

Transforming the Workshop Visit: Designing a Hassle-Free Service Experience for Lynk & Co

Revamping Car Service Customer Experience Through The Development and Analysis of a Serious Game

Master's thesis in Product Development

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Cover: A depiction of a service blueprint detailing the process of workshop visits. (With the text removed.)

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Abstract

This Master's thesis navigates the swiftly evolving landscape of the automotive industry, focusing on the transformative implications of customer expectations within the framework of Lynk & Co's car subscription model. Propelled by considerable technological advancements and changing customer behaviors, the industry has embraced Car as a Service (CaaS) models, necessitating an increased focus on delivering value across the ownership cycle, especially within service workshops.

The research provides a comprehensive mapping of the current customer journey during a Lynk & Co workshop visit, moving on to explore customer expectations of a 'hassle-free' visit. Critical factors such as convenience, transparent communication, trustworthiness, personalized service, and digital service tracking emerge as defining elements of the anticipated customer experience. A blend of methodologies, including service development, design thinking, focus group discussions, empathy mapping, Kano analysis, and a uniquely designed serious game simulation, developed in-house, is utilized to facilitate this comprehensive understanding.

The established comprehension of customer expectations is evaluated against Lynk & Co's current service journey, leading to the identification of potential gaps and the formulation of actionable service improvement recommendations. Following a rigorous analysis of 190 unique customer responses, categorized into 54 statements and consolidated into ten primary categories, these insights shape the final set of recommendations for service enhancement.

The thesis culminates by offering concrete steps towards service development or redesigns that align better with these identified customer expectations, underlining the potential for elevating the overall customer experience. Emphasizing a customer-centric perspective, this research serves as a valuable resource for Lynk & Co, offering insights and practical proposals that facilitate service improvement, foster stronger customer relationships, and sustain a competitive edge in a rapidly transforming industry landscape. In conclusion, the thesis underscores the pivotal role of understanding and addressing customer needs in shaping a superior workshop service experience. It points towards the significant potential of iterative service development, guided by customer insights, in keeping pace with the dynamic trends of the automotive industry.

Keywords: Automotive Industry, Car as a Service (CaaS), Customer Experience, Service Workshop, Customer Journey, Lynk & Co, Service Development, Hassle-free Experience, Serious Game Simulation

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Furthermore, we would like to extend our sincere thanks Lynk & Co, the staff, and all internal and external stakeholders who actively participated in and supported our research. Their cooperation and openness in sharing information significantly facilitated our understanding of the research topic and the subsequent analysis. We also wish to express our heartfelt appreciation to the 38 individuals who participated in our focus groups. Their contributions were vital in providing a deeper understanding of the issues studied and helped shape the research findings. Their willingness to share their time and perspectives enriched the quality and relevance of this research.

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Eric Andrén & Ann-Christina Kuang, Gothenburg, June 2023

List of Acronyms

Below is the list of acronyms that have been used throughout this thesis listed in alphabetical order:

BPMN	Business Process Model Notation
CaaS	Car as a Service
GM	Game Master
MaaS	Mobility as a Service
MVP	Minimum Viable Product
NSD	New Service Development
P2P	Peer to Peer
PUD	Pick-Up and Delivery
RNG	Random Number Generator
RSA	Road Side Assistant
SG	Serious Game
UI	User Interface

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1

Introduction

The opening chapter introduces the research. First, the relevant background of the research topic is presented, including an overview of the trends within the automotive industry and the challenges they pose to the collaborative automotive company with a subscription business model. Also how to use service development and service design to improve the overall customer experience for Lynk & Co. The purpose of the report will then be presented along with research questions that the report will seek to answer. Finally, the limitations of the study will be presented.

1.1 Background

The automotive industry has undergone significant transformations in the past 50 years, driven by technological advancements, government regulations, and evolving customer and market behaviors. Technologies such as autonomous driving, electrification, and connectivity have revolutionized automotive sales and ownership, leading to the emergence of vehicle subscriptions and car-sharing models (Cedric Vazier & Träger, n.d.). Global car sales have been declining in recent years due to changing customer mindsets and behaviors, as well as the growing popularity of the shared economy (Axel Schmidt & Holtgrave, 2019). As a result, automotive companies must now focus on creating value throughout the entire ownership cycle, not just at the point of sale.

The shift towards a service-oriented business model, known as Car as a Service (CaaS), has gained traction in recent years (Mearian, 2015). Car subscription models have become increasingly popular due to their flexibility, allowing customers to avoid the hassles associated with owning a car, such as maintenance, repairs, and insurance. It is projected that one in five new cars will be provided through a subscription service by 2025 ("Automotive industry plots", 2021). This evolving dynamic in the automotive industry presents new opportunities for companies to add value to their services, particularly in the workshop visit aspect of car subscription plans.

Organizations across industries are keen on finding new ways to deliver value and enhance the customer experience during the service phase of the customer journey, as well as improve the service experience in their service offering. By combining functional and emotional benefits in their service offerings, companies can strengthen customer loyalty (Berry et al., 2002). However, there is currently limited or no written guidance on how vehicle companies

should manage the customer experience during the service phase and what services would be most beneficial to customers during a workshop visit (Kitsios & Kamariotou, 2020). Furthermore, tools that simulate workshop visits for subscription cars are very few or non-existent.

The discipline of service development and service design has played a crucial role in helping businesses and organizations gain a competitive edge, increase customer satisfaction, and improve service quality (Katzan, 2011). Servitization offers new ways to create value, shifting the focus from value-in-exchange to value-in-use. In other words, value is no longer created solely after the product is used but is determined during its use (Grönroos, 2008). Various models of service development and success have been identified, which are associated with factors such as service strategy, employee participation, and understanding of customer needs (Kitsios & Kamariotou, 2020). Service design involves the use of tools such as customer journey maps, business process model notation (BPMN), and service blueprints, which are tools that can facilitate service development to gain a further understanding of users' needs and identify the complexity and redundancy in the service process (Lynn Shostack, 1982; OMG, 2006).

The objective of this thesis is to enhance the service experience for customers during their car maintenance visits as part of the Lynk & Cos car subscription plan. The main focus will be on service design and development, specifically on the front-end aspects outlined in the service blueprint. This encompasses the visible components such as physical evidence, customer journey map, and front-end interactions, particularly emphasizing the customer journey throughout the service and maintenance phase. The goal is to streamline the process and provide a hassle-free experience for customers which will serve Lynk & Co as a competitive edge. The selection of serious games (SG) as the preferred tool, despite the complexities and intangible nature of services, is based on several compelling reasons (Ávila Pesántez et al., 2017). SGs offer an effective means to simulate real-life scenarios, enabling users to provide feedback and fulfill their desires for a seamless workshop visit. To create a game that accurately replicates customers' experiences and challenges during a workshop visit, the underlying back-end processes in the service blueprint and BPMN have been identified. The simulation will serve as the initial interaction, encompassing the process from making a case to successfully delivering the car to the workshop.

1.1.1 Introduction to Lynk & Co

Lynk & Cos is the client that's examined in this thesis, providing a range of automotive services, including a subscription model, traditional car sales, and peer-to-peer (P2P) car sharing. The company operates primarily in urban areas across seven European countries, namely Sweden, The Netherlands, France, Germany, Italy, Belgium, and Spain. The subscription service is predominantly available in Stockholm and Gothenburg. Customers of Lynk & Cos are categorized into three groups based on their preferred service: buyers, subscribers, and renters. The subscription model allows members to rent cars for a month at a time, with vehicles being returned to Lynk & Cos after reaching a certain mileage or upon subscription termination see figure 1.1 that shows a BPMN of the car ecosystem

explained in the section 3.4.2. These returned vehicles are then offered in the second-hand market.

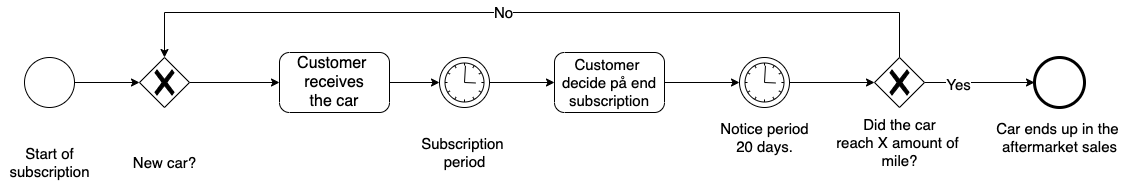


Figure 1.1: Visual in the form of a BPMN representation of Lynk & Co’s car subscription model from receiving the car until the end of the subscription.

Lynk & Cos’ subscription plan provides customers (the subscribers) with a range of services, including registration and insurance, service and warranty, repairs, and roadside assistance. These services are included in the subscription for a fixed monthly fee. Throughout the rental period, Lynk & Cos’ aftermarket department and its partners are responsible for providing all of these services. The specific services offered under the subscription plan are illustrated in Figure 1.2.

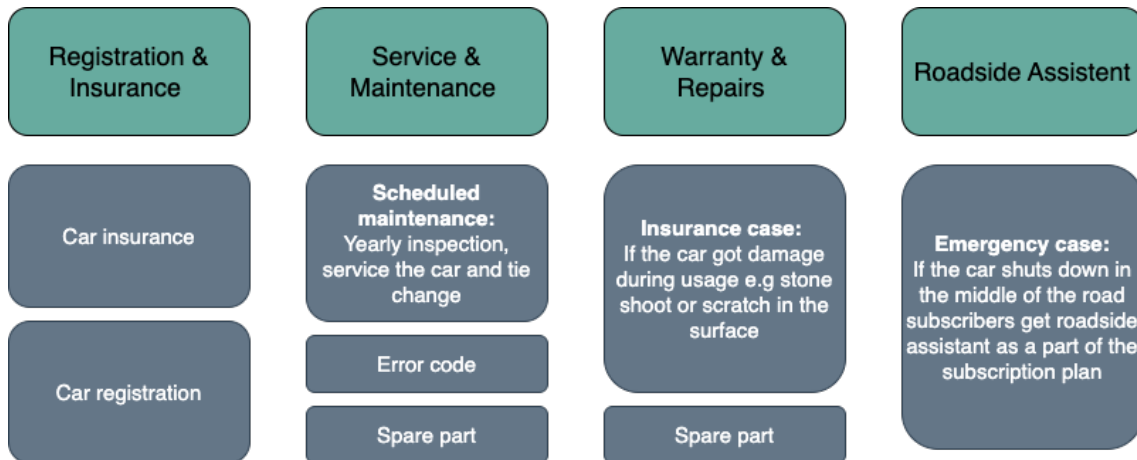


Figure 1.2: Visual representation of 'the company's' car subscription model offerings.

In addition to its core service offerings, Lynk & Cos has collaborated with another company to provide subscribers with a range of additional services. These services encompass scheduled workshop visits, such as yearly inspections and tire changes, as well as roadside assistance, maintenance errands covered under the warranty, and convenient pick-up and delivery services and Pick-up and delivery (PUD). Historically, PUD services have been extensively utilized by Lynk & Cos for various purposes, including car delivery/return and scheduled workshop visits. However, there has been a recent shift in operations, with subscribers now responsible for driving their own cars to the workshop for e.g. tire change-related cases.

By examining the evolving dynamics of Lynk & Cos and its service offerings, this thesis aims to develop a hassle-free service experience during the workshop visit phase of the car subscription plan. The focus will be on front-end development, specifically the customer journey and a simulation game will be designed to gather valuable feedback and meet users' expectations for a seamless workshop visit. Additionally, the study will explore the back-end processes, including the service blueprint and BPMN, to enhance the workshop simulation game and optimize the overall service experience for subscribers.

1.2 Purpose & Research Questions

The purpose of this Master's thesis is to help Lynk & Cos improve its customer experience by providing Lynk & Cos with insight about its customers' expectations on *'hassle-free' workshop visits*, and by providing concrete proposals for capitalizing on the insights through the development (and/or redesign) of a service. *Three* separate, but connected, research questions need to be answered to fulfill this purpose.

1. What does the existing process and customer journey look like during a workshop visit at Lynk & Cos?

The first research question analyzes the current process and customer journey at Lynk & Cos. This leads to the second research question, which evaluates the expectations of car drivers of a hassle-free experience. By comparing these expectations to the existing customer journey, we can identify areas for improvement and better align Lynk & Cos' offerings with customer expectations.

2. According to the service consultation of Lynk & Cos' customer journey map and service blueprint:
 - 2.1 What are the customers' expectations for a 'hassle-free' workshop visit?
 - 2.2 Which aspects of Lynk & Cos' current offerings fail to meet customers' expectations?

The second research question evaluates the alignment between car drivers' expectations and Lynk & Cos' current customer journey, identifying any gaps. Building on these insights, the third research question proposes new developments or redesigns to better match the company's offerings with customer expectations, providing actionable recommendations for improvement.

3. What new developments or redesigns should Lynk & Cos consider implementing in their services to better align with their customer's expectations?

The third research question leads to actionable recommendations for Lynk & Cos. By exploring new developments and potential redesigns, the research aims to provide concrete steps for the company to align its offerings with customer expectations. Ultimately, the

goal is to implement the proposed improvements and ensure that Lynk & Cos meets the expectations of its customers better.

1.3 Delimitations

This report focuses on examining and improving the service offerings in the subscription plan provided by Lynk & Co, with a specific emphasis on the Warranty and Repair aspect. The study aims to enhance the customer experience and service design for workshop visits related to service and maintenance cases. The scope of the report is limited to the post-purchase phase, specifically focusing on the service and maintenance phase, which falls under the broader usage phase of the customer journey (refer to Figure 3.4). Consequently, the pre-purchase, purchase, advocacy, and retention phases are excluded from this study.

In order for the thesis to include sufficient participants, due to GDPR and limited access to customer information, the range of useful participants is quite general. The target group of the study includes car drivers in general, encompassing owners, lessees, and subscribers. The selection is not limited by age or prior experience with workshop visits but rather focuses on individuals with a valid driving license. By widening the target group beyond Lynk & Co's specific target audience, the study aims to gather diverse perspectives and insights.

It is important to note that this study is conducted in collaboration with an international automotive company. However, the report's scope is limited to the Swedish market, as it serves as a foundation for developing a general framework for potential future enhancements. Focusing on the Swedish market is particularly crucial for addressing research questions one and two, as internal stakeholders and Lynk & Co's customers based in Sweden serve as easily accessible sources of relevant data. This data will help identify key improvements to enhance the service and create a hassle-free customer experience during workshop visits.

Lastly, this report aims to deliver *recommendations* on making workshop visits more hassle-free. These recommendations will however be validated through service simulations. The report will not address the specific implementation details or associated costs for integrating the recommendations into Lynk & Co's current operations. The focus of this study is on providing actionable insights and recommendations rather than exploring in-house process improvements or efficiency enhancements. By adhering to these delimitation, and by acknowledging its limitations, the report will provide clearer and more concise research and deliverables.

2

Theoretical Framework

Chapter two provides an exhaustive review of the existing literature, examining the current knowledge base and research trends relevant to the topic. This chapter identifies gaps in the current understanding, setting the stage for the subsequent research. It establishes the study within the broader academic discourse, demonstrating its relevance and potential contribution.

2.1 Transformation of the Automotive Industry

The automotive industry is undergoing a profound transformation driven by various economic, technological, and societal factors. This transformation is influenced by the development of emerging markets, the rapid advancement of new technologies, sustainability policies, and evolving consumer preferences regarding car ownership. As highlighted by Accenture's report on the future of autonomous sales (2019) Axel Schmidt & Holtgrave (2019), the automotive industry has experienced a decline in sales in recent years, with notable drops observed globally, such as a 14.4 percent decline in car sales in China in 2019. These changes can be attributed to shifting customer mindsets and behaviors, as car ownership is no longer solely seen as a status symbol. In addition, the rise of the shared economy has led consumers to embrace the idea of sharing their own vehicles.

In response to changing customer behaviors and preferences, automotive companies are compelled to create value beyond traditional sales points. The advent of digitization, increased automation, and the emergence of new business models, such as subscription models, have revolutionized various industries. The automotive industry is no exception to this trend. These forces have given rise to four disruptive technology-driven automotive trends: diversified mobility, autonomous driving, electrification, and connectivity Cedric Vatier & Träger (n.d.); Derksen (2015).

One notable shift in the industry is the move from a product-oriented approach to a service-oriented approach, with cars being perceived not just as products but also as services. This transformation is often referred to as "*Car as a Service*" (CaaS) Mearian (2015). The popularity of business models like car subscriptions has surged in recent years, reflecting the changing dynamics of consumer preferences toward mobility services. By acknowledging these transformative trends and recognizing the evolving needs and expectations of customers, automotive companies can position themselves to thrive in the new era of the

industry. Embracing the shift towards service-oriented models and leveraging emerging technologies offer opportunities for companies to create innovative and value-added offerings.

2.1.1 The Car Subscription Business Model

As a result of the change in the economy, digitization, regulation, and the changing customer behavior of owning a car. A car subscription is considered a flexible alternative to car ownership it is a way of testing different brands, it's also convenient for not having to worry about additional efforts associated with owning a car, and finally, more environmental option instead of buying a brand new car J. J. Brakus et al. (2009); Derksen (2015); Schellong et al. (2021). The car subscription business model is considered the fastest-growing service over the next five years. According to Schmitz et al. (2021) today it's estimated that only a small amount 3% of the market share of Mobility - as - a - Service (MaaS) consists of car subscriptions. Moreover, it's estimated that by 2025 one in five cars offered in the market would be a car subscription "Automotive industry plots" (2021).

Car subscriptions provide a flexible alternative to traditional car ownership, bridging the gap between leasing and rental options. They offer reduced risk, commitment, and rigidity compared to owning a vehicle Schmitz et al. (2021). In subscription models, customers pay a monthly, weekly, or daily fee depending on the company for access to a vehicle they don't own, but can use at any time. Shares similar traits with other mobility solutions such as car leasing, car rental, and P2P services. Unlike traditional rental and leasing services, a car subscription gives the subscriber access to essential vehicle needs, including registration, insurance, maintenance, warranty and repair, and roadside assistance see Figure 2.1 through their recurring payment Skentzos (2022). He means that it's important that they are able to deliver these services as seamlessly as possible. This means partnering with service providers to offer, for example, an integrated insurance solution that enables quick and easy processing of digital claims.



Figure 2.1: The features of Lynk & Co's car subscription model.

Schmitz et al. further states that the crucial element is to establish a business model that corresponds to the company's strengths and market position, and simultaneously deals with issues regarding branding, service offerings, life-cycle management, and vehicle asset management. The business model should also guarantee profitability by adjusting significant factors like vehicle utilization, car selection, and changeover. The company may face operational hurdles that require practical and intelligent solutions. These challenges frequently arise from within the organization. However, Schmitz et al. means the challenges lie partly in managing the assets, revenues, and life cycles of vehicles used in car subscriptions is a crucial factor for profitability, but it is also a highly intricate challenge to overcome.

2.2 Service Development

Service development is a complex process encompassing multiple stages aimed at creating service offerings that effectively meet customers' needs and expectations. The integration of customer needs into this process is crucial, and organizations often utilize design thinking methodologies to ensure a customer-centric approach. Conducting thorough research on customer preferences early in the process is essential to bridge any gaps between customer expectations and the outcomes of service offerings Menor et al. (2002).

The New Service Design (NSD) process typically consists of five stages: idea generation and service concept, service development, service testing, and launch. Throughout each stage, the involvement of various stakeholders, including systems, technology, and enablers such as managers and the development team, is necessary to achieve successful service development Menor et al. (2002). By fostering collaboration and incorporating diverse perspectives, organizations can nurture creativity, align stakeholders' viewpoints, and enhance the overall effectiveness of the service development process.

Successful service development differs from unsuccessful service development in several key aspects. One critical factor is the active involvement of frontline employees during the launch stage. These employees play a pivotal role in interacting with customers, understanding their expectations, and providing valuable insights into their behavior and needs. Additionally, customer participation is most effective during the development stage, where their input helps redefine needs and provides valuable feedback to businesses, thereby increasing understanding and commitment Melton & Hartline (2010).

Furthermore, the organizational structure plays a significant role in the successful development of new services. Factors such as management support, innovation climate, organizational structure, management style, learning processes, and feedback mechanisms all contribute to ensuring the success of the NSD process Eveleen (2010); van der Panne et al. (2003).

In conclusion, successful service development involves conducting careful research on customer preferences, utilizing design thinking methodologies, and actively involving frontline employees and customers. Additionally, critical success factors like organizational structure and management support are instrumental in creating services that effectively meet customer needs and expectations Eveleen (2010); Melton & Hartline (2010); van der Panne et al. (2003). By incorporating these strategies and elements, organizations can enhance their service development processes and deliver offerings that drive customer satisfaction and business success.

2.3 Service Design

The term *service design* was first coined by Lynn Shostack (1982). She emphasized the importance of understanding the customer's needs and expectations and suggested that service design should focus on creating a positive customer experience. One decade later, service design was introduced as an academic field in design at the University of Applied Sciences in Oh & Kim (2015). In contemporary times, service design has undergone significant development, and it is now perceived as a more abstract concept, rather than being limited to specific design tasks. Essentially, service design is increasingly being viewed as a mindset or methodology that can be applied to a wide range of service innovation practices Stickdorn & Schneider (2014). Nowadays, service design is seen as an interdisciplinary field that combines business, design, and technology, with a focus on value-creation, co-creation, and improving service quality for both employees and customers.

The reasons for the field's development are a response to the growing importance of services in the economy and society, and it initially focused on the design of service environments. Furthermore, service design can be a competitive advantage for companies, and it is a key to market success and company growth, as Shostack (1984) stated in her article. She also highlights that in the shift towards a service-based economy, the companies that thrive and succeed will be those that can take charge of the design and management process. Moreover, Bitner et al. (2008) state that organizations that excel at providing innovative services do not leave their service development processes to chance.

Instead, they follow a systematic and often iterative approach, moving through a series of well-planned stages *Experience Design* (2022) see figure 2.2. Bitner et al. (2008) outlined these stages as setting clear objectives, generating ideas, developing concepts, designing services, prototyping, launching the service, and gathering customer feedback. By following this methodical approach, successful organizations ensure that their service development efforts are not ad hoc, but rather carefully orchestrated to maximize their chances of success.

Although service design has gained a comprehensive theoretical and methodological foundation and has become an internationally recognized field in research, teaching, and consulting, there still remain many gaps in the field of studies. Katzan (2011) suggests that the real challenge with service design is determining what to do and then figuring out how to do it. Service design is still a rapidly evolving discipline with vast potential for exploration and experimentation.

2.3.1 Foundations of Service Design

Katzan mentioned that there are three parts of service design. In order to create a successful service design all of these part has to be included. The first part consists of developing content for the service and deciding what needs to be designed. In this step, it is important to solve the right problem and make the definition of the problem simple. Another aspect to consider is the culture of the company and the relevant market as well.

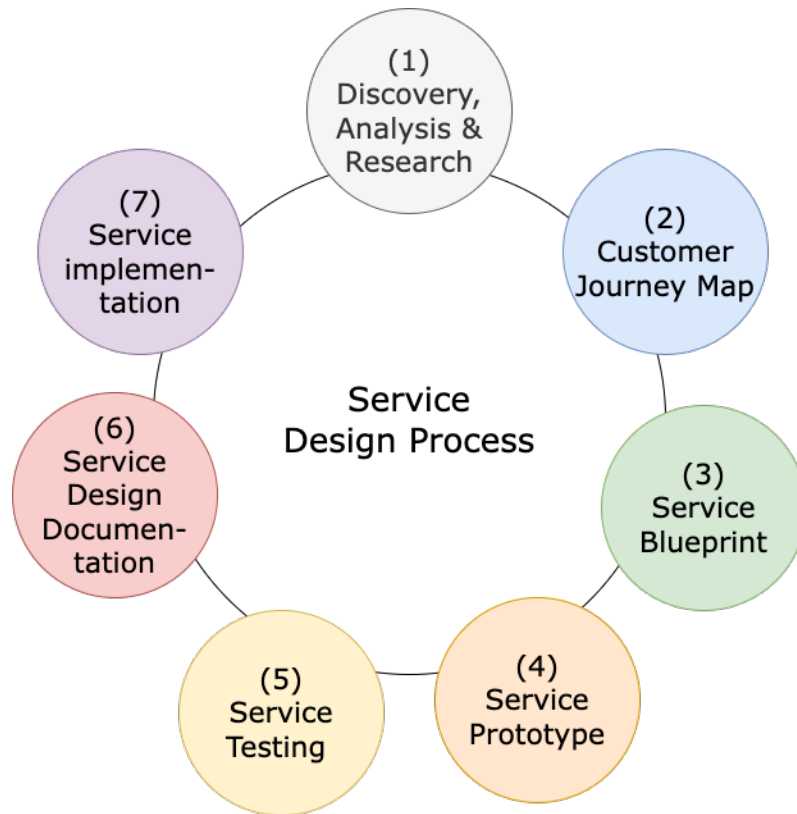


Figure 2.2: The seven steps of a service design process. The circle represents an iterative loop and could be followed any number of times. Adapted from *Experience Design* (2022)

The second part is determining how the designer team will work with the customer team to design the service. It differs from designing a design team in a huge organization versus a smaller company. There is a higher degree of specialization in large organizations, and careful attention must be paid to the makeup of both teams. It is also necessary for a design team to develop a strategy to work with the customer to design the service that is needed.

The last part is that some service design teams must be better at their craft than others because some service design projects turn out to be more successful than others. There are some relevant questions in this regard:

- What mindset do good service designers have that not-as-successful designers don't have?
- What do successful designers know to do their job better?
- What service design tools are needed?
- What knowledge and training is needed to be a proficient service designer and how is this information imparted to prospective service designers?

The questions above can be classified into two primary categories, namely, design thinking and design methods. Design thinking pertains to individuals and cultures and differs from design methods, which deal with design models and processes. In cases where a service design involves face-to-face interactions, the effectiveness of the exchange extends beyond

mere acts or symbols. The perceptions of the participants are critical to how the service interaction is evaluated as a critical component of the overall service experience. Whether the interaction is highly predictable or highly variable is largely dependent on the client or customer's expectations and the service provider's branding.

2.4 Design for User Experience: Theory and Methods

Many companies aim to deliver the best customer experience in their industry. However, when examining the definition of customer experience, it was clear that it was broad. The customer experience could often be confused with terms such as customer journey, user experience, and brand experience. The wide definition and the difference between these are explained below.

The importance of customer experience was first emphasized back in 1999. Customer experiences appeared every time a customer came in contact with a product or service offered by the company. It could be viewed as multidimensional and could be divided into types of sensory (sense), affective (feel), cognitive (think), physical (act), and social identity (relate) experiences J. J. Brakus et al. (2009). These experiences, in turn, are created by what he calls experience providers. These can be communications, identity, and product presence. Customer experience is the internal and subjective reaction of customers to any direct contact with a company. Direct contact generally occurs when buying, using, and servicing and is usually initiated by the customer. Indirect contact most often involves unplanned encounters with representations of a company's products, services, or brands, and companies' products, services or brands and takes the form of the form of word-of-mouth recommendations or critiques, advertising, news reports, reviews, etc Meyer & Schwager (n.d.).

Nowadays custom experience seems to be crucial in building a strong business and are seems as a part of the leading management objectives Derksen (2015). Pine et al. (1998) writes about the importance of addressing the customer experience in today's society, and firms can benefit from it and instead of designing an experience around an offering, an offering in form of a product or service can be designed around an experience. With the support of technology, companies can now offer real-time services that are tailored to individual customer needs and can adapt to customer changes over time Rust & Oliver (2000).

In summary, we conclude that customer experience is a multidimensional construct that focuses on a customer's cognitive, emotional, behavioral, sensory, and social responses to a company's offerings throughout the customer's purchase journey J. J. Brakus et al. (2009). Customer experiences, therefore, result from a combination of what is offered (function and result of the product or service) and how it is offered (use process, context of use, and emotional components of the interaction) Berry et al. (2002); J. J. Brakus et al. (2009); Grönroos (2008).

3

Models & Structured Methods in Service Design

This chapter provides an overview of essential models and tools in service design that enhance the customer journey and improve the overall service experience. Techniques such as customer journey mapping, BPMN, service blueprinting, and serious games offer valuable resources for analyzing and optimizing the customer journey.

3.1 Empathy Mapping

Empathy mapping which is part of the first step in Design Thinking presented in section 3.3 is a design tool used in service design to help designers to understand the customers' needs, experiences, and perspectives of their users or customers Lemon & Verhoef (2016). Empathy mapping involves creating a visual representation of the user or customer, highlighting their key characteristics, thoughts, feelings, and behaviors. According to Gray (2017b) This tool is widely used in service design and user experience design. This has been shown to be effective in improving the user experience and the effectiveness of designs.

The process of empathy mapping typically involves conducting research to gather information about the users or customers, through qualitative methods such as interviews, surveys, or observations. The information is then organized into key themes, which are used to inform the creation of the empathy map Gibbons (n.d.). The empathy map typically includes four quadrants; see figure 3.1, representing the user's or customer's behaviors, feelings, needs, and thoughts. The quadrants are further divided into subcategories, which provide more detail and specificity about the user's or customer's characteristics and experiences.

Empathy mapping is a tool for designers as it helps them understand their users/customers more deeply. Designers can create more effective, user-centered designs by understanding user/customer needs, preferences, and painpoints. Empathy mapping also helps designers identify areas to improve existing designs, helping develop new ideas and solutions. It can inform the development of new ideas and solutions.

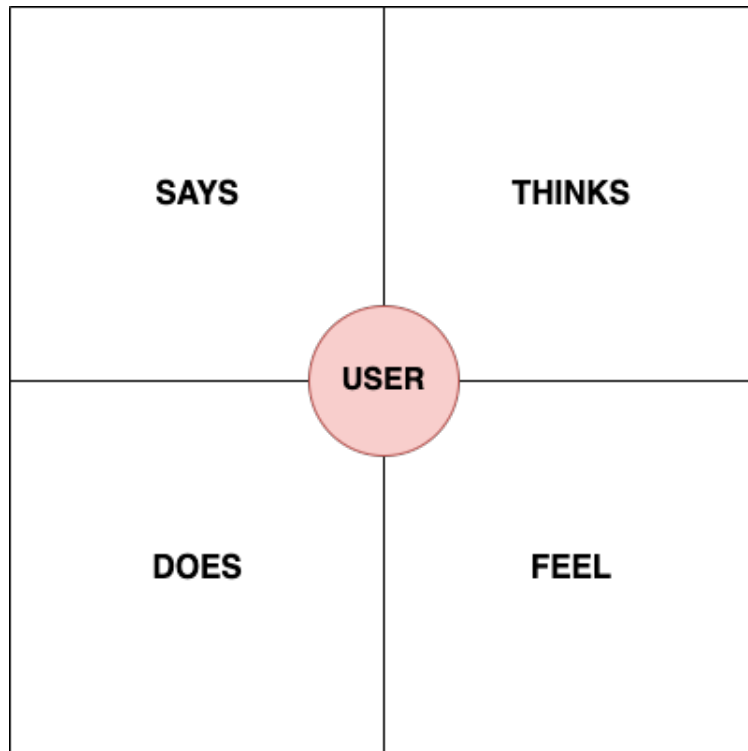


Figure 3.1: Empathy maps are split into four quadrants; Says, Thinks, Does, and Feels.

3.2 The Kano Model

The Kano model is a method used in service design to categorize customer needs and preferences into different categories based on their level of satisfaction and the impact they have on customer satisfaction Kano et al. (1984). It is a framework developed by Professor Noriaki Kano in the 1980s, and it is widely used in service design to help designers understand customer needs and preferences. While the Kano model can be applied using tools such as surveys, questionnaires, and data analysis software, it is primarily a method used in service design to analyze and categorize customer needs. The Kano model is a powerful tool for viewing and identifying the quality of customers' requirements of a particular product or service might be more than the proportional satisfaction to customers H.-H. Wu et al. (2010).

H.-H. Wu et al. divided the Kano model into five categories see figure 3.2 in the analysis: (i) Must-have quality element: The basic functions of a product are fulfilled by must-have quality requirements. These requirements are seen as prerequisites by customers, and if they are absent, it results in significant dissatisfaction. (ii) One-dimensional quality element: Customer satisfaction is directly proportional to the level of the one-dimensional quality element. Customers explicitly demand and expect these requirements, and their level of satisfaction increases with the improvement of this element. (iii) Attractive quality element: When the performance of a product exceeds expectations, it creates a sense of delight in customers. However, customers do not demand or expect these requirements and a low level of performance does not affect their satisfaction. (iv) Indifferent quality: Customers are indifferent to the presence or absence of this quality element, and it does

not impact their satisfaction. (v) Reverse quality: Customers experience dissatisfaction when the quality element is present, and satisfaction when it is absent. This is contrary to the usual expectations and demands of customers.

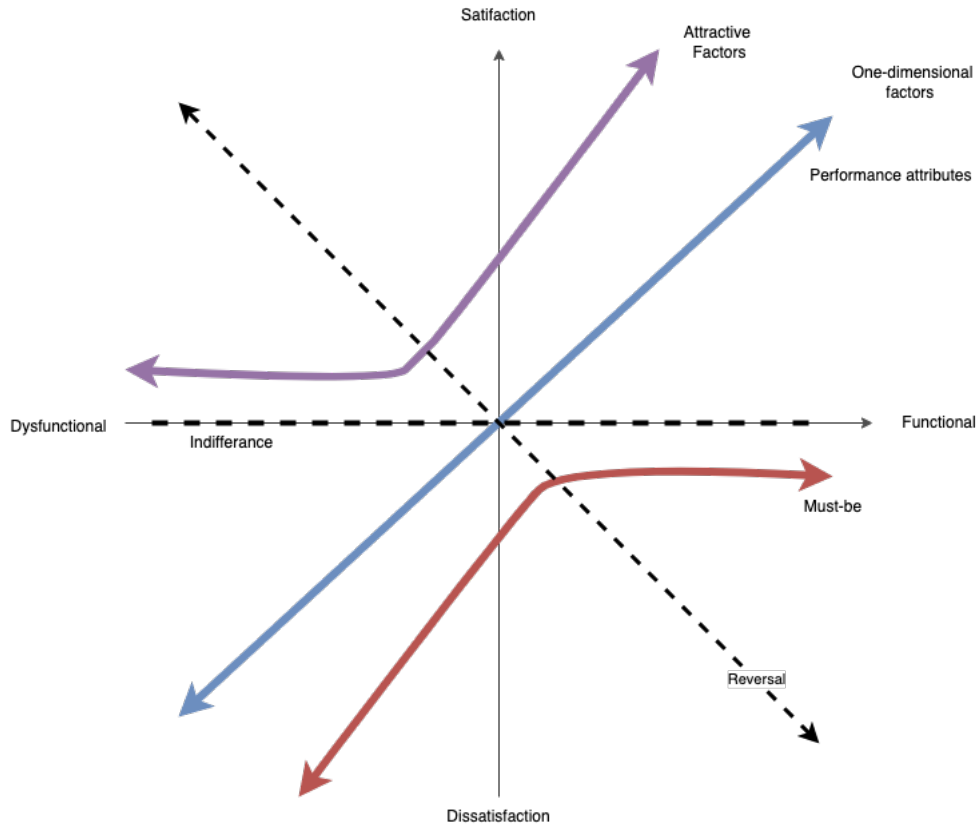


Figure 3.2: Kano's satisfaction model and categories of attribute quality (adapted from Kano et al. (1984)).

Once the needs have been categorized, they can be prioritized based on their importance to customer satisfaction and the impact they have on the service being designed. According to H.-H. Wu et al. it is most important to make sure that the "must-be" is a priority in the service development and try to keep up with the "one-dimensional" factors for making the service gain higher satisfaction. If there is time and room left, it should focus on implementing the attractive elements of the service. The lowest priority is on the "indifferent" quality, and also "reverse" quality depending on what kind of needs there. Lastly, these needs can be used to inform the design of the service, by identifying areas where improvements can be made and focusing on the needs that have the greatest impact on customer satisfaction.

3.3 Design Thinking

Design thinking is a structured approach that integrates the designer's knowledge, sensitivity, and design perspective with technical feasibility and design methods to support a client in addressing a perceived problem, creating value for both the client and the designer

Brown (2008). Designers will be working attractively with a customer team in order to create a product that fits the customers' needs. This put customers in a different role from the past as they no longer take a passive role in the design process, but they are rather active participants in the service process Katzan (2011).

Katzan states that the process of design has been revolutionized by design thinking. In contrast to the traditional approach of taking an existing idea or product and enhancing its usefulness and usability for the customer, modern service design companies are now demanding that designers create ideas that are better aligned with customer needs, while also making the service experience a crucial aspect of the design objective. The service design process relies heavily on collaboration and prototyping, as well as a range of conceptualization methods.

Design thinking involves a structured approach that progresses through three main phases: (1) Understand, (2) Explore, and (3) Materialize Gibbons (2016) see figure 3.3. In the first phase, Understand, designers, stakeholders, and customers immerse themselves in the problem space. Through activities like observational research and content analysis, they seek to gain a deep understanding of customer needs and define the scope of the project. This phase sets the foundation for the subsequent stages.

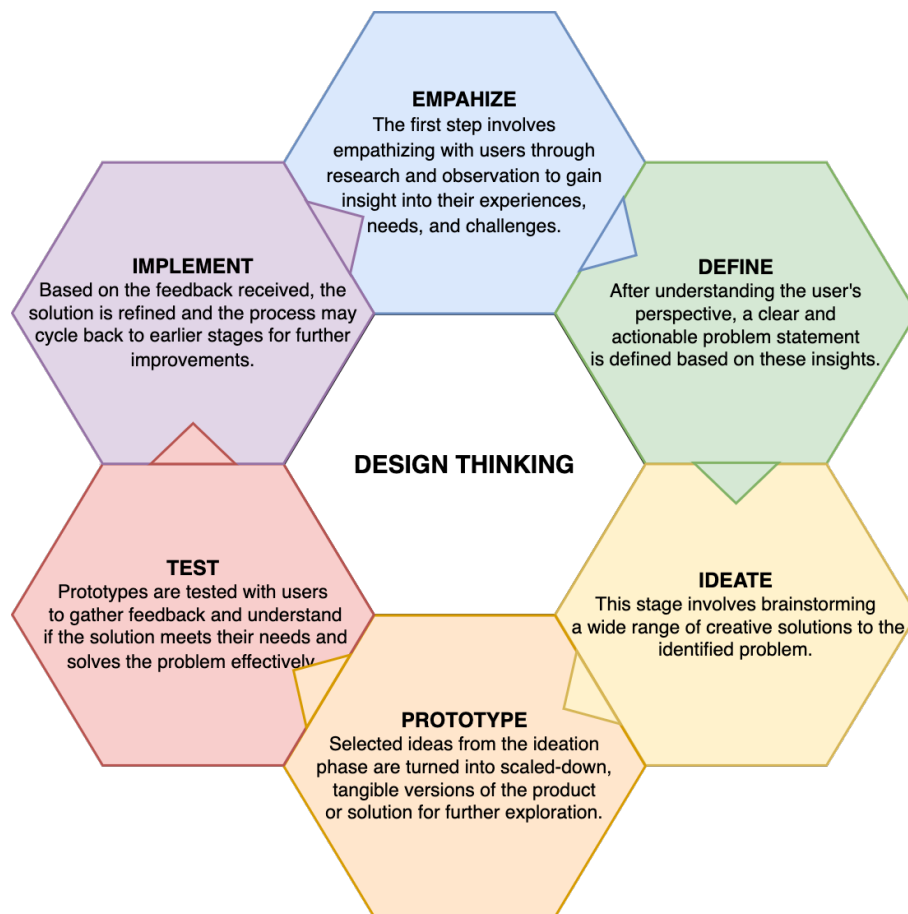


Figure 3.3: Design Thinking is a working philosophy. *Adapted from Gibbons (2016).*

The second phase, Explore, comprises stages such as Ideate and Prototype. Here, participants in the design process seek inspiration and explore beyond the immediate customer base. Ethnography plays a significant role in the ideation stage, as it helps designers understand people's cultural contexts and backgrounds. Through ideation and prototyping, designers generate and refine ideas, experimenting with various concepts and forms to find innovative solutions. This phase encourages divergent thinking and exploration to uncover fresh directions.

In the final Materialize phase, designers focus on testing and implementing their ideas. The Test and Implement stages allow for iterative refinement and improvement based on customer feedback. By involving customers throughout the process, designers can ensure their solutions meet user needs effectively. This phase also emphasizes the importance of continuous learning and development, as designers seek inspiration and gather insights for further improvement. This iterative nature of design thinking fosters creativity, collaboration, and a user-centered approach to problem-solving. By following the principles of design thinking and embracing its iterative and user-centered nature, designers can develop innovative solutions that address customer needs effectively. The structured approach provides a framework for problem-solving and encourages empathy, creativity, and continuous improvement throughout the design process Gibbons (2016).

Even though the steps of applying design thinking to service design seem obvious, there are still gaps in the theory and the execution and in many cases, companies and design teams have failed to apply design thinking in the organization. Many organizations failed to build successful design teams that involve all stakeholders, including non-designers, to participate in design thinking and offer different perspectives. Addressing the stigma and backlash around bringing design thinking to the corporate landscape News & Events (2019). Furthermore, Williams (2015) argues that the success of applying design thinking does not depend on the theory itself, but rather on the designer and the team's ability to interpret the theory of design thinking.

In conclusion, design thinking is a powerful tool and an effective problem-solving methodology that can help organizations develop innovative solutions that meet the needs of their users. Focus on empathy, creativity, collaboration, flexibility, and cost-effectiveness. If an organization successfully applied design thinking it could offer a comprehensive approach to problem-solving that can help organizations stay competitive and relevant in today's fast-paced and ever-changing business landscape.

3.4 Structured Methods Within Service Design

In service design, effective tools play a crucial role in creating customer-centered services. This section explores four powerful tools; Customer Journey Map, BPMN, Service Blueprint, and Serious Games (SGs). These tools help service designers understand customer needs, optimize processes and improve the overall service experience. By effectively utilizing these tools, service designers can create customer-centered services and enhance their offerings. In the following sections, we will explore each tool's applications, benefits, and practical

implementation in service design.

The Customer Journey Map provides insights into the customer's service experience, highlighting areas for improvement. BPMN is a standardized notation for modeling business processes, aiding in understanding and streamlining complex operations. The Service Blueprint offers a comprehensive plan that identifies touchpoints and resources for enhancing service delivery. SGs are an experiential learning tool that simulates real-life scenarios for testing and refining service concepts.

3.4.1 Customer Journey Mapping

The customer journey and customer experience are distinct yet interconnected concepts. The customer journey refers to the specific interactions and actions that customers have with a product or service throughout their entire experience Rodriguez (2022). It can be divided into three main phases: pre-purchase, purchase, and post-purchase Lemon & Verhoef (2016). In the pre-purchase phase, customers become aware of a need or desire for a product or service. They conduct research, compare options, and evaluate alternatives to satisfy their needs. The purchase phase involves the actual transaction, where customers make the final decision and acquire the product or service. Finally, in the post-purchase phase, customers engage with the product or service, seek support or assistance, and form perceptions based on their ongoing experiences.

It's common to describe the customer journey with *touchpoints* which describes how experiences for customers interacting with the company are created during the custom journey Rodriguez (2022). Touchpoints could be divided into four categories, these are (1) products, which can be either software, hardware, or a service; (2) two-way interactions, either face-to-face, over the phone, or virtual; (3) messages, which are one-way communications, including collateral, branding, manuals, packaging, etc.; and (4) environments, which are wherever the product is either seen or used Kuehnl et al. (2019).

Depending on which of the three phases of the customer journey, different touchpoints occur in different ways. However, different industries have different control over their touchpoints and touchpoints could either be *brand-owned*, *partner-owned*, *customer-owned*, or *external*. Brand-owned touchpoints are controlled by the company. This means they can be designed by the company to meet customer needs. Partner-owned touchpoints are customer interactions that the company designs manages, and controls with at least one partner. Customer-owned and external touchpoints, on the other hand, are either controlled by the customer themselves, which could be independent decisions that the customer makes during the journey, or by peers who influence the customer to make certain decisions, i.e. external Lemon & Verhoef (2016).

Customer journey mapping is a tool for identifying, understanding, and improving current customer experience. Rosenbaum et al. 2017 means that customer journey mapping can be a powerful management tool when done correctly, providing insight into which touchpoints are critical to the customer experience and which are not. Mapping the customer journey

also allows companies to see the experience through the eyes of their customers, which in turn can shift their mindset from individual touchpoints to the end-to-end journey Maechler et al. (2016).

A customer journey map is described as a horizontal axis that shows categorized touchpoints of the customer experience in the customer journey see figure 3.4. While in the vertical axis could have different purposes e.g mapping customer actions, motivations, questions, and potential barriers in each touchpoint. While Rosenbaum et al. (2017) emphasize that the vertical axis should be used to focus on management practices that help ensure customer satisfaction at each touch point.

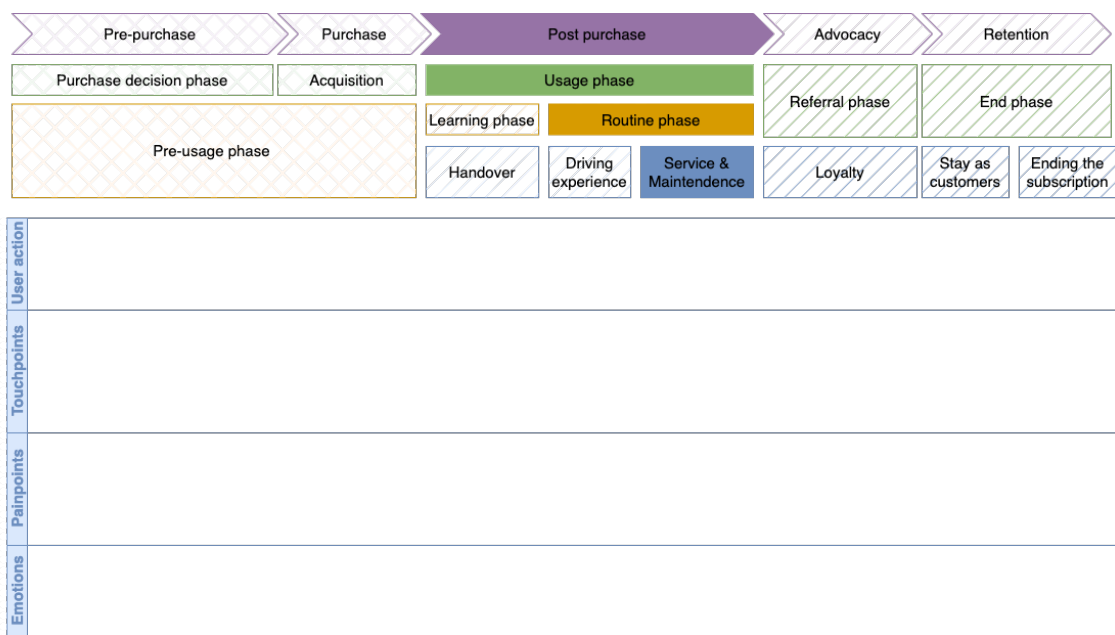


Figure 3.4: A template of a customer journey map for Lynk & Co. The figure provides a visual representation of the different stages; Pre-purchase, Purchase, Post-purchase, Advocacy, and Retention.

However, customer journey mapping does not automatically improve the overall customer experience. In fact, not every touchpoints are equally important for customers limiting the manager to improving their service offering within customer journey mapping. Managers are instead encouraged to gather all information on custom journey touchpoints, rank the importance of each touchpoints and avoid developing an all-inclusive solution. It's also recommended that involve customers in the mapping process called self-journey mapping asking customers to develop ideal customer journeys as a way to better understand customers and their desired journeys Lemon & Verhoef (2016). There are many ways of using customer journey mapping it could be used as a strategic tool, highlight the benefit in different touchpoints, and used for making the journey more personalized by adapting the offering according to the customers Lemon & Verhoef (2016); Rosenbaum et al. (2017).

In order to put this into practice requires several steps. First, companies need to identify the types of journeys customers are taking. Then, they should understand how customers navigate through each touchpoint in the journey. In each part of the journey, companies should identify what their customers need, expect, and want. Next, they should understand what's working and what's not in order to identify and prioritize key gaps and opportunities to improve the journey. Finally, companies should fix the root cause issues and redesign the journey for a better end-to-end experience Maechler et al. (2016).

3.4.2 BPMN - Business Process Model Notation

BPMN is a graphical representation standard that allows organizations to visualize and communicate their business processes in a clear and standardized way OMG (2006). BPMN diagrams can help organizations to analyze, optimize, and automate their business processes, leading to improved efficiency and cost savings. The objective of BPMN is to support the *business project management* that's supposed to build a gap between technical users and business users, by providing a notation that is intuitive to business users, yet able to represent complex process semantics.

In 2011 OMG realized BPMN 2.0 where the main changes were regarding the number of elements that were added in able to avoid confusion and misinterpretations. The BPMN diagrams consist mainly of a set of graphical elements see figure 3.5, such as activities, events, gateways, and flows, that are used to represent different aspects of a business process. Activities represent tasks or actions that need to be performed, events represent points in time or triggers for actions, gateways represent decision points, and flows represent the sequence and direction of the process.

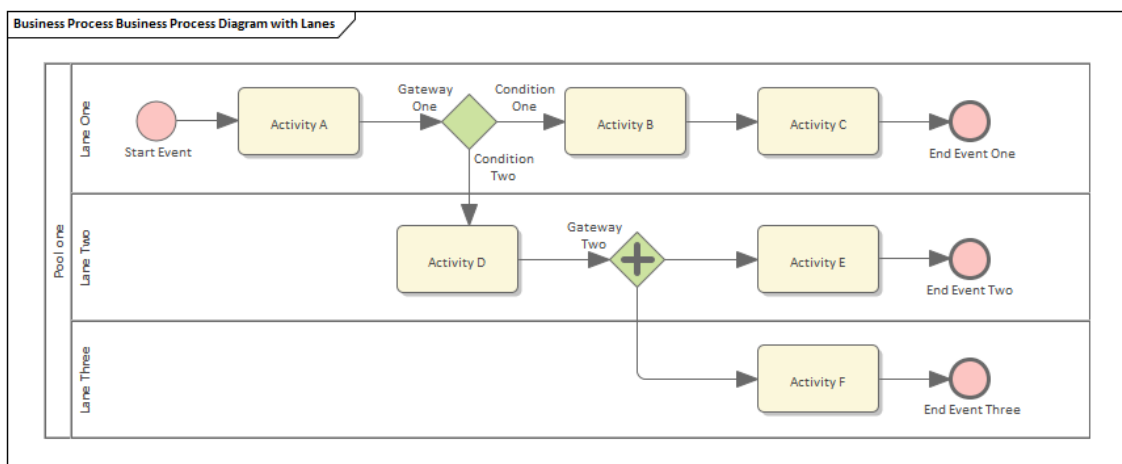


Figure 3.5: An example of how a BPMN could look like that has 3 lanes. It starts with a start event/trigger, ends with an end event, and the elements between our activities and gateways.

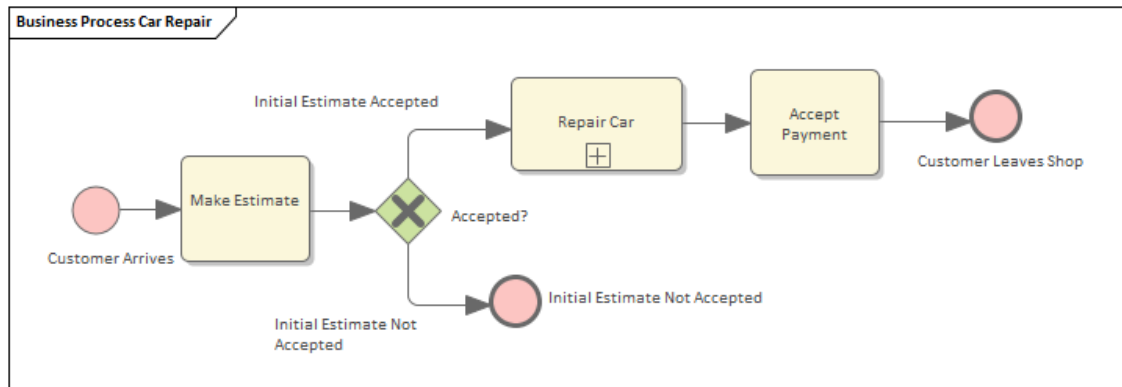


Figure 3.6: The BPMN diagram showcases a car repair case, from customer arrival to the final outcome, including inspection, diagnosis, repair, and payment.

states that BPMN is a powerful tool for capturing and communicating complex business processes, allowing stakeholders to gain a clear understanding of the process, identify bottlenecks and inefficiencies, and suggest improvements. One of the key benefits of BPMN is its scalability and flexibility. It can be used to model simple processes, such as a purchase order, as well as complex processes that involve multiple systems and stakeholders. BPMN diagrams can be used to capture different levels of detail, from high-level process maps see figure 3.6 that visualizes a high level of a workshop visit for a car repair, while BPMN can also visualize detailed process flows. BPMN is a powerful tool for different functions/areas within a company making communication and collaboration easier between business analysts, process owners, developers, and other stakeholders.

Even though it's a powerful tool it still has its downfall where the complexity of a BPMN increases by the number of lanes and elements in between. It could also be really hard to motivate staff and stakeholders to Require staff in a company to learn how to analyze and design a BPMN. As a result of this, it could be that the diagram could be misinterpreted if they are not created with care. Inaccurate or incomplete diagrams can lead to misunderstandings and errors in the implementation of the process. In conclusion, BPMN could be a powerful tool for modeling and analyzing business processes if it's interesting in the same way in an organization. Then it could enable organizations to improve their operational efficiency, reduce costs, and enhance customer satisfaction by providing a standardized language for describing and visualizing business processes.

3.4.3 Service Blueprint

Shostack (1981, 1982, 1984, 1987) pioneered the development of service blueprinting in the 1980s, which was later studied in more depth by Kingman-Brundage (1989, 1991, 1993) who called it service mapping instead of blueprinting. Shostack service blueprint see figure 3.7 suggests that service blueprinting was a way for companies to examine several issues, and processes, isolate fail points, establish a time frame, and analyze profitability. A service blueprint allows a company to test its assumptions on paper and thoroughly work out the bugs by identifying process and failure points Shostack (1981). The service

blueprint is useful from the early stages of concept development until the final stages of service development. Bitner et al. that in the early stage, it's a good way of visualizing the processes and underlying organizational structures. While in the last stages of service design, the service blueprint should include all relevant functional areas in the organization even customers in order to make final refinements and translate the final blueprint into detailed implementation plans to support their activities within the blueprint.

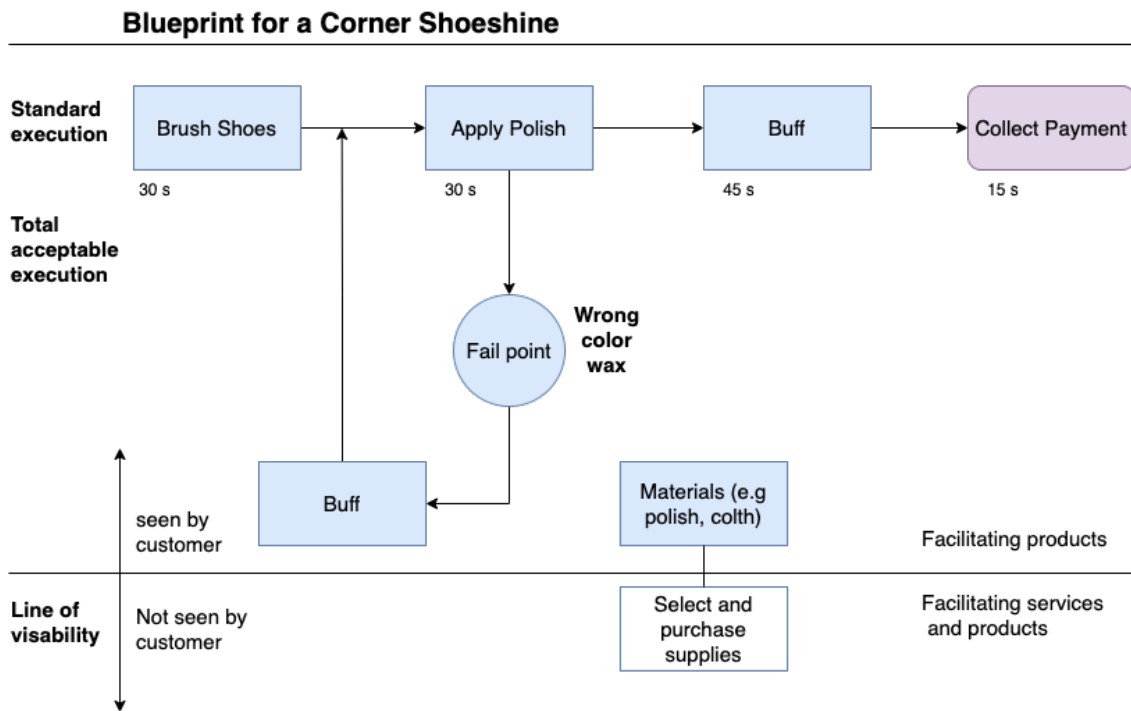


Figure 3.7: Simplified service blueprint. *Adopted from Shostack, Service Blueprint 1981.*

Ever since the service blueprint was first introduced firms and organizations have evolved into becoming more customer-focused. The service blueprint has also evolved it doesn't only visualize processes and identify failure points. According to Fließ & Kleinaltenkamp (2004) a service blueprint has two dimensions: the horizontal axis represents the chronology of actions conducted by the service customer and service provider. The vertical axis distinguishes between different areas of action. These areas of action are separated by different "lines". It has become more complex in the way that it involves front-end, back-end, and other support processes see figure 3.8. The appearance of service blueprints may vary depending on the organization and industry. However, the fundamental components of service blueprints typically consist of five components: customer action, onstage/visible contact employee actions, backstage/invisible contact employee actions, support processes, and physical evidence Bitner et al. (2008). The customer action revolves around customer actions, particularly their interactions with personnel within the organization and/or technology such as websites, as well as the tangible evidence that is visible to the customer throughout the different phases of service delivery Milton & Johnson (2012).

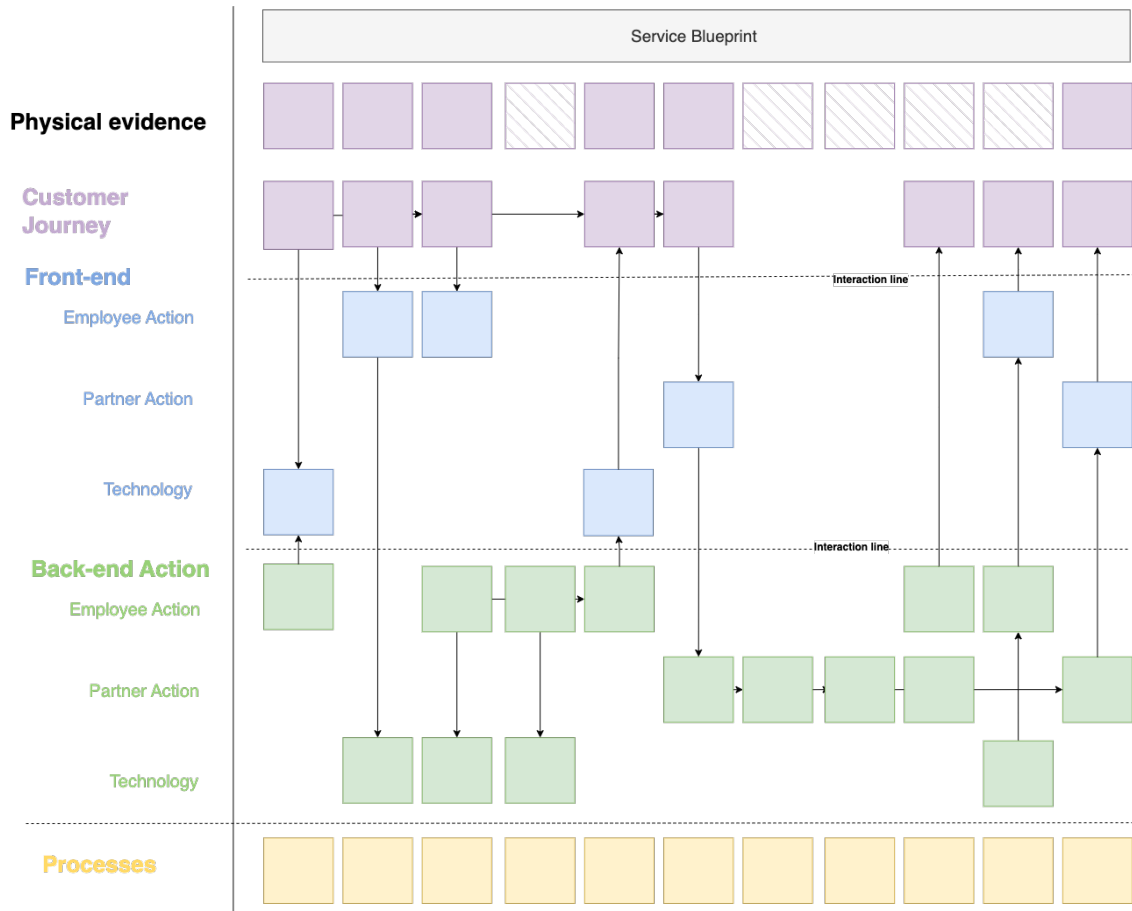


Figure 3.8: The service blueprint provides a visual representation of the different elements; evidence, front-stage, back-stage, and support processes that are involved in delivering a service. *Adopted from Nielsen Norman Group.*

A service blueprint emphasizes the customer’s perspective rather than the organization’s. Successful firms follow a systematic design and development process, involving stakeholders at all levels, and continually iterate and improve their services Bitner et al. (2008). An example cited by Bitner, Ostrom, & Morgan highlights a case company that transformed its declining business by applying the service blueprint. The CEO printed a blueprint of the resort and compared it to a typical customer’s expectations. This visual analysis revealed gaps and differences that needed improvement, enabling the company to enhance the customer experience.

Moreover, a blueprint encourages creativity, preemptive problem-solving, and control implementation. It can reduce the potential for failure and enhance management’s ability to think effectively about new services. Also, the blueprint principle helps reduce random service development’s time and inefficiency and gives a higher-level view of service management prerogatives. Even though a service blueprint considers to be a method, it does not solve every service design problem. It is a complex, difficult to manage, and time-consuming process that needs a collaborating team and includes several different stakeholders that have a strong pull in the process Gibbons & Joyce (2020).

3.5 Serious Games

Serious Games (SGs) are games or game-like systems built with game technology and design principles for a purpose other than pure entertainment, it's also an innovative and engaging tool in service design, providing valuable insights into customer experiences and preferences Ávila Pesántez et al. (2017). They allow designers to understand underlying motivations and emotional factors that shape customer journeys. SG promote empathy among designers, enabling them to step into the shoes of customers and identify painpoints and opportunities for service improvement. Additionally, SGs help designers visualize complex service ecosystems, identifying areas for integration and collaboration Brauner & Ziefle (2022a). The SG is a mixture of 'gaming' and 'whole' as illustrated in Figure 3.9. Apart from

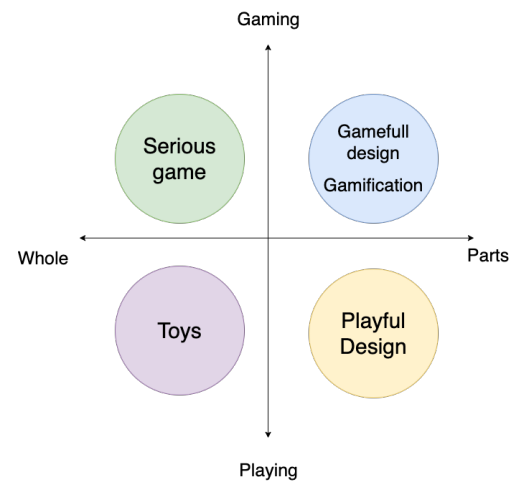


Figure 3.9: Serious games categorized in regards to game, play, whole, and parts. *Adopted from Deterding et al..*

the term *gamification* that is described as the application of game elements into a non-game environment in order to give it a game-like feel. Gamification only integrates game-like mechanics like leaderboards, badges, and quests into projects whilst SGs are structured as full-scale games that emphasize the completion of a goal Deterding et al. (2011).

3.5.1 Structure of a Serious Game

Serious Games (SGs) are games designed for a primary purpose other than pure entertainment. They are used in various fields such as education, healthcare, defense, and business to simulate real-life scenarios and provide players with an interactive and engaging learning experience. In the context of service design, SGs can be used to simulate customer journeys and allow players to step into customers' shoes to identify emotions, painpoints, and preferences Avila-Pesántez et al. (2018); Brauner & Ziefle (2022b). This approach aligns with the view of J. J. Brakus et al. (2009), who emphasize the importance of recognizing the sense, emotions, acts, and thoughts of customers in improving the overall user experience in service.

SGs can be designed in various ways to achieve different learning outcomes. For example, they can be single or multiplayer, digital or physical, and can vary in their level of complexity and realism. The design of an SG should be tailored to its specific learning objectives and target audience. In our study, we used an SG to simulate a workshop visit and allow players to make decisions based on their specific needs and preferences. This approach provided valuable insights for enhancing the customer experience. Overall, SGs are a powerful tool for service design as they provide an interactive and engaging way for players to learn about customer journeys and identify areas for improvement. By using SGs in combination with other methodologies such as empathy mapping and the Kano model,

companies can gain a comprehensive understanding of their customer's expectations and experiences and use this knowledge to improve their overall service. The structure of a SG is carefully designed to achieve specific objectives and ensure its effectiveness in engaging and educating players. Extensive research by Michael & Chen (2005) highlights that SGs typically adhere to a well-defined structure that incorporates key elements see Figure 3.10. These elements encompass clear goals and objectives, gameplay mechanics, and storytelling and narrative components, which collectively create an immersive experience for the players. Design factors such as attractive game characteristics, a well-defined narrative, and genre, as emphasized by Ávila Pesántez et al. (2017), play a significant role in enhancing the effectiveness of SGs in providing an engaging service experience for customers. Additionally, the navigability and flexibility of SG design are crucial considerations in service design, as they enable customers to make decisions tailored to their individual needs and preferences.

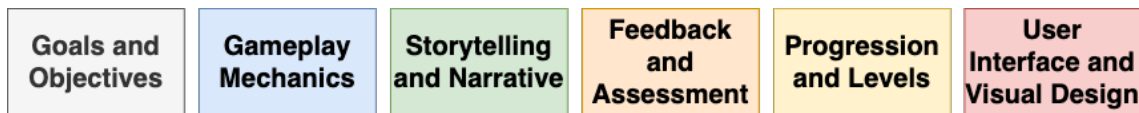


Figure 3.10: The six elements of a serious game.

Feedback and assessment mechanisms play a vital role in SGs as they provide players with valuable information about their performance and progress. This feedback enables players to understand the consequences of their actions and make necessary adjustments. Additionally, SGs often incorporate a progressive system with increasing levels of complexity. This progression allows players to continuously develop their skills and knowledge, fostering a sense of accomplishment and motivation to continue engaging with the game. Research by Gijzen et al. (2016) emphasizes the significance of appropriate feedback and prototyping in SGs, leading to enhanced learning outcomes while maintaining an enjoyable experience for multiple uses. Moreover, feedback mechanisms within SGs have the potential to improve learning outcomes and enhance the overall service experience. Immediate feedback and interactive participation encourage active engagement, as highlighted by Ávila Pesántez et al. (2017). By involving customers in the design process through game-based approaches, designers can gather valuable feedback, prototype different service concepts, and refine their designs accordingly. This collaborative approach ensures that the resulting services closely align with customer needs and preferences, ultimately leading to improved customer experiences. The last elements of an SG according to Michael & Chen (2005) are; user interface (UI) and visual design of a serious gameplay a significant role in its effectiveness. A well-designed UI enhances usability, engagement, and overall user experience. Drimify (n.d.) states that it allows players to intuitively navigate the game and interact with the elements. Furthermore, attention to visual design helps create an aesthetically pleasing environment that enhances immersion and enjoyment. Overall, the structure of a SG encompasses various components, including goals and objectives, gameplay mechanics, storytelling, feedback and assessment, progression, and user interface design. By carefully considering and integrating these elements, SGs can effectively engage and educate players in a wide range of domains and contexts.

4

Methodology

This chapter offers a rigorous account of the research methodologies employed in the study, emphasizing transparency, reproducibility, and robustness. It outlines the rationale behind the chosen sampling method, the strategies for data collection across various research phases, and the mechanisms of data analysis. Notably, it introduces the Serious game methodology, a pivotal component of our research framework. Each methodological choice, tool, and material used is justified with its relevance to the research objectives, supporting the credibility and accuracy of our findings.

4.1 Project Planning and the General Approach

The sentiments and expectations of customers are fundamental to the design of services. Consequently, project planning for a service development initiative should prioritize fostering close collaboration between the developers and the design team. Various frameworks like Agile, Design Thinking, and others are particularly suited for dynamic industries where the objectives continuously evolve, and customers remain at the center of operations Glaveski (n.d.). This project incorporated elements from all these methodologies but primarily adhered to the principles of Design Thinking see figure 4.1 which illustrates the different phases of this project.

This study commenced with a Design Thinking approach, a problem-solving process designed to challenge the status quo and biases Kidd & Johnson (2020), to gather initial data. Utilizing empathy to understand the users, the project defined their needs and issues using a qualitative approach in data collection methodology. Following this, empathy mapping and the Kano model were deployed as analysis tools to further delineate customers' needs.

The study also identified the customer journey map, Business Process Model Notation (BPMN), and service blueprint as critical elements of the defining process. While the ideation phase underwent brief iterations, the bulk of this phase was embedded in the subsequent Agile and prototyping stages. These highly iterative phases were largely focused on comprehending customers' perspectives on Lynk & Co's existing workshop visit processes and their overall service expectations.

The latter stages of the project were primarily shaped by the iterative framework of the Agile methodology, which assists researchers in testing assumptions and learning from customer feedback. This approach involves the creation of a Minimum Viable Product (MVP), measuring its performance, and making decisions to pivot or persevere based on the results Galvin & Lee (2022). In this study, the MVP consisted of a simplified serious game aimed at simulating the workshop visit process.

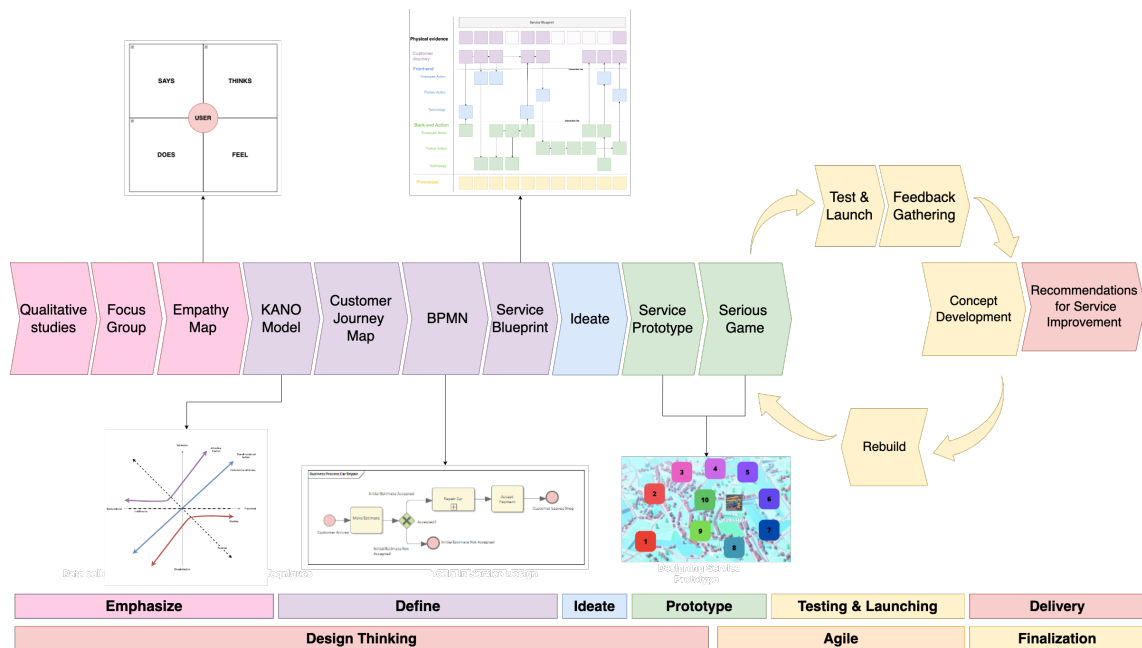


Figure 4.1: Overview of the project framework.

4.1.1 Initial Studies Regarding Lynk & Co and the Topic at Hand

In this section data collection utilized for this research will be explained. The objective of this study was aiming at investigate a *'hassle-free'* customer journey for a workshop visit and in what way Lynk & Co can improve their current service experience. Moreover, this study aims to gain valuable insight into customers' desires and expectations for *'hassle-free'* workshop visits. Therefore, an exploratory research design is employed to fulfill the research objectives. Given that perceptions of the car subscribers' customer journey can vary among individuals and considering the exploratory nature of the study, a qualitative research approach is deemed appropriate.

The prestudy included the collection of both primary and secondary data. The secondary data consisting of a literature study was initially made regarding Lynk & Co's current offerings and the car-sharing business model explained in section 2.1.1 to gain an understanding of its business model, as well of the methodology and approaches of service design and service development in order to build a general framework for this thesis. The information from Lynk & Co's current offering gained was used to build the question used in the semi-structured interviews for internal and external stakeholders. The stakeholders

consisted of a selection of internal staff both front-line employee as well as management roles at Lynk & Co as well as their external partners such as workshops and car delivery companies. To gain a further understanding the case company's target group was also assessed in the form of a focus group.

The first step was focusing on identifying internal knowledge about the process of Lynk & Co. This was done through semi-structured interviews with internal and external key stakeholders such as front-line employees working in the customer service center, staff involved in the service and maintenance phase, and partners e.g workshop workers and people working for the PUD company. Secondly, semi-structured were conducted on four staff working in different areas in Lynk & Co. Furthermore, six external partners involved in the customer journey for workshop visits were also interviewed. This resulted in ten answers about the process and customer journey map and their process shown in section 5.1. Moreover, an initial focus group was conducted, consisting of six car drivers who answered questions about their expectations of the workshop visit.

To gain a comprehensive understanding of the company's offerings and its ecosystem, a selection of staff members was made based on the scope of the project, as determined by the after-market network department. The selected staff members included two in management roles and two front-line employees working as service agents who are directly involved in delivering the company's offerings to customers. By selecting staff members who are part of the ecosystem for the offerings, the aim was to gain a deeper understanding of the company's offerings and their underlying processes.

The semi-structured interviews were conducted with four employees from different areas to explore the offerings and their underlying processes. The semi-structured approach allowed for a thorough exploration of the topics of interest, using open-ended questions to elicit insights and perspectives from the interviewees. The interviewees were encouraged to share their experiences and perspectives, providing valuable firsthand knowledge of the company's operations.

The data collected from the interviews were not recorded in any way, as the purpose was to maintain an open conversation with the staff. However, notes were taken during the meetings. The result of the interviews was analyzed using a qualitative approach, which involved identifying key themes and patterns in the data. The analysis revealed valuable insights into the company's offerings and their underlying processes, shedding light on areas of strength and potential areas for improvement. Overall, the selection of staff members and the semi-structured interviews were valuable tools for gaining a deeper understanding of the company's offerings and their delivery.

In addition to the staff members directly involved in delivering Lynk & Co's offering. Six other interviews were conducted with Lynk & Co's partners which were the workshop and the PUD company, and the target group in a form of an initial focus group was also included in the external study. The partners included the workshops, the pickup and delivery company, and the target customer group, which consisted of car drivers between

the ages of 20-30. By including these partners, the study aimed to gain a comprehensive understanding of the company's offerings and its ecosystem, as well as the perspectives of different external stakeholders.

Data from external stakeholders were gathered through a range of qualitative studies, including semi-structured interviews, observations, and focus groups. The semi-structured interviews with staff members provided valuable insights into the company's operations and processes, while the focus groups and observations with the target group provided insights into their experiences and need when it comes to a car subscription. The interviews and observations with the workshop and pickup and delivery company shed light on their perspectives and experiences as partners in the ecosystem. The initial focus group was held on-site, and all the participants were car drivers. According to McQuarrie et al. (1990), focus groups are particularly valuable when exploring social and cultural influences, as well as the motivations and attitudes that drive behavior. They allow researchers to observe group dynamics, nonverbal cues, and the interplay of ideas among participants.

4.2 Simulating the Service Through a Serious Game

As prototyping a service in the same way as you would prototype a product is impossible, a simulation was devised as a replacement. The types of simulations available were limited by the scope of the project i.e. it was never an option to make changes to Lynk & Co's current operations or to use their resources to launch a pilot program. The solution was to create a Serious Game (SG).

Simulations are merely approximations of real-life processes. Making the game as realistic as possible presents its own set of issues however. As the stakes of the game are lower than those found in a real life scenario and the engagement, time investment, and knowledge that can be expected from study participants is reduced. A balancing act between realism and fantasy, hassle and fun, and ease-of-playing versus conceptual depth, was the main issue relating to the process of developing the SG.

The upsides to the creation of the Innovation Game outweighed the potential drawbacks. For starters, the game eased the burden of having to find existing Lynk & Co's customers, which as previously stated turned out to be the biggest hurdle of the project. It did this by allowing the study participants, regardless of their familiarity with Lynk & Co's offering, to quickly understand the key aspects of the offering. It also served as a way to create 'artificial anecdotes' which allowed the participants, with limited prior experience of Lynk & Co, to understand the process and the experience of being a customer in a way that opened the door to deep conversations about the offering.

During each gaming session, time constraints were considered as pivotal risk factors with regards to the success of the session. In an effort to ensure seamless progress, players were given an introductory PDF file ahead of the game. This file encompassed a thorough

detailing of the game’s mechanics, its governing rules, character information, and a few potential game scenarios. For reference, one of the six files can be located in Appendix B.1.

4.2.1 Game Loop and Central Mechanics

The game was based on the scenario below. All players were assigned the same exact scenario as this made it easier to compare the different players’ actions and comments. This specific scenario was chosen due to the fact that it describes a commonly occurring issue, while also being relatively easy to resolve. These aspects were appropriate as the findings became easier to obtain, but also relevant and applicable to the majority of customer issues.

” — You are a subscription-based customer of Lynk & Co. On a fateful Monday morning, you notice that your precious Lynk & Co 01 has a crack in the windshield, most likely caused by a stoneshot. You are aware of the fact that as a subscriber it is your responsibility to address this issue as fast as possible.

Besides reporting the issue to Lynk & Co, you have to make sure that the car enters a workshop by the end of the week! — ”

The Game Loop The goal of the game was to book a workshop visit while minimizing built up ‘RAGE’. It was expected of each player that they would act in accordance with their character traits (see 4.2.2). The basic game loop consisted of: (1) If not the first turn, the player had to answer a neutral questions regarding the game and/or the offering. (2) The player had to make a verbal choice on how to proceed, using the Game Master’s prompts as inspiration (see 4.2.4). The player could only do one thing per turn, which in this case meant following a line of reasoning/questioning/action to its logical conclusion. Creative actions, which required cogent arguments for their suitability, were highly encouraged at all levels of the game and shaped how the game progressed in every session (see 4.2.3 for additional information on how this aspect of the game was managed).

The Props Employed Several props where created to support the game, both in clarity and in increasing player engagement, see the setup for a game with three players in Figure 4.2. A gameboard was created to provide the game with a psychological center of attention. Besides this function, it also served as a way to keep track of the current turn when combined with the large metal piece. Pieces and dice for dueling other players using individual superpowers were also included. Lastly, each player was given a set of individual paper sheets detailing their character and their schedule. All of these concepts will be explained in further detail later in this chapter.

The Game Mechanics The ‘RAGE’ scoring system was a crucial aspect of the game’s mechanics. This was a variable that was carefully tracked and adjusted for every player upon the completion of each round. Players remained unaware of their individual ‘RAGE’ scores throughout the gameplay. This score could either increase, decrease, or remain constant at various stages of the game. The extent of these changes was influenced by several factors, including the character type given to the player. A table including guidelines

for determining updates to players' 'RAGE' was present during the sessions. Both the booking and subsequent rebooking of workshop time slots were permitted within the game's structure. These time slots were determined through a combination of logical argumentation and an element of chance, in this case being a random number generator (RNG) determining a slot in the schedule. However, it was strictly enforced that only a single participant could attend the workshop each round.

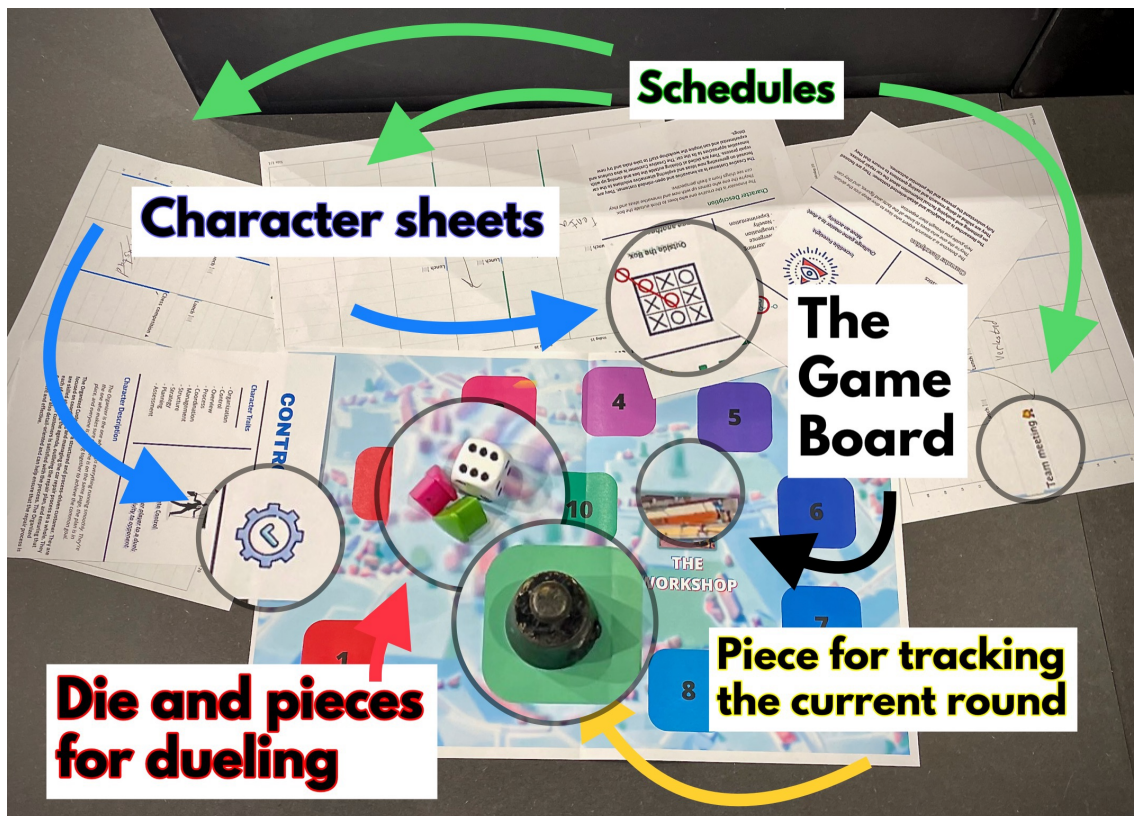


Figure 4.2: The typical game setup for a game with three players. The props used include; the game board, the pieces for keeping track of the rounds and for dueling (along with accompanying dice), the players' character sheets, and their schedules.

To add an additional layer of excitement to the game, elements of fantasy, such as super-powers and duels between players, were introduced. While these elements did not reflect realistic scenarios, they could still be employed once during the game. These game elements reflect the large emphasis placed on creating an engaging and fun experience for the players. The players were not actually dealing with real world problems, the timelines were vastly shorter, and there were no financial issues facing the players. Thus, a sense of competition and wanting the best outcome for one's self had to be created through these other means. Also, as previously mentioned, the game encouraged innovative thinking. This meant that unique, character-appropriate ideas that are relevant to the game's events could be accepted, provided a solid argument was put forth in support of the proposed strategy. This feature provided players with an opportunity to inject a degree of personal flair into the gameplay, which was important as to not restrict their decision making process.

The Players' Schedules The game structure incorporated a total of 10 turns, spanning both the morning and afternoon from Monday through Friday. Players were allowed to undertake a single action during each turn. Each activity undertaken would be documented in the game schedule. If any player's activity was overlooked, this omission would generate 'RAGE'. It's noteworthy to mention that multiple activities could potentially occupy the same time slot. The exact accumulation of 'RAGE' was contingent on the nature of the activity and the character involved. Over the course of the gameplay, alterations to the schedule might transpire. Players were advised to record any such changes on the provided sheet of paper, thus ensuring the accuracy and consistency of game records.

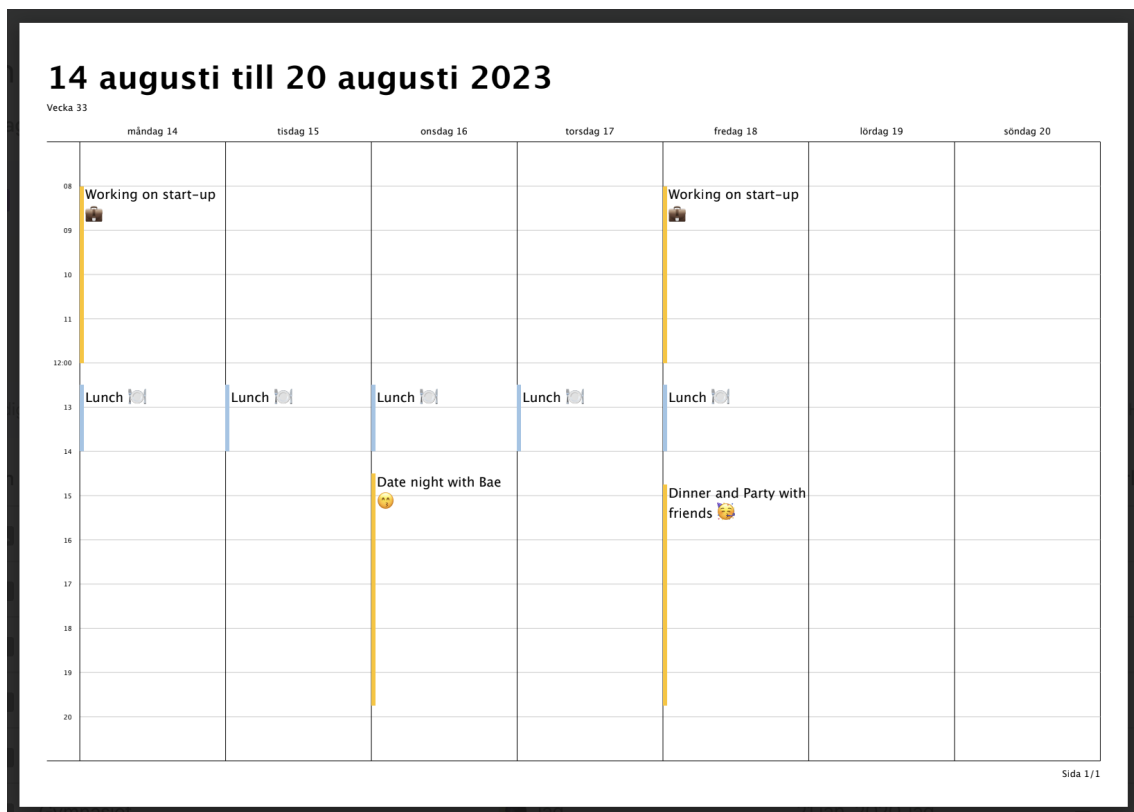


Figure 4.3: One of the six schedules that were provided to the players.

4.2.2 The Six Characters

The Six Thinking Hats is a tool for group discussion and individual thinking introduced by De Bono, Edward (1985). It was designed to help facilitate more efficient, effective, and balanced decision-making and problem-solving. The concept involves using six metaphorical hats, each representing a different type of thinking. These hats are analogous to characters in the context of this project. By 'putting on' a specific hat, participants direct their thoughts in a specific, focused way. This allows for a more comprehensive exploration of a problem or situation, reducing confusion caused by trying to consider multiple perspectives at once. The Six Thinking Hats provides a structured approach to brainstorming and decision-making, promoting lateral thinking, and reducing conflicts caused by differing perspectives within a group. By segregating thinking into these six clear roles, the method

allowed the groups to switch between different types of thinking and this ensured that all perspectives were considered in the situations the players encountered throughout the game.

White The White Character represents the objective and analytical perspective in a discussion. When wearing this hat, participants are expected to gather and present factual information, data, and evidence. The focus is on providing a neutral, unbiased analysis of the situation, without personal opinions or emotional involvement. This can include statistics, research findings, and relevant details to help inform the decision-making process. The White Hat is crucial for establishing a solid foundation of information upon which other perspectives can build.

Red The Red Character represents the emotional and intuitive side of the decision-making process. When wearing this hat, participants are encouraged to express their feelings, hunches, and gut reactions to a situation or idea. This allows for the exploration of emotions, such as excitement, fear, or enthusiasm, which may influence the outcome of a decision. The Red Hat acknowledges that emotions play a vital role in decision-making, and provides a safe space for sharing these subjective responses without judgment.

Black The Black Character represents a critical and cautious perspective, focusing on potential risks, weaknesses, and flaws in an idea or plan. When wearing this hat, participants evaluate the situation from a skeptical point of view, assessing the possible downsides, barriers, and limitations. This hat encourages a realistic approach to decision-making, ensuring that potential issues are identified and addressed before moving forward. The Black Hat helps to prevent over-optimism and ensures that decisions are grounded in practicality.

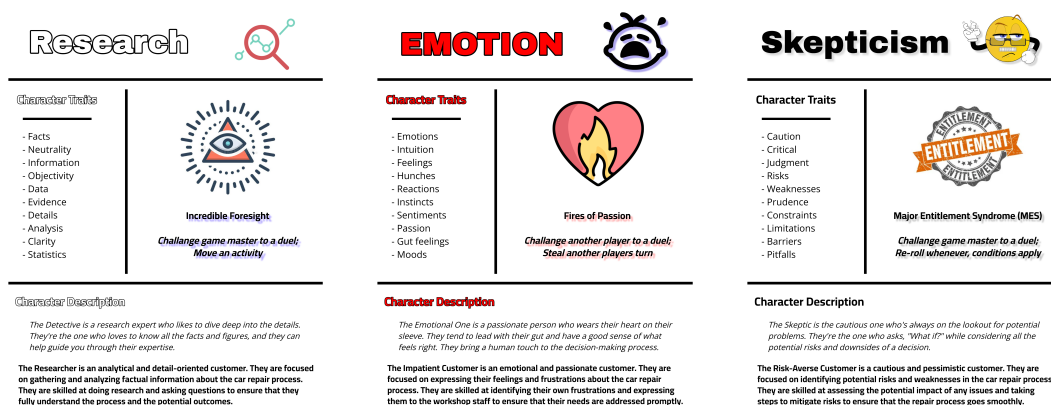


Figure 4.4: The character sheets representing the white, red, and black hats.

Yellow The Yellow Character represents a positive and optimistic outlook, focusing on the benefits and opportunities presented by an idea or plan. When wearing this hat, participants highlight the strengths, advantages, and potential successes that can be

achieved. This hat encourages constructive thinking and enthusiasm, which can motivate the team to overcome challenges and strive for the best possible outcome. The Yellow Hat fosters a can-do attitude and promotes a positive approach to problem-solving.

Green The Green Character represents creativity and innovation, encouraging participants to think outside the box and explore alternative solutions to problems. When wearing this hat, brainstorming, imagination, and divergent thinking are emphasized. Participants are invited to propose new ideas, approaches, and perspectives without fear of judgment. The Green Hat creates an environment that nurtures experimentation and fosters the development of novel solutions, driving growth and evolution.

Blue The Blue Character represents organization, control, and the overall management of the decision-making process. When wearing this hat, participants focus on coordinating the discussion, ensuring that each of the other hats is used effectively and in a balanced manner. The Blue Hat sets the agenda, outlines the strategy, and monitors progress. It also helps in reviewing and assessing the outcomes of each thinking phase. The Blue Hat serves as the facilitator, providing structure and guiding the team through the entire process.

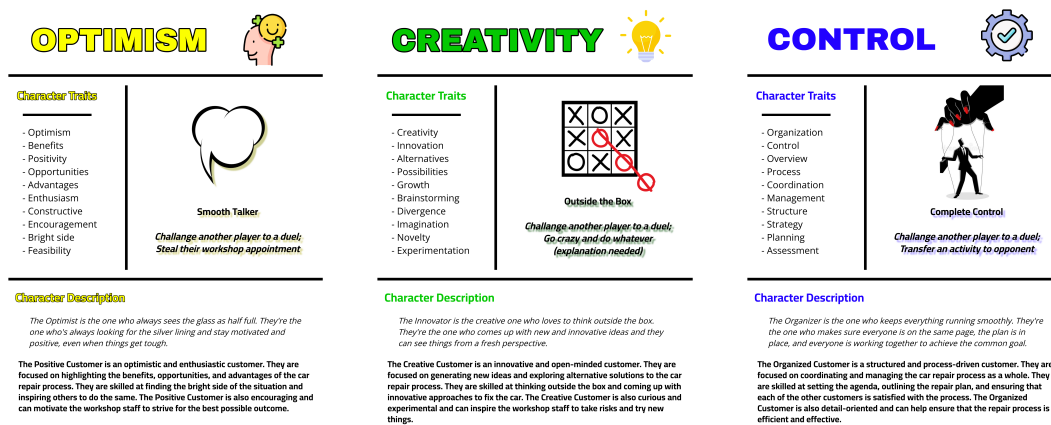


Figure 4.5: The character sheets representing the yellow, green, and blue hats.

4.2.3 The Role of the Game Master — The Seventh Character

Creativity in navigating the game was highly encouraged, but it could also be abused. Therefore, a Game Master (GM) was present during each session to keep the players in check and to ensure the smooth running of the game. The GM’s responsibilities included keeping track of turns, player actions, ‘RAGE’ scores, and updating players on their current status and options for proceeding. The GM was perhaps the most important character in the game, as they balanced the players’ freedom and the game’s flow.

The role of the GM in this serious game was similar to that of a GM in a multiplayer video game or a role-playing game. According to *Serious Games - Master’s Programme* (2021), a GM oversees gameplay and enforces the game’s rules, while also providing general

customer service. A GM also organizes gameplay and makes sure that players know the rules before they join the contest Wendel et al. (2012). In addition, a GM can also adapt the game to the players' needs and preferences, and create a more engaging and immersive experience *Gamemaster* (2021).

The game and the GM followed an established game structure, but they also allowed for creative and unexpected events. However, they were not arbitrary and made decisions based on predetermined rules. The rules and conditions present in the actual offering were always respected. In situations where players tried to use tactics not addressed by the current system, such as asking for the company's good will, or using arguments and charisma to influence staff, the decisions were determined by RNG. A table with the chances of success for unconventional actions was available in all sessions, with values ranging from one half to one fifth. This was done to maintain fair and consistent gameplay, while also adding an element of uncertainty and challenge.

4.2.4 Gameplay Examples

In this section, gameplay exchanges are utilized to further explicate the process and progression of a player's turn within the game. The examples comprise two different exchanges: a rudimentary exchange, characteristic of the game's early phase, and an innovative exchange that unfolds in the game's middle phase.

Example 1: Yellow Character; Monday Morning In this exchange the game master initiates the interaction by outlining the options available to the player, saying, "You have to take action to fix your windshield. Here are your options:

1. Do your scheduled activity.
2. Go through the car in search of a handbook.
3. Google whatever you want.
4. Do nothing.
5. Be creative and do something unexpected."

In response, the player might select to creatively navigate through the scenario, saying, "I'll go to Lynk & Co's website in search for information!"

The GM then advances the game with new information, "After some searching you find the Lynk & Co's customer support hotline and a list of affiliated partners (one of which is Unnamed Workshop)." The GM presents the subsequent choices:

1. Call the hotline.
2. Go to the Unnamed Workshop's website.
3. Do nothing.
4. Be creative and do something unexpected."

This procedure continues until a logical conclusion is arrived at for the exchange, marking the end of the player's turn, and thus, the conclusion of Monday morning for the Yellow character.

Outcome: In this scenario, the Yellow character would have gained some amount of 'RAGE' due to missing work, but would also have made important progress in the game.

Example 2: Black Character; Wednesday Morning During the morning of Wednesday, the GM presents a new situation: "Workshop time is now, but something regarding your family has come up at the same time." The player is given the following options:

1. Deal with the family matter.
2. Go to the workshop.
3. Call customer support.
4. Google whatever you want.
5. Do nothing.
6. Be creative and do something unexpected."

In this context, the player might employ a strategy grounded in the character's traits, saying, "There's no way I'm rebooking my time since I'm risk averse. Given the fact that I'm going home this afternoon, I'm confident that whatever happened can be resolved then. My priorities are clear and well considered."

In response, the GM acknowledges the decision based on the character's traits, "Since you are the Black character, this surely checks out as they are great at weighing options and determining risk. You can move the family matter to this afternoon and go to the workshop without gaining 'RAGE'."

Outcome: In this scenario, the player has made a valid argument as to why they can postpone a family matter, based on the traits of their character. This line of reasoning would not be acceptable for other characters. However, the player would have lost 'RAGE' due to successfully managing the situation while staying true to their character's attributes.

4.2.5 Deriving Useful Information from the Sessions

The data collection process involved recording every game session, with the prior consent of the players. These recordings were then transcribed using a software tool (in this case the website sonix.ai) and manually checked for accuracy. The transcriptions were then cleaned of any irrelevant or redundant filler words or phrases to make them more concise and readable. The next step was to identify and extract the lines of text from the transcripts that contained meaningful insights or feedback about the service. These lines of text were manually coded and sorted into 'buckets', which were small categories that captured the essence of each statement and eliminated any duplicates or near-duplicates. This process resulted in a list of 54 unique statements that inspired conversation about the service and revealed the players' perceptions and preferences. These statements were then further grouped into ten larger themes, each of which included two or more statements that shared a common topic or perspective. These themes, and the statements constituting them, served as the backbone of the thesis results and the basis for developing the recommendations that were to be provided to Lynk & Co.

This approach to data analysis is based on thematic analysis, which is a method of identifying, analyzing and interpreting patterns of meaning (or ‘themes’) within qualitative data Braun & Clarke (2006); *What Is Thematic Analysis?* (2021). Thematic analysis is a flexible method that can be adapted to different kinds of research questions and data sets Caulfield (2019). It involves coding the data, which is the process of highlighting sections of text that are relevant to the research question and assigning them a label that summarizes their meaning. Coding can be done inductively, where codes emerge from the data without any preconceived ideas, or deductively, where codes are based on existing theory or knowledge *What Is Thematic Analysis?* (2021). In this study, an inductive approach was used to allow for new insights to emerge from the data. After coding the data, themes are generated by grouping codes that share a common idea or concept Caulfield (2019). Themes can be reviewed and refined by checking their fit and relevance to the data and the research question Caulfield (2019). Themes can also be defined and named by describing their scope and content Caulfield (2019). The final step of thematic analysis is writing up the findings by presenting and discussing the themes and supporting them with quotes from the data Braun & Clarke (2006); *What Is Thematic Analysis?* (2021).

4.2.6 Postgame Evaluation

After playing the game, participants were asked to fill out a postgame evaluation survey. This survey consisted of various questions that aimed to elicit feedback not only about the game experience but also about their impressions of Lynk & Co’s current offerings. Table 4.1 shows a comprehensive list of all the questions posed in the survey, along with their respective types. The main objective of collecting this feedback was to measure the level of player engagement and satisfaction with each game session. Additionally, it also served as a way to validate some of the statements made by the players during the session itself and to explore their opinions and attitudes in more depth.

Table 4.1: The questions, and their type, asked in the postgame evaluation.

ID	Question	Type
Q1	I found the game engaging.	Likert scale
Q2	I found the game frustrating.	Likert scale
Q3	I think the game approximates real-life.	Likert scale
Q4	I could immerse myself in the game. Did you care about doing well?	Likert scale
Q5	I was treated fairly compared to the other participants.	Likert scale
Q6	I find Lynk & Co’s offering compelling.	Likert scale
Q7	How likely are you to recommend Lynk & Co to a friend or colleague?	1 to 10

Continued on the next page

Table 4.1 – *continued from the previous page*

ID	Question	Type
Q8	How could Lynk & Co increase the likelihood of you being intrigued by their offering? Consider, for example, changes to the offering and additional resources or tools you would like to have access to as a customer.	Open-ended
Q9	What is your impression of Lynk & Co’s offering? Does it seem like a convenient mobility solution? Does it seem ‘hassle-free’?	Open-ended

4.3 Sampling Strategy

Various non-random sampling techniques were employed to gather primary data for this study, allowing for a sample selection based on subjective criteria Etikan et al. (2016). This approach offers efficiency in terms of time and cost, making it particularly valuable for qualitative and exploratory research. Within this study, two non-random sampling techniques were utilized: Purpose Sampling and Snowball Sampling.

Purpose Sampling allows researchers to select subjects who are expected to fulfill a predefined purpose Etikan et al. (2016). In this study, Purpose Sampling was used to identify participants for the prestudy and workshop simulation game see sections 4.1.1 and 4.2. Front-line employees, including both internal and external stakeholders, provide insights into customer interactions and understanding of their needs. Additionally, management and organizational structures play a crucial role in successful service development Eveleen (2010); Menor et al. (2002). The SG involved individuals with car usage experience, representing the target group of Lynk & Co and providing valuable insights into desired car user experiences.

Snowball Sampling was employed to reach subjects who are challenging to access directly Handcock & Gile (2011). This approach proved suitable for investigating the current car subscribers’ journey, as relevant information was dispersed across different departments within the case company. Participants were asked to recommend other individuals who could offer interesting insights, facilitating the expansion of the participant pool. By utilizing Purpose Sampling and Snowball Sampling, this study achieved a diverse range of perspectives and insights, enhancing the understanding of the research topic.

4.3.1 Sample Size

In order to achieve an adequate sample size, the concept of saturation was employed. According to Morse (2015), saturation is a commonly utilized criterion for ensuring the rigor of qualitative research. Saunders et al. (2018) explain saturation in qualitative studies, emphasizing that the interpretation of saturation should vary depending on the research type, the purpose of seeking saturation, the stage of research, and the means of assessing its achievement. In this qualitative study, saturation was sought when investigating the research question concerning the current customer journey and their desires. The researchers aimed

to explore the emotions e.g. touch points and painpoints, activities, and actors involved in this journey. Saturation was considered to be reached when the interviews no longer provided significant new insights regarding the customer journey, and when interviewees started referencing one another. This point was reached after 10 interviews with stakeholders and 10 focus groups indicating saturation. Refer to A.1 for an overview of the interview subjects.

On the other hand, saturation was not the focus of the second research question, as the workshop visit simulation aims to generate ideas. Instead, the desired sample size was initially set between 4-10 focus groups and 24-60 respondents. This was deemed sufficient for two reasons. Firstly, each respondent is responsible for generating between 5 and 8 answers in one workshop simulation, resulting in a total of 120 to 480 unique answers. Secondly, since the research question is exploratory in nature, prioritizing representatives was not necessary. In this case, a total of 38 respondents generated 190 unique answers that were later broken down into 54 answers.

4.4 The Data Analysis Process

This section provides an explanation and justification of the data analysis methods employed, supported by relevant literature. To draw meaningful conclusions from the data collected, various analysis techniques and tools presented in chapter 3 were utilized e.g. Empathy mapping and Kano-model. Maxwell (2005) characterizes qualitative research as an iterative process, where new knowledge prompts the research to respond and adapt. In accordance with this perspective, the qualitative data obtained underwent systematic coding and analysis, enabling concurrent data collection and analysis processes.

!!!!!!! The qualitative data collected from the various studies were analyzed using a thematic analysis approach, where all the data was put and analyzed in Kano-model as mentioned in section 3.2. The analysis revealed key themes and patterns in the data, highlighting areas of strength and potential areas for improvement. !!!!!!!

4.4.1 Emphasizing

Empathy mapping was employed during the initial focus groups to gain a holistic understanding of Lynk & Co's customers. This method facilitated a deeper exploration of customers' perspectives, what they see, need, want, and think, fostering a human-centric approach to service development. The empathy map, created from transcriptions of these initial focus groups, categorized statements into the four quadrants previously mentioned, providing a structured understanding of customers' experiences.

This mapping process played a crucial role in validating customers' expectations of a hassle-free workshop visit. It served not only as a tool for insight generation but also as a stepping stone toward recognizing areas of improvement in the customer journey during workshop visits. These insights subsequently guided the development of recommendations aimed at enhancing the service, such as the introduction of features and services that better cater to the needs of car-sharing service users. The incorporation of empathy mapping

within initial focus groups underscores the project's commitment to deeply understanding customers' experiences.

4.4.2 Kano Analysis

Kano analysis, as outlined in section 3.2, played a crucial role in this research by identifying and categorizing user needs, which in turn facilitated clear prioritization. This process involved transcribing insights from the focus groups, using Sonix, an AI transcription tool, and subsequently coding these transcriptions for Kano analysis. The categorized needs included "Must-haves," non-negotiable user requirements; "One-dimensional," features directly influencing customer satisfaction; and "Attractive," features enhancing the overall user experience. Two additional categories, "Indifferent" and "Reverse," represented aspects that had minimal impact on customer satisfaction and features that could potentially cause dissatisfaction, respectively. Section 5.2.2 will provide a more in-depth look at the results of the Kano analysis, highlighting the diverse nature and varying impact of user needs.

4.5 Research Ethics

The ethical considerations in this study were rooted in the guidelines proposed by Bryman and Bell 2021. These guidelines emphasized the ethical concerns related to activities including study participants and data collection. Furthermore, the specifics related to customer data collection and its utilization were dictated by GDPR legislation. Compliance with the GDPR led to an expansion of the project's scope in terms of participant selection, as the project lacked access to company-held customer data. As a result, the selection process had to be broadened to compensate for the inability to directly engage with Lynk & Co's customer base.

These ethical guidelines played a crucial role in the execution of the study, emphasizing the respectful treatment of participants and the preservation of their personal preferences and privacy. This was accomplished by maintaining complete transparency about recordings or transcriptions, the objectives of the study, and the responsible use of collected data and personal information. Consent was acquired and upheld throughout the course of the study Bryman & Bell (2021). To ensure adherence to the ethical guidelines, all interviews commenced with a review of the "Checklist - Ethical Issues" (p. 163) provided by Bryman and Bell 2021.

4.6 Quality Criteria and Verification

Throughout the course of this project, a comprehensive consideration of several quality criteria has been necessary to ensure the execution of a scientific study of high quality. This chapter highlights the ethical and procedural factors that contributed to the dependability, reliability, transferability, and confirmability of our study. The consistent adherence to these quality criteria throughout our research process is crucial in ensuring that our study stands up to academic scrutiny.

Reliability Reliability pertains to the consistency and stability of the research outcomes over time. In our study, ethical considerations were meticulously observed to ensure that the research was conducted in a reliable manner. Additionally, the expressed interest from a majority of the focus group participants to engage with the study's outcomes helped establish respondent validation Bryman & Bell (2021). This reciprocal involvement contributes to the study's overall reliability, providing reassurance that the results are a dependable reflection of the participants' perspectives and experiences.

Transferability Transferability denotes the applicability of research findings to other contexts or settings. To enhance the transferability of our study's results, detailed and substantive descriptions of the perceived culture during the focus group sessions were provided Geertz (1973). By providing an in-depth account of the cultural context, other researchers can better understand the circumstances under which our findings may be relevant to their own investigations.

Dependability Dependability, akin to reliability, emphasizes the need for the research process to be logical, traceable, and clearly documented. Our efforts to detail each component of the study, along with the considerations made during the process, have solidified the study's dependability Bryman & Bell (2021). Furthermore, the availability of transcriptions from both focus groups, as outlined in the Appendices, underscores the level of transparency we sought to maintain throughout the study, thus enhancing its dependability.

Confirmability Confirmability refers to the extent to which the research outcomes can be confirmed or corroborated by other researchers. In our study, the criterion of confirmability was a continual point of focus. We fostered an environment of rigorous discussions and questioning among our research team. This open exchange ensured that any potential biases or personal values that could skew the results were consistently examined and mitigated Bryman & Bell (2021). The conscious effort to sustain a vigilant attitude towards these potential influences underscores our commitment to upholding the confirmability of our findings.

5

Results & Analysis

This chapter presents the findings of the qualitative studies and analysis. Through an examination of the existing framework, insights from an initial focus group, and an SG, valuable insights into the customer journey have been gained. The application of Kano analysis provided insights into the customers' needs and their categorization based on priority. Additionally, the use of empathy mapping deepened the understanding of customers' emotions, painpoints, and preferences throughout their journey. The combined analyses and collected data from the SG revealed strengths and weaknesses in the current customer journey map and processes, leading to recommendations for improvements. The results presented in this chapter contribute to the field of service design, offering valuable guidance for optimizing the customer journey and enhancing the overall customer experience.

5.1 Existing Customer Journey Map and Processes

At the outset, exploring Lynk & Co's customer journey and processes can be a challenging task. Although this report specifically focuses on the service and workshop phase of the customer journey, it quickly became apparent that further sub-categories were necessary to comprehend the journey fully. To guide discussions about car user touchpoints during the initial interviews, a conceptual model consisting of an empty timeline was employed. The insights gathered from the interviews were continuously mapped onto the service and workshop phase timeline. Consequently, it became evident that the service and workshop phase could be divided into three overarching sub-phases (1) *Pre Workshop Phase*, (2) *Workshop Phase*, and (3) *Post Workshop Phase* shown figure 5.1. The result from the initial focus group pointed out that the most hassle came from the first phase of the customer journey map *pre workshop Phase* and that's the phase that has been put into most empathy during the user study.

In the early stages of the service and workshop phase, car subscribers primarily engage in seeking information and learning about what to do when they have to report damage to Lynk & Co. Consequently, this phase is appropriately named the pre workshop phase. Subsequently, car subscribers use different approaches and touchpoints when researching for information and notifying Lynk & Co about the damage during the pre workshop phase. While these approaches may be primarily Google, web page, email, and calling customer service. Resulting in the research and successfully notifying Lynk & Co about car damage, the touchpoints in this phase primarily revolve around customer service and webpage. In

the workshop phase and post workshop visit phase, the car user is mainly interacting with Lynk & Co's partners. Giving the partner a significant role in delivering the customer experience in those phases.

The three identified sub-phases encompass overarching touchpoints, which, in turn, include customer activities, associated actors, and key insights. While many activities are unique to each user, there are recurring activities that have been highlighted. In terms of actors, their multitude and ever-evolving nature render the role of Lynk & Co in each touchpoint uncertain and varying across different car subscription companies.

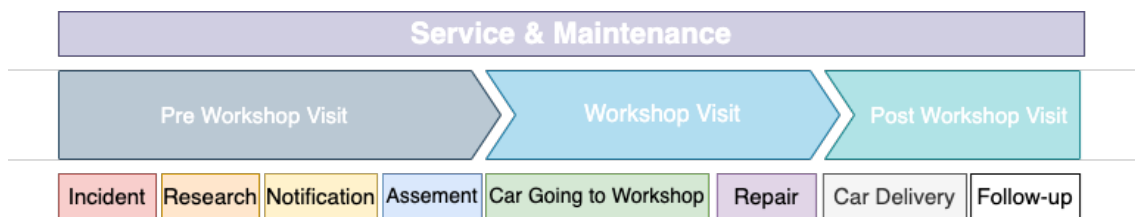


Figure 5.1: Overview of Lynk & Co current customer journey map. More detailed customer journey map are found in Appendix D.1.

5.1.1 Pre Workshop Visit Phase

The pre workshop visit phase is before the car goes to the workshop for maintenance. It begins in the sub-phase called *Incident* with the car subscribers discovering the damage or realizing the car needs maintenance. It is followed by the *Research*, *Notification* phase where subscribers are finding a way of reporting the incident this could be either by looking at their subscribers' contract and their webpage to find the information to notify. When an insurance incident is reported the *Assessment phase* is taking the car to the workshop to get a damage inspection and after that, the customer will receive a time for going to the workshop again. The duration of those sub-phases varies between the subscribers depending on their previous knowledge of the booking procedure and the available times in the workshop that are offered. Table 5.1 is presenting the phases, activities, actors, and key insights of each sub-phase.

The main actors in this phase are the car subscribers themselves, Lynk & Co customer service agents, and their partnered workshops and car pick-up company. The key insight presented in this section has been, for instance, many subscribers prefer to fix the damage as soon as possible in the incident phase, but it appears a bottleneck in the booking procedure in the research and notification phases and hassles are directly collected to the total duration in the booking system. Motivations of reporting the car damage decrease if the customer doesn't feel heard or finds the process of making a claim difficult, this can be due to a lack of transparency or inconsistent information from Lynk & Co's employees. Regarding the assessment phase, the subscribers have to drive the car to the workshop him/herself. The existing process is perceived as a hassle for both customers and Lynk & Co's customer service team. Customers face the inconvenience of allocating time to visit the workshop, while the customer service team must manually create the case in the backlog.

The process’s complexity, marked by numerous steps involving human intervention, elevates the potential for errors, further contributing to the perceived hassle.

Table 5.1: Customer journey map of the pre workshop visit phase.

Pre Workshop Visit				
	Incident	Research	Notification	Assessment
Activities	<ul style="list-style-type: none"> Reacting on the car damage 	<ul style="list-style-type: none"> Finding information on how to fix the problem. 	<ul style="list-style-type: none"> Notifying the company about the case. 	<ul style="list-style-type: none"> Subscribers have to do an inspection on the damage
Actors	<ul style="list-style-type: none"> Car subscribers 	<ul style="list-style-type: none"> Car subscribers Mystery Motors' customer service center 	<ul style="list-style-type: none"> Car subscribers Workshop Mystery Motors' customer service center 	<ul style="list-style-type: none"> Car subscribers Workshop Mystery Motors' customer service center
Key Insight	<ul style="list-style-type: none"> Car subscribers feel a strong responsibility to fix the damage. The user prioritize to fix the problem as soon as possible. Car subscribers want to fix the problem as soon as possible. 	<ul style="list-style-type: none"> Wants to be able to have flexibility in choosing workshop. Want all information in one place that are easy to access. 	<ul style="list-style-type: none"> It's important that customer are able to call if needed Alt. in communication channels are preferred e.g. an application It's important that they are consistent when talking to customers. 	<ul style="list-style-type: none"> Hassle when have to visit the workshop for small incidents.

5.1.2 Workshop Visit Phase

In the current service offering, most subscribers are provided with a PUD option when visiting the workshop, except for specific cases like tire changing, where they are encouraged to drive their vehicles directly to the workshop. When subscribers drive their vehicles to the workshop themselves after coordinating an appointment with the customer agents, or they can avail themselves of a convenient pick-up service. The latter involves a designated individual, often from a partner company, in this case, refer to as AutoPort, who retrieves the car from the customer’s residence and subsequently delivers it to the workshop. Once at the workshop, the car is either delivered or driven to one of Lynk & Co’s partner workshops, where it remains until the repairs are completed. This phase primarily involves interacting with Lynk & Co’s partners and consists of two sub-phases: *Car going to workshop*, where the cars are transported to the workshop and the subsequent *Repairs* phase.

Insights gathered from internal interviews shed light on the diverse customer preferences concerning these options. At this point, most of the customers feel relief due to having let go of the responsibility in the car. Moreover, a segment of customers appreciates the autonomy that comes with personally driving their vehicles to the workshop. They often leverage this opportunity to run other errands in the vicinity, thus optimizing their time. On the other hand, a different customer segment values the convenience offered by the PUD service. This option absolves them from the responsibility of visiting the workshop themselves, aligning well with their busy schedules or personal preferences for minimal involvement in the repair process. The insights gathered to present an opportunity for

Lynk & Co to further personalize its offerings.

Both the internal staff and workshop partners have identified specific challenges encountered during the repair phase, including issues such as missing spare parts and an overloaded workshop. These difficulties create bottlenecks and lead to delays, adding to the overall complexity of the process. The main causes of these challenges are the sporadic availability of spare parts and the unpredictable fluctuations in the workshop workload, which are often influenced by seasonal variations. For instance, the months of October and November see a significant increase in service requests, primarily due to the high demand for tire replacements.

Table 5.2: Customer journey map of the workshop visit phase.

		Workshop Visit	
		Car going to workshop	Repair
Activities	<ul style="list-style-type: none"> Driving the car to the workshop by him/herself. or Handling over the keys to the pick-up driver. 	<ul style="list-style-type: none"> The car gets to the workshop and the responsibility is handled away from the workshop. 	
Actors	<ul style="list-style-type: none"> Car Subscriber. Driver for AutoPort. 	<ul style="list-style-type: none"> Car subscriber or pick-up driver. Workshop Dealership 	
Key Insight	<ul style="list-style-type: none"> Some subscribers feel that's less hassle to go to the workshop by him/herself than having a driver to pick up the car. There's a risk of fault caused by human factor resulting that the car couldn't be picked up. 	<ul style="list-style-type: none"> Risk of bottle-neck in the workshop due to lack of spare parts or overload working load in the workshops. 	

5.1.3 Post Workshop Visit Phase

The final phase of the service and maintenance process is the post-workshop visit phase, where the car has completed the necessary repairs in the workshop. During this phase, the outcome of the car delivery may vary depending on factors such as the subscriber's utilization of Pick-Up and Delivery (PUD) services or their decision to drive the car to the workshop themselves. Additionally, the extent of the damage also plays a role. If everything goes smoothly, the car subscriber may receive their vehicle back within a few hours. However, for minor incidents and when PUD service is chosen, which relies on an external party, the time it takes to return the car may be longer compared to driving it to the workshop personally. Nevertheless, some customers appreciate the convenience of the PUD service as it eliminates the need for them to physically visit the workshop themselves.

Table 5.3: Customer journey map of the post workshop visit phase.

Post Workshop Visit		
	Car Delivery	Follow-up
Activities	<ul style="list-style-type: none"> Subscribers drive the car from the workshop by him/herself. or Subscribers receive the car from the pick-up driver. 	<ul style="list-style-type: none"> Car subscriber receives feedback of the repair from the workshop.
Actors	<ul style="list-style-type: none"> Car Subscriber. Workshop. Pick-up driver. 	<ul style="list-style-type: none"> Mystery Motors' customer service center.
Key Insight	<ul style="list-style-type: none"> Some subscribers feel that's less hassle to go to the workshop by him/herself than having a driver to pick up the car. There's a risk of fault caused by human factor resulting that the car couldn't be picked up. 	<ul style="list-style-type: none"> The source of feedback can come from different sources depending on if the subscribers go to the workshop him/herself.

5.1.4 Processes

In our parallel examination of the customer journey map, the processes of what was occurring behind the scenes were studied. By employing a BPMN see figure 5.2 and a service blueprint 5.8. Here the origin of each painpoint was identified effectively. This approach, suggested by Lynn Shostack (1982) visualized the organization's processes and broader structures. The BPMN, which was built on insights from semi-structured interviews, comprises 32 gateways, 28 events, and 44 activity symbols (see the appendix C.1). The inefficiency and redundancy of the process are shown in the number of gateways as it involved decisions made by human, which will increase the human error in the process.

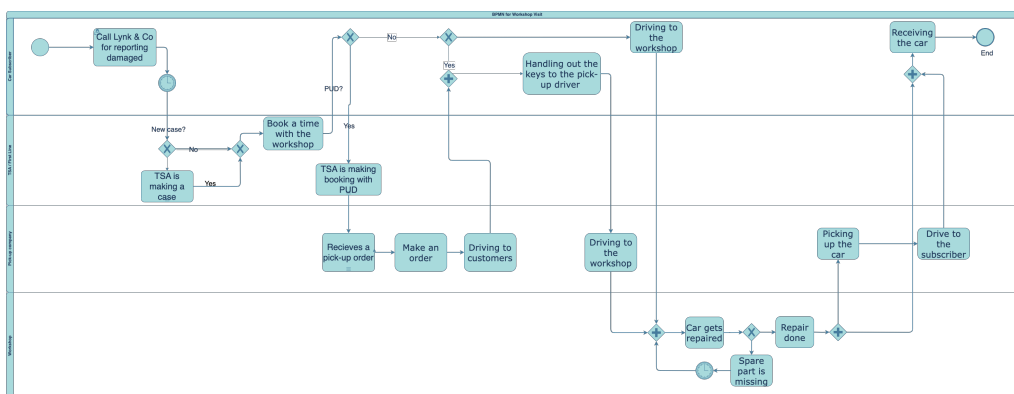


Figure 5.2: Simplified version of BPMN more extended one find in Appendix C.1.

The service blueprint was drafted in alignment with the customer's journey, assuming a scenario where the customer prefers a pick-up and delivery service over driving to the workshop personally. This blueprint was meticulously crafted to span the entire service and maintenance phase, precisely aligning with the customer journey map. Although some minor

process details might have been overlooked, the service blueprint identified 6 instances of physical evidence, 7 customer-facing actions, and 13 back-end actions. Interestingly, the blueprint also highlighted the significant role of external partners in back-end processes, as they were found to be responsible for nearly 38% (5 out of 13) of these actions.

Furthermore, the study found the existing communication channels between customers, front-end staff, and back-end staff to be vital for a smooth operation. The analysis has also pointed to potential areas of improvement in the process flow that could enhance efficiency and customer satisfaction. These insights will be invaluable in shaping future operational strategies and service offerings for the case company. The entire investigation underlines the significance of integrating customer journey mapping with internal process analysis for a holistic view of service delivery.

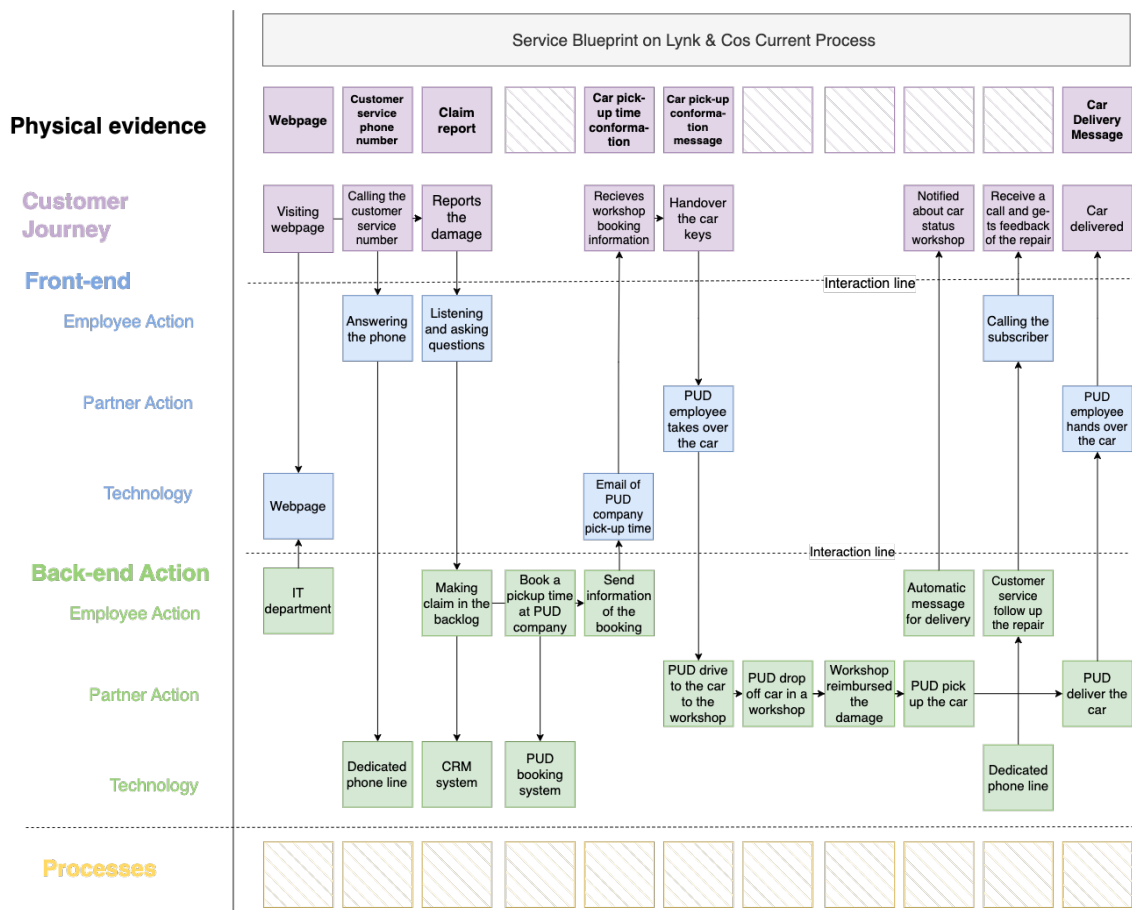


Figure 5.3: Lynk & Co’s current service blueprint. Showing the physical evidence, customer journey map, front-end, back-end action, and processes.

5.2 Analysis of the Initial Focus Group

The initial focus group discussion revolved around the concept of ‘hassle-free car workshop visit and maintenance’. This was later analyzed and plotted in Kano model see figure 5.5

and an empathy map see figure 5.4. Participants shared their thoughts, feelings, needs, and concerns related to this topic. Based on the conversation, it was observed that the pre-workshop visit phase holds the most significance in providing a hassle-free car service experience. Key takeaways from the discussion include:

1. **Convenience and Time-Saving:** Participants expressed their desire for a car service that is convenient and time-saving. They mentioned the need for quick and efficient assistance when problems occur. They valued a service that offers a seamless experience, allowing them to continue with their daily routines without significant disruptions.
2. **Reliability and Trustworthiness:** Users expressed the need for a reliable and trustworthy car service provider. They desired assurance that the service provider would address their concerns promptly and effectively. Concerns about unexpected issues while on the road were also raised, emphasizing the importance of a dependable service that can prevent breakdowns or provide immediate assistance when needed.
3. **Coordination and Communication:** Participants emphasized the need for clear communication and coordination during the service process. They appreciated a service that offers transparent updates and keeps them informed about the progress of their car's maintenance or repairs. The ability to schedule service appointments at their convenience and receive timely notifications was highly valued.
4. **Quick and efficient assistance when problems occur:** Customers expect prompt and effective solutions when they encounter issues with their cars. They value timely support and the ability to resolve problems swiftly.

In conclusion, the focus group discussion shed light on the significance of the pre workshop visit-, and workshop visit phase in delivering a hassle-free car service experience. The participants emphasized the need for convenience, time-saving, reliability, trustworthiness, and effective coordination and communication. By addressing these aspects effectively, Lynk & Co can enhance the overall customer experience and establish long-term customer relationships. Understanding and catering to user preferences during the pre workshop visit phase are essential for providing a truly hassle-free car service.

5.2.1 Empathy mapping

The results of the empathy map which are presented in Figure 5.4 highlight important factors for improving the current customer experience for a hassle-free workshop visit. Customers express concerns regarding the inconvenience and disruption caused by car breakdowns and repairs. They desire a seamless and efficient service that minimizes their time spent at the workshop and aligns with their specific needs. Transparency and clear communication are essential, with customers valuing updates on the progress of their car's maintenance or repairs, as well as the ability to schedule appointments at their convenience and receive timely notifications. Moreover, customers emphasize the importance of quick

and reliable assistance when problems occur, as well as the flexibility to accommodate different situations and preferences. By addressing these concerns, service providers can create a customer-centered approach that prioritizes convenience, efficiency, and personalized solutions.

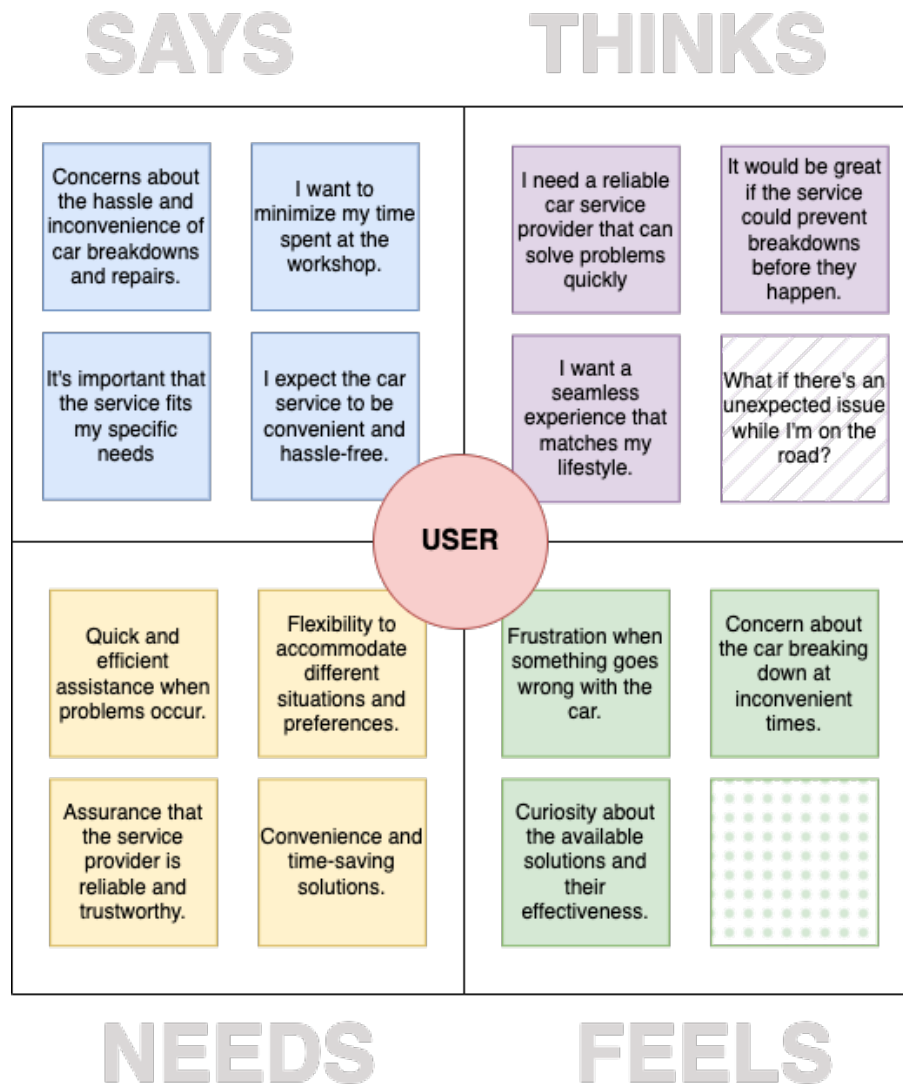


Figure 5.4: A selection of some points observed and analyzed in empathy map from the initial focus group

To enhance the workshop visit experience, Lynk & Co should focus on streamlining the service process and providing time-saving solutions. This includes offering transparent communication channels and updates, and ensuring customers are well-informed throughout the service journey. Flexibility should be embedded in the service offerings, allowing customers to choose options that suit their unique circumstances. Reliable and trustworthy service is paramount, instilling confidence in customers that their car will be taken care of

effectively. Additionally, convenience should be prioritized through features such as online appointment scheduling, on-site pickup and drop-off, and other value-added services.

5.2.2 Kano Analysis

Improving the current customer experience for a hassle-free workshop visit requires a thorough understanding of the factors that contribute to customer satisfaction. The Kano analysis identified several key factors in different categories see figure 5.5. In the attractive factors category, customers value partnerships with workshops, the convenience of not having to visit the workshop themselves, flexible pick-up options from home or office, personalized customer contact, rental car offerings during short visits, and innovative features such as predictive maintenance. These attractive factors create a sense of engagement and appeal to customers, enhancing their overall experience.

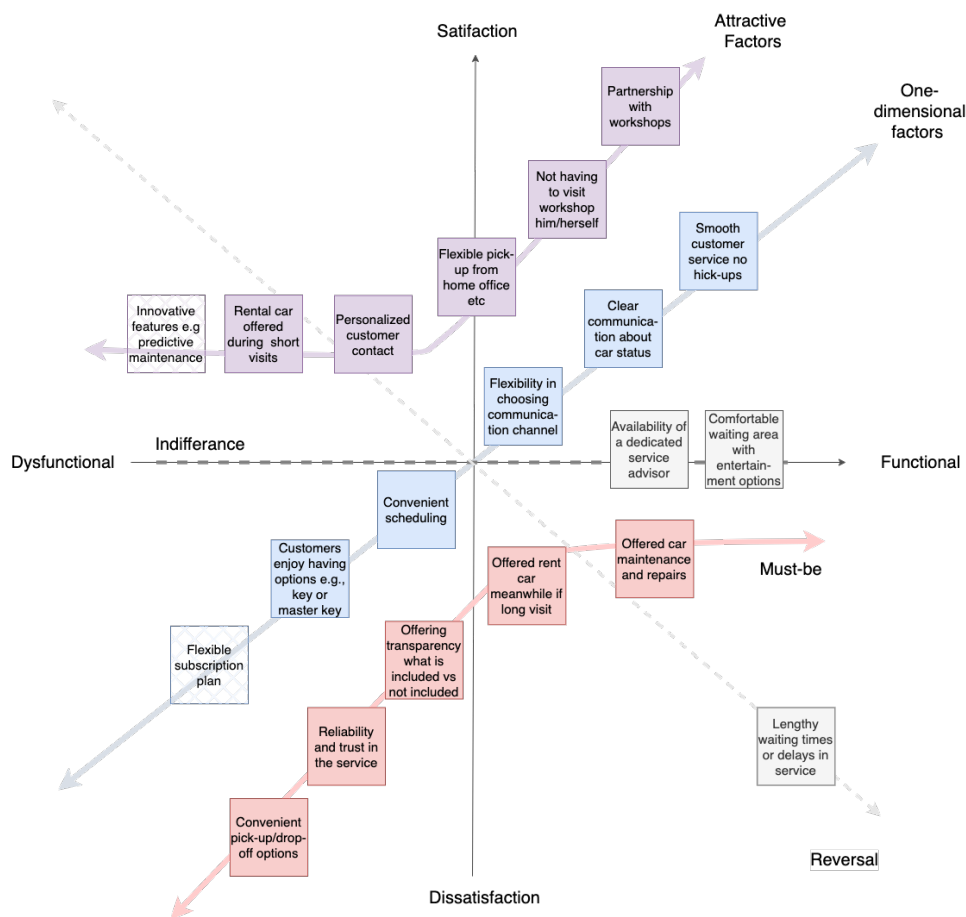


Figure 5.5: Kano analysis of the initial focus group answer is divided into five categories: Must-be, one-dimensional, attractive factors, indifferent, and reversal.

One-dimensional factors are crucial in meeting customers' expectations and ensuring a smooth service experience. These factors include smooth customer service with no hiccups, clear communication about the cars' status, flexibility in choosing communication channels, convenient scheduling options, the availability of key or master key usage, and flexible

subscription plans. By addressing these one-dimensional factors, service providers can deliver a seamless service experience that meets customers' needs and preferences, leading to higher satisfaction levels.

In the must-be category, there are foundational requirements that must be fulfilled to provide a hassle-free workshop visit. These factors include offering car maintenance and repairs, providing rental cars for longer visits, ensuring transparency about what is included versus not included in the service, establishing reliability and trust, and offering convenient pick-up and drop-off options. These must-be factors are considered essential by customers, and their absence can lead to dissatisfaction. Therefore, service providers must prioritize these factors to create a hassle-free experience and build long-lasting customer relationships.

By incorporating the insights from the Kano analysis and prioritizing the attractive, one-dimensional, and must-be factors, service providers have the opportunity to significantly enhance the current customer experience and deliver a workshop visit that is truly hassle-free. The attractive factors identified, such as partnerships with workshops, personalized customer contact, and innovative features like predictive maintenance, can add a sense of value and engagement to the service. Addressing the one-dimensional factors, such as smooth customer service, clear communication, and flexible scheduling options, ensures that customers' basic expectations are met and surpassed. Additionally, meeting the must-be factors, including offering car maintenance and repairs, providing rental cars for longer visits, and ensuring transparency and reliability, establishes a solid foundation of trust and convenience for customers. By strategically incorporating these insights into their service offerings, service providers can not only meet but exceed customer expectations. They can create an environment where customers feel valued, informed, and confident in the service being provided.

5.3 The Data Collected Through the Game

As mentioned, the customer journey is considered unique for each of the customers going to a workshop visit. The workshop simulation game was an exploratory method of prompting out the customers' definition of a hassle-free workshop visit, moreover their desires, needs, preferences, and painpoints during the customer journey in the service and maintenance phase. Through the workshop simulation game, 190 unique answers have been identified by highlighting each time participants make a statement in the game and dived into 54 statements (see Appendix A.1) and ten categories explained below. It is important to note that the following categories are not presented in order of importance. Also, some similar statements have been excluded for the sake of brevity.

1. Demand for Personalization: Modern consumers expect personalized experiences that are custom to their unique needs. This includes personalized customer support, in this case Lynk & Co service agent, where the service agent is fully aware of the customer's history and issues, eliminating the need for customers to repeat themselves. In Table 5.4 there are statements from the games related to the demand for personalization.

Table 5.4: Points related to Demand for Personalization

Item	Statement
1	Enhancing the quality of personalized customer support to meet varying customer expectations.
2	Facilitating easy access to workshop visit feedback according to individual customer preferences.
3	Recognizing and accommodating customers' preference for direct contact by phone.

2. Expectation of Convenience: In an age of instant digital transformation, customers seek convenience in all interactions with a brand. This is evident in their preference for streamlined processes that minimize their effort, easy access to information, and flexible scheduling that respects their time. They also appreciate services that reduce their need to visit physical locations, like workshops. For instance in Table 5.5 participants from the focus group state that having options in choosing a service that fits personal needs and different communication channels. One way to enhance convenience in communication is by offering customers control over the scheduling of the workshop visit and making the website more user-friendly for navigation.

Table 5.5: Points related to Expectation of Convenience

Item	Statement
4	Streamlining processes to discourage direct visits to the workshop.
5	Creating a more intuitive, user-friendly website for easy navigation.
6	Incorporating apps as a standard feature to meet customer expectations
7	Offering a variety of service options to custom to diverse customer needs.
8	Minimizing service delays to prevent customer dissatisfaction.
9	Offering customers more control over scheduling to enhance service convenience.
10	Simplifying the service process by eliminating unnecessary detours e.g visits to the club.

3. Digital Transformation: With the increasing penetration of smartphones and internet connectivity, customers expect seamless digital experiences. This includes user-friendly websites and mobile apps that provide easy access to services. Digital platforms can also increase transparency, provide personalized experiences, and make information easily accessible, hence meeting several other customer expectations. The three statements provided

in Table 5.6 which enhancing offering more options in digital channels communication and highlight the importance of consistency in their customer service and which can be improved by a delicate system for customer management.

Table 5.6: Points related to Digital Transformation

Item	Statement
11	Enhancing digital communication by reaching out to Lynk & Co digital channels e.g. application, chat-bots, or email.
12	Reconsidering not only having chat-bots due to their perceived ineffectiveness.
13	Implementing a dedicated customer support system to ensure continuity and avoid repetition.

4. Responsiveness and Speed: Speed of service is a key determinant of customer satisfaction. Customers appreciate quick responses from customer service teams and prompt resolution of their issues. This also extends to the handling of vehicle damage incidents and ensuring minimal service delays. Rapid action can alleviate customer anxiety and build trust in the service provider, and make subscribers feel like a priority, and increase overall satisfaction see the statements in the Table below 5.7.

Table 5.7: Points related to Responsiveness and Speed

Item	Statement
14	Reducing wait times and uncertainty to enhance the attractiveness of PUD.
15	Alleviating customer stress and anxiety by prompt handling of damage incidents.
16	Resolving issues promptly to avoid potentially additional costs for customers.
17	Enhancing customer service responsiveness to reduce customer frustration.

5. Transparency and Trust: Customers value transparency in their interactions with service providers according to the statements in Table 5.8. Clear, upfront communication about pricing, service procedures, and resolution timelines help build customer trust. When customers trust a service provider, they are more likely to remain loyal and recommend the service to others.

Table 5.8: Points related to Transparency and Trust

Item No	Quote
18	Implementing a fair and transparent pricing strategy for PUD.
19	Addressing attempts to bypass the queue with fairness and transparency.
20	Dealing with customer attempts to gain preferential treatment fairly and transparently.
21	Establishing a reasonable pricing model for the services provided, including PUD.

6. Safety and Security: Safety is a paramount concern for customers, especially in relation to vehicles, see statements in Table 5.9. Customers prefer not to drive damaged vehicles and appreciate measures that prioritize their safety. Secure handling of vehicles during services like PUD also enhances customer confidence in the service provider.

Table 5.9: Points related to Safety and Security

Item	Statement
22	Mitigating the impact of further damage.
23	Promoting safety and comfort by discouraging driving of damaged vehicles.
24	Ensuring the safety of all passengers by discouraging driving of slightly damaged vehicles.
25	Encouraging preventive minor repairs to maintain vehicle safety and comfort.

7. Sense of Ownership and Responsibility: Even though subscription-based models don't provide legal ownership, customers appreciate a sense of psychological ownership. This includes having some responsibility for vehicle upkeep and decision-making autonomy, as long as it doesn't become burdensome. This sense of ownership can increase customer attachment and satisfaction with the service, see more statements in the Table 5.10.

Table 5.10: Points related to Sense of Ownership and Responsibility

Item	Statement
26	Fostering a sense of ownership among Lynk customers, allowing them some responsibility while minimizing tedious tasks.
27	Empowering customers to handle minor issues independently, saving them time and effort.

Table 5.10 – *Continued from previous page*

Item	Statement
28	Ensuring all non self-inflicted damage or consumables is covered under the subscription.

8. Flexibility in Service Options: Not all customers have the same needs and preferences. Also as mentioned before having the option is seems as a convenience. Hence, they appreciate the flexibility to choose from various service options. Making services like PUD optional allows customers to opt for them based on their specific needs, enhancing perceived value and satisfaction, see Table 5.11.

Table 5.11: Points related to Flexibility in Service Options

Item	Statement
29	Adopting a more flexible approach to damage assessment, including digital solutions for instance sending in photos to the workshop instead of driving in the car.
30	Offering PUD and other services as optional add-ons to allow customer flexibility.
31	Offering comprehensive service options to accommodate customers who prefer not dealing with issues immediately.

9. Proximity and Accessibility: Accessibility of services is a key convenience factor for customers. They prefer workshops to be nearby workplaces, convenient to take public transport to make it easy for drop-off and pick-up of vehicles. When workshops aren't nearby, alternative services like PUD are highly appreciated as they enhance service accessibility. See the statements in Table 5.12

Table 5.12: Points related to Proximity and Accessibility

Item	Statement
32	Prioritizing proximity of workshops for customer convenience, while considering Pick-Up and Delivery (PUD) as a viable alternative.
33	Adjusting workshop opening hours to better align with customer availability.

10. Alternative Mobility Solutions: As urban mobility evolves, customers are open to exploring alternative mobility solutions. In situations where their vehicles are being repaired, they are willing to consider options like e-scooters or e-bikes. Offering such alternatives can enhance customer satisfaction by minimizing disruption to their mobility needs, see statements in Table 5.13.

Table 5.13: Points related to Alternative Mobility Solutions

Item	Statement
34	Facilitating seamless transition to another Lynk & Co 01 for customers when necessary.
35	Exploring alternative mobility solutions like e-scooters or e-bikes.
36	Ensuring availability of rental cars for all customers.
37	Addressing customer entitlement to a rental car proactively.

5.3.1 The Postgame Evaluation

The postgame evaluation survey yielded 20 responses. While the number of responses was relatively modest (the number of unique participants was 38), they were still helpful as the aim was to glean insights and understand the perspectives of the SG participants to guide enhancements of the workshop simulation game. Table 5.14 encapsulates the participants' responses, which have been processed and summarized.

Notably, despite the limited sample size, the responses could be compacted into four overarching statements for each question. This intriguing observation suggests that customers might be placing a similar level of importance on particular aspects of the current offering, while also consistently identifying similar areas of improvement. It points towards a trend in the perception and reception of the workshop simulation, which is critical in identifying both strengths and weaknesses in the current version.

Moreover, the feedback has been categorized into two distinct sections, suggestions and impressions. The "suggestions" section encompasses constructive ideas for improvement and refinement proposed by the participants. In contrast, the "impressions" section reflects the participants' personal experiences, reactions, and perceptions, providing a subjective lens through which the game is viewed.

Table 5.14: Results from analyzing the postgame evaluation survey.

Suggestion No.	Suggestions	Impression No.	Impressions
1	Implement automatic services, such as PUD, so that it can be serviced while the customer is at work.	1	People are somewhat intrigued with the current offering with most saying at they might consider recommending the offering to a friend.
2	The company should make PUD optional in all situations, and always provide loaner cars.	2	The offering appears to provide a good "summer car".

Continued on next page

Table 5.14 – Continued from previous page

Suggestion No.	Suggestions	Impression No.	Impressions
3	Lower pricing and a dedicated app would be appreciated.	3	Customers appreciate the all-inclusive approach and easy subscription cancellation.
4	The company should offer support channels that demand minimal customer involvement.	4	Pick up and delivery services are very appealing to customers.

5.4 Identifying and Prioritizing Gaps

A comprehensive analysis of the Kano analysis, empathy map, and gaps identified in each subphase in the customer journey maps from the workshop simulation game is required to see figure 5.6. This process aims to identify areas in the customer journey that do not meet seamless workshop visit expectations and uncover the disparity between customers' expectations and their actual experiences Rosenbaum et al. (2017). By prioritizing the "must-be" attributes of the Kano model and considering the "one-dimensional" attributes, the company can inform their actions and prioritize improvements H.-H. Wu et al. (2010). Furthermore, for successful service development, it is essential to comprehend customer needs and implement effective service strategies Kitsios & Kamariotou (2020). The insights gleaned from the SG are instrumental in bridging the gap between customer expectations and their actual experiences.

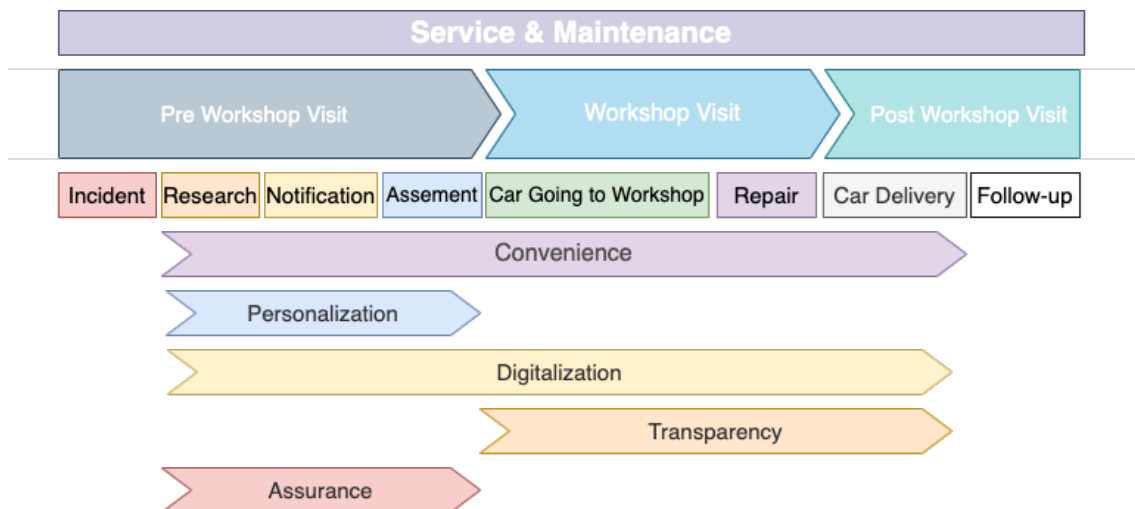


Figure 5.6: Customer journey map and the identified gaps.

5.4.1 Pre Workshop Phase Gaps

An evaluation of data from section 5.2 and 5.3 emphasizes the significance of the pre-workshop visit phase in influencing customer satisfaction. This assessment identifies gaps between the current customer journey and their expectations. six key categories within the pre workshop phase stand out: (1) Demand for Personalization, (2) Expectation of Conve-

nience, (3) Digital Transformation, (5) Transparency and Trust, (7) Sense of Ownership and Responsibility, and (8) Flexibility in Service Options. These categories capture four key elements of the customer experience that can also be found in all the points from the empathy map (1) Convenience and Time-Saving (2) Reliability and Trustworthiness (3) Coordination and Communication (4) Quick and efficient assistance when a problem occurs. Those answers are regards: *Personalization*, *Convenience*, *Digitalization*, and *Assurance*.

Notably, customers express a strong sense of ownership, particularly when dealing with vehicle damage. This sense of control extends to understanding what's included in the subscription plan, managing workshop visit incidents, and the ease of booking workshop appointments. Implementing a digital solution, such as an application, can enhance the customer experience by facilitating workshop scheduling, providing PUD options, and enabling direct communication with company representatives. Drawing from the preferences of subscribers outlined in section 5.2.2, several "must-be," "one-dimensional," and "attractive factors" are apparent. Recommendations such as improving the clarity of subscription plan inclusions and offering PUD options address the fundamental needs of customers. Introducing digital solutions that provide flexibility in communication and convenient scheduling are key one-dimensional factors that can improve overall customer satisfaction in the pre workshop visit phase. However, even if a customer enjoys having the freedom to choose communication channels, having the option to call Lynk & Co and feel heard is considered an attractive factor and should not be under-prioritized.

Table 5.15: Customer expectations in pre workshop visit phase according to Kano model.

Must Be	One Dimensional	Attractive Factors
Offered car maintenance and repairs	Smooth customer service with no hick-ups	Personalized customer contact
Offering transparency on what is included vs not included	Flexibility in choosing communication channels	Innovative features (e.g., predictive maintenance)
Convenient pick-up/drop-off options	Convenient scheduling	

5.4.2 Workshop Visit Phase Gaps

Customers' desires for a trouble-free workshop visit during the workshop phase can hinge on their choice to utilize PUD service. Responses from the SG related to categories (6) Safety and Security and (9) Proximity and Accessibility. The points that can be found in the analysis at this stage are (1) Convenience and Time-Saving and (2) Reliability and Trustworthiness. *Transparency*, *Convenience*, and *Digitalization*. These categories strive to offer a customer experience that emphasizes accessibility and nearness of services, while also instilling a sense of security and safety in customers.

Within the workshop visit phase, the primary requirement, or "must-be" aspect according to the Kano model, is the customers' confidence in the service's reliability. This can be

fostered by forming partnerships with experienced workshops and giving precedence to reported damage repairs, which is already achieved. The one-dimensional factor involves clear communication about the vehicle's status in the workshop and the possibility of a digital key when choosing PUD. This can be facilitated by offering regular updates through customers' preferred communication channels, such as a mobile app, email, or phone calls. Introducing a digital key when PUD is selected can enhance the customer's convenience and sense of control, thereby enriching the service experience. The attractive factors are related to the convenience associated with PUD services, especially the flexibility in choosing pick-up and drop-off locations. By enabling customers to select the pick-up and drop-off locations when opting for PUD, their satisfaction can be increased. This holistic approach ensures that customers feel valued and secure, ultimately contributing to a better overall customer experience.

Table 5.16: Customer expectations in the workshop visit phase according to Kano model.

Must Be	One Dimensional	Attractive Factors
Reliability and trust in the service	Clear communication about car status	Partnership with workshops
	Customers enjoy having options (e.g., key or master key)	Not having to visit workshop him/herself
		Flexible pick-up from the home office, etc.

5.4.3 Post Workshop Visit Gaps

Insights from the SG underscore two key considerations for the workshop visit phase: (4) Responsiveness and Speed, and (10) Alternative Mobility Solutions can be categorized as *Convenience*, *Transparency*, and *Digitlaization*. Responsiveness and Speed, marked as a reversal factor, highlight the importance of quick and efficient service delivery. Any delays or lengthy wait times can significantly dampen the customer experience. Alternative Mobility Solutions, classified as both a basic need and an attractive factor, suggest that providing ongoing mobility during a workshop visit is an essential customer expectation. It doesn't necessarily have to be a rental car other solutions for instance electric bikes or bus cards are an acceptable temporary solution. Moreover, exceeding this standard by offering enhanced mobility options can serve as a pleasant surprise, potentially boosting customer satisfaction.

In accordance with these findings, the Kano model points out critical elements to incorporate during the workshop visit phase. A crucial "must-be" feature is offering a rental car during lengthy service appointments, ensuring that customers' mobility is uninterrupted. Additionally, presenting rental cars even for shorter visits can be an attractive factor, exceeding basic expectations and adding to customer satisfaction. However, it's important to note the significance of avoiding service delays or long waits, as they can be a reversal factor and impact the overall customer experience negatively.

Table 5.17: Customer expectations in the post workshop phase according to Kano model.

Basic Needs	Attractive Factors	Reversals
Offered rental car meanwhile if long visit	Rental car offered during short visits	Lengthy waiting times delays in service

5.5 Recommendations and the Redesigned Service

Following a comprehensive analysis and understanding of customer needs to be gleaned from the focus group, the workshop simulation game, interviews, postgame evaluation, and relevant literature, potential recommendations to enhance the company's offering can be derived. It is important to note that the order of these suggestions does not correspond with any perceived hierarchy of importance.

- Enhance Personalization** (*Demand for Personalization*): Invest in data analytics to gain a deeper understanding of customer behaviors and preferences, enabling the tailoring of services accordingly. By analyzing customer data, the company can identify the most common errands and cases, allowing for the allocation and management of internal forces more effectively. This will result in a more competent staff assigned to each specific errand, improving overall efficiency and customer satisfaction.
- Implement Online Booking and Status Updates** (*Expectation of Convenience*): An online system for scheduling appointments, viewing service details, and receiving updates could be very beneficial for customer satisfaction and for feeling convenient when booking a time at the workshop. This increases convenience and transparency.
- Improve Digital Platforms** (*Digital Transformation*): Enhance the user-friendliness of digital platforms such as the current webpage and maybe consider introducing an application that makes it possible to handle workshop errands such as booking workshop appointments. Reconsider the use of AI-powered chat-bots to provide real-time assistance on the webpage for answering short and simple questions.
- Increase Responsiveness** (*Responsiveness and Speed*): Implement strategies to reduce wait times, streamline customers' responsibilities, and handle customer complaints promptly and effectively. This could be achieved by introducing advanced appointment scheduling systems, optimizing workflow processes, and leveraging technology to track and manage customer inquiries and complaints. Additionally, providing regular training to customer service representatives on effective problem-solving and communication skills will further enhance responsiveness. By prioritizing quick and efficient customer service, Lynk & Co can improve customer satisfaction and build a reputation for being responsive and attentive to customer needs.
- Clear Communication** (*Responsiveness and Speed*): Implement a real-time notification system to keep customers informed about the progress of their car service, including updates on repairs, estimated completion time, and any unforeseen delays.

This helps build trust and reduce customer anxiety.

- **Promote Transparency** (*Transparency and Trust*): Transparency in the customer journey regarding the status of the car and providing real-time updates are essential for customers in order to foster a sense of confidence and peace of mind. By promoting transparency, the company builds trust with customers and fosters open communication. This enables customers to stay informed about the progress of their car's maintenance or service, ensuring they have a clear understanding of what is happening and when to expect their vehicle's completion. With real-time updates, customers can make informed decisions, plan their schedules accordingly, and have a sense of control over their car's servicing process. Transparency also allows customers to verify that the service is being carried out as promised and enhances their overall satisfaction and trust in the Lynk & Cos operations.
- **Prioritize Safety** (*Safety and Security* category): It is crucial to continue discouraging the driving of damaged vehicles and prioritize safety at all times. Emphasize the importance of regular vehicle maintenance and prompt repairs to ensure that customers' vehicles are in optimal and safe condition. This can be achieved by providing clear communication on the risks associated with driving damaged vehicles, offering incentives for immediate repairs, and educating customers on the potential hazards. Implement safety protocols and standards within the workshop to ensure that all repairs and maintenance are performed with the highest level of safety measures in place. By prioritizing safety, the company demonstrates its commitment to customer well-being and instills confidence in customers that their vehicles are in safe hands.
- **Empower Customers** (*Sense of Ownership and Responsibility*): Empower customers by developing platforms, such as a dedicated application, and providing resources that allow them to handle minor issues independently. By doing so, customers can feel more in control of their own vehicles and actively participate in the maintenance and care process. This can include features like self-diagnosis tools, step-by-step guides for common issues, and access to online resources for troubleshooting. By empowering customers to handle minor tasks themselves, they will gain confidence in their ability to address small issues, saving time and effort for both the customer and the company. This also fosters a sense of ownership and responsibility, strengthening the customer's connection and engagement with the service provider.

- **Offer Flexible Services** (*Flexibility in Service Options*): Consider offering a wider range of service options e.g. optional PUD and having the opportunity to give key access to the PUD driver.
- **Optimize Location Accessibility** (*Proximity and Accessibility*): Increasing the accessibility of workshop locations is crucial. Assessing the location of workshops and considering strategies such as having workshops that are easily accessible by public transport and located nearby amenities such as grocery stores and pharmacies will enable customers to feel that they have achieved more during a workshop visit and have not wasted a day. This will enhance convenience and satisfaction for customers, as they can easily combine their workshop visits with other errands or activities in the vicinity.
- **Explore Alternative Mobility Solutions** (*Alternative Mobility Solutions*): Consider partnerships with alternative mobility providers or offer rental services to provide customers with diverse mobility options, such as e-bikes, rental cars, or even compensation for taking public transport when their vehicle is under service, regardless of the duration. By offering these alternatives, customers will feel less inconvenienced by not having their own vehicle and will have the flexibility to continue their daily activities with ease. This will enhance customer satisfaction and alleviate the hassle of being without a car during the service period.

5.5.1 Specific Suggestions for a more 'Hassle-Free' Service Offering

As this thesis is mainly concerned with understanding customer needs and providing recommendations for further development and implementation strategies, a completely new service was not designed. Based on the findings, a general picture of the improved service offering was still developed however. Firstly, a high-level schematic of the recommendations in action was created, see Figure 5.7. The figure illustrates the relative position of the customer facing aspects discovered, in regards to their relevance in the workshop visit process. Examples based on the responses from study participants, as well as input from Lynk & Co, and other literature, are presented. The most pivotal addition to the service would be digital tools for customers and staff. Many of the steps of the customer journey are better handled through an app, as opposed to the current system. Working closely with affiliate workshops to increase accessibility is also important in increasing customer satisfaction. Customers also importantly did not seem to be as disconnected from their Lynk & Co vehicles as the company may have assumed. Hassle-free car access through Lynk & Co does not seem to hinge on the expectation of an 'all-inclusive' experience. In this domain, the company at hand, and others, would be wise to try to discover the limits of the customers sense of responsibility.

The development of the new service in this study was driven by identifying the gaps in the current service, as discussed in Section 5.4: Convenience, Personalization, Digitalization, Transparency, and Assurance. These identified gaps serve as the foundation for improving the service and formulating recommendations, as outlined in Section 5.5 such as recommendation 2, 3, 4, 5, and 6 has been included in the updated service blueprint, see Figure 5.8. A limitation of the service blueprint was not printing the support process and that's

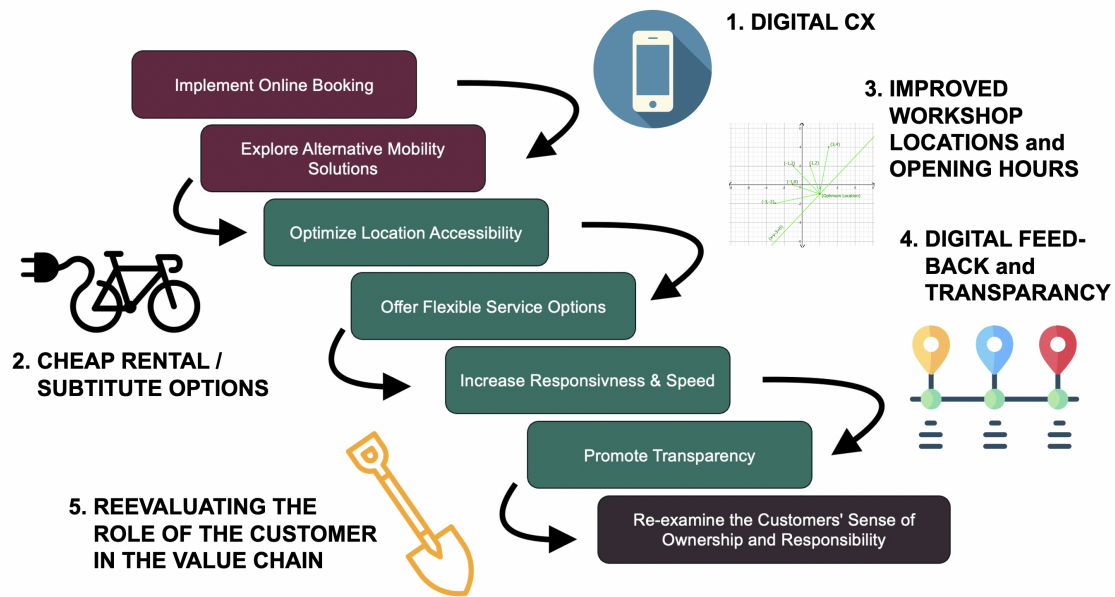


Figure 5.7: The major aspects and the general recommendations for improvement.

why it was not able to print some of the recommendations such as 1, that is including Lynk & Co to invest in internal processes. Moreover, the chosen approach of including PUD in the blueprint might have appeared differently if subscribers were allowed to take their cars to the workshop themselves.

The primary focus of the updated service blueprint has been on enhancing digitalization by creating a dedicated application for workshop visits. This application provides real-time updates on the car's status, facilitates effortless scheduling, and increases transparency for customers. By implementing these digital solutions, the service blueprint aims to improve convenience, reduce human errors, and at the same time increase responsiveness and transparency which will be a part of the final recommendations. This aligns with the findings that customers desire more control over their own situation and a sense of ownership, as highlighted in previous research.

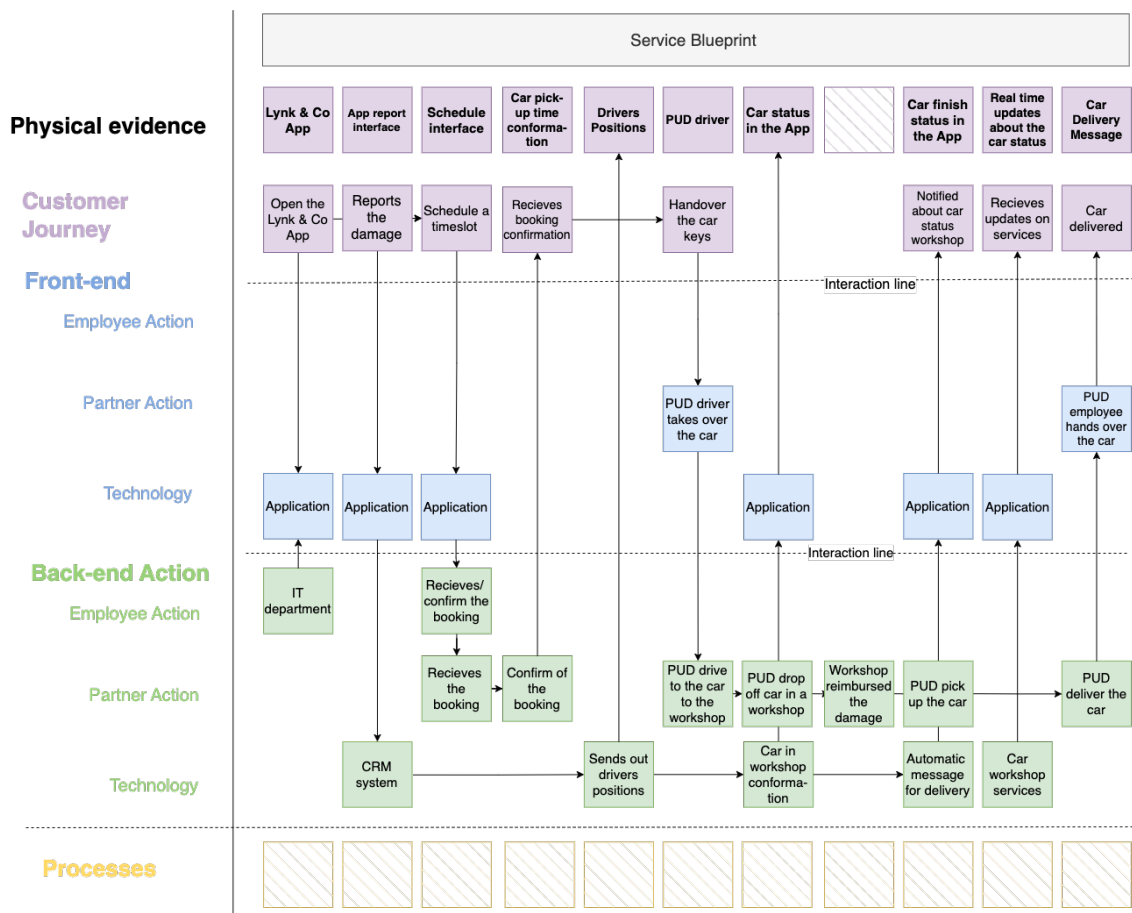


Figure 5.8: Lynk & Co’s improved service blueprint. Showing the physical evidence, customer journey map, front-end, back-end action, and processes.

6

Discussion

Chapter six presents a comprehensive discussion of the findings in the broader context of service development. It explores the potential implications of the study and revisits the initial hypotheses. This chapter also explores any unexpected insights, presenting potential explanations, and identifying areas that warrant further exploration. The discussion situates the findings within the larger body of knowledge, demonstrating the study's contribution to the field.

6.1 Research Results

The study generated 11 actionable recommendations, a comprehensive gap analysis, and a service blueprint, providing Lynk & Co with a roadmap for implementing these recommendations into their actual processes. However, a limitation of this research was the sampling group being limited to the target demographics rather than encompassing the actual customer base. This limitation introduces potential gaps as the findings may not fully reflect the perspectives and experiences of the wider customer population. Furthermore, the research primarily focuses on providing recommendations rather than implementing and verifying them, creating a gap in the study without validations and verifications of the implemented recommendations. Future research endeavors could address this limitation by incorporating a phase dedicated to validating and verifying the effectiveness of the implemented recommendations.

The recommendations were derived from an analysis of data collected from 10 focus groups, resulting in 190 unique answers that were translated into 54 different statements. These statements were categorized into 10 distinct categories using the AI transcription program Sonix. It is important to acknowledge that the categorization process was influenced by the interpretation of the researchers, introducing the potential for their own biases to impact the final results.

The findings confirmed that the experiences of customers during workshop visits, as perceived by internal staff and external partners in the prestudy phase, have been a source of hassle, such as human errors in the process and inconvenience in the workshop schedule. The analysis of the gaps further supported the initial hypothesis, revealing that customers desire convenience, transparency, personalization, and assurance. However, the user study through the SG provided new insights beyond the initial hypothesis. Participants expressed

a stronger sense of ownership than expected by the internal staff, indicating that they do not perceive a sense of hassle when taking their car to the workshop. However, this perception changes when there is a lack of transparency regarding the work being done. Therefore, transparency emerged as a crucial factor to address in the final service. Additionally, participants expressed a desire for digital solutions, which was categorized as "digitalization" within the identified gaps. Implementing digital transformation, such as an application for customers to handle their own errands, can enhance convenience and transparency in the suggested service blueprint.

In conclusion, while the study's recommendations and gap analysis align with the initial hypotheses, the user study through the serious game introduced new insights and refined the understanding of customers' experiences. However, the limitations of the sampling group and the lack of validations and verifications of implemented recommendations call for future research to address these gaps and provide further evidence of the effectiveness of the proposed improvements.

6.2 Research Significance

This research has dived into an automotive company's customer journey map and its processes. These findings are derived from one single automotive company's internal and external stakeholders and its target group. These findings show the customer perspective, both regarding what they currently are experiencing in the service and maintenance phase, and what experiences they desire. Furthermore, this section will discuss the significance and validity of the research outcome.

6.2.1 Customer Journey Map and Processes Identification

The customer journey map, BPMN, and service blueprint clearly highlight some aspects of what is suggested in the literature. Dividing the customer journey into phases, as suggested by Rosenbaum et al. (2017) and Lemon & Verhoef (2016), was a natural step early in the research as it helped the researchers to make sense of the findings from the interviews. Further, the touchpoints in the current customer journey are clearly of a different character, including unique customer activities, and involve different actors Lemon & Verhoef (2016). In this sense, the findings are in line with what can be expected from previous literature. However, since the researchers tried to generalize the findings, some aspects suggested from the literature are not included in the proposed customer journey, e.g. managerial practices aimed at improving the customer journey Rosenbaum et al. (2017). This was however purposely done since the researchers were interested in the nature of the customer journey and how subscribers navigate across the touchpoints, as suggested by Maechler et al. (2016). By involving managerial practices in the customer journey, the map would possibly have been too specific to apply during this thesis.

The fact that the current customer journey was constructed based on findings from a single company and its stakeholders has its advantages and disadvantages. Lemon & Verhoef (2016) suggest involving stakeholders and customers in the mapping process, which was

partly done due to GDPR of not being able to speak to Lynk & Cos customer group. Five of the interviewees were with external stakeholders out of these ten, six had a close connection to Lynk & Cos service. These interviewees contributed to many of the activities and key insights in the customer journey and understood both the customer's and Lynk & Cos' perspectives. Undoubtedly, a disadvantage in trying to draw general conclusions based on these findings is that the data is limited. By involving more stakeholders with experiences from different companies, the significance of the findings could have been strengthened. Specifically, involving stakeholders from companies that have been in the market for a longer time would have reinforced the findings on the entire service and maintenance phase.

6.2.2 User Desire Identification

The second research question is intended to improve the overall customer journey map by gaining insight into the users' desires and needs for a hassle-free workshop visit. The initial focus group consisted of discussing the topic of a 'hassle-free' customer experience in a workshop visit. McQuarrie et al. (1990) states that a focus group is useful in an exploratory nature of a topic especially when discovering the motivations and attitudes forward different attitudes. Moreover, according to Lemon & Verhoef (2016) standardized customer journey maps should be avoided, he further states that the best solution to research users' journeys is to utilize users when mapping the customer journey through customer self-journey mapping. This involves asking customer questions during the journey mapping what's the ideal solutions in each sub-phase which can be directly linked to the workshop simulation game also called the SG.

However, the results generated by the SG are not directly linked to a specific touchpoint. Therefore, it differs from what Maechler et al. (2016) suggests, which is for companies to identify their customer's needs, expectations, and desires at each stage of the journey. Instead, by using the SG, a broader perspective has been adopted. This approach has facilitated the analysis in terms of enhancing the customer experience, regardless of the touchpoint it pertains to. The researchers have observed that the SG, as a method, has effectively generated several unique desires despite the relatively unexplored research area and relatively small sample size. Moreover, Ávila Pesántez et al. (2017) states that the feedback from each iteration game has enhanced the overall learning outcome on how to improve the workshop simulation game making it more efficient to simulate as well as providing valuable feedback that can improve the overall service experience on a workshop visit by providing immediate feedback and promoting active participation and interaction.

6.2.3 Suggestion for Improvements

The answer to the third research question on what new development and redesign Lynk & Cos should undertake to align with customer expectations involved analyzing the customer expectation of a hassle-free workshop visit. This analysis was conducted through an initial focus group. By utilizing the Kano model, different categories of Lynk & Cos customers' needs were identified, providing direction on suggested improvements and recommendations to meet customer expectations H.-H. Wu et al. (2010). The analysis of customer needs using the Kano model, as well as the insights gained from empathy mapping Gray (2017b),

provided valuable information on customer expectations and painpoints, resulting in a clearer understanding of Lynk & Cos' customer needs.

Furthermore, recommendations and suggestions for new development were derived from a simulation game. SGs, as suggested by Avila-Pesántez, Rivera, and Alban Ávila Pesántez et al. (2017) and Brauner and Ziefle Brauner & Ziefle (2022a), were employed to simulate real-life scenarios and allow players to step into the customer's shoes, identifying emotions, painpoints, and preferences. This approach aligns with the view of Brakus, Schmitt, and Zarantonello J. J. Brakus et al. (2009), who emphasize the importance of recognizing the sense, emotions, acts, and thoughts of customers in improving the overall user experience in service. The navigability and flexibility of the SG further enabled players to make decisions based on their specific needs and preferences, providing valuable insights for enhancing the customer experience.

Consequently, these theories and methodologies, including the analysis of customer needs using the Kano model, insights gained from empathy mapping, and the utilization of SGs were shown to be appropriate for examining customer experience as it relates to how Lynk & Cos can align with customer expectations and improve their overall service. By integrating these approaches, Lynk & Co can gain a comprehensive understanding of their customer's expectations and experiences. This knowledge can then inform the development of new strategies, processes, and improvements that align with customer expectations and ultimately enhance the overall service provided by Lynk & Co.

6.3 The Effectiveness of Serious Games in Service Design

SGs have been shown to be effective tools for service design, enabling players to simulate real-life scenarios and step into customers' shoes Avila-Pesántez et al. (2018); Brauner & Ziefle (2022b). By doing so, players can identify emotions, painpoints, and preferences, providing valuable insights for enhancing the overall user experience J. Brakus et al. (2009). This section discusses the effectiveness of SGs in service design within the context of the study.

In the study, a SG was used to simulate a workshop visit and allow players to make decisions based on their specific needs and preferences. This approach provided valuable insights for enhancing the customer experience. The findings suggest that SGs can effectively generate unique desires, despite a relatively unexplored research area and a relatively small sample size. Additionally, according to Avila-Pesántez et al. (2018), feedback from each iteration of the game enhanced the overall learning outcome and improved the efficiency of the workshop simulation game. This feedback facilitated immediate feedback, promoting active participation and interaction, and ultimately improving the overall service experience during a workshop visit.

Overall, the findings support existing literature on the effectiveness of SGs as a tool for service design Avila-Pesántez et al. (2018); Brauner & Ziefle (2022b). By combining SGs

with other methodologies such as empathy mapping and the Kano model, companies can gain a comprehensive understanding of their customers' expectations and experiences, using this knowledge to improve their overall service.

6.4 The Findings in Regards to Existing Literature

In this section, we will compare and contrast our findings with existing literature in the field of service design, specifically in relation to the use of SGs, empathy mapping, the Kano model, and other methodologies employed in our study. Our findings support the effectiveness of SGs as a tool for service design Avila-Pesántez et al. (2018); Brauner & Ziefle (2022b), allowing players to simulate real-life scenarios and step into customers' shoes to identify emotions, painpoints, and preferences J. Brakus et al. (2009). Our use of empathy mapping Gray (2017a) and the Kano model C. Wu et al. (2010) also aligns with existing literature on their effectiveness in understanding customer needs and expectations. However, our study also provides unique insights into the application of these methodologies in the specific context of an automotive company's customer journey map and processes.

In particular, our use of SGs allowed us to simulate a workshop visit and allow players to make decisions based on their specific needs and preferences. This approach provided valuable insights for enhancing the customer experience. Our use of empathy mapping allowed us to visualize customers' emotions and painpoints at different stages of their journey, providing a deeper understanding of their needs and expectations. The Kano model allowed us to categorize customers' needs into different categories, providing direction on suggested improvements and recommendations to meet customer expectations.

Overall, our findings support existing literature on the effectiveness of these methodologies in service design while also providing unique insights into their application in a specific context. By using a combination of SGs, empathy mapping, and the Kano model, companies can gain a comprehensive understanding of their customer's expectations and experiences and use this knowledge to improve their overall service.

6.5 The Validity of Findings

In this section, the focus will be on discussing the validity of the findings in terms of the data collection and analysis methods employed, as well as the limitations of the study and potential avenues for future research. A range of data collection methods, including interviews with internal and external stakeholders, focus groups, and SGs, were used to gather rich data on the customer journey map, processes of an automotive company, and user desires and needs for a hassle-free workshop visit. The analysis methods employed, such as empathy mapping, the Kano model, and SGs, were rigorous and appropriate for examining customer experience.

However, it is important to acknowledge the limitations of the study. The findings were derived from a single automotive company's internal and external stakeholders and its target group, limiting their generalizability to other companies or industries. Additionally,

the sample size was relatively small and limited to the target demographics, which may restrict the generalizability of the findings and not really reflect their actual situation in all cases due to different customer bases. Future research could address these limitations by involving the Lynk & Cos actual customer group and more stakeholders from different companies and industries, including those with longer market experience to strengthen the significance of the findings, particularly regarding the entire service and maintenance phase.

Despite these limitations, the study provides valuable insights into customers' experiences during a workshop visit at an automotive company. The use of rigorous data collection and analysis methods allowed for the gathering of rich data on customers' emotions, painpoints, preferences, needs, and expectations, which can inform future research on service design in this context.

To ensure the validity of the findings, the study adhered to several quality criteria proposed by Bryman and Bell Bryman & Bell (2021). These criteria included reliability, transferability, dependability, and confirmability. By consistently adhering to these criteria, the study was conducted in a scientific manner, and the findings are considered dependable, applicable to other contexts or settings, logical and traceable, and confirmable by other researchers. Overall, the study contributes to the existing knowledge of customer experience in a profit-driven private company in the automotive industry, and the rigorous methodology employed enhances the reliability and validity of the findings.

7

Conclusions

In this chapter, the study is synthesized, connecting the research journey from the initial questions to the final findings. The key discoveries are reinforced, and potential real-world applications and impacts on service development are explored. The chapter provides a concise summary of the study's importance, highlighting its contribution to the field of service development.

The user study comprised ten focus groups with a total of 38 participants who partook the SG. Recording and transcribing each session allowed for a comprehensive understanding of car subscribers' desires. While the participants were not actual customers of Lynk & Co, modifications were made to the game to gain perspective from different personality types. Each player assumed extreme character traits representing the six thinking hats, and the introduction of game metrics like "RAGE" aimed to engage players and foster a desire to win. The SG's simulation of real-life scenarios and the immersion it provided facilitated a dynamic experience. The categories identified through the analysis of the combined insights from the statements of study participants, company staff, and relevant literature are presented in Table 7.1.

Table 7.1: User Experiences Categories Derived from the Serious Game.

Index	Category	Description
1	Demand for Personalization	Modern consumers expect personalized experiences that are custom to their unique needs.
2	Expectation of Convenience	In an age of instant digital transformation, customers seek convenience in all interactions with a brand.
3	Digital Transformation	With the increasing penetration of smartphones and internet connectivity, customers expect seamless digital experiences.
4	Responsiveness and Speed	Speed of service is a key determinant of customer satisfaction. Customers appreciate quick responses from customer service teams and prompt resolution of their issues.

Continued on the next page

Table 7.1 – *continued from previous page*

Index	Category	Description
5	Transparency and Trust	Customers value transparency in their interactions with service providers. Clear, upfront communication about pricing, service procedures, and resolution timelines help build customer trust.
6	Safety and Security	Safety is a paramount concern for customers, especially in relation to vehicles.
7	Sense of Ownership and Responsibility	Even though subscription-based models don't provide legal ownership, customers appreciate and do display a sense of psychological ownership.
8	Flexibility in Service Options	Not all customers have the same needs and preferences. Hence, they appreciate the flexibility to choose from various service options.
9	Proximity and Accessibility	Accessibility of services is a key convenience factor for customers.
10	Alternative Mobility Solutions	As urban mobility evolves, customers are open to exploring alternative mobility solutions.

This interactive approach deepened the understanding of customer preferences, emotions, and painpoints, resulting in a comprehensive comprehension of the customer journey. Based on these results derived from the SG, significant gaps between the current customer journey and the desired experience of car subscribers were also identified. These gaps included Convenience, Personalization, Digitalization, Transparency, and Assurance. Many of the identified challenges originated from the pre-workshop visit phase, where participants found the process of booking a time at the workshop to be cumbersome. Additionally, the heavy reliance on front-line employees posed a high risk of human errors. These gaps presented opportunities for improvement and innovation. By employing a theoretical framework that focused on the Kano model and empathy mapping, potential strategies were explored to bridge these gaps and enhance the overall customer experience. Expectations for a hassle-free workshop visit included easy booking processes, clear communication, timely service, quality work, and transparency. Convenience factors such as online booking, pick-up and drop-off services, and accessibility to workshops near customers' residences or workplaces were highly valued. Transparency was also crucial, with customers desiring detailed explanations of the work to be done and regular updates on their vehicle's status, without any surprise costs at the end of the service. Enhancing digital transformation in the service process, such as introducing an app for subscribers to schedule appointments, would increase convenience and reduce human errors through automation.

In conclusion, this study successfully addressed the research questions by understanding the phases of pre-workshop visits, workshop visits, and post-workshop visits, along with their corresponding touchpoints, desires, and gaps within the customer journey for car subscribers. Through the utilization of an SG, a deeper understanding of customer preferences and painpoints was achieved, empowering companies to effectively address identified gaps and enhance the overall customer experience throughout the car subscription journey. These findings provide valuable recommendations for new service improvements in the automotive

industry. However, it is important to acknowledge that further research is needed to validate and verify the implementation of these recommendations, as well as to incorporate a broader customer perspective. By conducting additional studies that encompass a wider range of customers, companies can gain a more comprehensive understanding of customer expectations and preferences. This will enable them to make informed decisions and implement improvements that are better aligned with customer needs, leading to an enhanced overall customer experience. Moving forward, conducting additional research and including a broader customer perspective will further strengthen the study's outcomes and enable companies to provide exceptional customer experiences.

8

Recommendations for Future Work

The final chapter offers practical suggestions based on the study's findings for service development and proposes directions for future research and development. It identifies areas where further investigation could deepen the understanding of the topic, proposing new research questions and methodologies. This chapter looks toward the future, envisioning how this research could inspire and inform further advancements in the field of service development.

The conclusions drawn from this study reveal current customer expectations regarding the service, as identified during the writing of this thesis. However, customer perceptions are susceptible to changes due to numerous market and societal influences such as competitive offerings, shifts in the economic climate, and social considerations, all of which may impact customer expectations. Therefore, it is crucial for the company to maintain its competitive edge and value to customers by conducting consistent and regular market research. Periodically utilizing the developed game for market research could contribute significantly to the company's long-term success, given the potential changes to the conclusions of this thesis. The recommendations put forward remain relatively broad and therefore may maintain a degree of stability over time, yet details are subject to change. For instance, the emergence of unforeseen communication methods may necessitate their adoption by the company.

Given the importance of regular research, a critical facet of future work should be Lynk & Co developing in-house resources for conducting market research. Key resources would include the availability of dedicated focus groups and employees assigned to designing and implementing surveys, interviews, and alternative methodologies such as serious games. Failing to cultivate these capabilities and allocate sufficient resources could hamper the company's ability to maintain customer engagement. This project underscored the significance of participant access as a determinant of success, as service design is a largely human-oriented endeavor.

The scope of participant engagement should not, and indeed must not, be limited to the game developed during this project. Different versions of the game, as well as other alternative methods of data collection, should be considered, given the game's propensity for data saturation. After a few sessions, new insights became progressively scarce, suggesting that the game had been fully utilized and that all derivable information had been collected. Utilizing a range of other methods, from more guided to less guided, and from

more complex to less complex games, could yield diverse yet valuable perspectives.

An intriguing opportunity for deeper understanding would involve augmenting the complexity of the existing game and extending the duration of participant play. This would allow for a more nuanced understanding of the data collected. For example, enhancing player interactions with customer service and workshop personnel could boost understanding of customer concerns about their vehicles and their expectations from these staff members. The game's format, which includes providing players with introductory information, maintaining a manageable set of rules and game mechanics, and encouraging creative play, succeeded in engaging players while fostering serious service discussions. By increasing the time allocated to each session, the game's complexity can be increased without sacrificing its positive elements, allowing for a more nuanced information acquisition.

An overlooked aspect during this project was the acquisition of precise, numerical estimates for distances, times, etc. While it was established that pick-up and delivery (PUD) services were mostly preferred for longer distances, roughly equating to an hour's drive, and that many customers prefer to personally deliver their vehicle to the workshop for shorter distances, precise figures were not obtained. Acquiring such specifics could prove valuable to the company, and therefore efforts should be focused on developing methods for obtaining them.

Lastly, the most critical recommendation entails devising strategies for implementing the project's findings. Although the implementation was beyond this project's scope, it represents the only way to capitalize on the results. Internal processes may require revision, external partner relationships may need examination, and novel customer-facing aspects of the service offering may require development. Each of these elements could constitute a major project in itself. Consequently, the most crucial recommendation for future work is to formulate strategies for leveraging our results to create value for customers using Lynk & Co's services.

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A

Interviews

A.1 Interview Subjects

Table A.1: This is the complete list of the performed data collection sessions.

Date	Actor Type	Role	Duration
2023-02-13	Automotive company employee	Management Role	1.5 hours
2023-02-14	Automotive company employee	Management Role	1.5 hours
2023-02-15	Workshop	Mechanics	2 hours
2023-02-16	Pick up and delivery partner	Driver	1 hour
2023-02-17	Pick up and delivery partner	Driver	1 hour
2023-02-17	Automotive company employee	Front-line employee	1.5 hours
2023-02-21	Automotive company employee	Front-line employee	1.5 hours
2023-02-22	Pick up and delivery partner	Driver	1 hour
2023-02-22	Pick up and delivery partner	Driver	1 hour
2023-02-24	Pick up and delivery partner	CEO	2 hours
2023-03-09	Focus Group 1	Target Group	1 hour
2023-04-05	Focus Group 2	Target Group	1 hour
2023-04-14	Focus Group 3	Target Group	1 hour
2023-03-20	Focus Group 4	Employees	1 hour
2023-04-21	Focus Group 5	Target Group	1 hour
2023-04-27	Focus Group 6	Target Group	1 hour
2023-05-04	Focus Group 7	Target Group	1 hour
2023-05-04	Focus Group 8	Target Group	1 hour
2023-05-05	Focus Group 9	Target Group	1 hour
2023-05-08	Focus Group 10	Target Group	1 hour

B

The Game

B.1 An Example of the Pregame Briefing Sent to the Players

Research



White Research

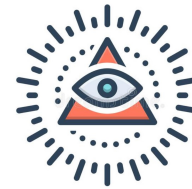
This character is all about facts and information. When you wear the white hat, you focus on gathering and analyzing data objectively, without any biases or emotions. You ask questions like "What information do we have?" and "What information do we need?".

Use the **character traits** to get a feel for the type of person this is.

Your **super power** is Incredible Foresight.

Character Traits

- Facts
- Neutrality
- Information
- Objectivity
- Data
- Evidence
- Details
- Analysis
- Clarity
- Statistics



Incredible Foresight

*Challenge game master to a duel;
Move an activity*

Character Description

The Detective is a research expert who likes to dive deep into the details. They're the one who loves to know all the facts and figures, and they can help guide you through their expertise.

The Researcher is an analytical and detail-oriented customer. They are focused on gathering and analyzing factual information about the car repair process. They are skilled at doing research and asking questions to ensure that they fully understand the process and the potential outcomes.

How do I play?

The basic game loop consists of: **(1)** Being read a card containing a question or a change to the schedule. **(2)** Making a verbal choice on how to proceed with our prompts as inspiration.

The goal is **to book a workshop visit while minimizing built up 'RAGE'**.

You can only do **one thing** per turn.

It is expected of you as a player to act somewhat in accordance with your character traits.

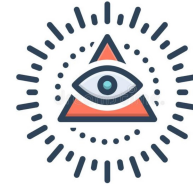
Creative banter is highly encouraged in all parts of the game and will shape how the game progresses.

Research



Character Traits

- Facts
- Neutrality
- Information
- Objectivity
- Data
- Evidence
- Details
- Analysis
- Clarity
- Statistics



Incredible Foresight

**Challenge game master to a duel;
Move an activity**

Character Description

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Game Mechanics

'RAGE' is the point system of the game. You will not know your 'RAGE' during the game. 'RAGE' can increase, decrease, and remain at all parts of the game. How much is dependent on several factors including your character type.

The schedule (more info on the next slide) is the backbone of the game.

Both booking and rebooking of workshop times are allowed and the times provided is based on argumentation and chance. There can only be one person going to the workshop each round.

Superpowers and the proceeding duels are included to spice up the game (they're not realistic) and can be used once during the game

As touched upon, creative banter can be used to your advantage. By that we mean that **"outside the box" ideas in line with your character regarding events in the game can be approved** if a compelling argument is made in favor of your approach.

Research



Character Traits

- Facts
- Neutrality
- Information
- Objectivity
- Data
- Evidence
- Details
- Analysis
- Clarity
- Statistics



Incredible Foresight

**Challenge game master to a duel;
Move an activity**

Character Description

The Detective is a research expert who likes to dive deep into the details. They're the one who loves to know all the facts and figures, and they can help guide you through their expertise.

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The Schedule

The game consists of 10 turns. Morning and afternoon, Monday through Friday. One action can be made per turn (see example on slide 7 and slide 8).

Activities will be recorded in the schedule. If any one is missed this will generate 'RAGE' (several activities can occupy the same slot). The amount of 'RAGE' is dependant on the activity and character.

Changes to the schedule might occur during the course if the game. Make sure to write down any changes on the provided piece of paper

14 augusti till 20 augusti 2023

Vecka 33

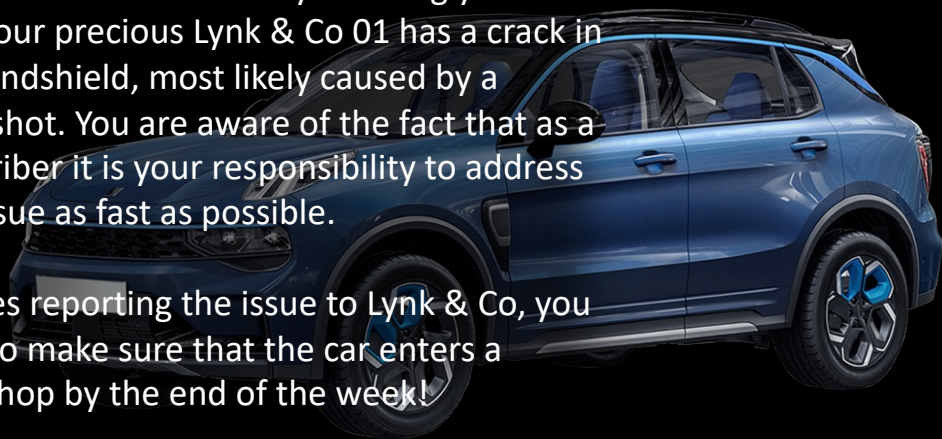
	måndag 14	tisdag 15	onsdag 16	torsdag 17	fredag 18	lördag 19	söndag 20
08							
09							
10							
11							
12:00							
13	Lunch 🍽️	Lunch 🍽️	Lunch 🍽️	Lunch 🍽️	Lunch 🍽️		
14							
15	Team meeting 🗣️				Family time 🏠👨👩👧		
16							
17							
18							
19							
20							

Sida 1/1

THE SCENARIO

You are a subscription based customer of Lynk & Co. On a fateful Monday morning you notice that your precious Lynk & Co 01 has a crack in the windshield, most likely caused by a stoneshot. You are aware of the fact that as a subscriber it is your responsibility to address this issue as fast as possible.

Besides reporting the issue to Lynk & Co, you have to make sure that the car enters a workshop by the end of the week!



Cautious

Character Traits: Cautious, Risk Averse, Detail Oriented, Pessimistic, Slow to Act, Risk Averse, Detail Oriented, Pessimistic, Slow to Act.

Character Description: The Cautious Customer is a customer who is very concerned about the risks of a repair. They are slow to act and often delay decisions. They are detail oriented and often ask for clarification. They are pessimistic and often see the worst in a situation. They are risk averse and often avoid taking risks.

Skepticism

Character Traits

- Caution
- Critical
- Judgment
- Risks
- Weaknesses

ENTITLEMENT

EMOTION

Character Traits

- Impulsive
- Risky
- Emotional
- Impulsive
- Risky
- Emotional

Character Description

The Impulsive Customer is a customer who is very emotional and often makes decisions based on their feelings. They are often impulsive and do not think things through. They are often risky and do not consider the consequences of their actions. They are often emotional and can be easily upset.

MIDDLE OF THE GAME

BLACK IS CREATIVE WHEN FACED WITH A DILEMMA ON THE NEXT SLIDE

potential risks and downsides of a decision.

The Risk-Averse Customer is a cautious and pessimistic customer. They are focused on identifying potential risks and weaknesses in the car repair process. They are skilled at assessing the potential impact of any issues and taking steps to mitigate risks to ensure that the repair process goes smoothly.

WORKSHOP

Character Traits

- Creative
- Risky
- Impulsive
- Risky
- Impulsive

Character Description

The Creative Customer is a customer who is very creative and often comes up with unique solutions. They are often risky and do not think things through. They are often impulsive and do not consider the consequences of their actions. They are often creative and can think outside the box.

Research

Character Traits

- Detail Oriented
- Risk Averse
- Pessimistic
- Slow to Act
- Risk Averse
- Pessimistic
- Slow to Act

Character Description

The Research Customer is a customer who is very detail oriented and often asks for clarification. They are often risk averse and do not like taking risks. They are often pessimistic and often see the worst in a situation. They are often slow to act and often delay decisions.

CREATIVITY

Character Traits

- Creative
- Risky
- Impulsive
- Risky
- Impulsive

Character Description

The Creative Customer is a customer who is very creative and often comes up with unique solutions. They are often risky and do not think things through. They are often impulsive and do not consider the consequences of their actions. They are often creative and can think outside the box.

BLACK; WEDNESDAY, MORNING

Eric says, "Workshop time is now turn but something regarding your family has come up that same time:

- 1) Deal with the family matter.
- 2) Go to the workshop.
- 3) Call customer support.
- 4) Google whatever you want.
- 5) Do nothing.
- 6) Be creative and do something unexpected."

The Risk-Averse Customer is a cautious and pessimistic customer. They are focused on identifying potential risks and weaknesses in the car repair process. They are skilled at assessing the potential impact of any issues and taking steps to mitigate risks to ensure that the repair process goes smoothly.

You might say, "There's no way I'm rebooking my time since I'm risk averse. Given the fact that I'm going home this afternoon, I'm confident that whatever happened can be resolved then. My priorities are clear and well considered.

Eric says, "Since you are the black character, this surely checks out as they are great at weighing options and determining risk. You can move the family matter to this afternoon and go to the workshop without gaining 'RAGE'.

In this scenario, the player has made a valid argument as to why they can postpone a family matter, based on the traits of their character. This would not be an accepted line of reasoning for the other characters. You would have lost 'RAGE' due to you getting your way while staying in character.

CREATIVITY

Character Traits

- Creative
- Risky
- Impulsive
- Risky
- Impulsive

Character Description

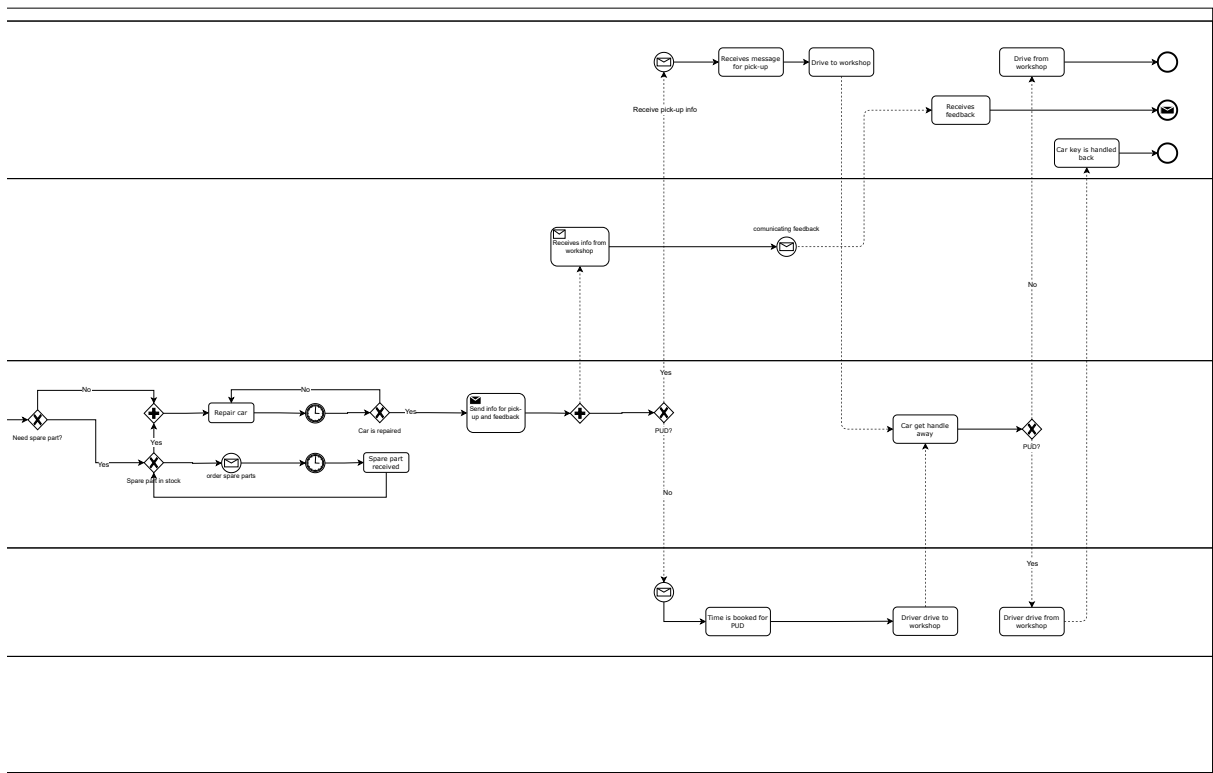
The Creative Customer is a customer who is very creative and often comes up with unique solutions. They are often risky and do not think things through. They are often impulsive and do not consider the consequences of their actions. They are often creative and can think outside the box.

Character Traits

- Creative
- Risky
- Impulsive
- Risky
- Impulsive

Character Description

The Creative Customer is a customer who is very creative and often comes up with unique solutions. They are often risky and do not think things through. They are often impulsive and do not consider the consequences of their actions. They are often creative and can think outside the box.



D

The Customer Journey Map

Service & Maintenance						
Pre Workshop Visit			Workshop Visit		Post Workshop Visit	
Incident	Research	Notification	Assessment	Car going to workshop	Repair	Follow-up
<p>The subscriber discovers the damage of the car that could be caused by: stone shoot, repair of parts, car scratch etc</p>	<p>The subscriber look for information on how to solve the problem.</p>	<p>The subscriber report the damage to Mystery Motors and book a time slot in the workshop.</p>	<p>Report the damage and the provider initiates an assessment process to determine the extent of the damage and the required repairs.</p>	<p>The subscriber drive the car to the workshop or choose to hand over it to AutoPort</p>	<p>The responsibility has been handed over to the workshop. The subscriber will get notified as soon as the car is done.</p>	<p>The customer service notify the subscriber for follow-up and feedback for the car current status.</p>
<p>Unexpected damage may cause frustration.</p>	<p>Leasing contract Customer service (phone and email). Website.</p>	<p>Customer service (phone and email). Website.</p>	<p>Customer service (phone and email). Workshop.</p>	<p>Mystery Motors network of workshop or Autoport</p>	<p>Mystery Motors network of workshop or Autoport</p>	<p>Customer service (phone and email).</p>
<p>Frustration and inconvenience</p>	<p>Difficulty to find information of the procedure. Don't know where to look.</p>	<p>Taking time off to call Mystery customer service. Having to speak in the phone. Taking time to report the incident.</p>	<p>Inconvenience assessment process May have to provide additional information.</p>	<p>Driving to the workshop. Planbook a time to go to the workshop Missing out on other activities Staying at home to handover the car keys</p>	<p>Delayed repair time. Not having a car during the repair time.</p>	<p>An inconvenient or delayed follow-up process.</p>
<p>Emotions</p>	<p>Relief and hope or Frustration and annoyance</p>	<p>Relief and hope or Frustration and annoyance</p>	<p>Frustration and impatience or Confusion or anxiety</p>	<p>Relief and satisfaction or Inconvenience</p>	<p>Relief and / or Inconvenience</p>	<p>Satisfaction and gratitude or Frustration</p>
<p>User action</p>						
<p>Touchpoints</p>						
<p>Pain points</p>						

Figure D.1: Lynk & Co's current customer journey map of a workshop visit. The maps are divided into columns and rows according to The columns are steps in the service and workshop phase and the rows are parameters such as user activity, touchpoints, pain points, and emotions.

E

The Conversations

Table E.1: This is the complete list of statements derived from the game sessions.

No.	Statement	No.	Statement
1	Mitigating the impact of further damage.	28	Promoting safety and comfort by discouraging driving of damaged vehicles.
2	Enhancing communication by reaching out to Lynk via email.	29	Dealing with customer influence attempts fairly and impartially.
3	Streamlining processes to discourage direct visits to the workshop.	30	Reducing wait times and uncertainty to enhance the attractiveness of PUD.
4	Creating a more intuitive, user-friendly website for easy navigation.	31	Alleviating customer stress and anxiety by prompt handling of damage incidents.
5	Incorporating apps as a standard feature to meet customer expectations.	32	Discouraging unplanned workshop visits and promoting adherence to scheduled appointments.
6	Reconsidering chatbots due to their perceived ineffectiveness.	33	Offering a variety of service options to cater to diverse customer needs.
7	Addressing potential threats of adverse social media posts proactively.	34	Facilitating service access through a user-friendly website and/or app.
8	Enhancing the quality of personalized customer support to meet varying customer expectations.	35	Exploring alternative mobility solutions like e-scooters or e-bikes.
9	Adopting a more flexible approach to damage assessment, including provisions for rental cars when necessary.	36	Minimizing service delays to prevent customer dissatisfaction.
10	Fostering a sense of ownership among Lynk customers, allowing them some responsibility while minimizing tedious tasks.	37	Adjusting workshop opening hours to better align with customer availability.
11	Prioritizing proximity of workshops for customer convenience, while considering Pick-Up and Delivery (PUD) as a viable alternative.	38	Reducing uncertainty and confusion to enhance customer comfort and satisfaction.
12	Implementing a fair and transparent pricing strategy for PUD.	39	Handling customer compensation requests professionally and fairly.
13	Offering PUD and other services as optional add-ons to allow customer flexibility.	40	Addressing attempts to bypass the queue with fairness and transparency.

Continued on next page

Table E.1 – *Continued from previous page*

No.	Statement	No.	Statement
14	Empowering customers to handle minor issues independently, saving them time and effort.	41	Clarifying responsibilities regarding payment for additional damages.
15	Ensuring all self-inflicted or consumable damage is covered under the subscription.	42	Enhancing customer service responsiveness to reduce customer frustration.
16	Facilitating easy access to workshop visit feedback according to individual customer preferences.	43	Recognizing and accommodating customers' preference for direct contact via phone.
17	Cultivating a service culture where customers feel valued and their concerns are genuinely cared for.	44	Catering to the unique needs of remote-working customers and optimizing their PUD experience.
18	Prioritizing the provision of accurate and readily available contact information on the website.	45	Encouraging preventive minor repairs to maintain vehicle safety and comfort.
19	Addressing customer dissatisfaction and manipulation attempts professionally and empathetically.	46	Offering customers more control over scheduling to enhance service convenience.
20	Resolving issues promptly to avoid potential additional costs for customers.	47	Handling threats of customers resorting to private workshops professionally and proactively.
21	Ensuring the safety of all passengers by discouraging driving of slightly damaged vehicles.	48	Respecting the choices of orderly customers who abide by the contract terms.
22	Dealing with customer attempts to gain preferential treatment fairly and transparently.	49	Offering comprehensive service options to accommodate customers who prefer not dealing with issues immediately.
23	Encouraging positive customer attitudes towards workshop visits by promoting the availability of nearby amenities.	50	Ensuring availability of rental cars for all customers.
24	Facilitating seamless transition to another Lynk for customers when necessary.	51	Addressing customer entitlement to a rental car proactively.
25	Enhancing customer experiences by minimizing their direct interactions with workshops.	52	Simplifying the service process by eliminating unnecessary detours like visits to the club.
26	Promoting PUD as the best option except in special scheduling situations.	53	Establishing a reasonable pricing model for the services provided, including PUD.
27	Building trust in staff conducting PUD to enhance customer comfort.	54	Implementing a dedicated customer support system to ensure continuity and avoid repetition.



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