raymond Turner has developed a definition to phrase Service Design: Service Design works as an interface between company and customer, meaning that the company produces services to match customer needs, ensuring value addition to both parties. (Turner, 2002)

On the other hand, can Service design be challenged or supported by the theory of Additive Manufacturing. Or is additive manufacturing part of Service design. Additive manufacturing is a technology innovation that breaks existing performance trade-offs in two fundamental ways: First, it can reduce the capital required to achieve economies of scale; second, it increases flexibility and reduces the capital required to achieve scope. Capital vs. scale: AM has the potential to reduce the capital required to reach a minimum efficient scale for

production, thus lowering the barriers to entry to manufacturing for a given location. Capital vs. scope: The flexibility of AM facilitates an increase in the variety of products that a unit of capital can produce, reducing the costs associated with production changeovers and customization and/or the overall amount of capital required. Changing the capital vs. scale relationship may reconfigure supply chains; changing the capital vs. scope relationship would likely affect product designs. These impacts present companies with choices on how to deploy AM across their businesses.

Figure 7 Four tactical paths



Paths illustrated in figure 7 need a bit more detailed explanation.

Path I: Companies explore AM technologies to improve value delivery for current products within existing supply chains.

Path II: Companies take advantage of scale economics AM offers as a potential enabler of supply chain transformation.

Path III: Companies take advantage of the scope economics offered by AM technologies to achieve new levels of performance or innovation.

Path IV: Companies alter both supply chains and products in the pursuit of new business models. (Murphy;Gray;& Cotteleer, 2015)

Overall, there is the question of how a company can bring value to customer investment through out its' life cycle. To understand customer needs close relationships are needed to have ensured feedback and needs from customers. Challenge in the company's strategy is to distribute sales and services throughout the dealer network. This reflects heavily on other processes in this master of a thesis, change management.

What is to processes to ensure proper communication from end customer via dealer network back to the company. How to ensure correct market intelligence and business intelligence in this perspective. Secondly, we need to realize that company is trying to add value to the whole business environment, to all parties or stakeholders, such as the company itself, equipment manufacturers, dealer network, and end customer. In some cases, there might not be clear to whom value is added or how everybody can achieve design services value. In this aspect definition of Value Creation is good to understand. (Bowman & Ambrosini, 2009) Use value refers to the specific quality of a new job, task, product, or service Ans perceived by the user concerning their needs such as the speed or quality of performance on a new task or the aesthetes or performance features of a new product or services. As Bowman and Ambrosini note, such judgments are subjective and individual specific. The second type of value is called exchange value, which we define as either monetary amount realized at a certain point in time when the exchange of the new task, good service, or products takes place, or the amount paid by the user to the seller for the use-value of the focal task, job, product or service. (Bowman & Ambrosini, 2000)

The service provider's inputs into the service process (personnel, technology, systems, information, use of time, etc.) influence the two first processes directly in back-office operations and service encounters, respectively (denoted by the bolded arrows). Moreover, they influence the third process directly (denoted by the dotted arrow), for example by providing the infrastructure for service consumption as in telephone communication, were using the communication infrastructure two persons making a telephone call interact with each other. The customer's inputs (customer's participation and fellow customers'

participation) affect directly the second and third processes, and indirectly the first one, for example by providing information to be processed in the back office.

Figure 8, Service productivity model by Ojasalo 1999

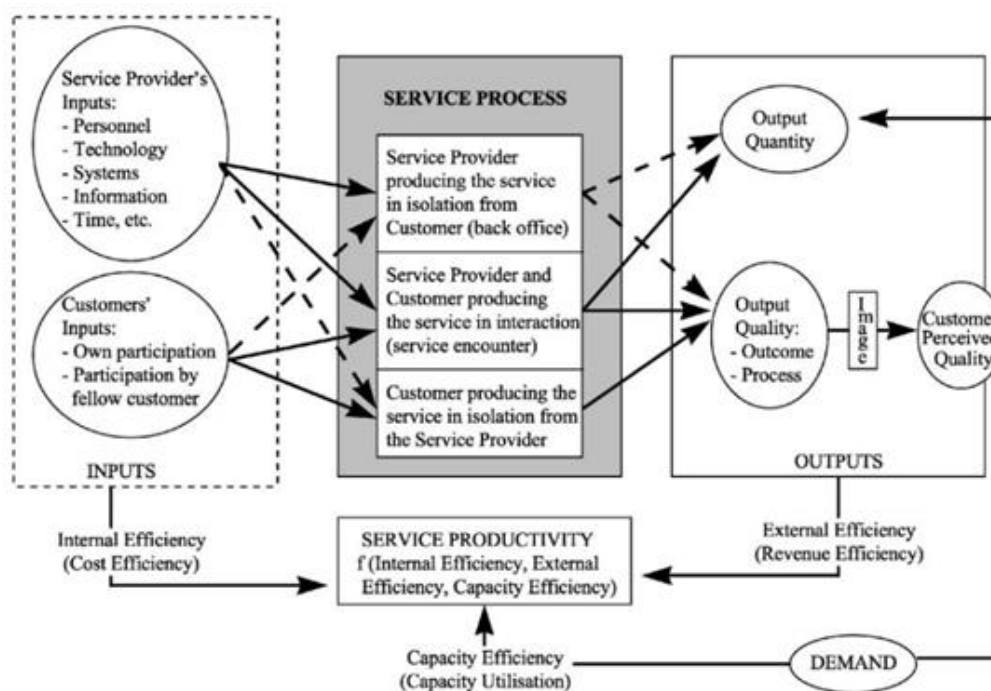
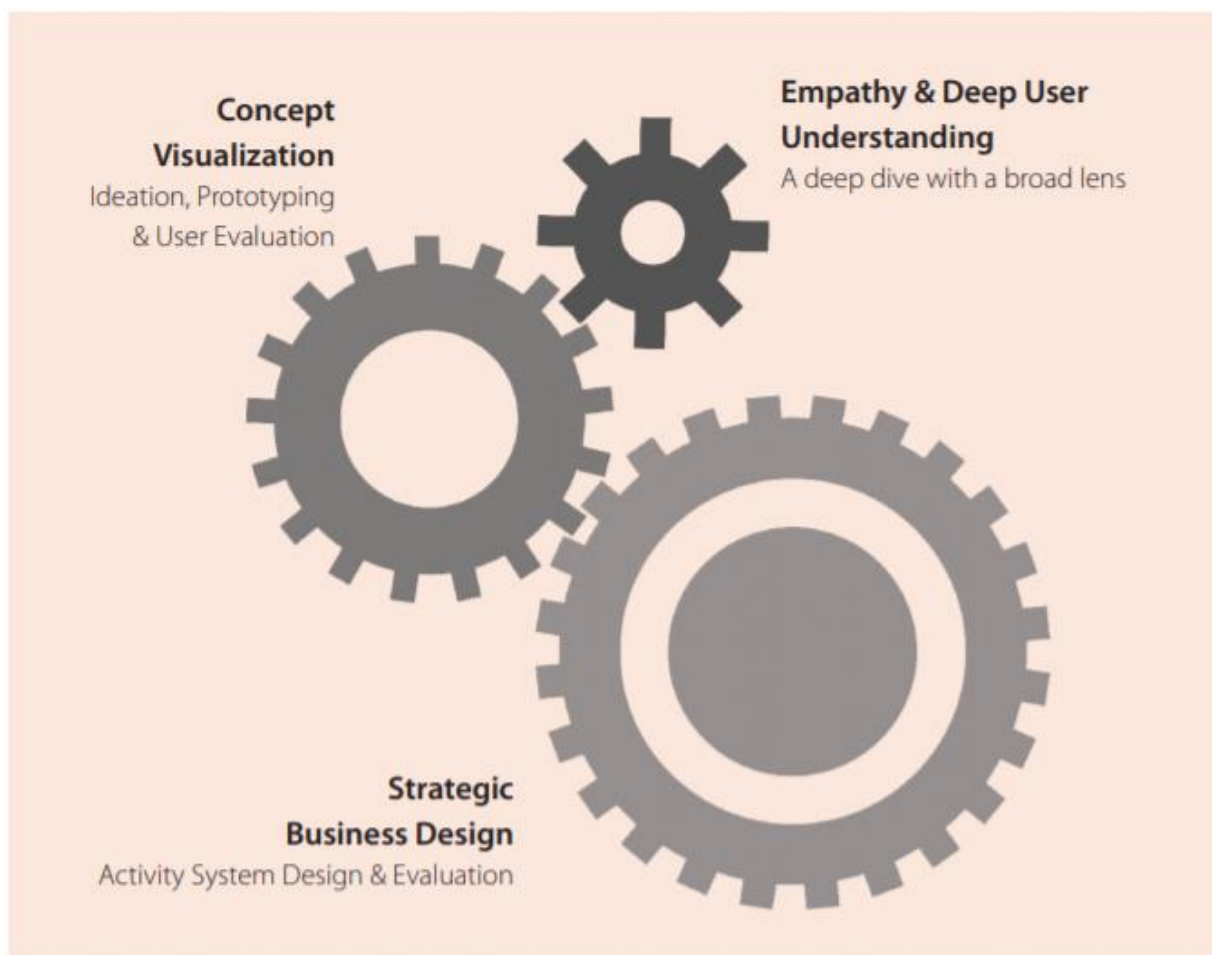


Fig. 1. A service productivity model. Source: the model is developed from a figure in Ojasalo (1999, p. 71).

As shown in figure 8 indicates, service systems are value-co-creation configurations of people, technology, value propositions connecting internal and external service systems, and shared information (e.g., language, laws, measures, and methods). Service science is the study of service systems, aiming to create a basis for systematic service innovation. Service science combines organization and human understanding with business and technological understanding to categorize and explain the many types of service systems that exist as well as how service systems interact and evolve to co-create value. The goal is to apply scientific understanding to advance our ability to design, improve, and scale service systems. To make progress, we think service-dominant logic provides just the right perspective, vocabulary, and assumptions on which to build a theory of service systems, their configurations, and their modes of interaction. Simply put, service-dominant logic may be the philosophical foundation of service science, and the service system may be its basic theoretical construct. (Spohrer;Caswell;Vargo;& Maglio , 2008)

As we know, service design is one kind of design process. And greatest payout from design thinking is the design business itself, the design of strategies and business models for corporation success. (Fraser, 2009) She also indicates that organizations should pre-study and be aware of current operating strategy, tasks of organization, current business models, key focus areas both in strategy and operational and market needs, challenges, and opportunities. All mentioned previously is required to get employees aligned with present working methods. All great design, business design, architecture, engineering also service design insists skills and discipline, courage, imagination, perseverance, and in the case of service design also service mindset and culture in the organization. A service design should also understand beforehand the business model of service design. To support that brainstorming and fundamental out there is available the three-gear model, see figure 9.

Figure 9 The three-gear model, Fraser 2009



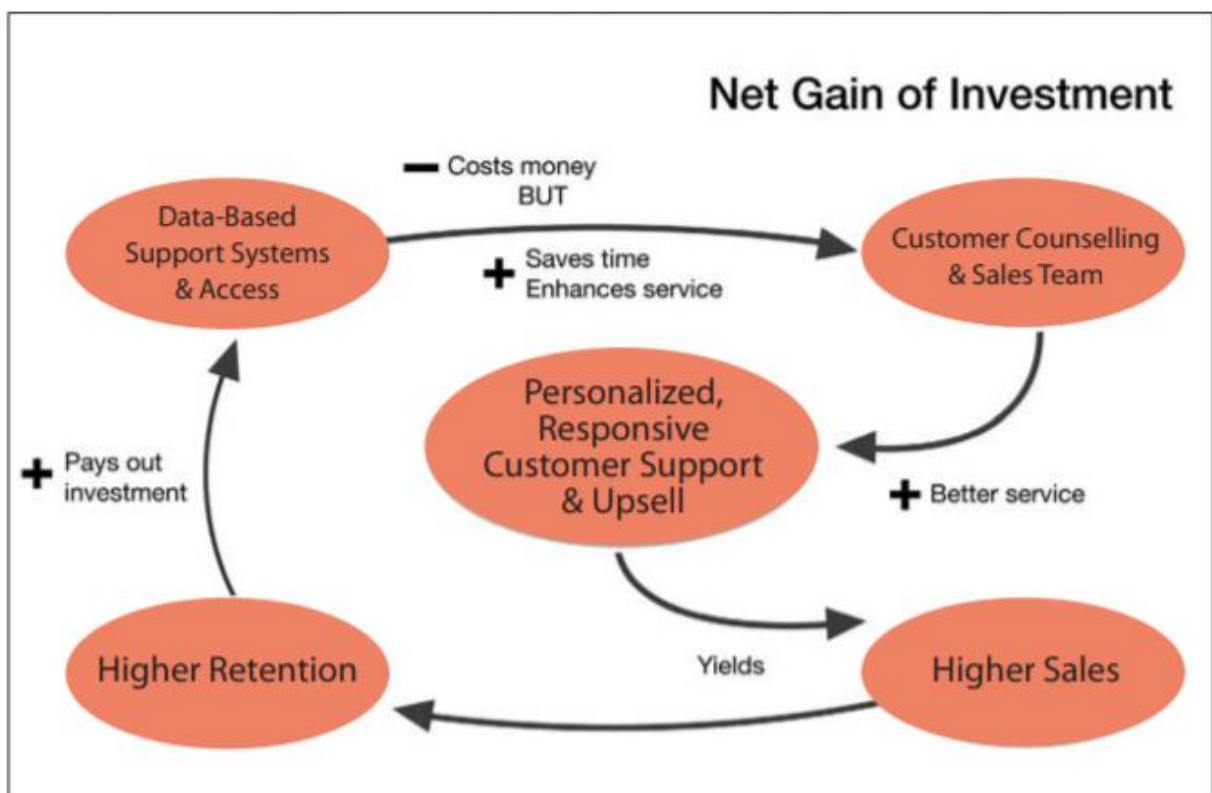
The business model for service design starts from gear 1 Deep user understanding. In the beginning, the organization should be gathering a deep understanding customer itself

including needs and wishes. Normally organization has knowledge of customer's business and metrics of that. This supports efforts to reframe business challenges from a total end-customer perspective and due to that improves the establishment of a human context for innovation and value creation. (Fraser, 2009) As Heather Fraser's great words "It is this deeper understanding of needs that reveals important opportunities. To broaden the lens of opportunity, it is important to look beyond the direct use of a company's product or service, to the context in which it is used."

Tasks in the second gear phase are more like a normal good quality design process, brainstorming, visualization, prototyping, and evaluation. All greatest innovations in mankind were started as out of the box or impossible thinking. One reason for that has been the capability to the imagination and envision new possibilities or opportunities.

Gear three is strategic business design to align concepts from gear two with forthcoming realities to strategy formula and the business model itself. A good tool for mapping strategic model and bring it alive is to do "activity system" published by Michael Porter, see figure 10.

Figure 10, Michael Porter, what is strategy? HBR Nov 1996



Activity system tool supports better establish of strategy for competitive advantage through key strategic focus areas, capabilities, and tactical activities. After all these gears went through final step is to utilize a new business model over the old one.

The above-described framework for the organization is good to know but do not forget the following emotional aspects to be successful in a new service business or service design process. (Fraser, 2009) And all ideas listed next are also good to remember when thinking about organization culture, service culture, etc.

- Mindfulness
 - Astute awareness of world and people around you
- Open-minded collaboration
 - Everyone should be receptive to new insights whether they fit one's paradigm or not
- Abductive thinking
 - Moving from what is known to the exploration what it could be
- Permission to the risk of early failure
 - New ERA has always a high risk of either fail or risk of postponed schedule
- Imperfection and iteration early in the process
 - Early process important to explore a lot of possibilities, not a perfect prototype
- A creative resolution of trade-offs and constraints
 - Unwillingness to give up constraints and obstacles

5 Case Company

5.1 Introduction to the case company

The company is a close to 60 years old multi-talent organization in design, marketing, and manufacturing products to three (3) different business units.

Business units have similarities but are in a certain way independent from each other. They use and share resources in sales, marketing, and aftersales support.

Distribution is through the dealer network, where sales and services can be in a different dealer network.

Turnover of the company is a bit under 50 million Euros and the number of personnel is under 250 people. This means that the company is rated to be a small/midsize company in the Finnish industry.

Products are manufactured in three (3) different locations in Finland. Each location produce products to all three business lines and assemblies are done in two of those previous locations.

The vision of the company is “your lifetime match”

The company manufactures products that cannot be used without a machine for power supply and location for operator. This kind of machine can be a truck, tractor, forest machine, or excavator. But the installation of products is not limited only to previous equipment.

Some of the products can be installed with stationary use but an external power unit is then needed (case company)

5.2 Current organization in case company

The current situation of the company is the following. They have 14 persons in the Sales and Marketing function including Business line Managers, Sales Managers, Regional Managers, Export assistants, Marketing Specialists, and Marketing assistants.

Differences in responsibilities of Sales Manager and Regional Managers are in product and area range. Sales managers are responsible for some of the products or all products in certain country or countries. Sales Manager can have among being responsible for all products in one or more countries.

This means that in one country can be operated one or more Sales Managers in the different product category.

Regional Manager is responsible for sales and marketing in the nominated country or area with the complete product offering.

Business Line Managers are profit and loss responsibility for their product range in the global market. BLM's has also sales responsibility in nominated country/countries.

One of the three Business Line Manager has an additional task as a Sales and Marketing Manager.

In a service organization, they have After Sales Manager, six (6) Service Manager, service technician and from the Sales and Marketing department two (2) Regional Manager and one spare part engineer. Spare part organizations are part of this and there are Spare Parts Manager and three (3) spare parts sales reps and three (3) people in the warehouse and shipping department.

Service Managers, Spare Part Manager, and spare part coordinator report to After Sales Manager. Regional Managers report only in service and spare part issues to the After Sales Manager.

The service manager is responsible for technical support of one or more product range in one or more countries. In one country can operate one or more Service Manager.

Regional Managers are responsible for service/services in their nominated country.

The spare part engineer is responsible to support spare part-related questions and data in spare part systems.

Spare Part Manager is responsible for spare part processes including sales, warehousing, and logistics.

Spare part sales reps are responsible for spare part support and sales of spare parts

Overall personnel size is 17 people.

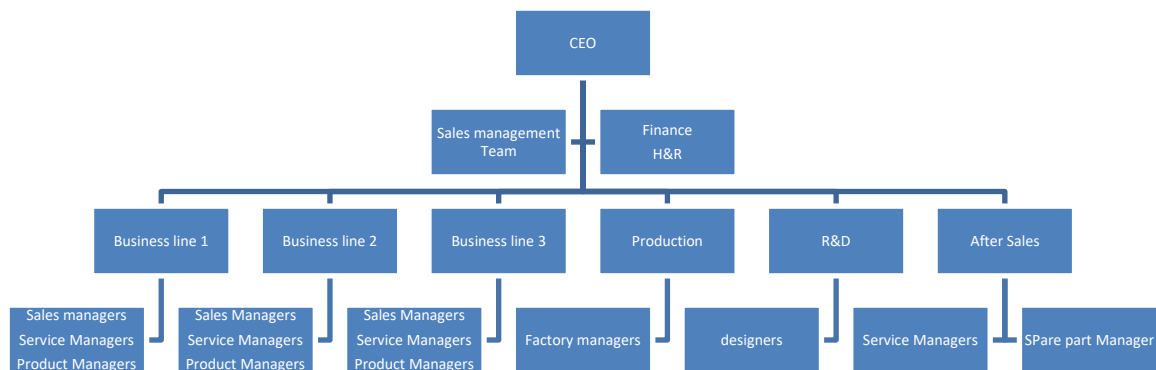
In this context must be realized that the company's distribution strategy is through a dealer network in both sales and service. Very seldom company operates straight with the end customer or end-users.

5.3 Current organization culture

The organizational culture is complex in the case company. Values of the company are the same for all different business lines but still, each business line has its unique way of working. Even though some common services are offered to every business line, still own unique way exists. For example, a customer expected modifications in business line 1 are carried out with a different change management protocol than the other business line.

This is a bit confusing for employees how are working with one or more business lines. The way of working is coming from history and it will evaluate over time and personnel changes. As you can see from figure 11 organization chart the main structure of organizations is following

Figure 11 Organization Chart, modified Marko Sormunen



Shared services like production units are lead by the Director of Production and to whom reports three (3) production managers. In these case-company owned factories produce in each location goods, parts, and products to all business lines.

In After Sales, led by Manager of After Sales, works Spare part division and Technical support and Warranty department. And with a close look at the chart, you noticed that business lines and after-sales have both service managers, and true is that both "lines" service managers work with the same issues and customer base. But straight reporting is to a different Director. This creates conflicts of interest or at least challenging negotiations from which procedure to follow.

5.4 Vision of Services

In company's vision is to develop services as a business. It means that services need to full fill customer needs today and tomorrow. Ensure customer satisfaction, keep technical availability and usage of the products at a high level and add value to the customer value chain.

Interview of Chief Executive Officer clarifies some outputs of vision and strategy of the company. Keywords from that interview were

- Network
- Presence in markets
- Capability
- Franchising
- Services as Numbers
- Brand
- Image
- Concept
- productization
- Digitalization
- e-commerce
- online- services
- Partnership with equipment manufacturers and/or Suppliers, importers, and sales agencies.

6 Research framework and methodology

This research purpose is to define and clarify the readiness of the company to be successful in services in their business environment. Key issues to be defined and studied are service design and change management.

Service design is more like enhance market intelligence of current offering and what it should be in the future. This includes products, features, and benefits of products, sales, and marketing, distribution, after-sales, and services, but will not be limited only to those.

The change management framework is focusing how to have overall performance enhanced to grow profitable in the market. What is a challenge in organization structure, way of workings, responsibilities, competencies, resources, and processes to have all this done in an efficient profitable way?

6.1 Methodology

In research will be used both quantitative and qualitative research approaches. Normally qualitative approach is understood non-statistic field research method. Even qualitative research is not alone based on the mathematical analysis it still has accepted criteria called scientific explanatory power. The importance of qualitative methods will grow now and future because it is the method that takes people into account as people with emotions and actions. (Grönfors, 2011)

With the quantitative method, the researcher can analyze surveys or queries via mathematical aspects. Also, the quantitative method allows make similar surveys later and comparability to the previous survey exists.

In research I have done is used both methods. Qualitative method to get employee emotions accounts and did not guide response to any directions due to free choice of writing to response in certain question. In this way, an employee can tell own opinion with own words. For the quantitative method, I selected questions where employees responded with a numerical value. This was because the same questions can be used in later surveys for cross-functional analyzes.

There were two different ways to gather information, an informal interview with company staff and a survey done by Webropol-survey tool. People to be interviewed from the company are Chief of Executive Officer, Business line managers, After-sales Manager, H&R Manager, R&D Manager, Product Managers, Area Sales Managers. Production Managers and Service Managers will be interviewed. The main reason for informal non-recorded interviews was to get cross-reference information to compare. Questions or discussed tasks aligned and supporting questions in a web survey. But the main thing in informal interviews or coffee-table discussions was free willing speech within a relaxing environment and

without any “fear” of that employee’s manager will receive or information. Into an interview was selected 20 people and surveys was requested to send to whole personnel. Companies that are known in a service business but still a production company was intent to benchmark. Unfortunately, the covid-19 pandemic made this visiting and benchmarking idea impossible.

6.2 Research questions

The purpose of research is to define and understand key factors which affect organizational excellence and productivity during transform from manufacturing unit to service provider methodology.

As in case the company vision to be customer-centric and lifecycle services provider, a clear message is, not only produce gears for use but provide professional services throughout the whole lifecycle. In the survey, questions are presented in Appendix 1, starting point was to find the current status quo, see Virginia Satir’s change model 3.5 and find out current awareness and phase in the service design process. The number of questions was a total of 17, of which five (5) were qualitative and 12 quantitative questions. With quantitative questions intend was to get value for questions how well drivers of transformation to service business, personnel capabilities, and strategy are communicated to personnel and as well how personnel feels that change management has been successful in the ongoing transformation. Qualitative questions were selected to find out the current phase in the service design process, does case company has a service “product” offering which personnel can name, and if personnel can express the case company’s mission, vision, and organization cultural values. (See 2.2)

To find those issues which are needed to avoid or to enhance are hopefully findings from this research.

Basic information from respondents was gathered with questions to which organizational level you belong and to which organizations you work with or belongs. In case company employee might work with several organizations but only in one level of organization. The idea with the question was to be aware and illustrate the complexity of organizational culture. With following question three (3) to seven (7) was for understanding the current phase of service design, including skills, knowledge, systems, challenges of producing services, etc. Also, to be aware of personnel already can identify already service offering

portfolio in use or are there in competitive factor from others in the same industry. With free word questions were asked employee opinion with whom, the organization in case or third party, and how services should be developed and if they can describe an example what should be developed.

Questions from eight (8) to 17 were more targeted to find out the success of change management and communication of mission and vision. Four (4) of the question were quantitative and ten (10) were qualitative questions. Quantitative questions were related to gathering understanding how well change management in transformation has success, how good drivers for transformation have been communicated, and how well goals of transformation have been presented, are they clear and understandable. The idea of one of those question was to increase awareness from the case where an employee works in more than one business line and are expected to understand their strategies. Intend of the last question was to receive personnel view how the strategy should be communicated to them, what kind of methods, details, etc. should be presented when “marketing” strategy to personnel.

7 Results

First will be presented some overview from the survey. Surveys were sent totally to 250 people, expected response amount was about 60 people, which corresponds to the normal response rate in a survey made by the case company. Unfortunately, 41 people started to respond but only 31 people finished the survey. The reason for the low response rate might be in some cases that employee who use shared pc or laptop, production employee, could not use or did not want to use those due to the covid-19 pandemic made some restrictions on how and when an employee can have his/her coffee or lunch breaks.

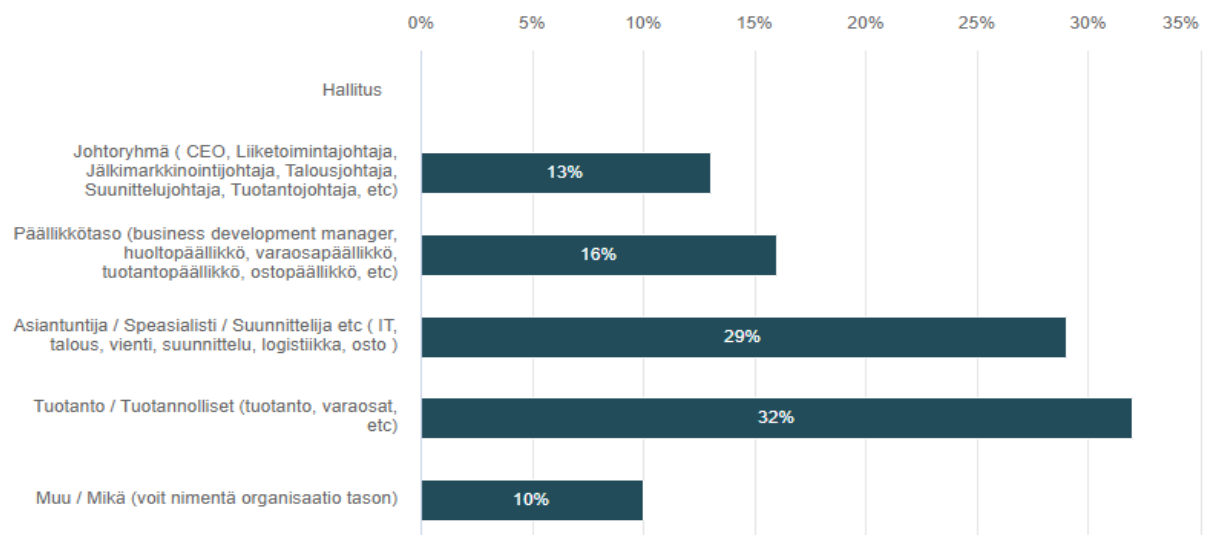
Table 1, Summary of respond rate

Follow-up statistic	Total (N)
Responses, public weblink	41

The survey opened by respondent	83
Reply started	41

Picture 12 will be illustrated from which organization level responses came up

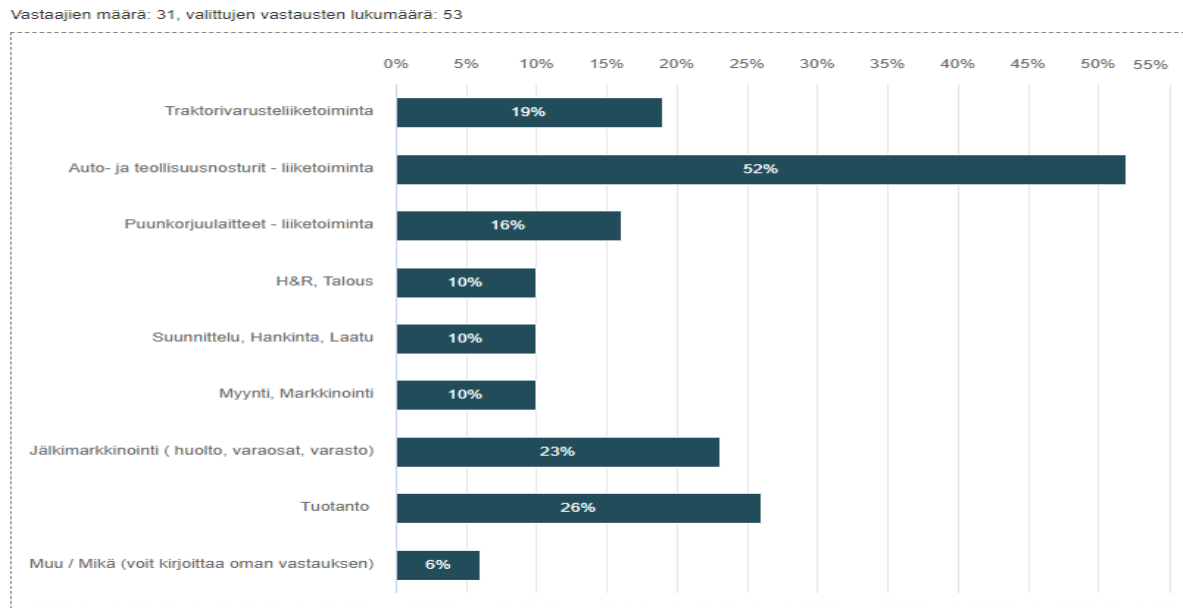
Figure 12, Organization levels



Picture 13 will be illustrated from which different organization or team responses came.

Notify that employee might belong or work into more than one team, but still, each employee has only one manager to whom the employee is directly responsible. From 31 people who finished survey statistics shows they selected 53 organization or team, so in average one employee belongs to 1,65 teams or organization via direct or indirect report responsibility.

Figure 13, to which team employee belongs or work in



From 4 (four) quantitative questions results are as following shown in table 2.

Table 2, Analyze of survey quantitative questions

Question	Response pcs	Average	Average confidence interval	Median	Standard deviation
Current competence to produce lifecycle services (question 3)	31	6,26	5,61 - 6,91	6	1,84
Change management success, in case company (question 8)	31	5,9	5,2 - 6,6	6	1,99
How clear are transformation drivers explained and communicated (question 9)	31	5,87	4,97 – 6,77	6	2,57

How well goals of transformation have been communicated (question 10)	31	6,19	5,21 – 7,17	6	2,79
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Questions number refers to the question in appendix 1.

The average confidence interval indicates a 95% probability of the average interval. A large interval indicates that the result is not statistically reliable.

The standard deviation measures the distribution of the observed values variable around the center. A large number means that the respondents have been very divided among themselves.

In the survey qualitative question related to case company's values, four (4) values exist, all employee who finished the survey knew at least one of them and over 90 % knew all of them. This question is considered in public results due it is related to the hypothesis of this master thesis. The rest of the qualitative questions are excluded from results due to agreement with case company privacy.

8 Conclusions

Analyzing the results of surveys and interviews, I concluded that there is a success, potential, and some pace for improvements. We need to remember that amount of response was relatively low, but survey and study can be understood current status quo exam. 3.5

As seen in Figure 13, to which team employee belongs or work in, the complexity of the organization has been illustrated. This complexity can be proven by questions nine (9) and ten (10) in Table 2, Analyze of survey quantitative questions where standard deviation value indicates how different opinion is with an employee in different organization level. This improves that communication and change management overall needs to enhance due leadership and commitment of executive-level personnel effects to communication success, see 2.2

Overall, in my opinion following need to be considered to improve to get the best potential outcome from organizational excellence in the transformation to service business era.

8.1 Organization culture

The current organizational culture requires explanation and more visibility of what it is. In my analysis from qualitative questions was that there is no clear understanding or current organizational culture. Like presented in Figure 1 Modified from Edgar H Schein, three levels of organization culture, the artifacts are in place but espoused beliefs and values, as well as underlying assumptions, needs examination and clarification. I have no contact with legacy or heritage what values the founder of the case company left for forthcoming leaders and managers to carry out. I propose that the content of artifacts, espoused beliefs & values and important underlying assumptions should be part of the induction of new employees. This should less stress and ease out new personnel to fit in the organization and its' culture, enabling higher productivity closer to starting the day in a case company. Also, it might increase the emotion of equality and employee is meaningful for the case company, see compass theory

. Also, will be valuable to consider including some important issues from organization culture in the quarterly communication plan.

8.2 Service business

This will be more challenging to adapt to one concept of the case company's business era, due to differences in business line's products, customer base, and market areas. One major common factor is that all business line uses same supply change method. Supply is mainly through distributors or original equipment manufacturers. This should be understood when considering value-adding in services, to whom services add value. The case company has chosen strategy to be more like a service provider over the lifecycle of the products, there should be a clear understanding of business acumen. Customer centricity does not come by

itself, it needs resources and executive-level commitment including perseverance to search customer needs and expectations. Also, it is needed to gather these expectations and improvements for products and processes in the same IT systems in all business lines. This is the only way information is in a reasonable format and the utilization rate is high for the information collected.

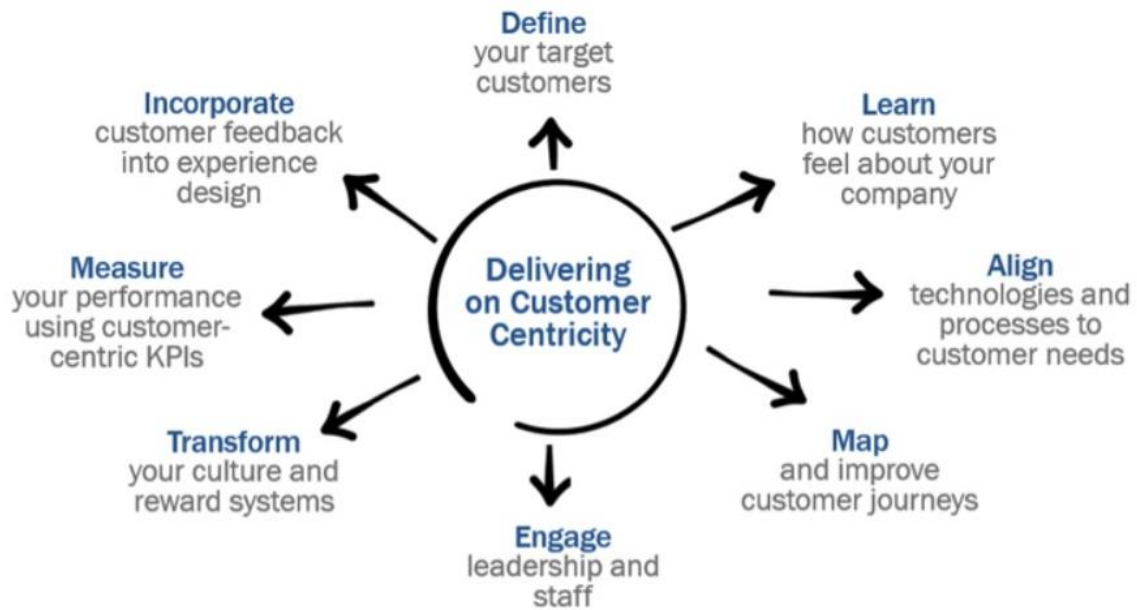
Competence analysis of employees and storage of that is one vital factor in transformation. Does the company have sufficient competence, if not how to get it?

One important factor in service business transformation is the organization's culture. Part of the culture is an open environment for innovation. This enables new possibilities, but the dilemma is how to productization takes place and match all business lines if needed. One challenge is to analyze earning logic due the company does not sell to end customers or users. How to increase value addition in the supply chain via distribution channels?

If considering the hypothesis of this master thesis, the case company needs to evaluate more what are the value-adding services and customer-centricity. This can be concluded from survey question six (6), see Appendix 1. Employees were not able to identify the case company's service offering. Ideas what those services should be or what kind of was described in question 5, see Appendix 1.

The following figure and the content could be used for understanding customer-centric philosophy more. Figure 14 is borrowed from the McorpCX company which is independently recognized as a top customer experience services and solutions company, enabling, and guiding leading organizations since 2002. (MCorpCX)

Figure 14, issues around Customer-Centricity, adapted from MCorpCX corporation



8.3 Change management

This category is one of the most important in the whole case of the transformation. Despite the organizational culture and service business demand, sloppy or non-professional change management might lead to an unwanted outcome. With good strong leadership change can be successful and via strong leadership organizational culture can be modified to support the transformation to the service business era. I strongly recommend establishing a cohesive communication plan for all business lines. As notified from surveys, the corporation level message from business line managers to their employees varies but it should not. The corporation has one and unique goal, enter the service business. Therefore, the message from the CEO should be carried out without the broken phone phenomenon. This can be avoided with proposed a cohesive communication plan even strategy communication templates. It will be the only way to show executive-level commitment to the transformation.

As described in The Compass theory, see section 3.6, the correct change management method should be selected. In this case-company works best if a mixture of vertical and horizontal communication is in conjunction with inspiring leadership when communicating at the corporation level. But when communication inside of one business line, participating

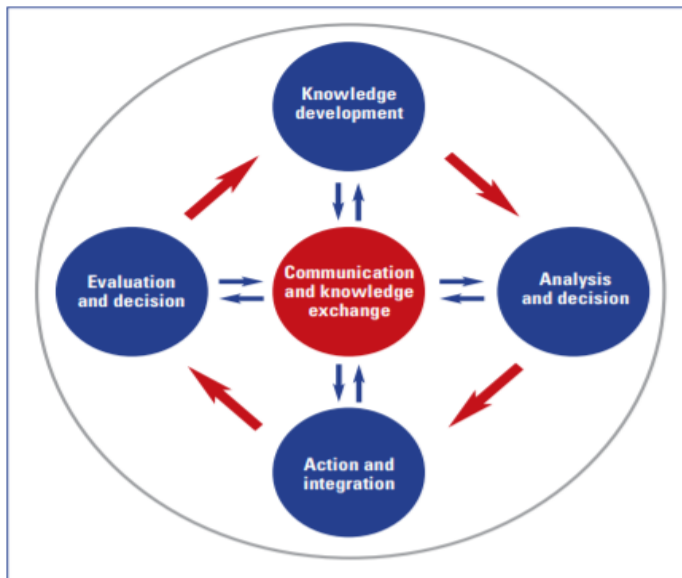
leadership should take more power. Also, noticeable should be how to make the strategy more meaningful and understandable for all stakeholders or employees. For example, if strategy indicates growth for one business line with 20% turnover, what it means into the production unit, how many units per year must be needed, how many working hours are needed to achieve to goal.

The most important anyway for all these sub-categories are the mindset in every employee of the corporation, this will change organizational culture moving towards service business acumen. Corners will be cut in service design, communication, and change management without ensuring a new mindset in organizational culture. Mindset adaption will be ensured with good change management, justified service design, and prompt communication. All these will take the case company to new artifacts, espoused beliefs and values, and recognition of underlying assumptions.

9 Update

After the survey was done, some updates to change management processes, as well as leadership, has been taken. A new way of roll-out strategy is in use, including a strategy tool called LATO which allows more precise objectives setting and follow-up of progress. Still good to realize that the changes in this research need iterating repeatedly as shown in the next figure 15.

Figure 15, Continuous iterating



The process is a never-ending iterating path. So, it is important to objectively check all results in different paths of process and accept if some decisions should be later overruled and come to a different conclusion. The biggest threat is not to accept fact that preconditions might varies or even change totally during transformation. (Young, The problem-solution framework: process guidance for adaptation practitioners, VISES Climate Change Working Paper No. 19, 2014)

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Appendix 1: Survey Questions

1. Mille organisaatiolle sinä toimit / kuulut? *

- Hallitus
- Johtoryhmä (CEO, Liiketoimintajohtaja, Jälkimarkkinointijohtaja, Talousjohtaja, Suunnittelujohtaja, Tuotantojohtaja, etc)
- Päällikkötaso (business development manager, huoltopäällikkö, varaosapäällikkö, tuotantopäällikkö, ostopäällikkö, etc)
- Asiantuntija / Speasialisti / Suunnittelija etc (IT, talous, vienti, suunnittelu, logistiikka, osto)
- Tuotanto / Tuotannolliset (tuotanto, varaosat, etc)
- Muu / Mikä (voit nimentä organisaatio tason)

2. Toimin seuraavassa/seuraavissa liiketoiminnoissa ja/tai yhteisissä toiminnoissa (voit valita useamman vaihtoehdon) *

Vaihtehtdot jätetty pois anonymiteetin säilyttämiseksi

Kysymykset liittyen Palvelumuotoiluun / elinkaaripalveluihin?

3. Miten koet yrityksen tämän hetkisen kyvykkyyden tuottaa elinkaaripalveluita (kyvykkyydeellä tarkoitetaan osaamisen tasoa, resursseja, järjestelmiä, kompetenssia yms) *

Heikot, ei ollenkaan 0 - 10 erinomaiset

4. Mitkä koet tällä hetkellä suurimmaksi haasteeksi elinkaaripalveluiden tuottamisessa? (kuvaile

haasteita vapaasti muotoillen) *

5. Miten ja millaisia elinkaaripalveluita yrityksen tulisi kehittää? (Miten = liiketoiminnoittain vai yhteisiä. Millaisia = pieni kuvaus mahdollisesta sisällöstä, kuten esim koulutus, huolto?)

*

6. Mitä elinkaaripalveluita yritys on tähän mennessä tuotteistanut? (kuvaile vapaasti tuotteistetut palvelut) *

7. Miten yritys erottuu kilpailijoistaan palvelutuotteillaan? (vapaalla sanalla kuvaile erottautumista) *

Muutosjohtaminen ja siihen liittyvät kysymykset ?

8. Miten koet muutosjohtamisen onnistuneen yrityksessä? *

Heikosti 0 – 10 erinomaisesti

9. Onko muutosten syyt / ajurit kommunikoitu sinulle selvästi? *

Heikosti 0 – 10 erinomaisesti

10. Onko muutosten tavoitteet kommunikoitu sinulle ymmärrettävästi? *

Heikosti, ei ollenkaan 0 – 10 erinomaisesti

11. Mikä on yrityksen Missio (mikä on yrityksen päätehtävä?) *

12. Mikä on yrityksen Visio? *

13. Mitkä ovat yrityksen arvot? *

14. Jos toimit yhteistyössä useamman liiketoiminnon tai yhteisen toiminnon kanssa, miten hyvin

tunnet niiden strategiat' joiden kanssa toimit? *

Heikosti 0 – 10 erinomaisesti

15. Jos mielestäsi et tunne strategiaa, mistä arvelet sen johtuvan? (vapaa sana) *

16. Mitkä tai millaiset tekijät auttaisivat sinua ymmärtämään yrityksen strategian paremmin? (vapaa sana) *

17. Miten yrityksen strategia olisi voitu kommunikoida paremmin nyt ja tulevaisuudessa? (vapaa sana) *