RESEARCH ON HOW TO IMPROVE SERVICES IN A PUBLIC CONTEXT

THESIS INFORMATION

UNIVERSITY Aalborg University, Copenhagen
MASTER'S PROGRAM Service Systems Design
PROJECT TYPE Master Thesis (30 ETCS)
PROJECT PERIOD February 2022 - May 2022
HAND-IN DATE May 25, 2022
ACADEMIC SUPERVISOR Nicola Morelli
TITLE OF PROJECT Research on how to improve services in a public context
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STUDY NUMBER 20201590

BREAKING NEW GROUND
AALBORG UNIVERSITY

I. ABSTRACT

KEYWORDS Service design, Service Quality Model, Service Ecosystem, Co-creation.

This master thesis investigates how to improve established services in the context of a public organization. The research focuses on understanding the role of service design in matching service specifications and the expectations of citizens in an established service.

The research on the master thesis is provided through a case study, guided by the Double Diamond and its four phases: Discover, Define, Develop and Deliver to structure the process. Moreover, the process is guided by the Service Quality Model to structure the data collection to ensure covering different areas and perspectives.

The research reveals that Service Quality Model turned out to be an exciting model to use when matching service specifications and citizen expectations. The visual form of the model helped to keep a research structure within the case study and be aware of involving different actors and areas. When talking about service design, the ecosystem is often mentioned. However, as the ecosystem quickly gets broad, it was instead tested out how the Service Quality Model might make more structure in complex research with many different actors and interests. The use of the model in combination with Thematic Analysis provides knowledge on gaps and opportunities, which were shared in a co-creation workshop. The co-creation workshop provided ideas for inspiration or further use in a future project on citizen satisfaction.

This master thesis provides a product report for further inspiration and insights from the case study. At the end of this paper, ideas for future research are also suggested.

II. ACKNOWLEDGEMENT

THANK YOU, TMF contact center, and all employees at the Copenhagen municipality, who have helped me gain knowledge and perspective of your everyday work. Thank you, Nicola, for being my supervisor and for guiding me throughout the writing of this master thesis. Furthermore, thanks for supportive advice in phases where the process was overwhelming. And lastly, a great thanks to my family, friends and fellow students who have been standing by my side throuhgout this project.

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1. INTRODUCTION

This chapter will introduce the foundation of the theory within this master thesis and create research questions to be answered. The literature review will introduce the evolvement of service design from a focus on products to a focus on services. The literature will focus on how service designers can use their field to improve existing services.

1.1 INTRODUCTION AND MOTIVATION

Throughout the master's study in Service Systems Design at Aalborg University Copenhagen, we have tried using theory in practice throughout semester projects in the first two semesters combined with theoretical teaching. The projects I have participated in have focused on creating new services or toolkits more than focusing on how to improve an existing service. Therefore, this master thesis will research how service design can improve already established services as I imagine that in my future job will work within an area where the services are established beforehand. The hope of this master thesis is to be able to elaborate on the role of service design in the context of the public sector - more specifically, the municipality.

Before the master thesis took off, a partnership was established with the Citizen Service Development Department (CSDD) at the Copenhagen Municipality, where a case study would be found. The case study will be introduced later in this chapter.

Lastly, I want to understand my role as a service designer better. As a part of my internship, I realized how service designers have an essential role in bridging the knowledge between different involved actors. Moreover, a reason for looking for a collaboration with the CSDD is that it is a department that is already very open to perspectives of service design. There were examples of using AS-IS and TO-BE user journeys throughout my internship to understand how a service is today and how it was imagined to be in the future. They use Co-creation workshops as well. Besides the open mind toward service design, it would also be interesting to create the master thesis in collaboration with an organization (Broe Christensen, 2021).

1.2 LEARNING GOALS

This chapter contains the learning goals created by the Service Systems Design, Aalborg University Copenhagen. The goals emphasize the knowledge, skills, and competencies the Service System Design student should present in this master thesis. The chapter also includes a subchapter on personal goals for this project.

1.2.1 Official learning goals at Service Systems Design

Below are the official learning goals set by Aalborg University (Master's Thesis (2021/2022), no date). Students who complete the module will obtain the following qualifications:

Knowledge

- Must have knowledge about the possibilities to apply appropriate methodological approaches to specific study areas
- Must have knowledge about design theories and methods that focus on the design of advanced and complex product-service systems
- Account for the scientific foundation, and scientific problem areas, of the specialization
- Describe the state of the art of relevant research in the specialization

Skills

Students who complete the module will obtain the following qualifications:

- Must be able to work independently, to

identify major problem areas (analysis) and adequately address problems and opportunities (synthesis)
- Must demonstrate the capability of analysing, designing and representing innovative solutions
- Must demonstrate the ability to evaluate and address (synthesis) major organisational and business issues emerging in the design of a product-service system
- Master the scientific methods and general skills associated with the specialization.
- Produce a product report according to norms of the area, apply correct terminology, document extensive command over relevant literature, communicate and discuss the research-based foundation, problem and results of the project orally, graphically and in writing in a coherent manner
- Critically evaluate the results of the project in relation to relevant literature and established scientific methods and models, evaluate and discuss the project's problem area in a relevant scientific context.
- Evaluate and discuss the project's potential for further development

Competences
Students who complete the module will obtain the following qualifications:
- Must be able to master design and development work in situations that are complex, unpredictable and require new solutions (synthesis)
- Must be able to independently initiate and implement discipline-specific and interdisciplinary cooperation and assume professional responsibility (synthesis)
- Must have the capability to independently take responsibility for own professional development and specialisation (synthesis)
- Participate in, and independently carry out, technological development and research, and apply scientific methods in solving complex problems.
- Plan, execute and manage complex research and/or development tasks, and assume a professional responsibility for independently carrying out, potentially cross-disciplinary, collaborations
- Independently assume responsibility for own scientific development and specialization

1.2.2 Personal learning goals

Besides the official learning goals from the study side, there are some personal learning goals for this master thesis. These goals contain learnings upon:
- Gain more knowledge on how to use service design can be used to improve an already existing service
- Be more aware of my role as a service designer and my strengths in a future position as a service designer
- Gain more theoretical knowledge and practical knowledge within the field of service design and service improvements within the context of the public sector
- Gain more skills in structuring and executing a service design project out in the context of the public sector

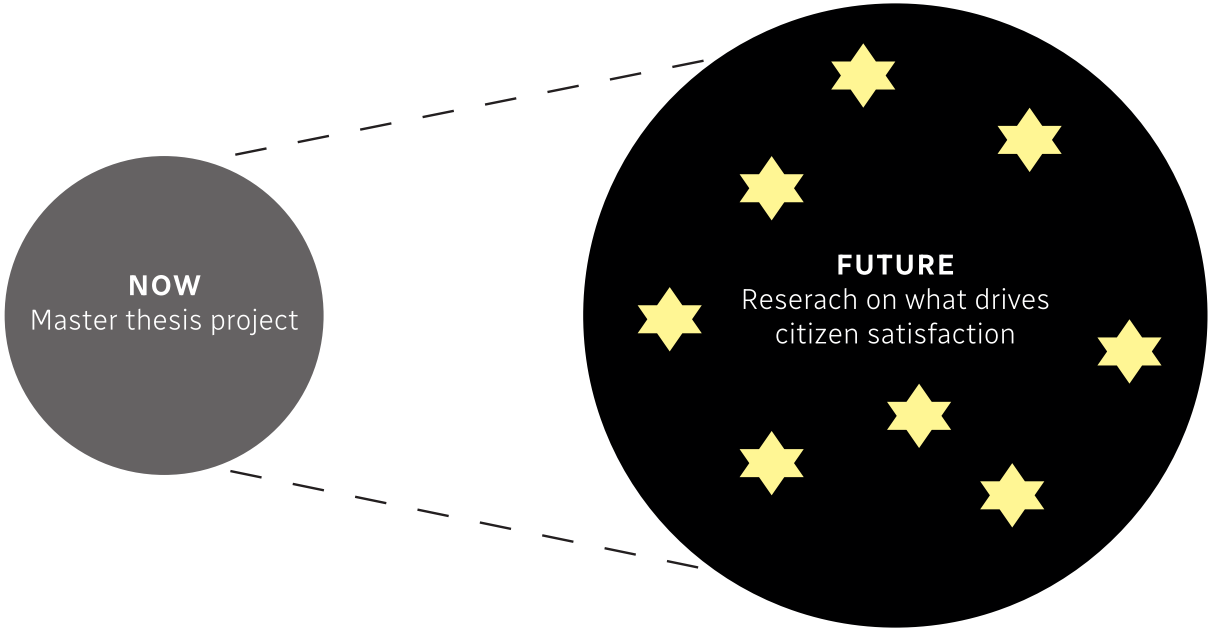


Figure 1: The role of this master thesis and the future project on what drives citizen satisfaction.

1.3 INTRODUCTION TO THE CASE STUDY

Before starting this master thesis, some meetings were carried out with my former internship chief. At the meetings, I expressed my curiosity about writing a master thesis focusing on how to improve an already existing service through a service design approach. The approach meant that I was looking for a case study where research could be conducted – preferable within a public organization. The interest was mutual, themes were considered, and a decision was made to focus on what creates citizen satisfaction.

Soon, the CSDD will have a project where they want to better understand how citizen satisfaction is created and provide an even better service for the citizens of Copenhagen Citizen Service. This master thesis will hopefully bring more knowledge to this future research and knowledge for a research question through this case study. The case study will be described further in chapter 3 – 'Project Context.'

The reason behind choosing the public sector as a focus is that I was curious to see the use of service design in this area. I think service design has massive potential in the public sector, with its holistic perspective and the way it involves different actors within a given service.
A preliminary problem statement question was created to guide the literature search. The problem statement reveals that the case study would participate in the TMF call center, which will be elaborated on further in chapter 3 - 'Project Context'.

1.3.1 Preliminary problem statement

"How might we use service design to explore and measure what thrives citizen expectations and satisfaction to support TMF Call Center services within Copenhagen Municipality?"

1.4 READING GUIDE

Chapter 2: Literature Review
The literature review will introduce the theoretical foundation of this master thesis. The review will briefly present how a focus has changed from a Goods Dominant Logic to Service-Dominant logic. Moreover, the central theme of service quality and improvement will be represented. The literature review will end with a research question that is about to be answered through a case study.

Chapter 3: Project Context
Chapter 3 introduce the project context in which the collaboration with Copenhagen Municipality is introduced. The chapter reveals which municipality department the case study will take part in. As well the chapter will introduce how citizen satisfaction is measured today.

Chapter 4: Methodology
In this chapter, the reader will be introduced to the methods used to structure and carry out the design process in the case study. The Double Diamond and its different phases are introduced, showing how the case study was carried out. Furthermore, the 'Service Quality Model' is presented as a part of the methodology, as it took part in planning and structure areas to research and understand throughout the thesis.

Chapter 5: Case study
The chapter on 'Case study' will be guided through the Double Diamond and its four phases: Discover, Define, Develop, Deliver, together with the Service Quality Model.

Chapter 6: Discussion & Reflection
This chapter will discuss how the case study contributed to knowledge for the research question asked at the beginning of the thesis within the literature view. The chapter will also reflect upon the process, learnings, skills, future role as a service designer, and future research.

Chapter 7: Conclusion
This chapter will conclude the research question, the process of this project and possible future research.

2. LITERATURE REVIEW

2. LITERATURE REVIEW

This chapter will introduce the theoretical approach to this master thesis. The preliminary theme was formed before starting the literature research. Therefore this literature review was guided by the theme of how service design could support improving existing services within the area of citizen satisfaction. The chapter will explore areas of the evolvement of service design and dive into models of measuring the quality of established services. Furthermore, an exploration of participatory design will reveal more knowledge in designing cross-disciplinary through involving different actors. In the end, the literature review will conclude with a research question.

The literature review will, through different subchapters, introduce the evolvement of the service design as we know it today and how service design can support understanding and working with complex services and measure the area between the specification of service and its expectations of it. In that regard, citizen satisfaction and service quality will be covered to understand which role the service designer will have in this context.

2.1 SERVICE DESIGN

2.1.1 From a Goods dominant logic to a service dominant logic

Service design is well-known for its toolset and methods to create a holistic overview of complex services through the involvement of actors to create innovative solutions (Morelli et al., 2020). However, how did Service design become in the shape of what it is today? The Service Design discipline has been through an evolution back from the industrialization. In industrialization, the first generation of industrial designers focused on using industrial technology to create optimism about the future. This technology was developed through exploring ways of creating products more efficiently to support daily human needs (Polaine, Løvlie and Reason, 2013). It happened from pre to 1900, when the goods-centered Model was the dominant logic. A time when the focus was primarily on the exchange of physical products. Later through an evolution of a decade, the goods-dominant logic was replaced by the service-dominant logic in the twenty-first century. Now the focus was moved away from the exchange of tangible goods towards a focus on an exchange of intangibles and specialized skills through established relationships where value propositions could allow value creation between marketer and customer (Vargo and Lusch, 2004). Human needs have moved away from the standard of living to focus on the quality of life. This focus includes, among other optimizations of infrastructure or ways to stay healthy. Design plays an essential role within the area of services to ensure enabling real value (Polaine, Løvlie and Reason, 2013). Service design is a broad approach that has led to a designer's often finding herself in the field of wicked problems, which contains ill-formulated problems within the area of social systems. Wicked problems include many different actors with different interests. It is an area with no right or wrong solution and no stopping rules (Buchanan, 1992). To create long-term solutions, the service designer strives to understand the complexity of services through technology and people, to design a simple outcome for the customer (Polaine, Løvlie and Reason, 2013). It is important to empathize that the outcome from the designer should be viewed as possible solutions rather than a final solution (Morelli, de Götzen and Simeone, 2021).

2.1.2 How to handle complexity and ill-defined problems

The complexity is described in the definitions of service design proposed by different people in the service design field. Some may define Service Design as a human-centered approach because of its roots in design thinking, where the purpose is to create experiences of high quality. The purpose is reached by involving different actors through the use of methods to engage and understand the service, to get the availability to provide the right holistic improvements to the service (Miller, 2015). Service design is unique in the attitude toward understanding the creation of value within fields of complex problems of different matters, e.g., economic and social problems, through tools and methods to understand this complexity (Polaine, Løvlie and Reason, 2013).

This attitude with a focus on understanding the value creation have been defined with axioms by Vargo and Lusch, 2016. The five axioms help to emphasize the cooperation and coordination required when offering value co-creation and reflect a focus on collaboration instead of competition (Vargo and Lusch, 2016). The view of collaboration is vital in working within the public area. This area might not include a focus on competition and customers but still faces some very complicated problems within the field, e.g., social challenges and policy (Polaine, Løvlie and Reason, 2013).

AXIOM 1
"Service is the fundamental basis of exchange" (Vargo and Lusch, 2016, p. 8). This means that a service process needs to appear to make exchange possible (Vargo and Lusch, 2008).

AXIOM 2
"Value is co-created by multiple actors, always including the beneficiary." This means that the beneficiary, in this context, the citizen, will always take part in the co-creation of value together with other involved actors (Vargo and Lusch, 2016, p. 8).

AXIOM 3
"All social and economic actors are resource integrators" (Vargo and Lusch, 2016, p. 8). Meaning that everyone provides immaterial recourses within a service (Michel, Vargo and Lusch, 2008).

AXIOM 4
"Value is always uniquely and phenomenologically determined by the beneficiary." (Vargo and Lusch, 2016, p. 8). This means that the way the beneficiary experiences the value are depending on the individual beneficiary (Vargo and Lusch, 2008).

AXIOM 5
"Value co-creation is coordinated through actor-generated institutions and institutional arrangements." This means that the value is co-created within a more extensive network of different actors and their institutions (Vargo and Lusch, 2016, p. 8).

2.1.2.1 Service Ecosystem Design

The five axioms are backed up by Vink, et. al., (2021) who created a proposal for Service Ecosystem Design. This approach is used to understand the value co-creation and the whole system of different institutions and actors within an ecosystem. This means that an organization should not just focus on one category, such as, e.g., citizens, but several actors to sustain a more systemic understanding (Vink et al., 2021). It is essential to be aware that it is unfeasible to design an entire ecosystem. A tool often used is the ecology map, which can help scope the area in which the designer wants to cover (Polaine, Løvlie and Reason, 2013). The purpose of the Service Ecosystem Design is to help direct a preferable form of value co-creation. The Service Ecosystem Design zooms in and out on the micro, meso, and macro levels, which also helps to create a shared understanding of the role of the value co-creation within an enormous ecosystem. The design of value co-creation happens at the micro-level through embedding feedback processes of reflexivity and reformation in a non-design process. As the processes take part in a more extensive system, this also means that each actor is not able to control any long-term changes individually but depending on the design and non-design interplay and how the actors shape the institutional arrangements. Sometimes parts will connect, and sometimes parts conflict. The actor constellation is multiple within both the design and non-designed processes. This perspective also empathizes with the unpredictable solutions. The Service Ecosystem Design tries to create a more nuanced view of the complex perspective of service design compared to earlier literature on how service design is used to focus on the experience where the focus has been on how to focus on isolated areas such as touchpoints. With the attention to designing the processes, actors will not possibly continue reproducing the old ways of working but start working more as part of a system. Instead of focusing on scaling up value co-creation, the service ecosystem design focuses on the institutional reformation and the reflexivity of these institutional arrangements to connect the processes. The Service Ecosystem Design disclaims that it still needs research in different areas, such as practical methods (Vink et al., 2021).

2.1.3 The role of the service designer

The designer's role is broad, and she has had to redefine her role over time. The role of the designer has changed from being expert to being more enabler to support better design in collaboration with other actors (Manzini, 2015). Among others, the role means to help uncover where the issues are and then offer some possible solutions. The solutions might include change management on different levels, which means that it is crucial to involve actors and create partnerships where the change will be possible (Polaine, Løvlie and Reason, 2013). When designing for the municipality, the service designer can be designed within the level of 'Service as Systemic Institutions.' When designing at this level, the designer will find herself within an area dominated by "values, rules and cultural, social and political premises" (Morelli, de Götzen and Simeone, 2021, p. 56), where changes are slow, and the designer cannot control the changes. The role of the designer in this field is instead to enable changes to create a direction towards the desired direction (Morelli, de Götzen and Simeone, 2021). The service designer tries to understand what the value means in a given context and how it might differs. E.g., Polaine, Løvlie, and Reason (2013) give an example of this: A teacher might have her ideas of what value means in the context of education, while this idea might be different from the parents to the children. Furthermore, the children might have a third idea of what they want out of their day in school. This is where the service designer approach is to understand the involved actors and the relationships in-between. The service design approach strives to uncover where there might be. By involving these different actors in understanding how values are created, the designer will try to understand if there are any limitations (Polaine, Løvlie and Reason, 2013, p. 187). On the other hand, Stickdorn et al. (2018) also argue that customers are way more influenced by the layers of experiences around a core service than the core of the service itself. Therefore the job of the service designer can be to help organizations better understand the potential of using the knowledge and understanding of the customers to create an improved experience (Stickdorn et al., 2018). Through viewing the experiences in stories from the actors affected by a specific service, helps the service designer to identify opportunity spaces and to improve a future service experience. Service design reveals both soft and hard factors. The soft factors includes among others how a service makes the people using it feel good. While the hard factors presents e.g. “positive economic results, successful operations, or beneficial policy outcomes” (Polaine, Løvlie and Reason, 2013, p. 131). A way the service designer can embrace all of these different areas is in the role of a facilitator. Here the designer understands the actors’ different levels of creativity to take part and contribute to collaboration. The role demands the service designer to recognize how to enable different levels of creativity and encourage participation. To ensure reaching the correct level of a specific group of actors, the service designer will lead the way by providing guidance and structure (Sanders and Stappers, 2008).

2.2 SERVICE QUALITY

2.2.1 Why measure service

Various models help to visualize different areas of the service design process. The blueprint helps to make processes visual and allows a company to better understand processes in front and behind the scenes. The blueprint is good in, e.g., creating a common language and testing service assumptions (Shostack, 1984). Furthermore another example is the service ecosystem map, which helps to focus on a specific area of a complex service. However, what about when it comes to measuring services? As a service designer, it is vital that your work can be measured to reveal why there is a need for a service designer (Polaine, Løvlie and Reason, 2013).

2.2.1.1 Mistakes when measuring services

Often the company only talks with the customer once, but it will be essential to measure the experience in the different journey stages and across touchpoints. This approach ensures covering the aspects in situations where a customer uses a service for the first time. Also, cases where the customer is in contact with different touchpoints throughout one interaction, will help provide a more holistic picture of the service the customer experienced compared to the expectations. Measuring across touchpoints will also help to reveal if some touchpoints create more significant expectations for the next touchpoint the customer is about to interact with (Polaine, Løvlie and Reason, 2013). The Service Ecosystem Design still acknowledge the traditional design materials such as touchpoints and recognize them as a way to expand the knowledge of the interconnections within the Service Ecosystem (Vink et al., 2021).

2.2.2 The Service Quality Model

The Service Quality Model is attractive in understanding citizen satisfaction. The Service Quality Model was presented by Parasuman et al. (1985), where there was a need to address how services could be measured. As with the Goods Dominant Logic, it was time for a new perspective on the measuring, as the focus used to be on goods. Parasuman et al. (1985) did explorative research and created a framework to use for measurement: The Service Quality Model. This model introduced five gaps to identify areas that could affect the service quality and, thereby the, citizen satisfaction (Parasuraman, Zeithaml and Berry, 1985). Later in 1988, the same authors created a measurement tool to measure the determinants to create a quantitative outcome - the SERVQUAL (Parasuraman, Zeithaml and Berry, 1988). Since then, different measuring quality methods have been proposed, such as Net Promoter Score, The Expectation Gap, and the Triple Bottom Line. All models mentioned are quantitative models, except Triple Bottom Line, which use stories (Polaine, Løvlie and Reason, 2013).

The first proposal measuring service quality from Parasuman et al. (1985) contained two figures. Figure 1: The service Quality Model aims to help companies identify gaps and understand how the gaps could cause poor service quality. While figure 2 focused on ten determinants that appeared to be criteria that customers used to evaluate the quality of the service (Parasuraman, Zeithaml and Berry, 1985) – see figure 2 and 3.

DETERMINANTS OF PERCEIVED SERVICE QUALITY

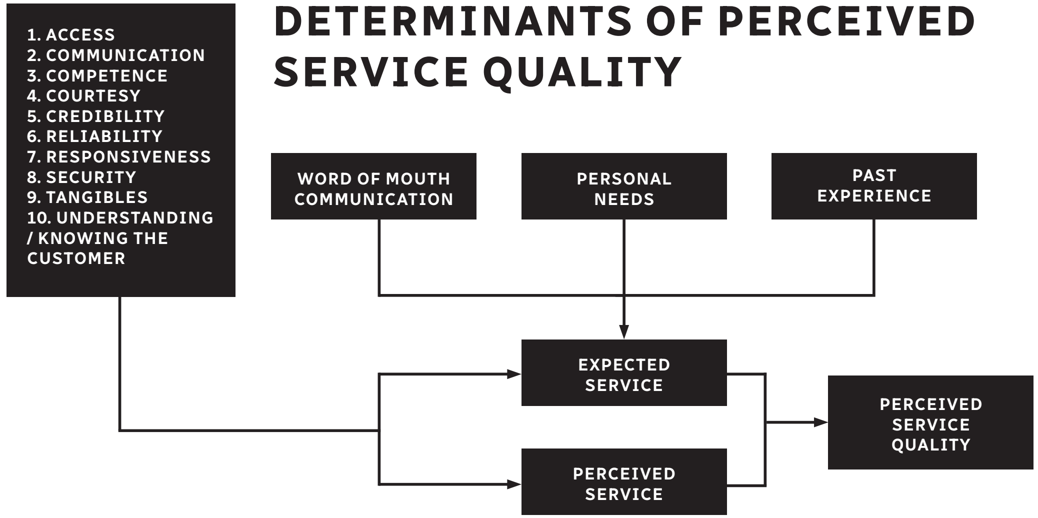


Figure 3: Determinants of Perceived Service Quality (Parasuraman, Zeithaml and Berry, 1985)

SERVICE QUALITY MODEL

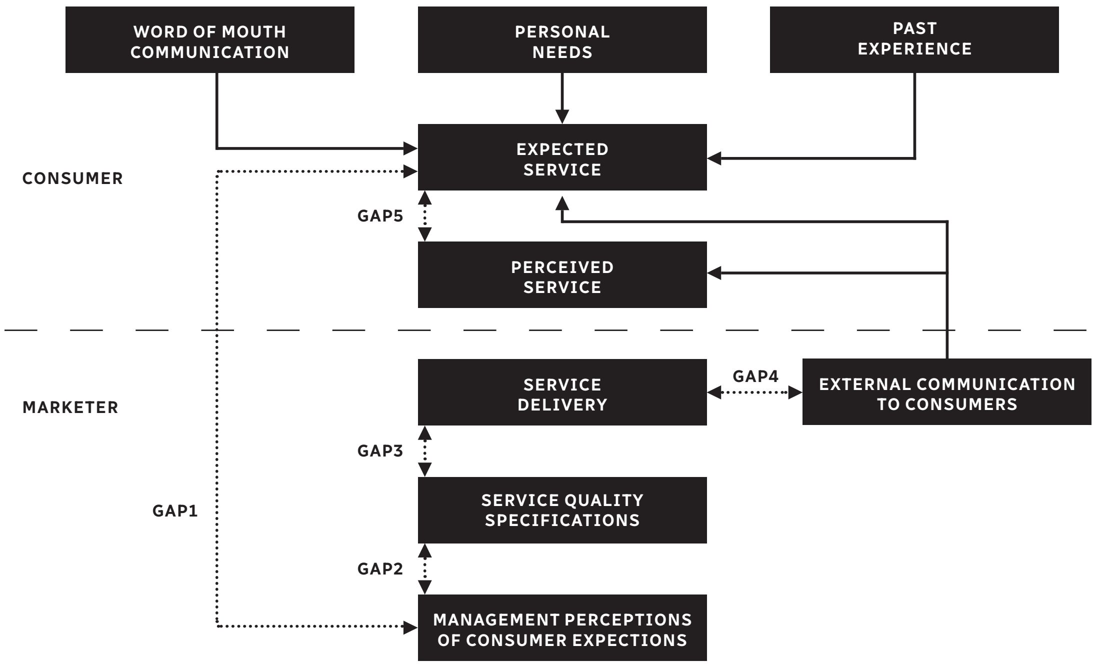


Figure 2: Service Quality Model (Parasuraman, Zeithaml and Berry, 1985)

As the figure reveals, the gaps belong to different areas. To get a deeper understanding of each gap, these will be described further below:

Gap 1: 'Consumer expectations – Management perception gap'
The management may not always have the correct assumptions about the consumers' expectations to fulfil the consumer needs. This gap will affect the way the consumer will evaluate the service.

Gap 2: 'Management perception – Service quality specification gap'
The service quality specifications help specify the service to fit the consumer's expectations. The service specifications may be complex in situations where, e.g., consumers want a quick response and want a specific problem fixed during the holiday when employees also have a holiday. This gap will affect the consumer's view of the service quality.

Gap 3: 'Service quality specifications – Service delivery gap'
A service may have guidelines formed as service quality specifications. The guidelines help to reach a standard in the service provided but still depend on the performance of the individual service personnel. This gap will affect the consumer's view of service quality.

Gap 4: 'Service delivery – External communications gap'
The firm cannot promise more than the firm can provide when the customer meets the service. This area can be used to provide some more information about what is happening behind the scene, as this is an area where the absence of information may let the customer stay in the field of not always knowing about what happens behind the scenes. In cases where the customers are introduced that the firm is trying to meet their needs, they may perceive the service in a new positive view.

Gap 5: 'Expected service – Perceived service gap'
This area is about meeting the expected service with how the citizen perceived the essential service. This area can include providing service beyond the customer's expectations. On the other hand, not receiving an explanation on some elements may also reflect in the perception of poor quality of a specific service. The service quality is perceived as high or low depending on the gap between the perceived service and the expected service in the specific service context.

(Parasuraman, Zeithaml and Berry, 1985, p. 45-46).
In 1988 the same authors reduced the 10 determinations to 5: Tangibles, Reliabilities, responsiveness, empathy, and assurance. By measuring each of the determinants with 4-5 scales, this made a total of 22 scales. This scale helped to reveal a quantitative perspective – the so-called SERVQUAL model (Parasuraman, Zeithaml and Berry, 1988). SERVQUAL focuses on what is intended to be delivered compared to what is delivered. It also reveals the expectations of the customers and their experience. This approach support an continual improvement of the service (Polaine, Løvlie and Reason, 2013). The SERVQUAL model has shown to be an effective and stable tool to measure service quality and is suitable within the field of, e.g., long-distance telephone (Siami and Gorji, 2012).

2.3 SERVICE DESIGN AND SERVICE QUALITY

Service design plays a critical role when it comes to improving the service quality and, thereby the, citizen satisfaction, as service design can understand and support the value creation from the perspective of the citizen (Andreassen et al., 2016). But when working within the area of Service Design, it is essential to be aware of the complexity, which we try to understand through the use of different methods and approaches (Polaine, Løvlie and Reason, 2013; Vink et al., 2021). The understanding of different actors involvement is crucial (Vink et al., 2021).

Service Design often use Participatory Design, this means involving different actors and allow them to be engaged in the form and shaping of a service. This will support more efficient solutions (Morelli et al., 2020). Often Participatory Design and Service Design have been viewed as two different things, but it would make sense to let them collaborate in the field of the public sector, as Service Design has a very strong and equipped collection of tools to visualise and understand complex systems in different levels (Morelli et al., 2020) as needed in a complex service ecosystem framework (Vink et al., 2021). The service designer needs to understand the different actor's motivation, needs and relationship and thereby try to understand if there are any disconnections. Also it is important that the service designer are able to identify and engage actors in a co-creation workshop to come up with possible new solutions or areas which support the value co-production (Morelli, de Götzen and Simeone, 2021). The participatory approach seems interesting in the understanding on service quality, as e.g. the Service Quality Model, also shows different areas with different actors involved (Parasuraman, Zeithaml and Berry, 1985).

2.4 RESEARCH FOCUS

So far, the literature have introduced the importance of value co-creation and that the value of a service depends on the individual person, but is created in a network by several actors (Vargo and Lusch, 2016). The perspective of the Service Ecosystem Design were introduced, to better understand this ecosystem where the value co-creation can be view in the micro level, but is a part in a bigger 'interplay' among different actors in the macro level (Vink et al., 2021, p. 177). Also it was mentioned by Vink et al., (2021), that there is still a need for methods to be developed within the field of supporting collaboration between actors in complex institutional arrangements. The Service Quality Model represented the first approach on how to understand service quality, though the research on the 5 gaps (Parasuraman, Zeithaml and Berry, 1985), where the SERVQUAL introduced a more quantitative approach to understand the service quality (Parasuraman, Zeithaml and Berry, 1988). Last but not least it is essential to consider the role of the service designer, who can enable changes through facilitating participatory design (Sanders and Stappers, 2008). Through co-creation possible new sustain solutions can arise through the collaboration of different actors (Morelli et al., 2020).

2.5 RESEARCH QUESTION

The theme of the thesis is to understand citizen satisfaction. Based on the literature review, it would be interesting to research how Service Design can help to improve established services through research on service quality, mainly using the proposals by Parasuraman, Zeithaml and Berry (1985). Based on this, a research question was formed

"What is the role of service design when it comes to matching service specification and user expectations in an established service?"

Preliminary reflections on the literature review

The literature review was written alongside the case study. The idea of the project's focus was to focus on citizens and research how to drive citizen satisfaction. However, as it later turned out to create some constraints, the perspective changed to be more on co-creation with the different actors to understand how they could consider researching to prepare for the research, which is later in the pipeline. Also, throughout the project, the Service Quality Model was considered to help understand what to measure (Parasuraman, Zeithaml and Berry, 1985). However, it turned out to be an excellent tool to scope the focus on, which actors to involve, and where the gaps may appear.

3. PROJECT CONTEXT

3. PROJECT CONTEXT

This chapter will give a more profound introduction to this case study's background. Municipalities provide services in many different areas, and therefore this chapter will help provide more knowledge about which area of the municipality this specific case study will take part. In this master thesis, a preliminary problem statement was created before the literature search. This order is because of my interest in getting more knowledge in improving services within the public sector context.

3.1 CITIZEN SERVICE DEVELOPMENT DEPARTMENT – (CSDD)

As my interest was very much in improving existing services within the context of a municipality, I took contact with my former internship chief, the Development Manager within Copenhagen's Citizen Service Development Department (CSDD), where I shared my interest. The development manager shared that there was a project in the pipeline where they will evolve on what creates citizen satisfaction. Today they have some measure parameters, but these are from some time ago, and the chief is curious about what insights an explorative approach to citizen satisfaction could bring. For example, understand if the waiting time is essential to the citizens as long as they get an answer to their questions. Alternatively, to understand if there might be other parameters that would be even more interesting to measure.

Therefore it was agreed that this project could be a smaller pilot project for possible inspiration for the future research on citizen satisfaction in the pipeline. The research part started here, and over time some meetings were held to decide which area to work with for further research. The final direction will be described later in this chapter.

3.2 WHICH AREA OF THE MUNICIPALITY

As the Copenhagen Municipality has a significant size, it may be helpful to make a quick visual representation to reveal more clearly which department and area this project would take place in. This project will take place in 'Culture & Leisure' – 'Citizen Service'. See the figure 4.

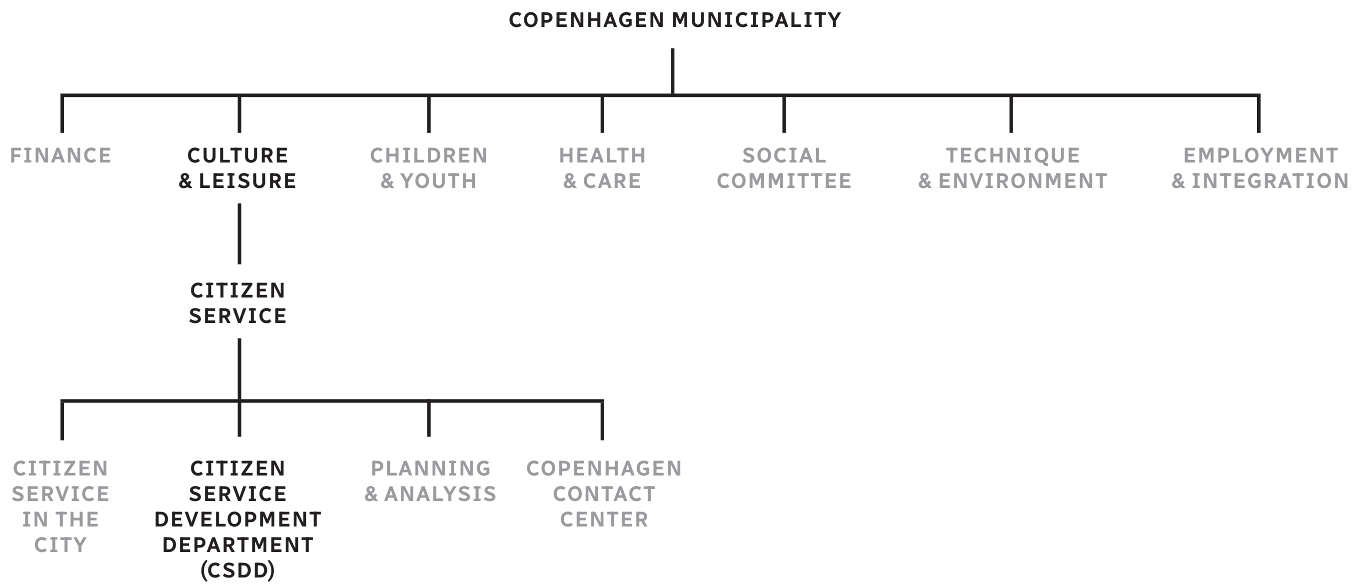


Figure 4: The organisation diagram from Copenhagen Municipality in a very simplified version. Inspired by an organisation diagram (Welling et al., no date) and knowledge from the internship (Broe Christensen, 2021)

3.3 MEASUREMENT PARAMETERS OF THE PHONE SERVICES

As mentioned earlier, the development manager referred to some measurement parameters which will be introduced in this subchapter.

A scheme with a KPI and Service Goals overview was shared. It is impossible to share the scheme in this report due to confidential reasons. However, there was permission to share some insights into the department's parameters to measure citizen satisfaction in these schemes. The parameters below reveal the KPIs on quality and some more profound questions about citizen satisfaction with the phone services in the 'Citizen Service' department. See figure 5.

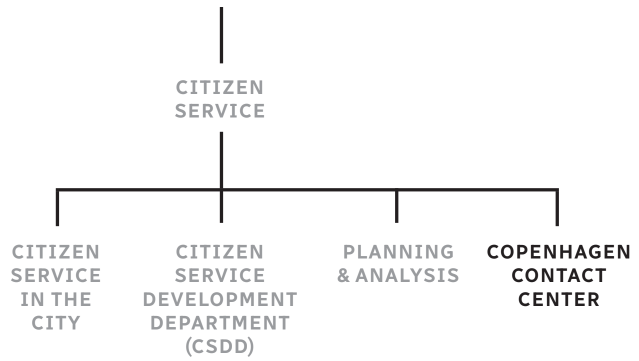


Figure 5: The area of measurement: Copenhagen Contact Center (Broe Christensen, 2021)

The physical contacts (Citizen Service in the City) use other parameters. It was interesting to look further into the phone contact, as this one presented both a data side and a citizen side, with the four additional questions that citizens would answer when ending a call

Quality KPIs

- Average waiting time for answered call
- Number of citizens served within ** amount of time
- Number of calls not converted
- Immediately settled cases (manually registered)
- Citizen's accessibility to TMF
- Citizen Satisfaction (1-9) – In each call, the citizen are offered to reply to a phone questionnaire, which contains between three to four questions to gain some more citizens' perspectives of the experience of the service provided

1. How satisfied are you overall with the service you have just received?
2. To what extent did you find the employee-friendly and accommodating?
3. How did you experience the wait before you got through to an employee?
4. To what extent did you experience getting in touch with a person who could either clarify your inquiry immediately or who could help you further for a clarification? (This question is only asked in some contacts)

The measurement of parameters of the KPIs and the citizen satisfaction happens in each of the Copenhagen Contact Centers (Appendix A).

As this master thesis is limited in time, we tried to limit the case study to make it possible to do the case study within the time scope of 2-3 months. The different contact centers mentioned above were considered, and it ended with Teknik & Miljø Forvaltningen (TMF), a relatively new Contact Center (in the area of Technique & Environment). The decision to work with the TMF Contact Center was that it would be possible to provide some resources for interviews and workshops, and the focus would be on citizens and not the companies calling, to help scope the project.

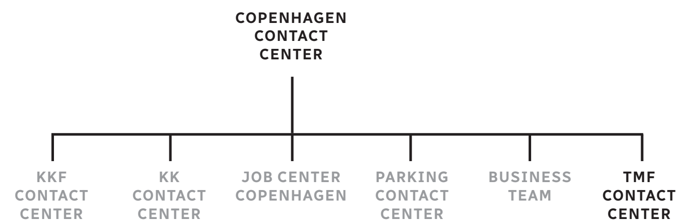


Figure 6: The area of focus for this master thesis - TMF Contact Center (Broe Christensen, 2021)

3.4 WHY IS THERE A TMF CONTACT CENTER CONTROLLED BY CULTURE & LEISURE (CL)?

The TMF Contact Center is an investment case created in 2021 to create a cross-cutting service in the different departments in Tenicque & Environment area. The purpose of the investment case was to create extended opening hours on the phones and create a more smooth and monotonous service for the citizens and companies contacting the TMF Contact Center. With the establishment of the TMF Contact Center, the hope was to create more space for the caseworkers to spend their time on their essential tasks rather than answering calls that might be possible to be answered by a Contact Center employee. The management of Culture & Leisure (CL) runs the operational part of the TMF Contact Center, as CL already has the critical knowledge and competencies to operate a municipality contact center. The TMF contact center opened in April 2021 ('Etablering af et tværgående kontaktcenter', 2021).

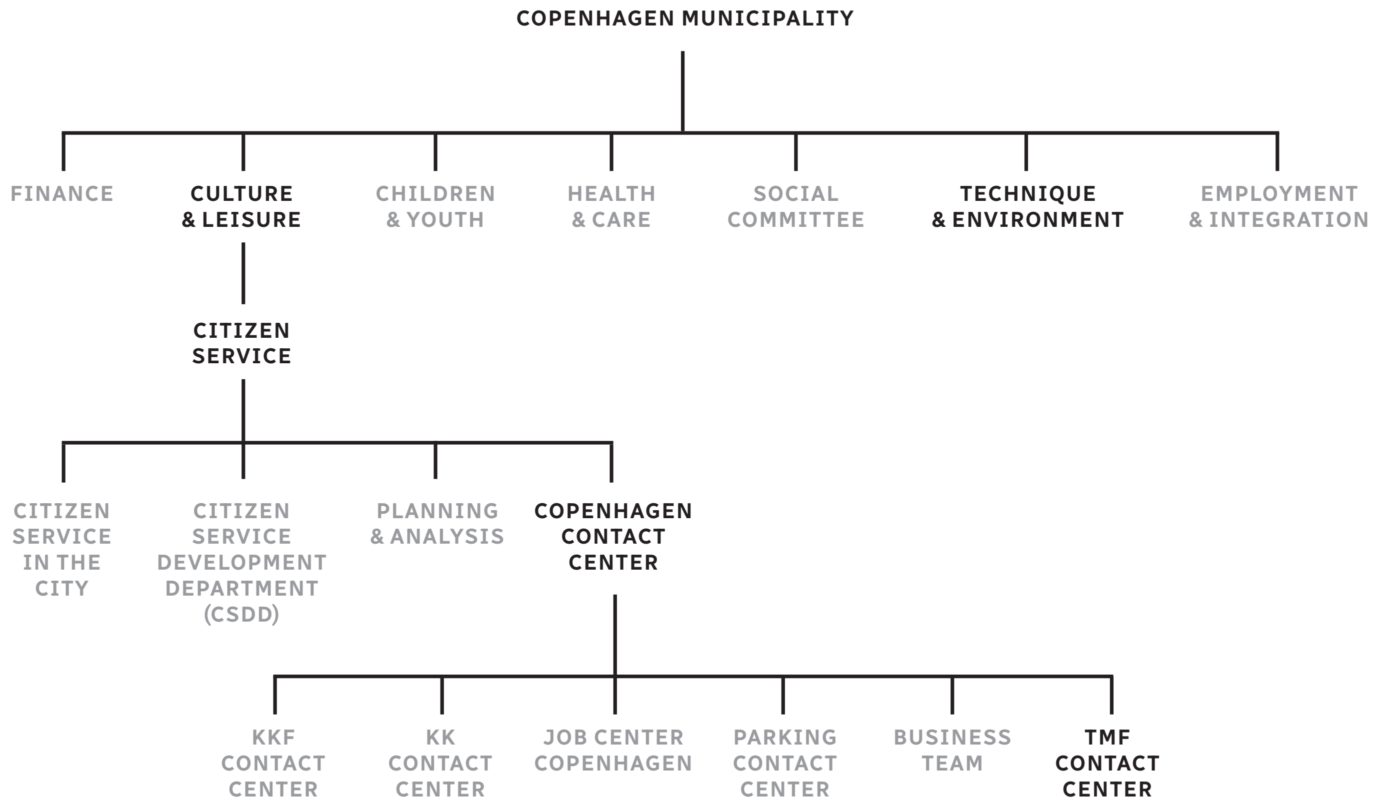


Figure 7: The figure shows the department 'Culture & Leisure' who runs the service for the department of 'Technique & Environment' (Welling et al., no date; Broe Christensen, 2021).

3.5 PRELIMINARY PROBLEM STATEMENT

Based on the meetings with my former internship chief and the insights gained so far, a preliminary problem statement was created, as introduced earlier on. The problem statement would help guide the first phase in the Double Diamond, the 'Discover' phase (Design Council, 2019):

"How might we use service design to explore and measure what thrives citizen expectations and satisfaction to support TMF Contact Center services within Copenhagen Municipality?"

4. METHODOLOGY

4. METHODOLOGY

In this chapter, the methodological approach will be presented on how the project was panned, structured, and carried out to answer the problem statement of the case study and, thereby, the academic research question.

4.1 DOUBLE DIAMOND

To help structure the design process of the case study, the Double Diamond was taken into use. Using divergent and convergent thinking, this model will help guide an iterative process through the four areas: Discover, Define, Develop, and Deliver. The Double Diamond guides by its different areas and still allows room for avoiding the road (Design Council, 2019).

The process of the Double Diamond consists of two diamonds changing in being divergent and convergent. The divergent areas create an opportunity to explore a field very broadly, while the convergent area helps scope the insights gained from the convergent area. The framework might seem very linear and straightforward, but it is not. The framework uses iteration to allow early ideas to be tested in the 'Discover' phase. The different phases are structured to have their areas of interest (Design Council, 2019).

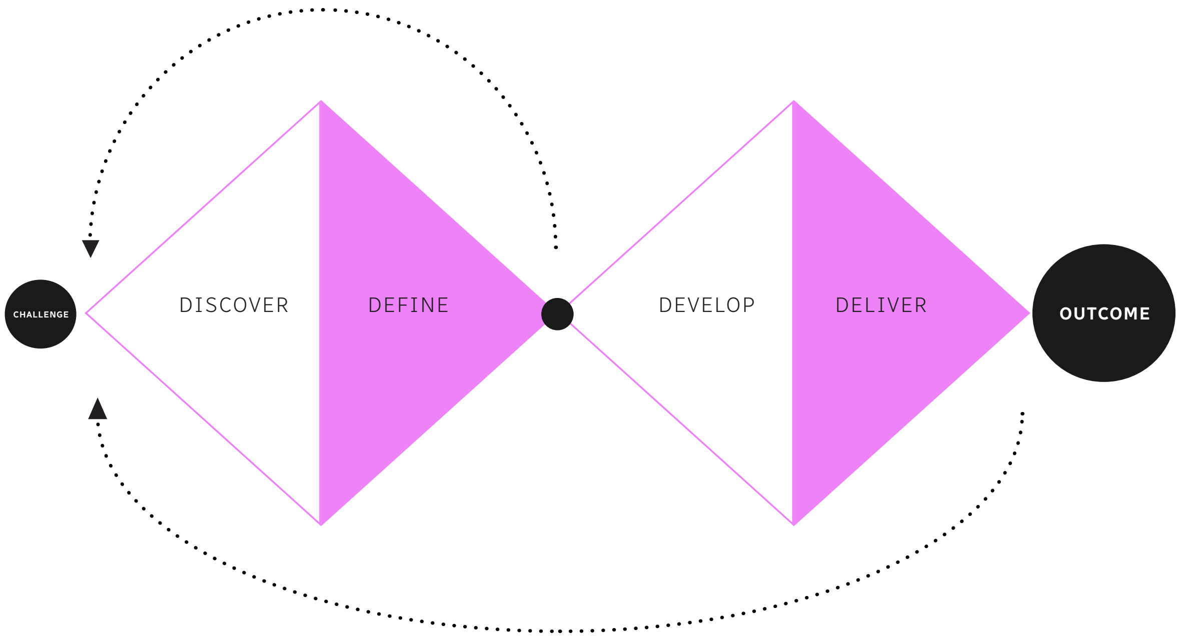


Figure 8: The Double Diamond framework (Design Council, 2019)

Discover

Discover helps the designer to understand the area of the challenge. The area is using divergent thinking to allow the designer to, e.g., do interviews with the actors to do her research rather than assume what the problem might be (Design Council, 2019). Through emphasizing, the designer gain knowledge of the different constraints and needs of the different actors, which will help support the understanding of the challenge that the designer is trying to solve (Dam, 2021).

Define

'Define' is the phase where the designer looks at all the insights gathered in the 'Discover' phase. The 'Define' phase helps to scope the insights into a problem statement (Design Council, 2019). The 'Define' area helps to frame the opportunities to focus on solving the right problem rather than what the problem might have assumed to be (Stickdorn et al., 2018). In the 'Define' phase, the design will start looking for opportunity spaces by asking "How might we..." questions to create a possible problem statement to dive further into (Dam, 2021).

Develop
The 'Develop' phase allows co-creation with a range of different actors (Design Council, 2019). It is the phase where prototypes are about to be made, tested, and iterated before moving towards the next phase of 'Deliver' (Stickdorn et al., 2018).

Deliver
The 'Deliver' phase includes forming the final concept and thereby launching. 'Deliver' is the phase where we will have the answer to the problem statement ('Designtænkning – Værktøjskassen til innovation og entreprenørskab i undervisningen', no date).

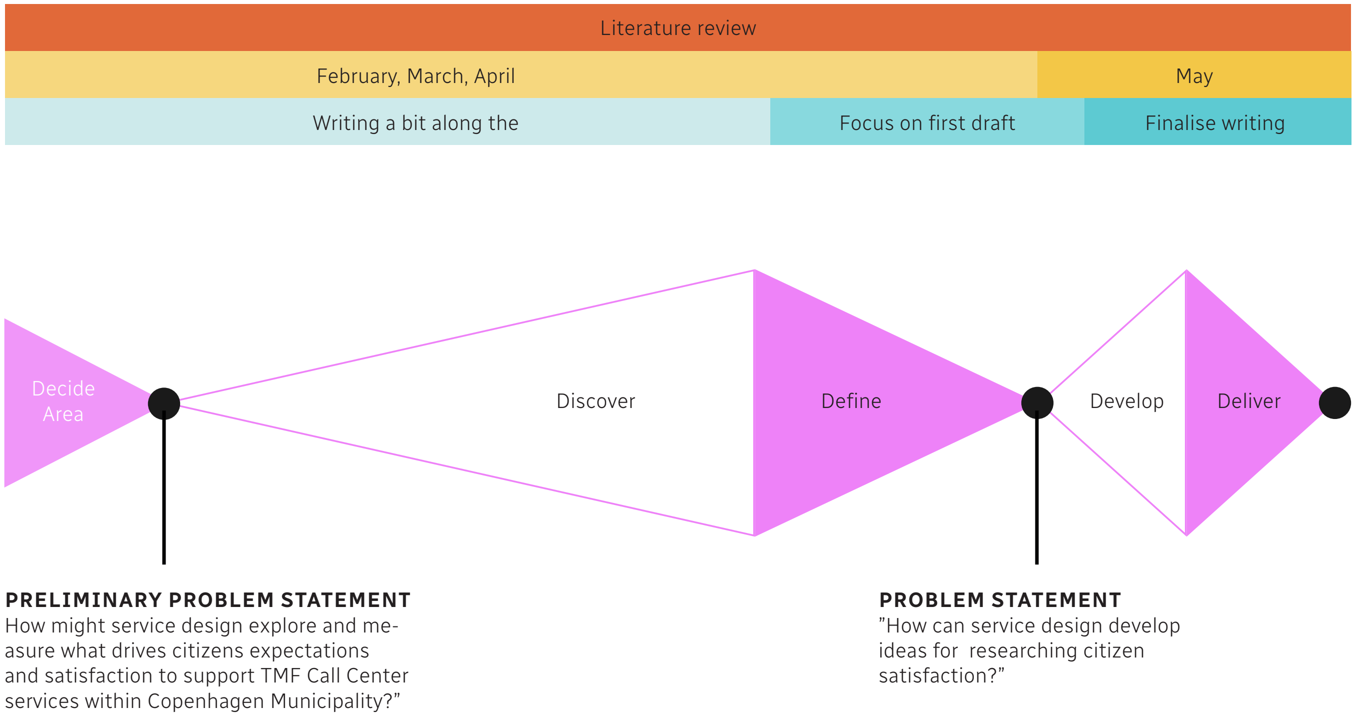


Figure 9: The process of this master thesis (Design Council, 2019)

4.1.1 The methodology in this project context

Figure 9 represents the process of this master thesis.

The 'Discover phase' was way longer than expected in the first figure (see figure ??). However, this turned out not to be a problem, as the gained insight in the 'Discover' phase was essential for the continuing process guided by the Double Diamond (Design Council, 2019). The perspective of the different lengths of the different phases will be elaborated on when each phase is represented later in chapter 5.

4.2 MODEL OF SERVICE QUALITY – AS A WAY TO STRUCTURE RESEARCH AND IDENTIFY GAPS

As mentioned in the literature review, there was a focus on how service design includes the perspective of Service Quality measuring citizen services and reveals how the model can support measuring this field. Especially a focus took part on the way the model is visually represented. With the visual framework of the Service Quality Model, this model was used to structure the research of the different actors involved and to see if this model could provide any knowledge of the gaps in-between (Parasuraman, Zeithaml and Berry, 1985). The 'SERVQUAL' model (Parasuraman, Zeithaml and Berry, 1988) was very quantitative-focused. This thesis only used the visual framework as a method to gain an overview and include quantitative insights rather than quantitative.

4.2.1 The Service Quality Model to structure research and opportunity areas

Figure 10 shows how the model was used to cover the qualitative research in the 'Discover' and 'Define' phase, using the visual overview as a structure of the research on both citizen and municipality sides. As well, the model helped to reveal gaps or what might instead be called opportunity areas (Parasuraman, Zeithaml and Berry, 1985).

4.3 LIMITATIONS

4.3.1 GDPR and citizens involvement

GDPR had provided some unforeseen constraints when it came to the involvement of citizens within this master thesis, as it turned out to be quite cumbersome. Also, due to confidential limitations, not everything is possible to share when collaborating with the municipality. Where these limitations appear will as well be mentioned in the specific area. Everyone who has provided any knowledge for this master thesis has signed a consent. No names will appear in this master thesis, only the stakeholder area and possible title of the people working within the municipality area to differ in which area they belong.

4.3.2 Limited time

The time perspective of this master thesis created its limitation, as the project would have to be carried out within the time limit of fourth months.

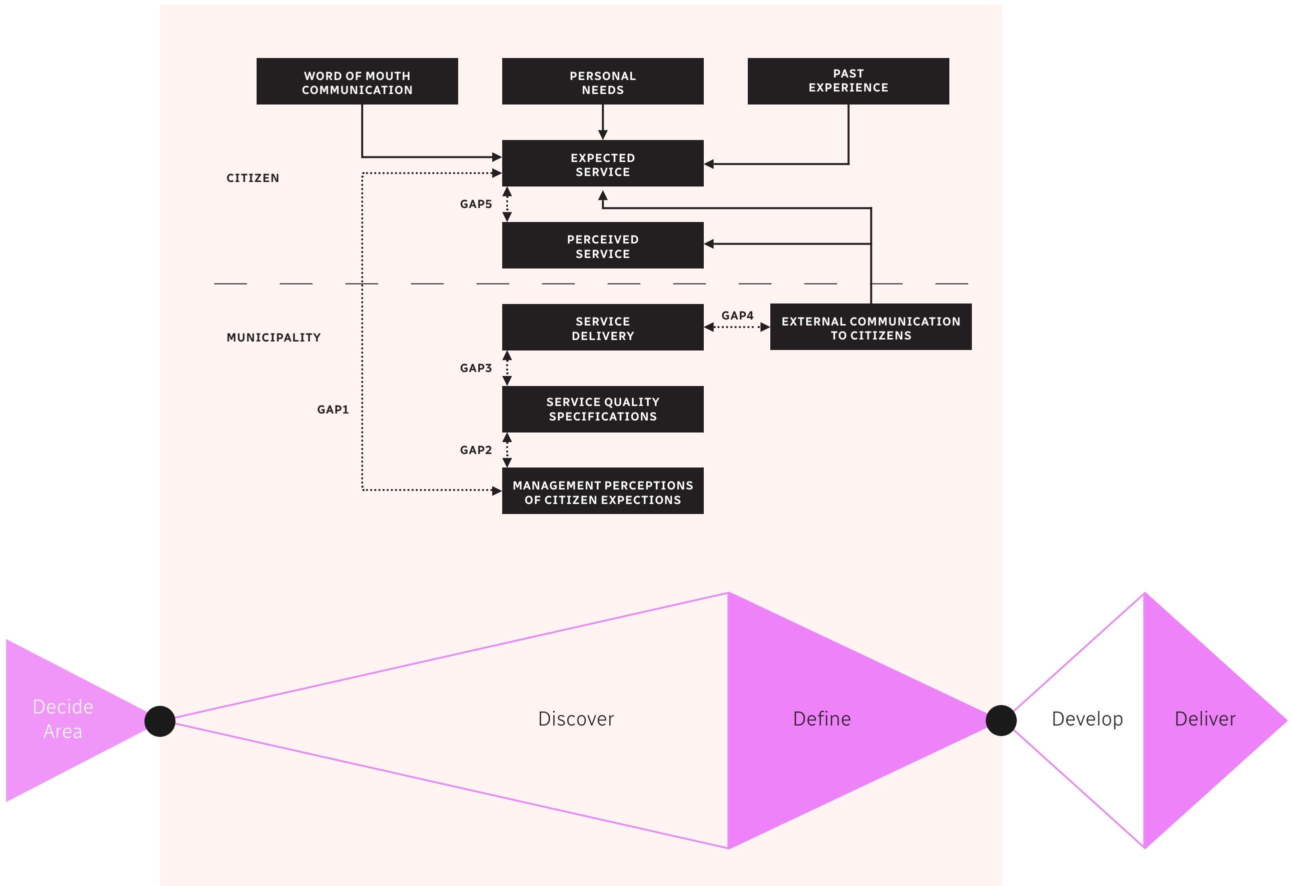


Figure 10: The areas that the Service Quality Model covered in the research of the case study.

5. CASE STUDY

5.1 DISCOVER
5.2 DEFINE
5.3 DEVELOP
5.4 DELIVER

5. CASE STUDY

The case study chapter will go through the four different areas of the Double Diamond mainly: Discover, Define, Develop and Deliver (Design Council, 2019). The case study explores the preliminary research question and the preliminary problem statement.

“How might we use service design to explore and measure what thrives citizen expectations and satisfaction to support TMF Call Center services within Copenhagen Municipality?”

5.1 DISCOVER

5.1.1 Interviews based on areas from the Service Quality Model
5.1.2 Conclusion on Discover phase

5. CASE STUDY

5.1 DISCOVER

The subchapter on 'Discover' will present the research phase, where the research took place in TMF, guided by the Service Quality Model to cover both sides of the service – The municipality and the citizen (Parasuraman, Zeithaml and Berry, 1985). The 'Discover' phase involved qualitative and quantitative research, which will be defined in the different subchapters. In the 'Discover' phase, there was a huge effort to understand the service before talking with the citizens to ensure they were about to be asked the right questions. This comprehensive research is why the 'Discover' phase is the most extensive.

5.1.1 Interviews based on areas from the Service Quality Model

The Service Quality Model helped structure the areas to explore and get data from to identify gaps (Parasuraman, Zeithaml and Berry, 1985). Interviews and observations took place to gain as much insight as possible on the municipality site, to be able to understand the provided service and the structure of the service. The method in use depends on the goal of the interview/observation, which is described in each interview.

5.1.1.1 Semi-structured interview with employee from Planning & Analysis

The goal of an interview with an employee from the Planning & Analysis department was to understand how the department is collecting data and measuring service goals and citizen satisfaction today. Words like KPIs, key numbers, and service goals will be defined further in this sub-chapter. A semi-structured qualitative interview should help reach this goal and allow other perspectives to be introduced in this more open interview (Bjørner, 2015). This subchapter's insights and knowledge can be found in Appendix A, where the interview is transcribed.

The idea of the interview with the plan employee was to start covering the area of 'Translation of Perceptions into Service Quality Specification' in the Service Quality Model. See the specific area in the figure ?? below (Parasuraman, Zeithaml and Berry, 1985) marked with blue. It is Planning & Analysis who have the measurement data on the KPI and citizen satisfaction surveys, which were interesting to understand better before researching the field. The interview took place before the focus on the TMF contact center, and therefore the interview was more open and introduced how the contact centers are measured and create data.

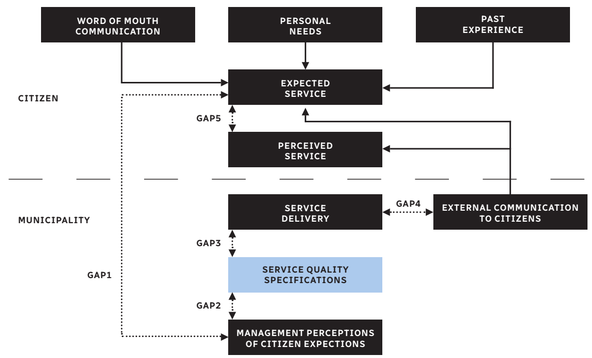


Figure 11: Service Quality Model - Service Quality Specifications (Parasuraman, Zeithaml and Berry, 1985)

To make it clear: The KPIs are the Key Performance Indicator, referred to as 'Parameters' in this thesis. The service goals are specific target numbers to define if the specific parameter is doing well. Because of the confidentiality, the service goal numbers will not be revealed in this report. The KPIs, aka the parameters, will be researched in this thesis, and the little quantitative research for citizens after an ended call. This research is done to understand better the content of what is measured and how this knowledge might help research citizen satisfaction.

Unifying data to compare the different contact center services

Some years ago, it was decided to unify the target numbers for each team on the call center services and the physical citizen service entrances. The unifying purpose was to make it easier to compare each team through the collected data. The KPIs and service goals had to cover many different purposes, among other interests of the management and partners, as well as helping to forecast work amounts to allow Planning & Analysis to prepare work schedules for the employees. The KPIs and Service goal scheme reflects an overview of general target numbers within the three areas:

- Volume, which, e.g., is about how many inquiries they get
- Quality on what kind of quality employees deliver to the citizens, e.g., immediately clarified calls and citizens' satisfaction
- Efficiency, e.g., the average call time, helps indicate if things are going as they should. E.g., if the numbers suddenly change, this might be an indication that something has been sent out to the citizens

As this master thesis focuses on citizen satisfaction, the focus will mainly be on 'Quality.' However, it must be said that it will be essential to consider that the volume and efficiency might also affect citizen satisfaction. Therefore, these are important to remember in further exploring citizen satisfaction.

What does the todays 'Quality' parameters reflect?

- Average waiting time for answered calls
- Number of citizens served within ** amount of time
- Number of calls not converted
- Immediately settled cases (manually registered)
- Citizen's accessibility to TMF

The three first parameters speak for themselves, while 'immediately settles cases' and the 'accessibility' need more explanation to define their purpose. The 'immediately settles cases' are manually registered by the employees after each call to ensure more reflective data, which will reveal if the call was immediately clarified or if the call was converted in any way. The 'accessibility' reflects the number of calls coming into the system and how many were answered. The plan employee has a hypothesis that the citizens would like to receive an answer from the first or the second employee they meet.

What does the 'Citizen satisfaction' parameters reflect?

In the scheme,' Citizen satisfaction' only reveals overall citizen satisfaction. Another system, Power BI, has to be opened to reveal some further details to see a more detailed view. This system measures quality by the IVR system, which asks the citizen if they want to evaluate the service after the ended call. If the citizen press yes, the citizen will receive a call after the ended call. This system asks 3-4 questions depending on the contact center. The four questions is represented in the figure 12 next page. Question four is only asked by some of the contact centers. Each of the question must be scaled by the citizen from 1 to 9. Where 1 is less satisfied and 9 is very satisfied.

The questions help to go a little deeper in knowing more about citizen satisfaction.
Recently the call centers changed to another contact center system. This change means they have been unable to get these citizen satisfaction results, but the system should be running again.

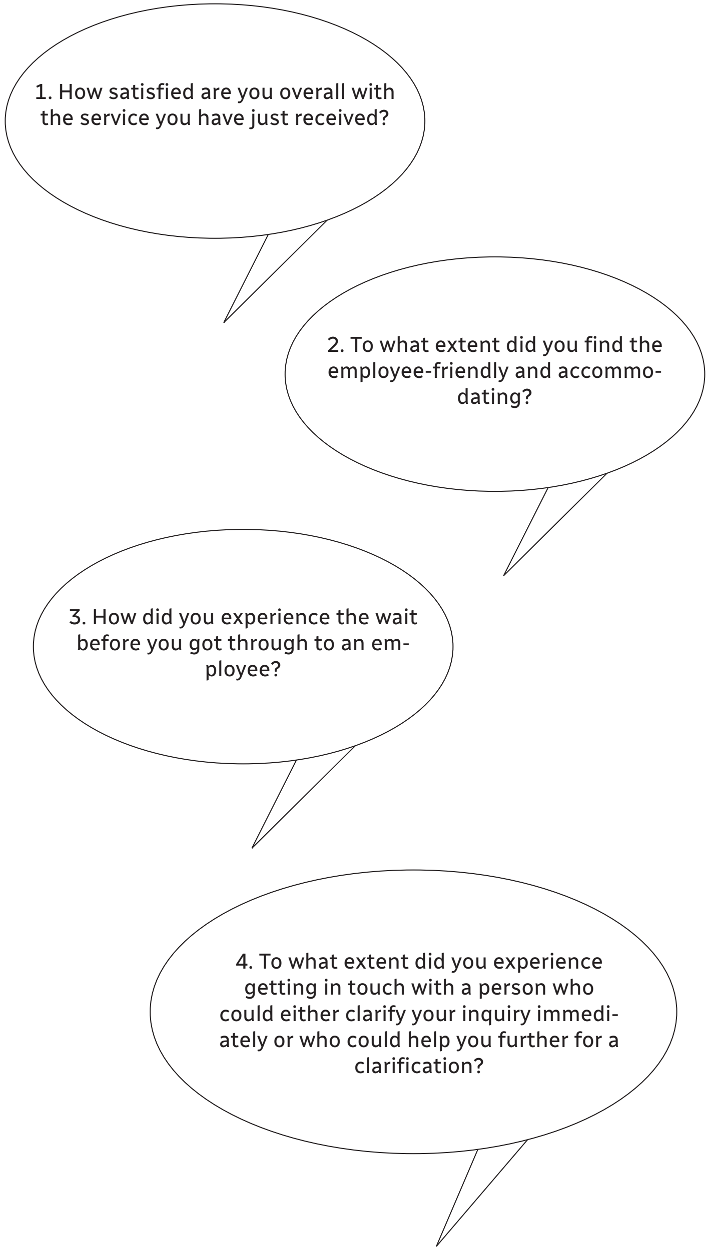


Figure 12: Citizen satisfaction questions asked in the end of a call.

Any missing parameters?

The plan employee thinks that the service goals cover very broadly, but are more curious about, how all the KPIs and service goals are followed up. The employee questions if things are implemented because of these numbers because this is not an area that the plan employee sees. The plan employee knows that they look at the roster in cases with long waiting times, as this might tell that there were few resources that day. However, the plan employee is curious to know more about the execution based on the data.

The employee ensures that the data are looked at and reveals that the plan employee is unsure how many things can be changed based on the data. E.g., the team cannot just hire ten people who can start tomorrow and answer correctly on questions. If the employees are too busy some days with meetings and education, which takes them away from the phones, they can change this in need of resources. However, this is more every day than the KPIs and service goals, which provide more an average monthly insight.

Citizens and companies calls

Most contact centers get contacted by citizens, but, e.g., teams like TMF and the Business Team do service companies too. As mentioned in the beginning, this interview took part before a decision was made to focus on the TMF Contact Center. There was a talk about if it would be interesting to investigate the difference in giving service to either a company or citizens. However, as there was a limitation in time, the thesis continued to focus only on the citizen perspective.

Enough trained employees are essential to reaching service goals and creating reasonable citizen satisfaction

There is a need for enough trained employees to create the best circumstances to reach the service goals. Too few employees can create a vicious spiral in long waiting times, resulting in lowered satisfaction. The employees must also be trained to meet and handle the citizens on the phone service. E.g., it is mentioned that the employees are trained to use positive sentences to handle calls.

Methods to measure contact center services

There are some different models for helping build up a contact center. E.g., it is possible to investigate C-Erlange. However, it is also vital to empathize with theory versus reality, where you may find reservations in reality that the theory did not consider. Copenhagen Citizen Service Contact Centers is a mix of common ways of measuring mixed with interests.

Preliminary reflections on the semi-structured interview

The interview with the plan employee helped elaborate more on the KPIs and service goals. The interview revealed that the parameters were created a while ago and contained both standard measuring methods combined with interests. These interests will be questioned later to get a clearer picture of the actors involved.
It became apparent that scoping was vital to managing a project within the timeframe. Therefore it was decided to focus on the citizen satisfaction part concerning only citizens, while the companies are excluded. A question to be asked might be what the citizen satisfaction questionnaire part reveals, who it is helpful for and how it is used. This question could link to the part where the plan employee shares the curiosity about knowing more about the execution based on data. Looking from the day-to-day perspective and every month, is it possible to change something based on these monthly data – what is the value and to whom?
When looking into the parameters and the measurement, it will be essential to consider theory in practice as there sometimes might be some difficulties when theory meets reality.
Today all the data is quantitative, and this is where this case study might be interesting, to reveal some more qualitative insights on the citizen satisfaction. Also, the hypothesis that a citizen wants an answer from the first or second employee will be interesting to research further when it comes to the research on the citizen area.

5.1.1.2 Introduction meeting in the TMF contact center

Before the TMF Contact Center research started, a small meet-up was carried out with the Team leader of the TMF Contact Center and the Head of Copenhagen Contact Centers. At the meeting, I got the opportunity to introduce myself, present the process so far, and share some thoughts on how the project could be carried out.

At the meeting, a former report from Deloitte was shared. This report revealed some perspectives on what a contact center could bring. E.g., a contact center can handle most inquiries, create transparency and uniformity, and provide more extended opening hours than what was possible before (‘Etablering af et tværgående kontaktcenter’, 2021).

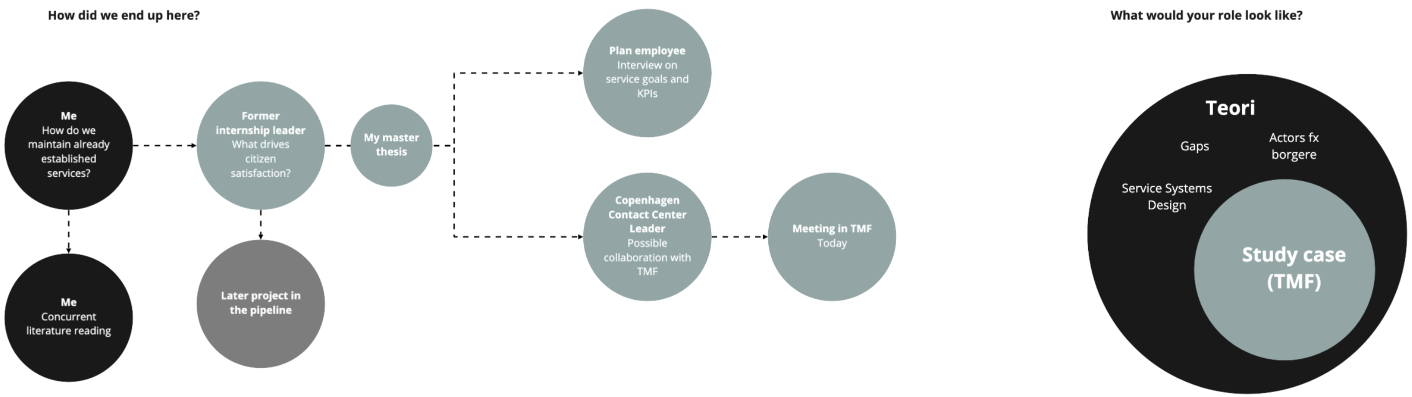


Figure 13: From the start of the project and to the meeting with TMF contact center and how I imagine their role

5.1.1.3 Contextual semi structured-interviews and observations with TMF Contact Center employees

After the interview with the employee from Planning & Analysis, a decision was made to focus on the TMF Contact Center, as presented in chapter 3 'Project Context.' A short intro meeting was carried out with the Team Leader and the Head of Copenhagen Contact Centers, and after that, the research on a specific area could start. The next step is to research the field of the employees, which should help cover knowledge for the 'Service Delivery' in the Service Quality Model (Parasuraman, Zeithaml and Berry, 1985). This subchapter's insights and knowledge can be found in Appendix B, where the interview is transcribed, and the observations are noted down.

The area covered in the Service Quality Model

The next area to be covered was the employees' work in 'Service Delivery (Including pre- and post-contacts)' (see figure 14 marked with yellow). Using a contextual interview to understand the work at the TMF Contact Center workplace would allow the research to observe how the service is performed before, under, and after. It will also reveal what themes citizens would call about, as it was possible to listen to the calls. Furthermore, it was possible to gain more knowledge about what they, as an employee, think the citizens expect to feel satisfied with the service (Stickdorn et al., no date). The interviews and observation lasted one day from 9-16 at the TMF Contact Center office. The approach of the day was to do observation, where it was possible to get a headset to listen to the employee's calls next to me. I took part in 26 observations of calls, which allowed me to create insights into what service the citizens meet and what themes of the inquires. Furthermore, I did the semi-structured interviews when the phone was not ringing (Stickdorn et al., no date).

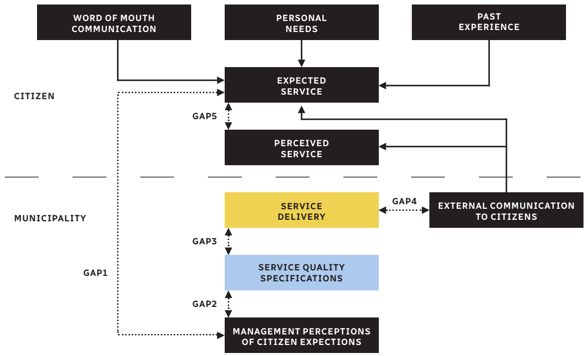


Figure 14: Service Quality Model - Service Delivery (Parasuraman, Zeithaml and Berry, 1985)

Preparatory Research on TMF Contact Center direct number

Before the interview, quick preparatory research took place in the form of trying to call the TMF contact center service to understand the perspective of the citizen and the way the citizen gets in contact with the TMF Contact Center service. This small research helped to create a drawing of how the calling system is structured today and to see the different opportunities that the citizen will meet when calling the direct number to the TMF Contact Center (Stickdorn et al., no date b). The experience was visualized by a simplified citizen journey to help understand the service today and its different steps when a citizen calls directly on the number of the TMF Contact center (see figure 15 next page) (Stickdorn et al., no date a).

The number called is the direct number for Technique & Environment. As reflected in the figure, the first the citizen will talk to is the Interactive Voice Response (IVR), which first will allow the citizen to pick if it is a company call or a private call. As this thesis focuses on the citizen perspective, this is what was investigated in the figure. When pressing 2 for 'private,' the citizen gets seven opportunities to pick. When choosing an area, the IVR will quickly ask if the citizen wants to participate in a short interview afterward to help provide knowledge for improving the service. After deciding on this, the citizen will contact the TMF Contact Center. The question asked are the ones the employee from 'Planning & Analysis' introduced in the first interview.

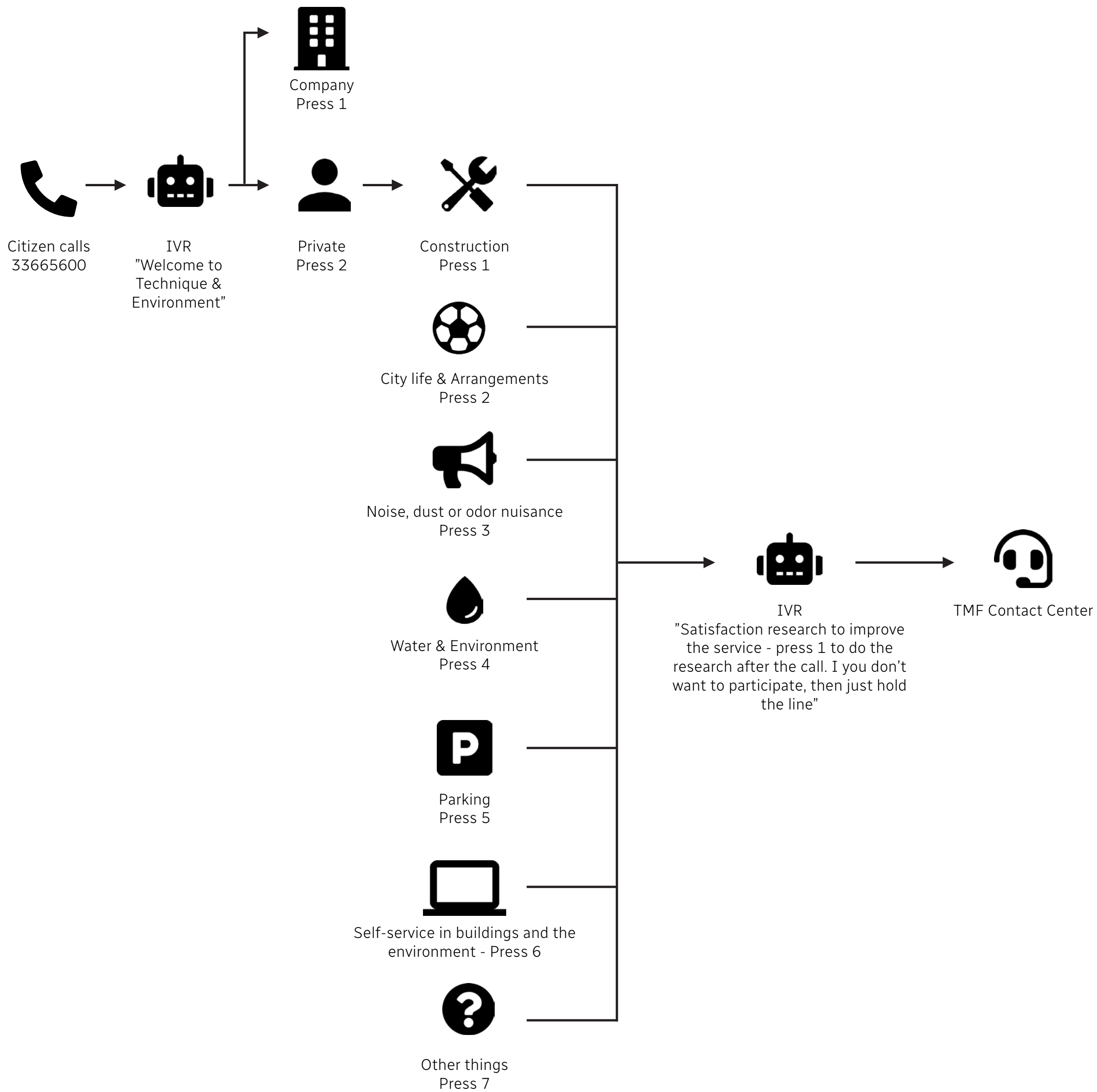


Figure 15: Visualization of the phone service when a citizen call TMF directly.

Preparing before the contextual interview and observation day

To avoid disrupting the employees too much while doing their work, a Miro interview board was prepared to allow taking some quick notes (see figure 16 next page). This board contained a blank field to start drawing the structure of the service. 'Other insights' concerned other observations or insights that might come up during the day. Furthermore, in the end, the 'W0 – Interview' was a scheme possible to copy depending on how many employees I could interview. The interview scheme contained pre-made questions to gain more insights into the role of the employees and what they do before, during, and after a call to understand this area of the Service Quality Model (Parasuraman, Zeithaml and Berry, 1985). It also contained questions about what the employee associates with citizen satisfaction, if the service goals are used in the contact center employees' jobs today, and if they see patterns in where citizen satisfaction increases or decreases. Lastly, a question about what the contact center employee thinks drives citizen satisfaction. A semi-structured approach was used to understand the experience and insights from the employee's view with an open mind (Bjørner, 2015). The questions were formed by focusing on citizens' satisfaction, the insights from the interview with the Planning & Analysis employee, and the area of research in the Service Quality Model (Parasuraman, Zeithaml and Berry, 1985).

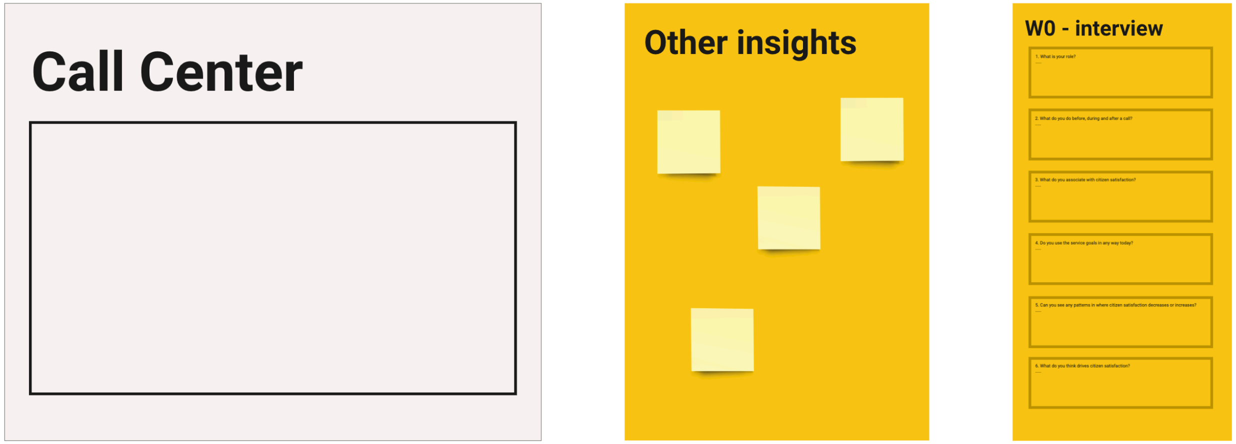


Figure 16: Board for drawing the service, 'other insights' and the interview scheme with some prepared questions.

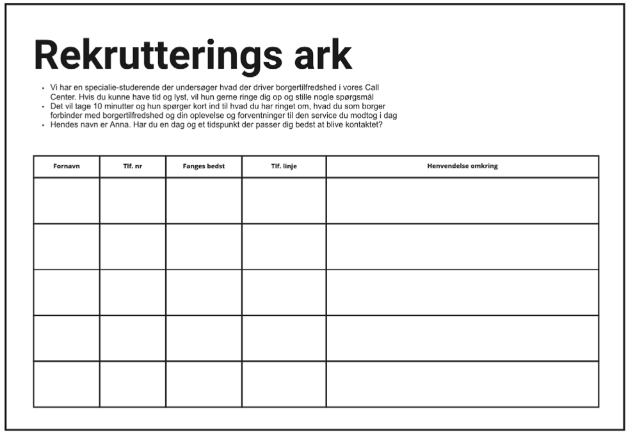


Figure 17: The recruitment scheme to get citizens for phone interviews.

Appendix B makes it possible to find a comprehensive sample of three interviews, other insights, and observations. The data were later used in a thematic analysis (Mortensen, 2021) presented later in this chapter when reaching the 'Define' phase.

On the same day, it was agreed with the team leader that a mail would be sent with recruitment schemes to recruit citizens for interviews later. The scheme can be seen in figure 17.

Introduction to the employees

Before doing the interviews and observations, I introduced myself to the employees at a morning meeting to let them know who I was and why I was there. I find this necessary in my role as a designer to create transparency about my presence.

The role of the TMF Contact Center employees

The primary task of the employees at the TMF contact center is to be a service provider by guiding and servicing citizens and companies calling the phone lines in their area. It is essential to state that the contact center employees are not authority figures, which means they cannot advise citizens. The employees help answer the citizens' questions when they call, and in cases where the employee cannot answer, they help the citizen further in the right direction. The employees distribute only – help to inform information already out there. Other tasks of the employees include, e.g., writing work, where the employee has time put off to go through the knowledge base and see if any workflows or information needs to be updated or optimized. Each employee is responsible for one of 7 subject areas in TMF (see figure 18 next page).

Figure 18: The 7 areas the employees can help

The subject area responsibility makes each employee responsible for sharing specific area information with the team member. This constellation is created to ensure that each department (subject area) has one channel to ensure that, e.g., rule changes and information will be communicated to each of the employees in the contact center to let them be updated with the newest knowledge and information. Other tasks include writing on the 'News' page if something needs to be handled or shared.
The employees are trained to strengthen citizen contact, which is a method to speak with citizens to avoid conflicts and talk in solutions rather than closed communication. One of the employees shares that this method does not only help the positive citizen contact but can also help the employee with some relatively easy grips and helps the employee avoid using the law to protect themselves.

Broad knowledge and expectation alignment

The employees working at the TMF contact center need to have a broad knowledge, as the citizens might ask extensive and different questions. Even though a call might be within the same theme, the questions might differ. Calls can be regarding getting a fence instead of a hedge, house extension, apartment aggregation, registered articles, the file archive, BBR, what PRK stands for, wrong calls, or citizens trying to reach their caseworker or calling to hear how far their construction case is. The Knowledge Base works as knowledge support, which helps the employee with consistent answer options. Citizens expect the call center employees to know everything, and sometimes the citizens think the employees are in the department they tapped into.

As mentioned earlier, the employee guides are based on the website and what is public to the citizen; otherwise, the citizen needs to contact a private adviser in cases on construction. Earlier on, it was possible to get advice in the municipality until 2019, when it costs money to get the building permit. Today the municipality does not advise anymore - caseworkers only provide guidance. This can sometimes conflict, as some citizens expect advice.

Before – During – After call

Before taking calls
Before being able to do the guiding and servicing of citizens, the TMF contact center employee must open systems which, e.g., include, among others: Find your colleagues, kk.dk, PUMA (noise nuisance, or form on the website) and the Knowledge Base. The opening of systems only has to be done once the employee starts the day. Then afterward, the flow will often be the 'During contact' and 'After contact' going in circles. On busy days, sometimes the employees use a small 'Before contact' time to charge for the next call. Recently a new website of kk.dk was launched. One employee mentions that some of the 'before' a call time can be used on scrolling through the website to stay updated.

During a call
Answer the calls and guide the citizen via the Knowledge Base, Outlook, and calendar, or look up the case number in the program. The citizen calls in because they have a problem they want to be solved, and the employee tries to help the citizen by finding an answer to them. As well as help the citizen further if it is something they can not solve. In cases where an incoming call comes from 3366 (the head number of Copenhagen Municipality), the employee can use the Knowledge base under 3366 to see the workflow of these calls. However, in other cases, they ask a colleague.

After each call
After each call, the employee must fill in an inquiry registration where the employee must answer if the call was from a company or a private person. They find what topic the call was considering, and then they fill in if the call either was 'immediately clarified', 'call forwarding', 'call again' or 'customer center'. An amount of time is added to allow the employee to fill in this scheme before the next incoming call appears. A short pause time is put in between the calls coming to allow the employee to finish the call before moving on to the next one. In some cases, the employee has to write a mail to a colleague, e.g., and in these cases, the employee takes a slight break from picking up calls to finish the contact before moving on. One employee says that after each call, the employee tries to analyze the call to see if there is anything to analyze. These could be considerations for improving the service and making the service more flexible.

The spaces between calls
When there are no calls, the employee investigates something about strengthened citizen contact, sends emails, reads articles, and shares the responsibility for reviewing incoming mail and staying updated in its areas. On a busy day, the employee charge for the next call. They do writing work, where they go through the 'Knowledge Base' and see if anything can be optimized or changed within, e.g., workflows. Other changes are something they can talk about with their team coordinator. The TMF Contact Center Employees get involved, and one of the employees shares that they are taken seriously.

Figure 19 next page shows the things to be done within each step: Before, during, and after service.

Before contact	During contact	After contact
Open systems (once a day) • Find your colleauge • kk.dk • The business portal • PUMA (noise, nuisance, or form on the website • The Knowledge Base • Outlook • Telephone system MICC **Busy days - Charge** • On busy days the employees use the 'Before' time to charge for the next call **Quiet days - Stay updated** • See something about strengthened citizen contact • Answer and send emails • Read articles • Responsibility for reviewing incoming mail • Stay updated in its areas and the website **Mails** • Sometimes a break after a call is needed, if the employee have to write an email	**Guide and servicing the Citizens** • Depending on the inquiry the employee use the systems mentioned in 'Open systems' to support the employee in servicing the citizen as best possible • The Contact Center employees listen, ask follow up questions and guides the citizens request • Handle the call by either: Immideatly clarification, ask the citizen to call back later, forward call or by refer the citizen to do a physical meetup in the customer center	**Manually registration** • After each call, the Contact Center employee will fill in the inquiry registration manually. This is filled in to reveal more about how the each call were handled, to provide some deeper data on this area **Breaks and log-off** • MICC (the Contact Center system) communicates with the shift planning. Therefore anything which means a break of 10 minutes are reported **Reflections** • Time after a contact can be analyzed if anything is needed to be analyzed. It could e.g. be to think about if anything in the service could be improved or create more flexibility

Figure 19: What happens before, during and after a call in the contact center in TMF

Insights to create a Blueprint of the service

Based on the interviews and observations with the employees, a blueprint (see figure 20) took form to reveal a more shared understanding of the service and the underlying resources reflecting the service and the data collected on citizen satisfaction and quality (Gibbons, 2017).

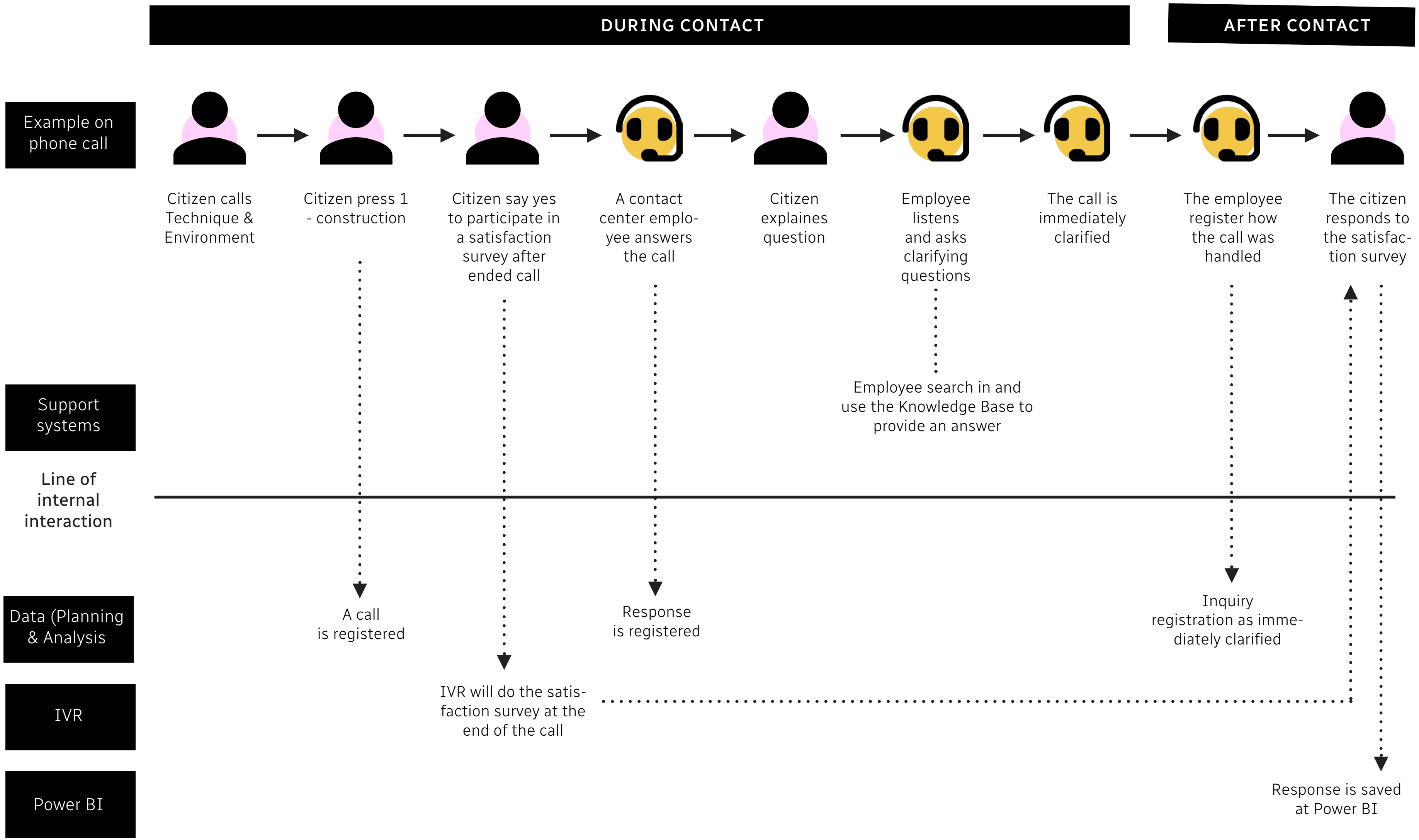


Figure 20: Service Blueprint of the TMF Contact Center Service

What thrives citizen satisfaction according to the employees?

The employees are the one's closest to the citizens, and as well it is here the co-creation of value appears in the phone interaction (Vargo and Lusch, 2016). Therefore it was interesting to ask the employees what they think creates citizens' satisfaction. The insights could be boiled down to 6 groups:

Acknowledgment, listen, and take calls seriously
When the employee acknowledges the citizen's request, they focus on what they can help with, e.g., they cannot give the citizens their construction case. However, they can meet the citizen with acknowledgment and guide the citizens. The employees listen and have understanding and take calls seriously. Sometimes when citizens call, it can also be to get rid of something. In these situations, it is crucial that citizens feel heard.

Positive communication
They are positively talking with the citizens. One employee shares that it will be a long day if the employees keep saying what they can not help.

Phone service is a human relationship and they always refer rather than reject
An employee mentions that it should still be viewed as a human relationship even though we are talking about a phone call. In some cases, citizens might ask for advice, but the employees cannot advise but will try to guide the citizens a bit. The TMF Contact Center service rule is that you always refer rather than reject an incoming call.

Accessible information
Information should be easy and accessible, and one can solve his problem.

Expectation alignment
Expectations alignment is essential, as the employee may meet citizens who applied yesterday and expect a decision made today.

Different communication depending on the area
Communication can be very different from call to call, depending on the area. If we are talking about the noise area, then it is vital to show acknowledgment and listen, as this is often an area where the citizen needs to come out with their frustration. Events and arrangements and City Life are much about guiding the citizens and giving them tasks to know what they need. The challenge is more significant in the area of status on the building component, as this is an area where the call center employee cannot tell the status. One employee had an eye-opener that the private people call in and do not know what to do.

Lastly, one of the employees shares that the employee thinks a lot about citizen satisfaction, which fills a lot with the employee. Citizen satisfaction has an impact in a way that makes the employees' working day easier if the employee receives pleasant calls. Sometimes some citizens call in and can be unreasonable. The employee reveals that the employee misses the more qualitative part of the data - the user stories. What went wrong, what went right. The employee thinks the employee would learn more from that than the number of calls the employee can answer. Often the employees will be the first to spot a problem, as they might repeatedly meet it. The employee shares that the employee enjoys creating user journeys and finds them very useful to understand a problem.

How are the service goals used today?

The service goals are used to guide the employees in the way they serve citizens on the phone today. One of the employees mentions that the employee is very much a chatterbox, but the employee also learned that good service sometimes also means not to do over service. The employee learned that the employee had to accept that they sometimes would have to talk less and accept that some things must go somewhere else.

The team coordinator looking at the service goal together with the employee is still relatively new, as the call center service is still entirely new, as mentioned earlier on. Therefore the focus has initially been on training the employees first. Recently the employees had one-on-one talks where they went through the service goals, e.g., talk times on the phone. Here they were not introduced to the citizen satisfaction.

Patterns in where the citizen satisfaction is high vs. low

The employees do not have insights into where the satisfaction decreases or increases, but they share their thoughts on where it could be. The phone insights can come from Power BI, but as mentioned earlier on, this one has been down since the change of phone system from CallGuide to MICC. Also, today, it is impossible to understand more area-specific where satisfaction might be high and low.

It was considered that frustrations might sometimes be, that the citizens expect advice, which they cannot get from the contact center employee, as they are guiding. The professionals can often be contacted through the mail rather than a phone call, creating some frustration when a problem is here and now.

There is also a structural perspective on how the municipality is screwed together. E.g., that different authorities are under the same name. This structure can be challenging for the citizen to understand, and an employee shares that the employee often hears the sentence why citizens can not talk to anyone. Often citizens expect that they will be able to talk to someone when they call, but they will have to write a mail in some cases, where the waiting time can be ten days to receive a response. In rare cases, the contact center employee can also become a middleman when the citizen is non-digital and has to write a mail.

Where do you see some challenges in citizen satisfaction?

When the employees can not solve the citizens' problems or when there is a long waiting time on the construction cases. Some citizens do not understand why the long waiting time in these cases. The municipality's structure can sometimes make it hard to help the citizen as the employee might have limitations because of the law. Or in situations where the citizen does not know where to go. It can also affect you as an employee when you might not be able to help a citizen. Some departments have decided not to be on the phone to whom the citizen can only write. This limit can also create frustration.
It can be difficult within the area of the construction part, as the processing of a case can seem very abstract. Moreover, the employees cannot share the status of construction cases, which some citizens might find frustrating, as the citizens might have some economic interest involved. The long waiting time for getting a building permit can also affect the employee, as it is not pleasant to hear about someone having trouble. There are some high expectations of the municipality, and some citizens expect something from a completely different size, which might not be possible.
It is mentioned that the employees are measured on four things (based on the questions asked on the phone). As the employees are guiding and not advising, they might have a low score on questions 1 and 4 as the citizen might not get the answer they were searching for – see figure 21 below.

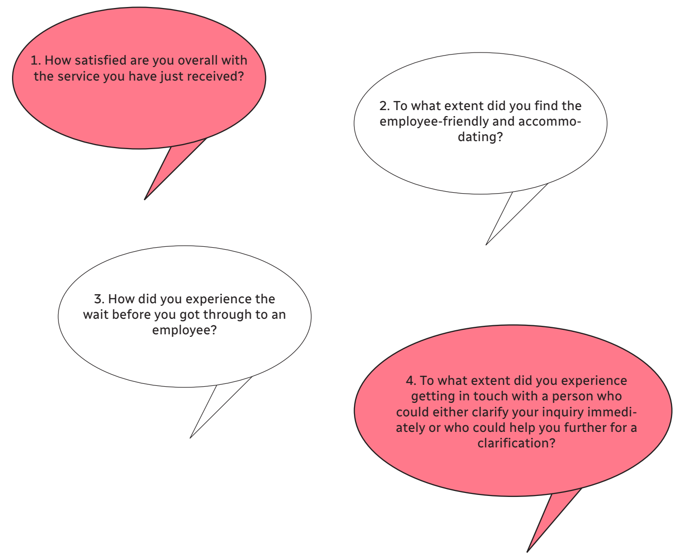


Figure 21: The citizen satisfaction survey insights from the interview with the Planning & Analysis employee

Other insights

Often the contact is about status or because citizens need to get hold of the caseworker. This perspective was as well confirmed in the observation of calls. Another insight was that the citizens want to do the right and call others to get help with how they can apply correctly.

Preliminary reflections on TMF Contact Center employee interview

Working as a TMF Contact Center employee demands much knowledge, as the questions asked by the citizens can be comprehensive and ill-defined. The citizens sometimes think they talk directly in the department they want or expect advice, which is impossible to get from the Contact Center, as they only provide guidance based on public knowledge. Furthermore, a rule change changed advice to guidance. Sometimes citizens get lost because of the structure, where different authorities are under the same name, where TMF Contact Center, e.g., represents seven areas under the Technique & Environment. Frustration is often seen in construction cases, where the processing time can be very abstract and with some economic aspects. Another area that might create frustration is the departments that can only be reached through the mail. All mentioned above might consider some expectation alignment, which would be interesting to investigate further when doing the citizen interviews.

Another thing worth mentioning is the sharing that a phone call is a human relationship. One employee empathizes with the miss of more qualitative aspects, as today's data has a greater quantitative focus. The employee empathizes with how important citizen satisfaction is to the employee. Also, when looking at the quantitative data, it does not reflect the citizen satisfaction in the specific areas. Furthermore, it is mentioned that the different calls demand a different way of being handled, depending on the area. This insight might be considered in the way of measuring as well. The employees seem to be involved a lot and are taken seriously. It is mentioned that they are the first to spot problems, which should be considered, when this project reaches the 'Ideate' phase.

5.1.1.4 Presentation and interactive interview with management

The next area to research in the Service Quality Model is the management's perspective (Parasuraman, Zeithaml and Berry, 1985). In this subchapter, a meeting was carried out with the Head of Copenhagen Contact Center and the Development Manager within Copenhagen's CSDD. The presentation was to let them know about the insights so far, while the interactive interview (Chen et al., 2021) is primarily based on the input from the Head of the Copenhagen Contact Center. The meeting was recorded, and a full transcript can be found in appendix C.

In the figure 22 below, it is marked which area of the Service Quality Model the information was collected within (Parasuraman, Zeithaml and Berry, 1985).

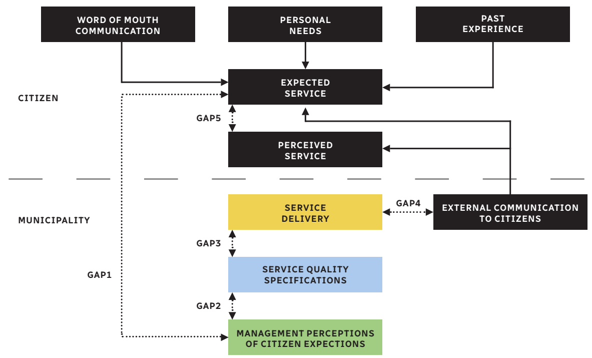


Figure 22: Service Quality Model - Management perceptions of citizen expections (Parasuraman, Zeithaml and Berry, 1985)

Preparation before presentation

Before the presentation and interactive interview, a Miro board was created to guide the meeting. The meeting would consist of a presentation part and an interactive interview. The presentation would be a run-through of the insights collected so far, with space for questions from the management in case they had questions or comments. As well the presentation would present the next steps in the case study. The interactive interview was a method to make the interview more engaging and visual, to see how this could collect insights. The interactive interview as a method was created in one of our semester projects. The methods turned out to be an exciting tool to use to collect knowledge in another way than just a regular interview when having an online interview (Chen et al., 2021). The goal of the interactive interview was to get some varied questions answered and get the manager's perspective on the citizens' satisfaction with the TMF Contact Center Service. The questions are based on the knowledge gained so far from the former interviews and observations and the focus on citizen satisfaction.

Presentation of the insights so far and next step

The leaders were introduced to the Service Quality Model (Parasuraman, Zeithaml and Berry, 1985). They had not seen that model before, which was interesting as well. Furthermore, it was agreed that an introduction of the model would take place after the master thesis (see figure 23).

After a brief introduction, the leaders were introduced to the plan of the day and the project's goal.

In the introduction part, a short view on the Service Quality Model were presented, to show which area I covered so far. And that I needed the last insights from them before being able to move on to the citizen site. The last part was planned to be covered in the end of the interview in the interactive interview.

Figure 23: The introduction of the presentation for the leaders.

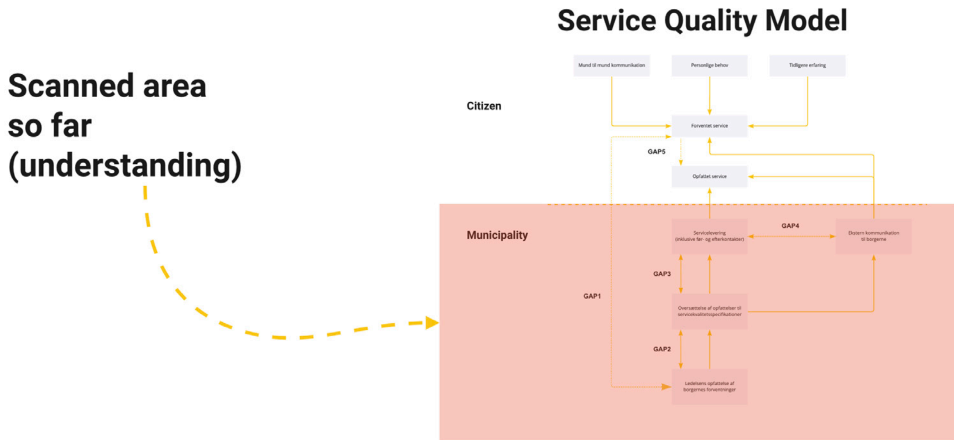


Figure 24: Introduction part of the searched area in the Service Quality Model

The presentation was a collection of the insights gained so far from the interview with the Plan employee, the introduction meeting in TMF, and the observations and interviews with the employees in the TMF contact center. While presenting, some feedback was given along the way, which will be shared later in this chapter.

The next step after this interview was presented. The following was to share some thoughts on how to involve the citizens. This involvement included a small script on how the project could be presented, some questions based on the insights inspired by the Service Quality Model (Parasuraman, Zeithaml and Berry, 1985), and a proposal for a co-creation workshop.

Figure 25: Insights gained so far and the next steps for the project

Feedback on the presentation

Data are used to give feedback to the employees
The data collected by Plan is used to give the contact center employees some feedback upon their calls. This feedback is done through one-on-one feedback, employee development interviews, and medlyt (sitting next to the employee and listening). It is not all the data that the employees can access, e.g., the citizen satisfaction, as this is not working at the moment because of the contact center system shift – which the Plan employee as well mentioned.

10 days response
Often the written inquiries have up to ten days response time. When inquiries are received, the citizen will receive a receipt to let the citizen know that the message has been received.

Difficult framework
The construction area is problematic, which creates a problematic framework for citizen satisfaction. However, on the other hand, this might not differ a lot from, e.g., the hospital where you might not be able to get a time here and now.

Extern communication
A comment was that kk.dk should not be put as extern communication, as this is still with the municipality as the sender (I placed kk.dk as extern communication). Instead, the extern communication might be the press coverage that TMF has, which is unique to this department. Before citizens contact TMF, they often read something about TMF in the media. This is reflected in the number of calls in the contact center, as the call volume increases when something has been written in the media. This shows that the media have a considerable impact on the citizen service. The media creates cases where citizen satisfaction is set even before contact with TMF. Therefore the 'External Communication' (Parasuraman, Zeithaml and Berry, 1985) now has "The press" as a bullet point.

Feedback for contact with citizens
Some valuable feedback was also given on the part before contacting the citizens for phone interviews. E.g., the amount of time I could ask for, in this case, 10 minutes. Furthermore, I should introduce myself to make sure that the citizens understand that I am a student who is not working for TMF, to frame that I am from outside and cannot solve their inquiries. The leaders were also introduced to the questions that were considered to ask the citizens. Here some feedback was shared as well, like merging similar questions, such as questions 6 and 8.
Furthermore, the number of citizens' interviews was discussed. I imagined 50, but we agreed that was way too much. The final agreement was on 20, but before sending the material out, the number was changed to 10. 10 calls of 10 minutes would be around 1,5-2 hours of interviews, which would have to be transcribed. The qualitative feedback collected in the citizen area is something that TMF is very interesting in getting insights into.

As questions were asked and answered along with the presentation, the meeting moved on with the Interactive Interview (Chen et al., 2021).

Interactive Interview

The goal of the Interactive Interview was to create a more playful space to reveal insights into the questions asked (Chen et al., 2021). The plan was to allow the leaders to write by themselves in the boxes, but the Miro account used was a free version, which demanded more steps to do so. Therefore the questions were asked, and the attendees answered while I wrote sentences down in the figures. The plan was to have 2 minutes writing and 3 minutes sharing, but due to the technical constraints and need for more time, this was around 3 minutes pr. Sheet. See figure 26 next page.

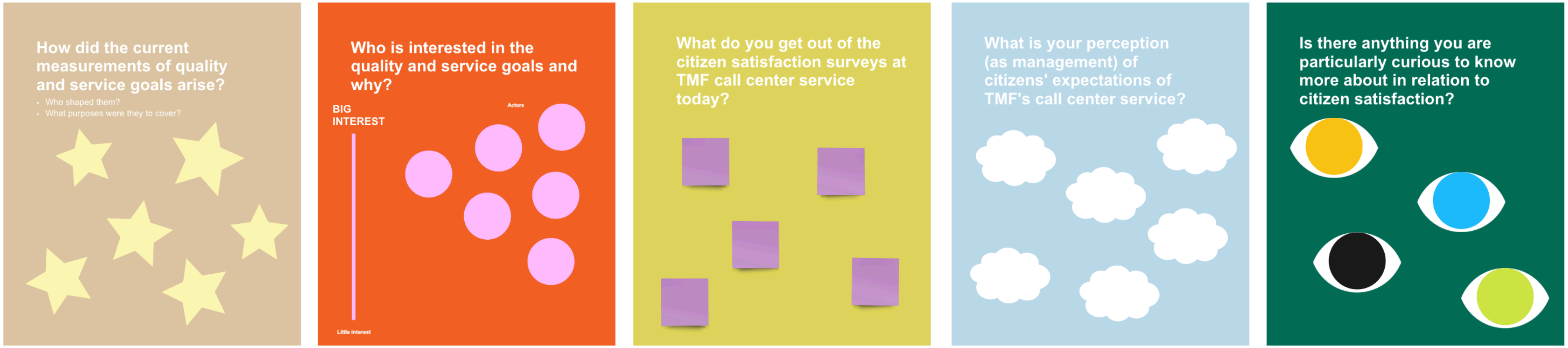


Figure 26: The interactive interview used as a tool to navigate the interview

How did the current measurements of quality and service goals arise?

The main phone number, 3366, was created in 2010. This number was the first contact center in Copenhagen Municipality, creating one entrance instead of different numbers for each management. When this contact center was created, some service goals were created on immediate clarification and waiting time. Since then, the goals have changed, but some of the things measured are still the same today, but the goal setting has developed over time. In 2017 a critical figures project took place, where the management defined some key figures and made decisions on how to measure and follow up on these.

When the TMF team was created one year ago, the goals of the TMF team were negotiated. The goals are the same to be measured for the TMF team as with the other contact centers. The only difference is that the employees must register the inquiries. That goal is to create a data discipline so that the team will get the correct data. However, this is not really about satisfaction. Concerning satisfaction, the goal measurements were inspired by the parking team and company team.
Depending on development in the different contact centers, the focus can vary on the goals. At this moment, the focus in TMF is mainly on satisfaction.

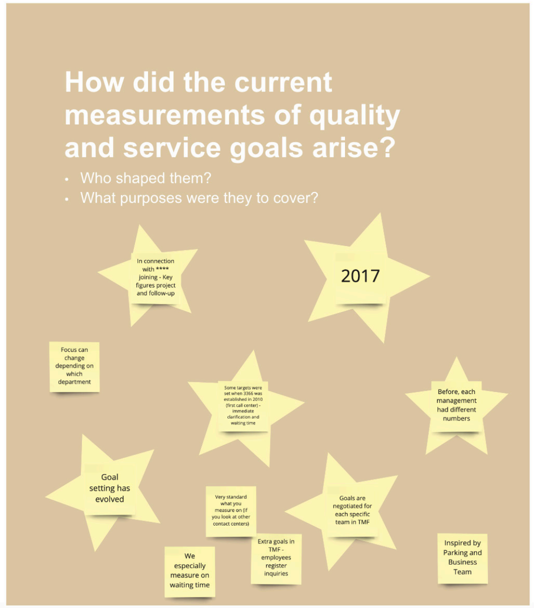


Figure 27: How did the current measurements of quality and service goals arise?

Who is interested in the quality and service goals and why?

Interests in the quality and service goals of the TMF are as follows (from significant interest to little interest):

- Own management (CL) and employees of the TMF contact center
- All bosses
- The director of TMF and political orders
- Kommunernes Landsforening (KL) and Dansk Industri (DI)

Own management (CL) and employees of the TMF contact center
Their management level also has an interest in the service, but this is more about ensuring that they deliver the service standards they need to deliver. This interest includes ensuring that the employees do the right things by sharing feedback and adjusting. The employees are interested in whether they deliver what they need, which is something that everyone who goes to work cares about.

All managers
The managers are very interested in the service quality and goals as they have been supporting the TMF contact center service with person-years work, which has helped handle these calls in the contact center. If the service corresponds to the previous service, they are interested in making sure that they get something out of their investment.

The director of TMF and political orders
Reports are shared all way up to the director level, and politicians can create specific orders, e.g., a recent order from the radicals wants to know more about the contact center created in the TMF.

Kommunernes Landsforening (KL) and Dansk Industri (DI)
KL and DI are also interested in following the quality and service goals.

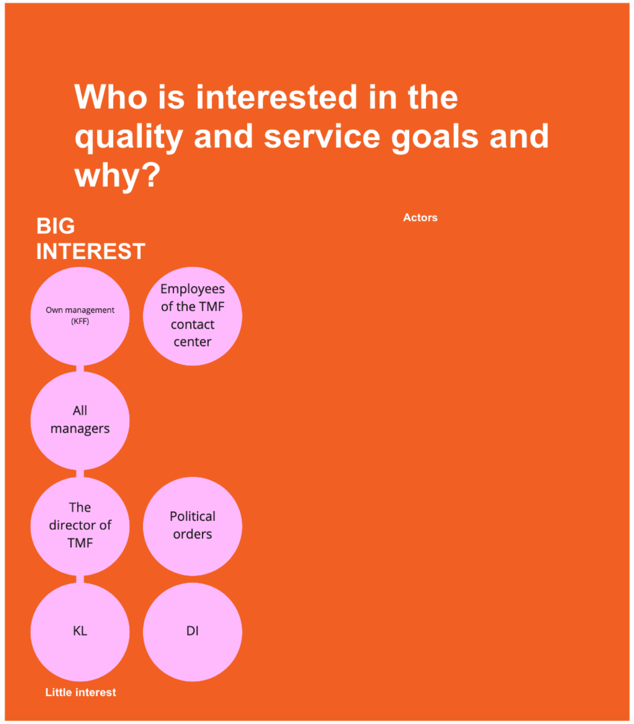


Figure 28: The placement of actors placed on a scale.

What do you get out of the citizen satisfaction surveys at TMF call center service today?

The satisfaction surveys help to inform if the employees at the contact center have the needed skills. The surveys reveal if the employees know their conversational techniques.
The surveys also reveal something about the framework of the service. Questions 1-4 help reveals if there is something around the framework that might be difficult for the employees to respond to. A contact center is measured for its service and how good the employees are in providing answers to the citizens or whether the citizen was happy with this answer.

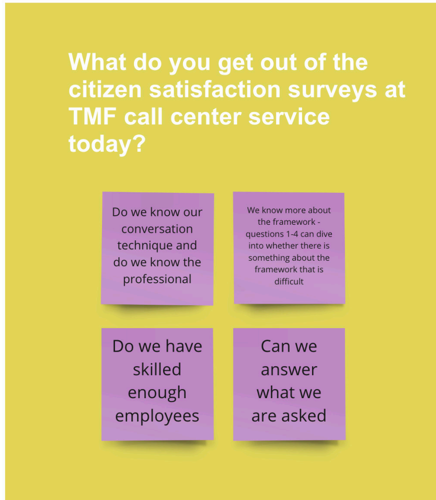


Figure 29: Shows some of the areas which gets covered by the satisfactions surveys.

What is your perception (as management) of citizens' expectations of TMF's call center service?

Many citizens seem to expect that the municipality is one lady who knows everything about the municipality. The employees are expected to put themselves in the citizens' place and have reasonably significant insight into the citizens' specific inquiries and situations. Sometimes it is expected that the employee remembers the last time the citizen called, and the citizen sometimes expects that the employee can look up information in systems across departments. The citizens do not always understand if the employee cannot look into specific systems. Some citizens also think that they might be able to change the employee's mind and negotiate. Other citizens expect the opposite. E.g., they expect to talk with a contact center employee. However, they want to get quickly over it and be forwarded to the "right" municipality as they might not expect that the contact center employee will be able to answer the specific inquiry. There is nothing that the municipality cannot be asked about, which shows trust in that the municipality will know the answer.
These expectations are not only at the TMF contact center but the exact expectations can be seen at the 3366 – the head number of the municipality.

Is there anything you are particularly curious to know more about in relation to citizen satisfaction?

Some of the things mentioned to be interesting to know more about from a management perspective were to understand how the different measures might be weighted, as today it is mainly directed by if some of the measures show areas defined as not doing well. It would also be interesting to understand better what acknowledgment is. Acknowledgment seems like an abstract concept, which would be nice to understand better, especially from a citizen's perspective. Another perspective was to get more knowledge on whether the things measured today make sense compared to what the citizens expect. E.g., does the citizen find a long waiting time terrible as long as they get an answer?
Lastly, it would be interesting to understand more about 'commitment' as this topic has been discussed. What does it mean when the employee uses a bit more time on the citizen. Commitment is not time efficiency, but if it positively affects satisfaction, it might be a way to investigate more.

Figure 30: Reveals a bit about what the perception is of the citizens expectations to the TMF contact center service.

Figure 31: Anything that might be interesting to know more about?

Preliminary reflections on the presentation and interactive interview

The presentations allowed some valid points to step forward, which was important. Such as a brief discussion on how the TMF Contact Center framework is challenging, but on the other hand, not really. Because the same may happen within health care, the question is how we create citizen satisfaction within this challenging framework. Other thoughts were shared, such as viewing the press as external communication, that creates citizen satisfaction, sometimes even before the citizen has been in contact with TMF by themselves. Moreover, in the 'Next Steps' area, the participants provided some valid points about approaching the interview by making it clear that I am a master's student and not a part of the TMF Contact Center and how to make the questions even sharper.
The interactive interview method turned out to be very good. It created curiosity, but I did not consider the part that I had to invite the participants to the board to be allowed to fill in some of the areas. Some valuable insights gained here were the number of different actors interested in citizen satisfaction. Also, the point about citizens has high expectations for the service, which we also saw in the interview with the TMF employees. The high expectations somehow reflect trust in the service, as the citizens believe that the municipality has the answer. These insights will be part of the citizens' research, together with the questions the leaders were curious about. These questions consider acknowledgment, commitment, and understanding if what is measured fits with what is expected from the citizen.

5.1.1.5 Qualitative interviews and questionnaire for citizens

The last area to cover with the Service Quality Model is the perspective of the 'Consumer' side, the citizens (Parasuraman, Zeithaml and Berry, 1985). As mentioned earlier, a recruitment scheme was sent out to the employees of the TMF contact center to recruit citizens. Eight citizens were recruited, and only two could be reached to participate in a phone interview. The interviews were recorded and transcribed (see appendix D). However, two interviews seemed like a bit too little. Furthermore, because of GDPR, it seemed cumbersome to get more participants in the same way. Therefore, a decision was made to try another method. Some parts of the questions to be asked were quite general; therefore, a decision was made to make a public questionnaire on Facebook (See Appendix E for the questionnaire and its results).

The two individual interviews with citizens

Both interviews were made quite strict with questions like "mention three words which

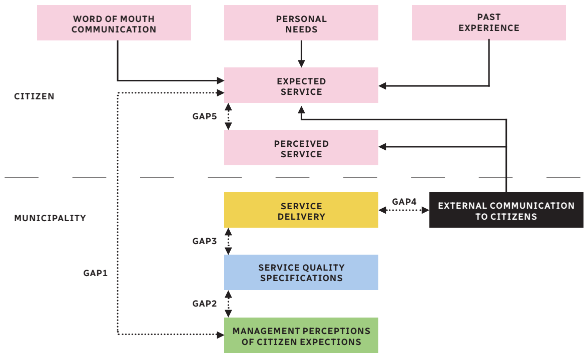


Figure 32: Service Quality Model - Citizen area (Parasuraman, Zeithaml and Berry, 1985)

describe..." to keep the interviews short, sharp, and qualitative. It was essential to reflect on the qualitative part, as all data today are quantitative. The goal of the interviews was to reveal if there would appear any other parameters that might be interesting to consider in the measurement and understanding of citizen satisfaction. The interviews were also used to gain more knowledge on the service perception from a citizen's view.
Both citizens were asked to describe three words that describe citizen satisfaction. The words chosen were:

- Friendliness
- Knowledge
- Help
- Communication
- Honesty
- Follow-up

Their expectation of the service before they called was one of the citizen's doubtfulness about whether the person answering the phone would be compliant and understand the seriousness of the call. The other citizen expected some clarification on where they are in the process of their case. Both citizens were satisfied with the contact employee's help, and both mentioned that it fitted very well with the words they mentioned earlier. One of the citizens mentioned that the citizen found a considerable difference in the service from the contact center employee compared to the caseworker. The citizen did not feel that anyone would contact the citizen while they have been waiting for almost a year and are still waiting for a building permit.

The online Facebook questionnaire – 26 participants

Because of the low number of participants in the phone interview, a decision was made to create an online questionnaire to get more citizens' perspectives. GDPR made it more complicated to get phone interviews with citizens, as this would demand the citizens to print out GDPR paper, sign it, scan it, and send it back to me. This perspective and the perspective of transcribing more interviews would be too much work within a short time-frame. The online questionnaire was made based on some of the questions asked in the interviews, which most citizens can relate to. Within two days, 26 participants have shared their views on two simple questions:

- Imagine that you must make telephone contact with the municipality. What are your expectations for the service before you call?
- Choose 3 words you think can help create citizen satisfaction

Imagine that you must make telephone contact with the municipality. What are your expectations for the service before you call?

A small thematic analysis supported a clear overview of the raw excel data and revealed theme (Mortensen, 2021).

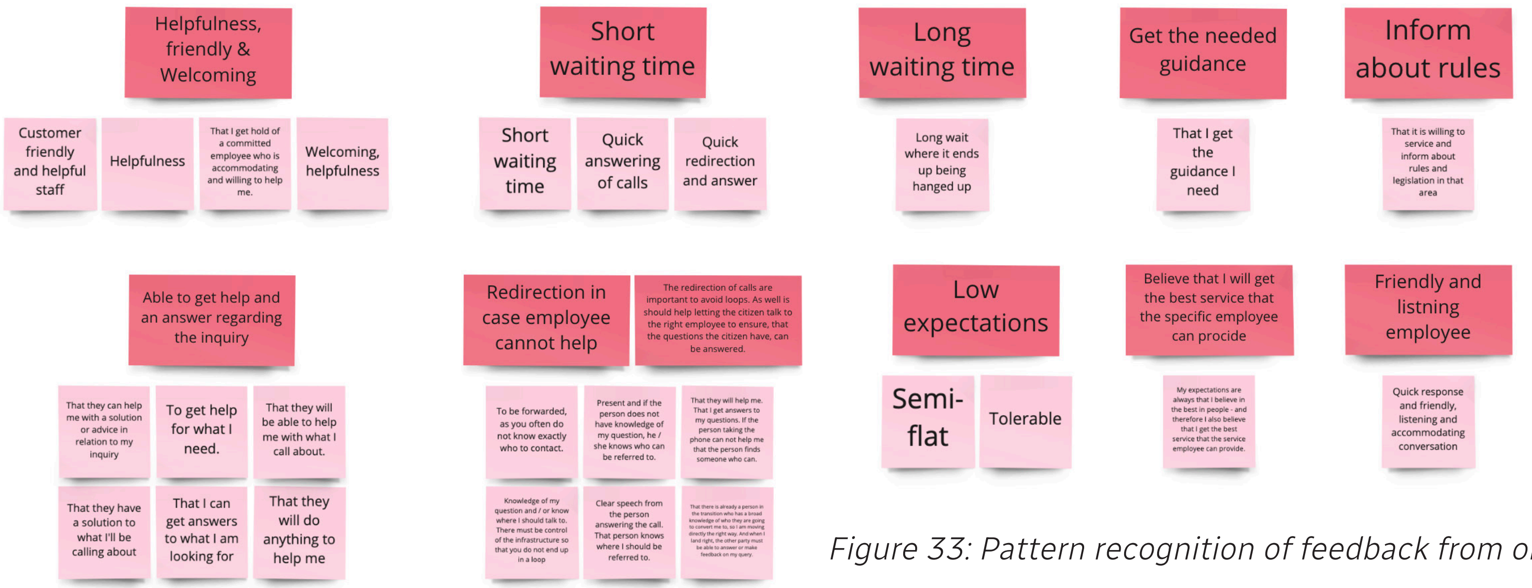


Figure 33: Pattern recognition of feedback from online questionnaire.

It was clear that it was vital for most citizens to be redirected to the employee who holds the key to information needed to answer the citizens' questions. The redirection seems vital as they should help the citizens to get an answer to the questions they called with. It would also help prevent the citizen from ending up in a loop. Furthermore, in line with the redirection comes the next important expectation: To get an answer to the inquiry and that the employee will do the best to help the citizen. The third most common expectation of the citizens is that they expect the employees to be helpful, friendly, and welcoming. The fourth expectation is to meet a short waiting time where the call will be quickly responded to. Lastly, there were some isolated cases such as expectations of gaining the needed guidance, friendly and listening employees and sharing information about rules and regulations. Two answered that their expectations were semi-flat and tolerable, while another answered that to believe that the citizens would get the best service the employee could provide.

Choose 3 words you think can help create citizen satisfaction

The question about the 3 words to understand what the individual citizen connects with citizen satisfaction was asked to help see if there would be some pattern in what the citizens think to create a reasonable citizens' satisfaction and compare to what is measured today on the phones.

The sorting of the words is done in the figure 34 below. Only one participant decided to pick two words, so there is one extra lonely dot on the left side.

The words which were primarily mentioned to create citizen satisfaction are as follows:
1. Kindness (10)
2. Knowledge / professional knowledge (8)
3. Understanding (7)
3. Forthcomingness, helpfulness (5)
4. (High) Service level, solution-oriented (3)
5. Equality, empathy, Courtesy / Properness,

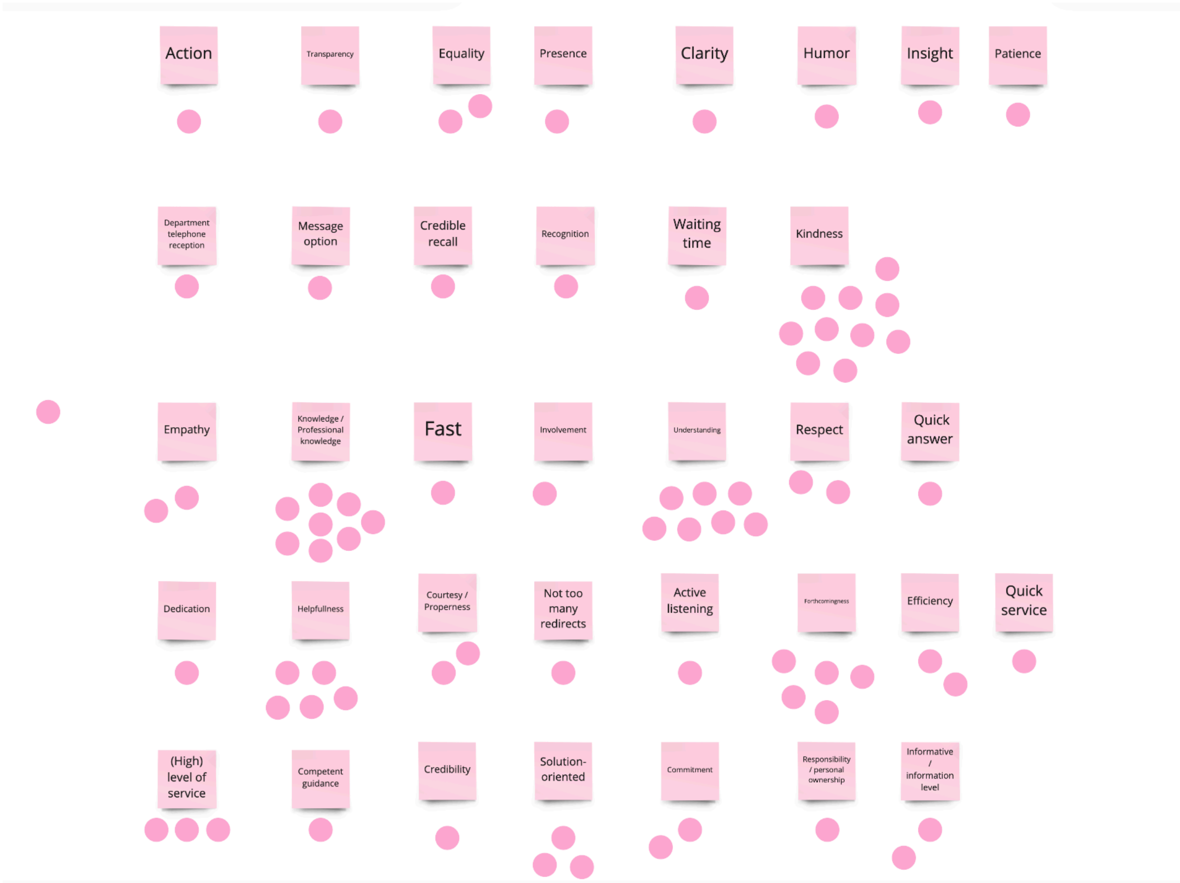


Figure 34: Overview of the 3 chosen words in the questionnaire.

efficiency, commitment, informative / information level, respect (2)
6. Action, transparency, presence, clarity, humor, insight, patience, department telephone reception, message option, credible recall, recognition, waiting time, fast, involvement, quick answer, dedication, not too many redirects, active listening, quick service, competent guidance, credibility, responsibility / personal ownership (1)

From the overview, we will see that for the randomly asked citizens we see that, kindness, knowledge, understanding and forthcomingness, and helpfulness are the five most essential elements to creating citizen satisfaction.

Preliminary reflections upon the citizen interviews

The outcome of the two phone interviews provided an insight into happiness with the service provided by the TMF contact center. However, it was mentioned by one citizen that the citizen experienced a very different service in contact with the caseworker compared to the contact center. This insight might be fascinating to research further.
When doing the citizens' interviews, it was not thought through how complicated this part would be due to GDPR. Therefore the solution with the questionnaire came in. It is essential to consider that the answers might have been different if they were asked to the specific citizens in the context of the service. This approach would have allowed a more profound understanding of whether the citizens were happy with the service or if they had any other type of feedback. The online survey created some valuable insights that will be used further on in the case study. Given the survey's outcome, it might have been interesting to make this explorative research approach at the beginning of the project to lead the rest and help scope the project some more. The insight that it is essential to the citizens to expect to be forwarded to an employee who has the answer shows that it might not be necessary for the citizen to get an answer in the first contact. This insight is fascinating to hold up against the hypothesis from the Planning & Analysis employee interview. The plan employee shared a hypothesis that the citizen wants an answer if not from the first contact, then the second. The first question's answers also reveal some high expectations and trust in the municipality from some citizens in the sentences: "That they will do anything to help me" and "To get help for what I need." This insight matches very well with the insights from the TMF employees and the leader interview. It is vital to share that the insights gained from the two phone interviews should be researched further. However, this will not be within the timeframe of this master thesis.

5.1.2 Conclusion on Discover phase

The 'Discover' phase used the visual framework Service Quality Model (Parasuraman, Zeithaml and Berry, 1985) to create an overview of what areas to cover both on the municipality and citizen side. Using the framework for the research structure of different areas has provided much information. Here are some preliminary insights that match across both the interview of the Planning & Analysis employee, the TMF contact center employees, the leaders, and the citizens. The framework provided a nice overview and structured the research in the 'Discover' phase.

However, a constraint came across when it was realized how circumstantial it would be to ensure the correct handling of GDPR when involving citizens. A quick decision was made, and the direction changed a bit towards asking citizens more general about expectations when contacting the municipality on the phone to get answers through an online questionnaire. This attempt turned out to work well and did also provide some interesting insights for the next step. Combined with insights gained through the semi-structured interviews mixed with observations, (Bjørner, 2015) the result became a solid ground of information to start understanding better in the next step of 'Define.'

5.2 DEFINE

5.2.1 Service Quality Gap Model review
5.2.2 Thematic analysis
5.2.3 Status meeting – Next step
5.2.4 Conclusion on Define phase

5.2 DEFINE

In this chapter some “sensemaking” will be done where methods will be used to help structure, visualize, synthesize, and analyze the collected data. The “sensemaking” will help reveal if the problem statement is still the same or if it will need some fine tuning for the rest of the case study (Stickdorn et al., 2018).

5.2.1 Service Quality Gap Model review

The Service Quality Model turned out to be an excellent model to structure and map out what knowledge was collected within each field in the ‘Discover’ phase. While going through the information gained throughout the interviews and observations, it became essential to de-code the gained information through a the-matic analysis to help understand the themes in the gained insights. The thematic analysis can help to reveal some themes that occurred through the ‘Discover’ phase. The analysis might also help find the gaps in the areas (Mortensen, 2021) suggested by the Service Quality Model (Parasuraman, Zeithaml and Berry, 1985).

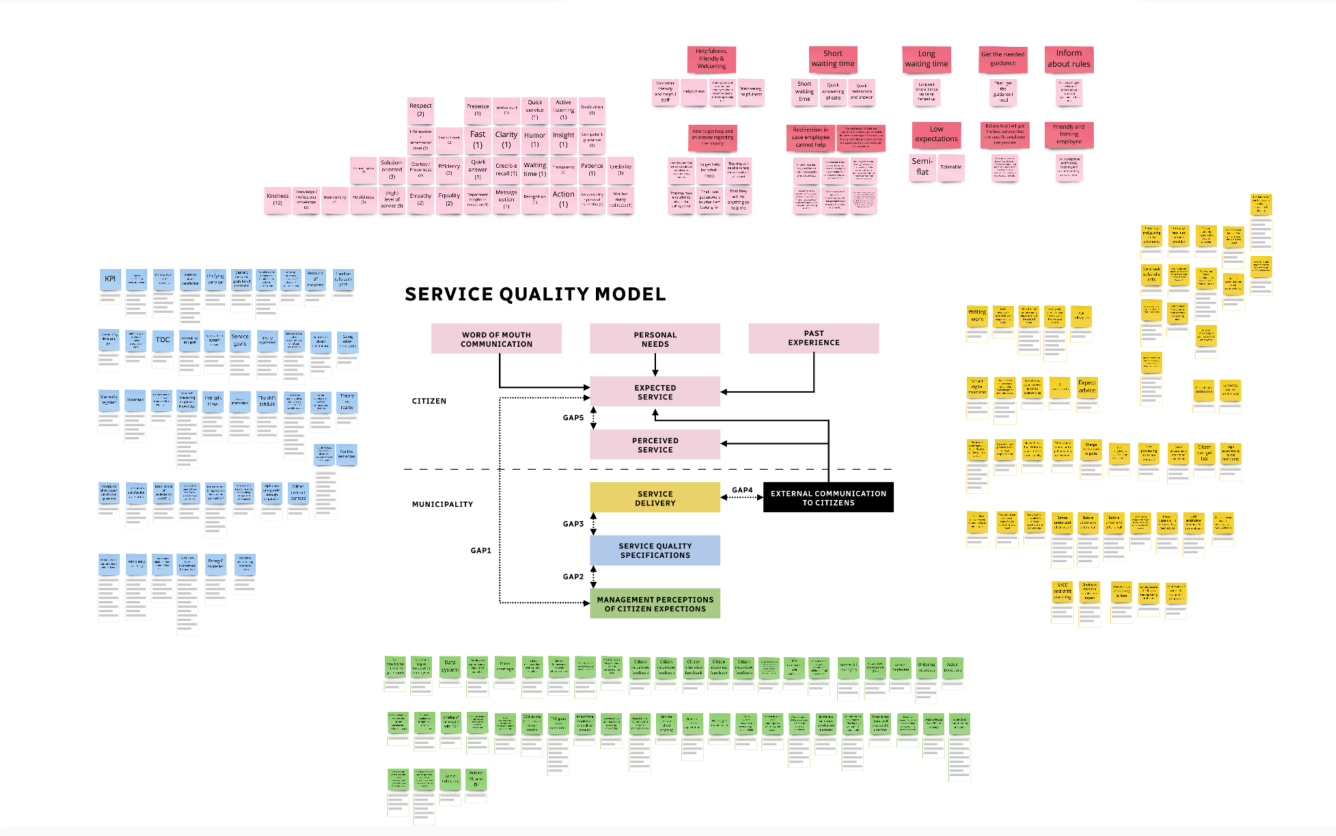


Figure 35: The Service Quality Model is placed in the middle and the arrows shows which box the different information belongs to (Parasuraman, Zeithaml and Berry, 1985).

5.2.2 Thematic analysis

While the Service Quality Model was an excellent visual tool to structure the research (Parasuraman, Zeithaml and Berry, 1985) , the thematic analysis was helpful to support is even more familied with the data, through de-coding to reveal themes (Mortensen, 2021).

Themes from the thematical analysis

Eight overall themes were created from the thematical analysis, which will be introduced more deeply in this subchapter. The themes contained:

- Complex structure
- Data insights
- Possible areas to consider measuring
- Different expectations to the employees to create satisfaction
- Difficult framework
- Contact Center Employee
- Actors
- Others

Complex structure

The complex structure can make some citizens get lost in the system. Complexity can be in the way that the municipality is structured, e.g., the case processing of building construction cases that can seem abstract as it is impossible to get a status on it. It may, in some cases, create frustration that some departments are only able to be reached through the mail. A structure that might be hard to figure out may lead to high expectations, where citizens, for example, expect that employees at the municipality can look across systems or that citizens expect decisions to be made way faster than possible. The high expectations also reflect some sort of trust in the municipality – that the municipality will be able to help.

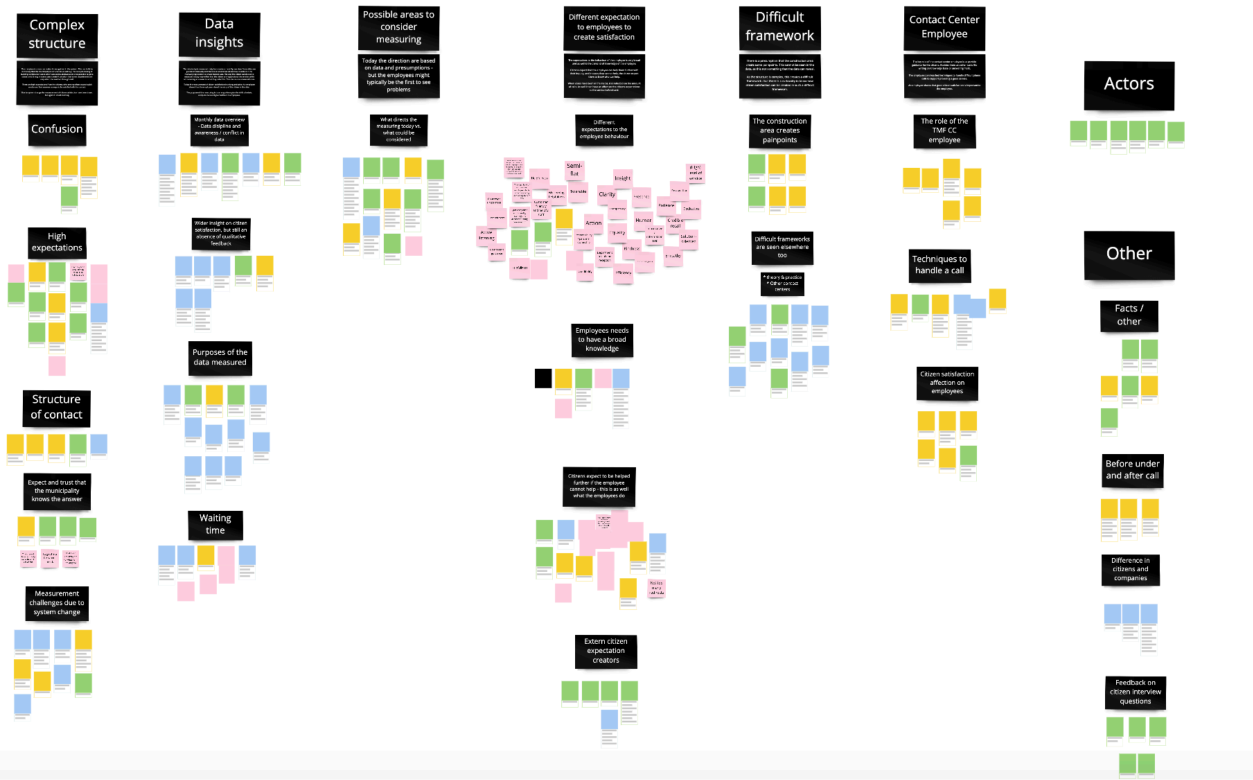


Figure 36: Thematical analysis revealed 8 overall themes from the collected information (Mortensen, 2021).

Data insights

The measurement of quality and service goals started back in 2017/2018 to unify some services and make it possible to compare. As is it today, the data are the same for all teams, and the data is measured daily but creates a monthly overview. Some data are registered manually, and there is an awareness about how to write it in the manual registration to create accurate data. Because of the guiding and not advising, the data on citizen satisfaction might reflect that the citizen did not receive an answer to their inquiry.
Also, all data collected on quality and citizen satisfaction only contains quantitative data. An employee shared that the employee missed the story of the citizen in the data to help the employee to understand and create an even better service. The purpose of the measuring is to plan the shift schedule, compare data, give feedback to employees, and get an overview of how it is going. E.g., if there is a need to hire more employees.

Possible areas to consider measuring

Today the direction is based on data. The interview seemed like the employees were very involved and taken seriously. Maybe the employees could be involved even more, as the employees might typically be the first to see problems. The employees, e.g., shared that the satisfaction might differ from call to call, as the different calls demand different approaches. So might it make sense to measure more area-specific data? Also, more involvement of the citizens could provide some different inputs. Furthermore, it might also be considered how these measurements can provide knowledge that can be implemented and shared internally when making the measurements.

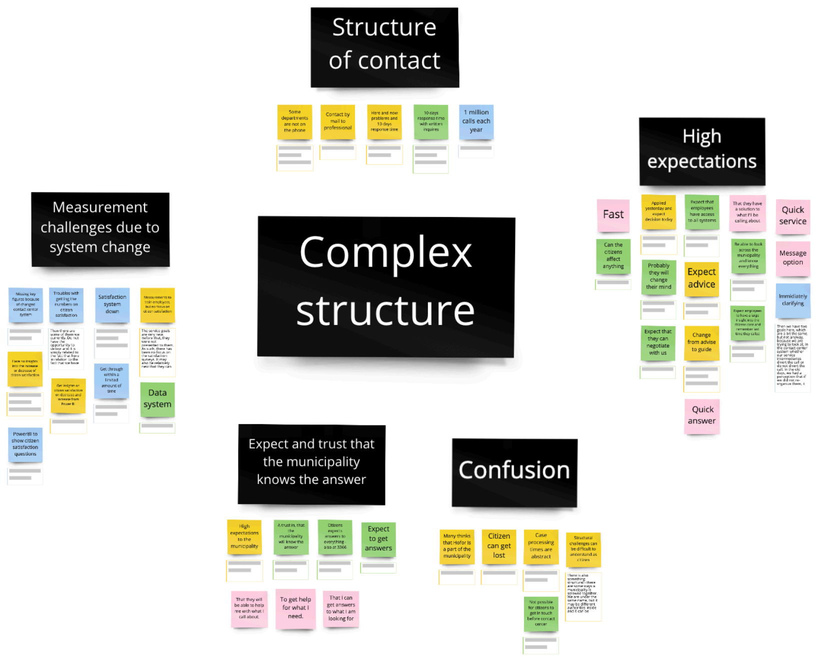


Figure 37: The data within the theme of 'Complex Structure'.

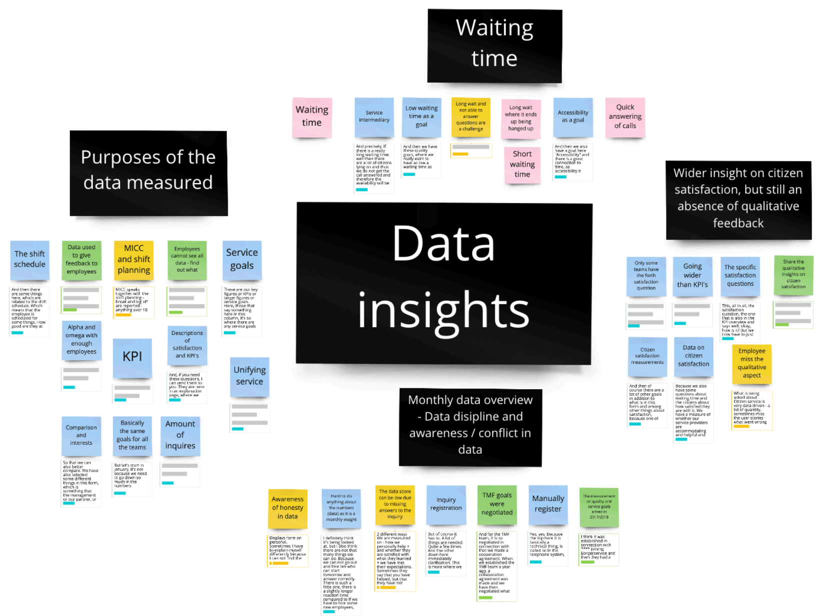


Figure 38: The data within the theme of 'Data insights'.

Different expectations to the employees to create satisfaction

The expectations for the employee's behavior and knowledge are broad. Citizens expect that the employee can help them further with their inquiry, and in cases they cannot help, they expect them to know who can help. This expectation means that the citizen might come from the beginning and expects to be forwarded in a call. Also, the expectation might be interesting to research further compared to the hypothesis of the Planning & Analysis employee about the citizens getting an answer from the first or second service provider. When cases have been in the media, it is reflected in the number of calls. It can also affect the citizens' expectations of the service beforehand. When something is in the media or some specific information is shared, this is reflected in the conversation time and the data.

Difficult framework

There is a presumption that the construction area creates some pain points, which cannot be seen in the data, as this is not something that the data can reveal. As the structure is complex, this creates a challenging framework - but there is a curiosity to know how citizen satisfaction can be created in such a framework.

Contact Center Employee

The critical role of the contact center employee is to guide the citizens. Besides, there are other tasks like writing on a Knowledge Base or answering mails. The employees are taught techniques to handle difficult phone calls to support providing a good service. An employee shares that good citizen satisfaction is vital to the employee.

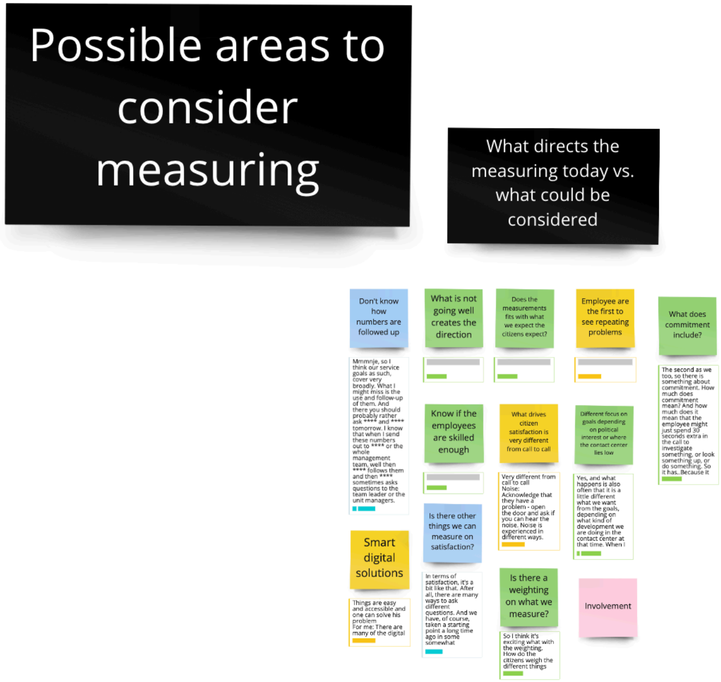


Figure 39: Possible areas to consider measuring.

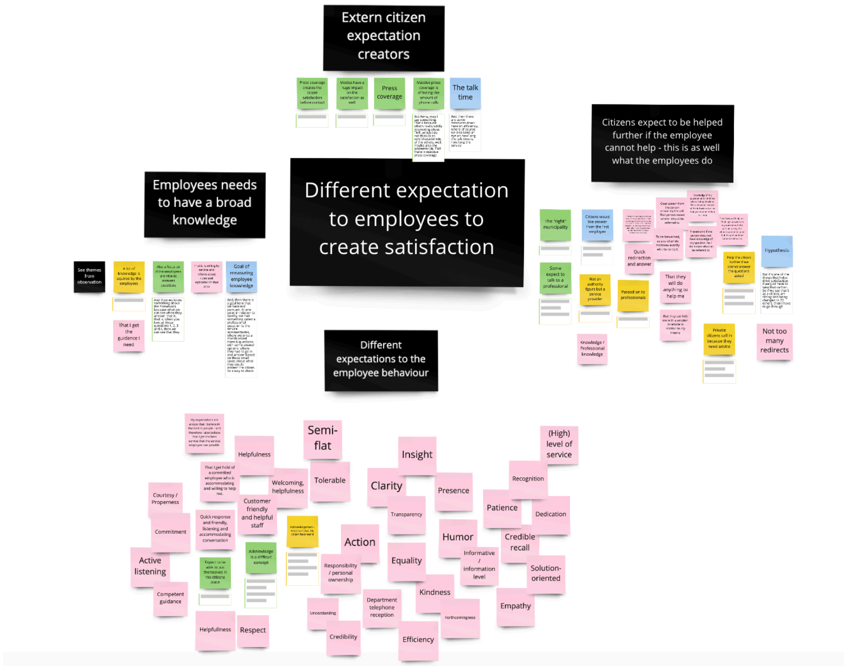


Figure 40: Different expectations to employees to create satisfaction.

Actors
The actors to be aware of within this field are directors, politicians, managers, own management, employees, KL, and DI (and media might be considered).

Other
The theme 'Other' contains the subthemes that did not fit into other themes. Therefore this is a theme that is not considered to be taken further but just mentioned to inform which information this area contains. The areas are Facts, before, during, and after a call, the differences in working with citizens and companies, and feedback on the preparation of the citizen interview.

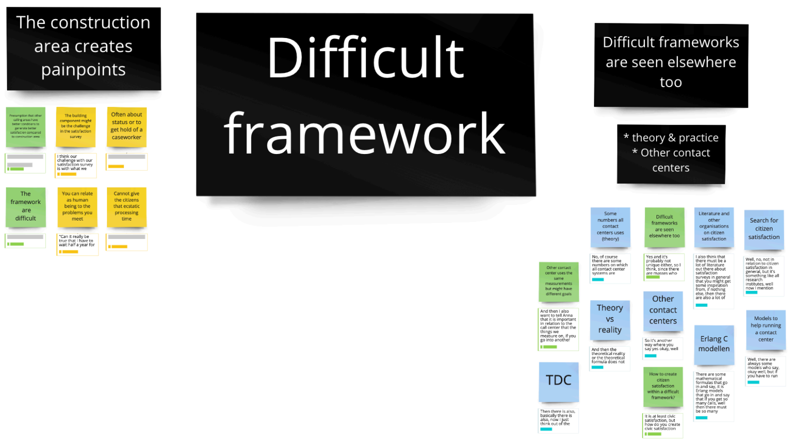


Figure 41: The data within the theme of 'Difficult framework'

Figure 42: The data within the theme of ''Contact Center Employee'

Figure 43: Actors with interest in citizen satisfaction

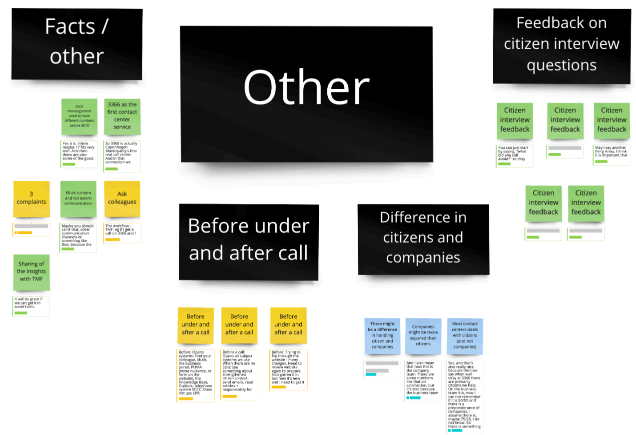


Figure 44: The data within the theme of 'Other'.

5.2.2.1 A hybrid of Thematical Analysis and the Service Quality Model

In this subchapter, the insights gained from the Thematical Analysis (Mortensen, 2021) will be reviewed against the 'Service Quality Model' gaps to see if there are some area-specific gaps (Parasuraman, Zeithaml and Berry, 1985).

Consumer expectations – Management perception gap (Parasuraman, Zeithaml and Berry, 1985)

Most of the management's assumptions about the citizens were matched very well. This consists of high expectations about getting the help that the citizen is looking for and that the municipality would do anything to help them. These expectations are not only the case in the TMF contact center but also in the 3366 contact center. In some way, the expectations also show the trust that citizens have in the municipality. The citizens expect that the employees have a broad knowledge, which they do and are trained to have.
Furthermore, if the employee does not know, the citizen expects that they can refer her to the right person or area. The framework when looking at the construction area is challenging, as the construction cases are very abstract to work with, and this is an area that covers a lot of the calls in the TMF contact center.

Gap 1
When letting the citizens put their own words on the expectations this also presented a few words which were not mentioned beforehand. These words might be worth looking further into transparency, humor, message option, credibility, recall, honesty, and involvement. One of the presumptions is that the citizen would like immediate clarifications or at least to have the answer from the second contact. The research shows that the citizens expect to be redirected to the person who holds the answer to the question they have. There might be a hypothesis that the citizen expects to get an answer from the contact – but looking at the insights, it may seem like they expect redirection. Of course, not too many redirections, but they expect redirection, as they might not know by themselves whom they will need to talk to. There is a knowledge that the framework of the TMF contact center is challenging. However, how can we support citizen satisfaction within this area?

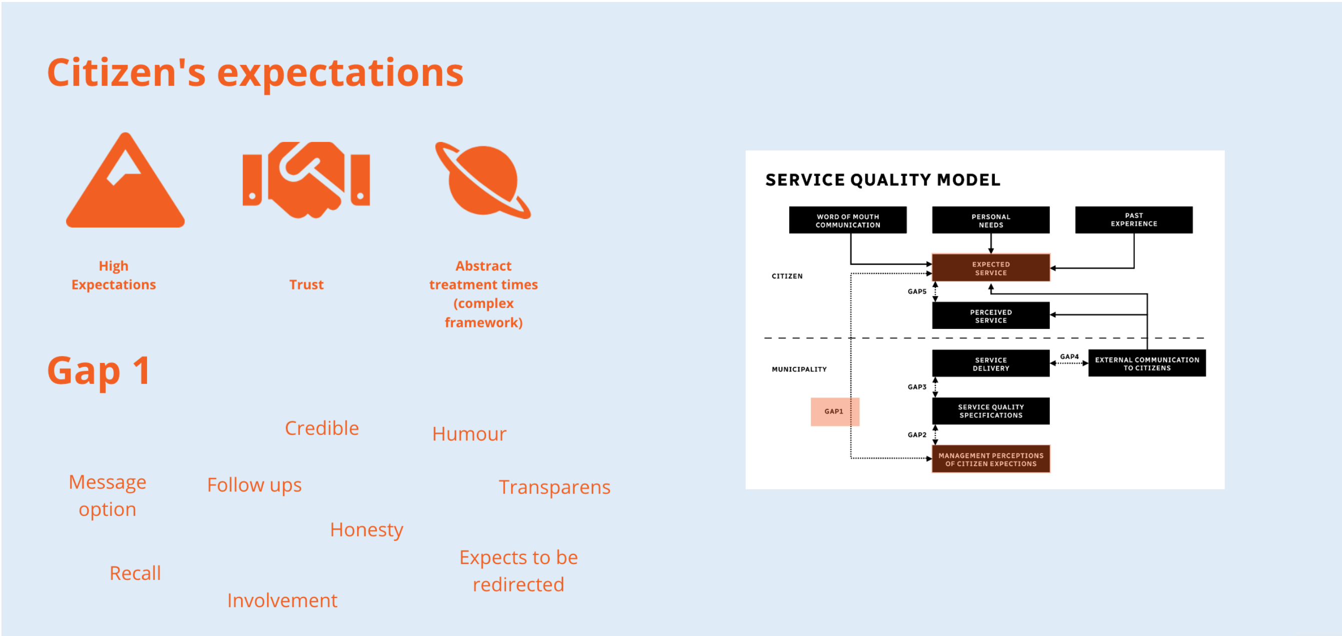


Figure 45: Consumer expectations – Management perception gap (Parasuraman, Zeithaml and Berry, 1985)

Management perception – Service quality specification gap (Parasuraman, Zeithaml and Berry, 1985)

This project especially looked into how the data was measured in this area. This focus might also be a new approach compared to when the model was developed in 1985 (Parasuraman, Zeithaml and Berry, 1985), when the internet was still relatively new (Tarnoff, 2016).
The specifications and the extra data used for the measurement today were made some years ago and are mentioned to be very standard compared to other contact centers. Three to four questions are, as mentioned earlier on, created to get a broader knowledge of the citizen satisfaction, but these might be considered again as well. Therefore it will be interesting to get a broader understanding of if there might be other specifications that might make more sense to measure based on. There is excellent awareness of the data collected as there are some manual registrations in the TMF contact center. The data collected today aims to plan shifts, give feedback to employees, and compare the contact centers. Short waiting time fits as well, as the citizens back this up.

Gap 2
The data collected today shows a monthly overview, and some of the things revealed might be hard to change. Are there other things that might be more helpful to measure, or could the approach be different? The purposes of the data measured: Shift planning, feedback for employees, comparing the services – but e.g., in the TMF, we see that they call to get a status on the construction case – this might not be the case in other areas? Furthermore, is this fair to compare then? Also, there is a presumption that the construction cases might affect citizen satisfaction, but this is not reflected in the way data can be collected today. It is known that the data are followed up, but there is a curiosity to know more about how they are followed up. Therefore this might be interesting as well to be more transparent about internal.

Service quality specifications – Service delivery gap (Parasuraman, Zeithaml and Berry, 1985)

This area concerned guidelines provided for the service personnel to help support standard service delivery (Parasuraman, Zeithaml

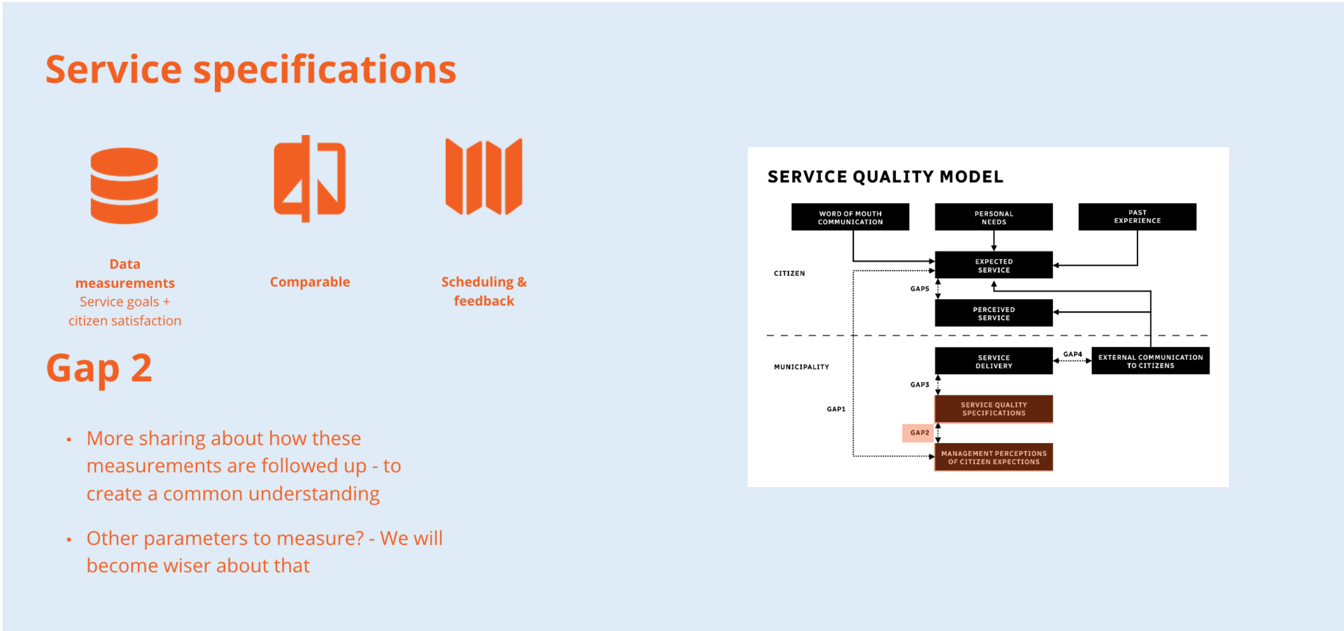


Figure 46: Management perception – Service quality specification gap (Parasuraman, Zeithaml and Berry, 1985)

and Berry, 1985). The Knowledge Base primarily supports the TMF contact center employees in this aspect, but the service still depends on the individual service personnel provider. The personnel is trained in communication and service workflows to the citizens' calling. Data on the quality is shared with the contact center employees, but not the satisfaction part, as this system has been down while the research was carried out.

Gap 3
An employee mentioned that the employee missed the qualitative aspect of satisfaction to understand better what went well and what could be better in a call or the citizen's experience. Citizen satisfaction is vital to the contact center employees. Also, the employees are often the first ones to see if there are any problems, as they are in contact with the citizens.

Service delivery – External communications gap (Parasuraman, Zeithaml and Berry, 1985)

When presenting this field to the leaders, the kk.dk was in this area, which was discussed. The kk.dk is a channel that might not be considered an external communication, but instead, the media were proposed as possible external communication.

Gap 4
The media create citizen satisfaction even before the citizen meets the service. External service can also provide more information about what is happening behind the scene - which can show a new positive view (Parasuraman, Zeithaml and Berry, 1985).
The service behind the stage might not be apparent to the citizens, as they might not know that it was harder to contact the department before establishing the TMF call center.

Expected service – Perceived service gap (Parasuraman, Zeithaml and Berry, 1985)

When starting to look into the gaps, some areas were missing because of the complications made because of the need for GDPR. This lack meant that the more personal perspective on a specific citizen experience is not represented in the data, including the perceived service. Still some more general insight from the citizens who filled out the questionaries.

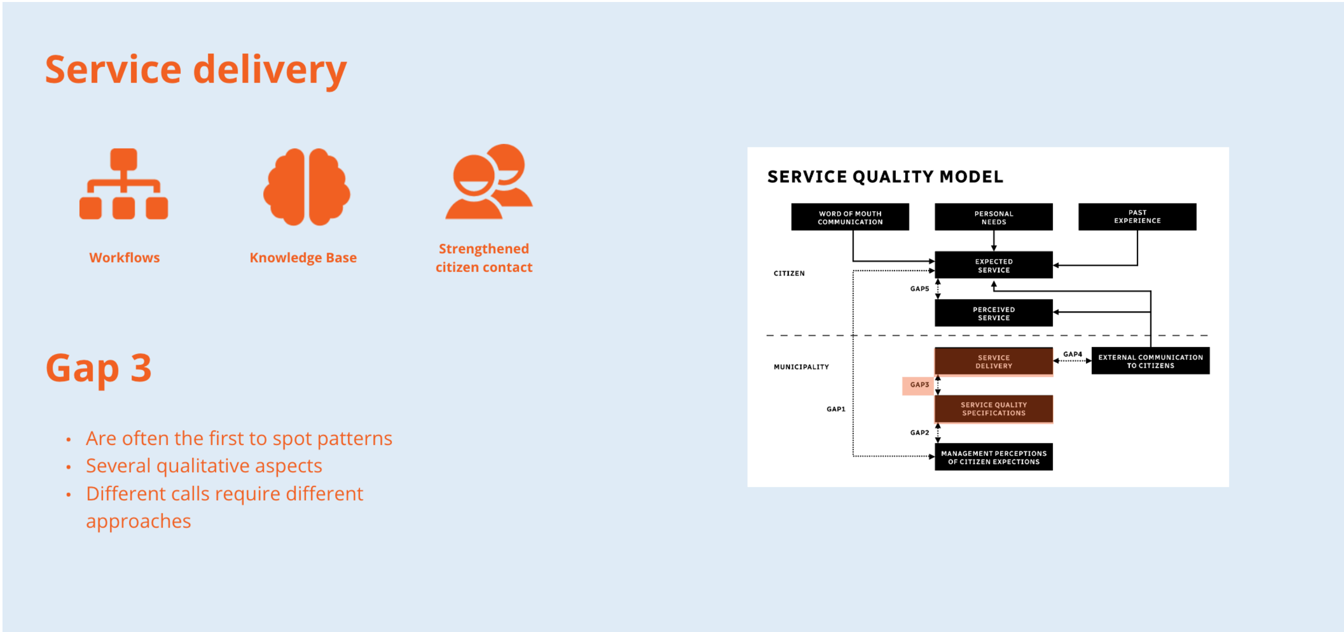


Figure 47: Service quality specifications – Service delivery gap (Parasuraman, Zeithaml and Berry, 1985)

As it was hard to cover this area due to constraints in the involvement of citizens, some insights were gained. The insights were primarily in the area of reflecting that the citizens expect a lot from the employees at the municipality. This might be because of the trust in that municipality and a result of a complex structure that might be hard to see through.

Gap 5

What drives citizen satisfaction from each call differs in the TMF depending on the call's area. This insight might be considered that some of the services can be measured differently. The case processing time is abstract, and the municipality's structure can be challenging to understand from a citizen's perspective. Some citizens might send an application the day before and expect an answer the day after. The citizens might expect to get advice on what to do, but in the call center, they will receive guidance and not advice. During the phone interview, one citizen mentioned the difference in the service in the contact center compared to the service from the caseworker. All these different insights will be interesting to research further.

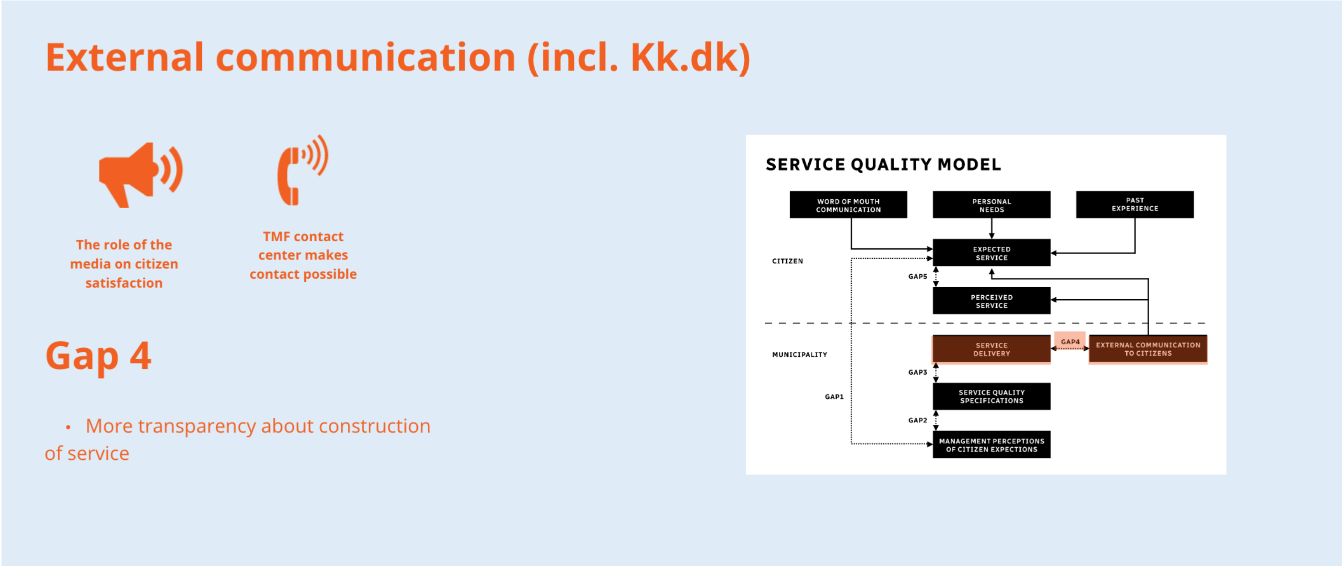


Figure 48: Service delivery – External communications gap (Parasuraman, Zeithaml and Berry, 1985)

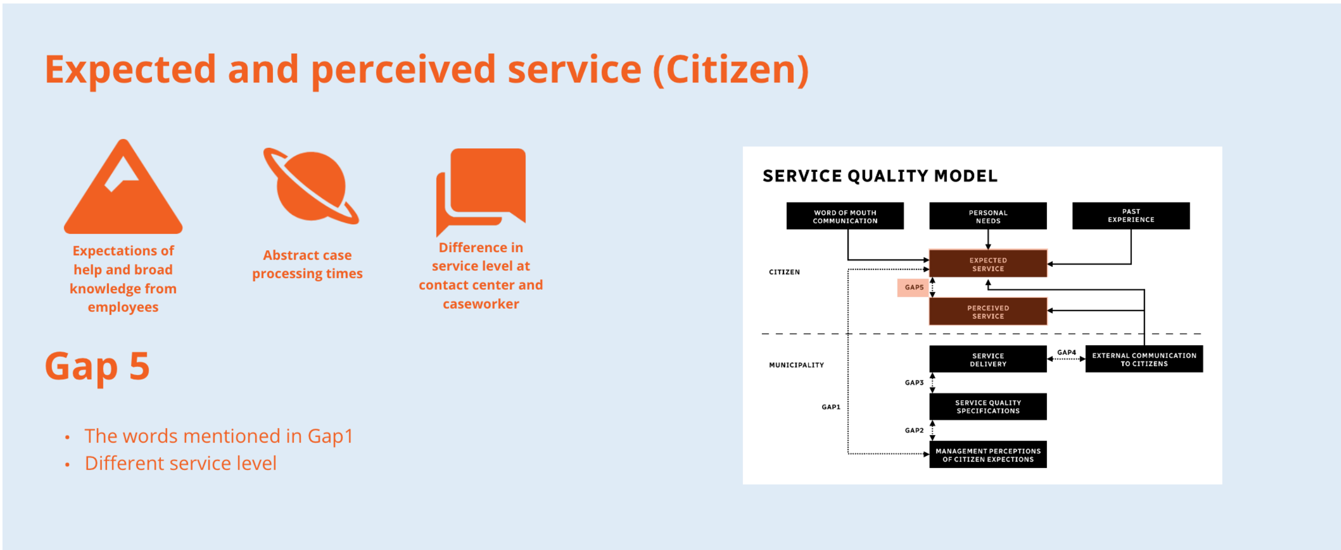


Figure 49: Expected service – Perceived service gap (Parasuraman, Zeithaml and Berry, 1985)

After the collection of the hybrid, it was realized that some areas were not answered, which mainly contained the questions about:

- Does the waiting time matter if the citizen gets the answer to a specific question?
- What does commitment mean? What does it mean if an employee uses 30 seconds extra to investigate something for the citizen?

5.2.3 Status meeting – Next step

After analyzing and synthesizing, a decision had to be made on how to move on. Another idea appeared as it turned out to be complex to do the citizen interviews as hoped. Also, the project did not feel mature enough to involve citizens. Therefore it would make more sense and be more interesting to consider involving the employees more. As mentioned earlier, there is a more extensive project in the pipeline focusing on citizen satisfaction. Therefore it might be more interesting to involve different employees to co-create ways this future research could be formed, inspired by the insights gained so far in this project. Therefore the ideate part will invite employees for an ideate workshop where the insights collected will be presented, and together we will prototype ideas for the upcoming project. It was considered attractive to involve employees from different contact centers, as they might see other perspectives and ideas based on the insights. This perspective was presented to the leader of CSDD. The leader was curious about this idea as well. Therefore this would be the next step. A mail was sent out, and some preparations were made to get the best out of the workshop possible.

Preliminary reflections on Define phase

The way the gaps are filled here might not reflect gaps but instead opportunity spaces that might be interesting for the municipality to research further when they have to research what creates citizen satisfaction. These opportunity spaces will also be reflected when presenting the results to the municipality. Even though the gaps reflect different areas, they are interconnected, as mentioned in the ecosystem map, where we see how all the micro-interactions are a part of a bigger macrosystem (Vink et al., 2021).

5.2.4 Conclusion on Define phase

The Service Quality Model (Parasuraman, Zeithaml and Berry, 1985) was an excellent visual tool to structure the collection and research on insights from different actors and areas. However, when it came to an understanding and de-code with the data, it was crucial to do a Thematic analysis, as this helps to see themes across the data(Mortensen, 2021). Afterward, it was interesting to merge the insights and themes into each of the five gaps to see what this could reveal. The five gaps turned out to be opportunity areas that might be discovered more, e.g., as the citizen involvement was based on two participants and a more general approach. However, by inviting for a co-creation workshop, it will still be interesting to see what ideas this might bring for further research.

As the direction changed to focus on how the contact centers could develop suggestions for ways of understanding and measuring citizens' satisfaction inspired by the insights so far, this called for a refinement of the preliminary problem statement.

Preliminary problem statement
"How might we use service design to explore and measure what thrives citizen expectations and satisfaction to support TMF Call Center services within Copenhagen Municipality?"

Final problem statement
"How can service design develop ideas for citizen satisfaction?"

The idea behind this approach was to introduce the employees and leaders to more methods from the service design field. As mentioned earlier, the CSDD is already very familiar with user journeys and other methods. Therefore this made it even more interesting to test how other methods could inspire new views or ideas on approaching the citizens.

5.3 DEVELOP

5.3 DEVELOP

All the collected insights were used to create a workshop to start ideating how the area of Citizen Service Contact Centers in Copenhagen could involve citizens in research on what drives citizens' satisfaction. As this project focuses on the contact centers, this will also be the focus of this workshop. The workshop will consider all contact centers within Citizen Service. Looking at all six contact centers was because of the changed focus because of the lack of knowledge on the citizens. Also, involving all contact centers at the same workshop might reveal some differences to be aware of when discussing how to research citizen satisfaction.

5.3.1 Preparation for municipality co-creation workshop

A mail was sent out to the participants to invite different employees for a workshop, and a tentative plan was shared to create transparency about what would happen at the workshop. Ten participants were invited, and eleven showed up. The participants were: one TMF contact center employee, the Planning & Analysis employee, and three leaders, two of whom were the ones I collaborated with. Five team coordinators represent each contact center (CL Contact Center, KK Contact Center & Business Team, Job Center Copenhagen, Parking Contact Center, and TMF Contact Center). Also, one employee from the CSDD was present at the workshop.
A co-creation workshop was prepared to invite the participants into a creative design process. Here, the plan was to share the "so far insights" collected and focus more on how they could do some research internally by themselves and consider whom to involve.

Figure 50: Preparation of the workshop – a mix of digital an analogue approach

Therefore, the 'Define' phase was downloaded into a presentation. The Service Quality Model (Parasuraman, Zeithaml and Berry, 1985) presented how the different areas created some insights that could be considered when researching citizens' satisfaction in the contact center areas. The presentation started with an introduction of the day, me, the project, and why this workshop.
A scope was created for the workshop to avoid making ideas too wide. However, the hope was to create a creative space for the workshop participants within the scope. The goal of the day was:

"To create different ideas of how you can create and carry out research on citizen satisfaction in a future project."

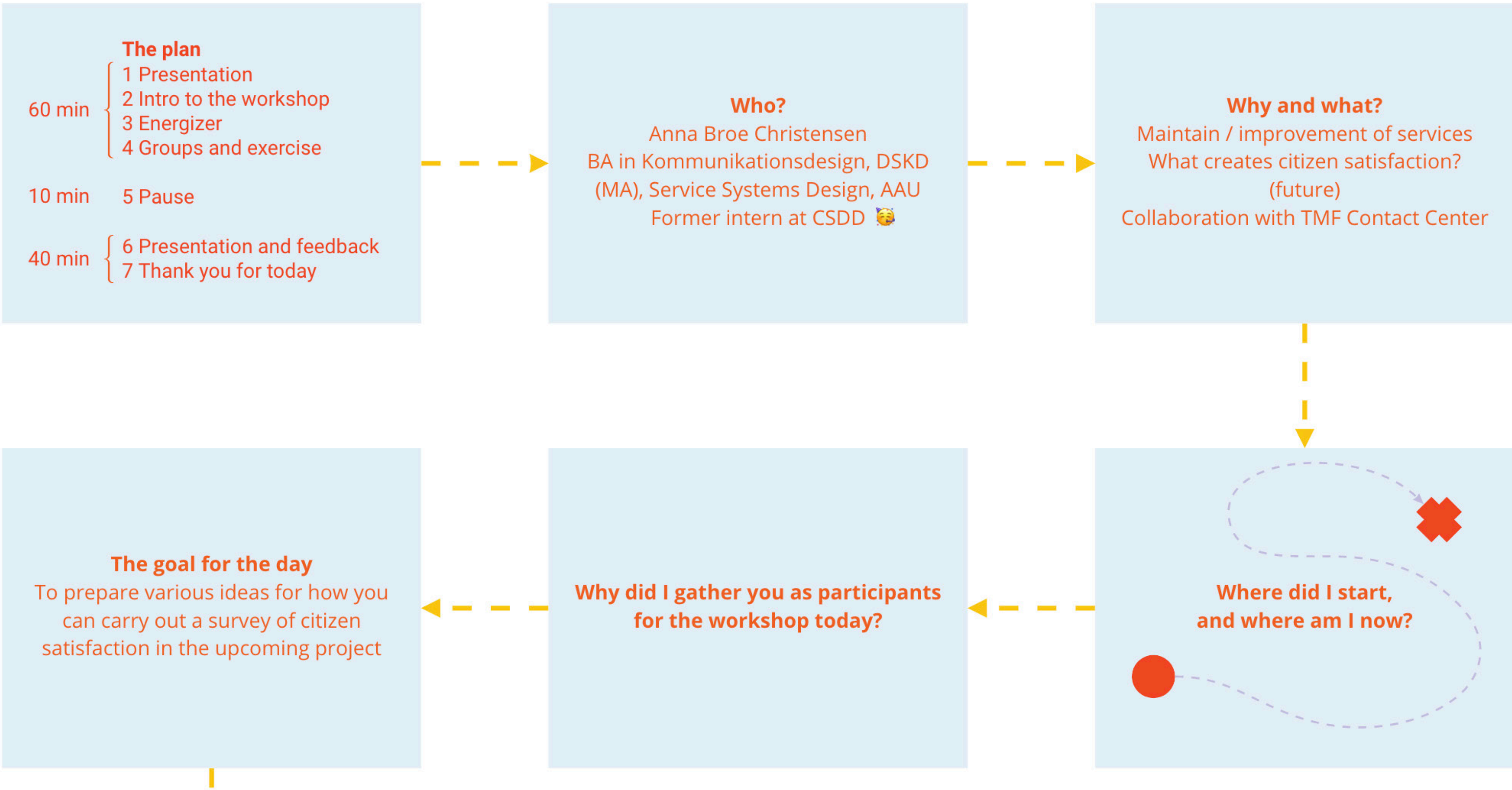
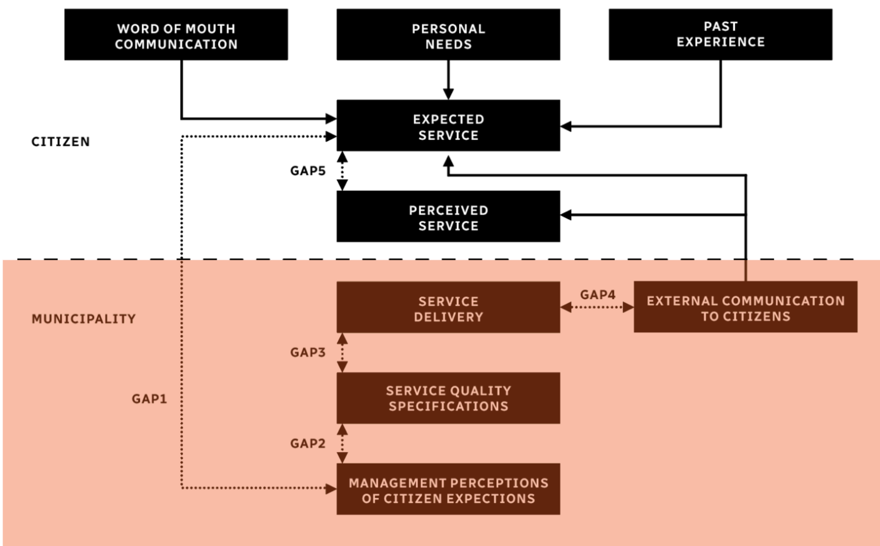


Figure 51: Presentation for the participants to understand who, why, what and how

The Service Quality Model was introduced to let the participants know in which areas the insights were collected. It was shared that the presentation of the insights would be done with the use of the Service Quality Model (Parasuraman, Zeithaml and Berry, 1985) to guide the participants through the insights gained, as well as placing in which area the insights might belong to, but still affects other areas of the service. With the method introduction, it was shared that there was a lack of citizen insights. However, what was collected was shared, but with that in mind, this workshop would research these insights further. Also, it was shared that the gaps should be viewed as opportunity spaces.

In addition, the presentation contained the five images from 'Define.'

SERVICE QUALITY MODEL



Intern research
- Interviews with TMF Contact Center Employees
    - Medlyt and observation
- Interview with Plan
- Interview with Leaders

Extern research
- 2 citizen interviews
- Online survey for citizens

Figure 52: The 'Service Quality Model' used to guide the insights gained throughout the project (Parasuraman, Zeithaml and Berry, 1985)

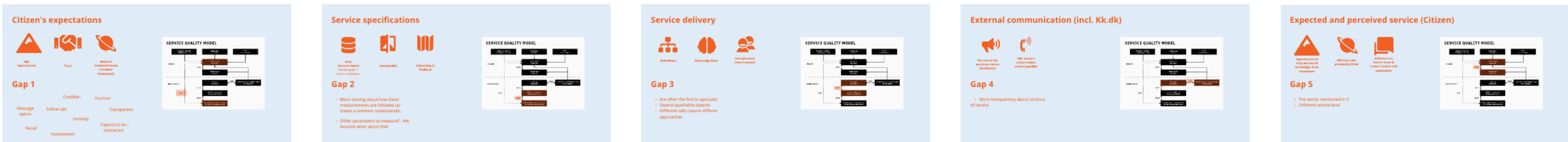


Figure 53: The presentations of the five gaps / opportunity areas

After the presentation, an introduction to the workshop took place. The Service Quality Model (Parasuraman, Zeithaml and Berry, 1985) should clarify how we could use the insights and in which area the focus would be - the citizen area.

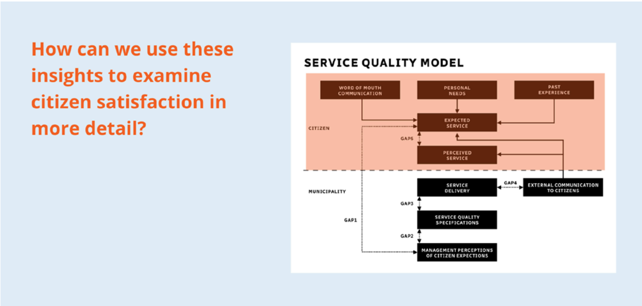


Figure 54: The area to focus on in the workshop.

As the co-creation workshop worked with participants who might have different knowledge about being creative (Sanders and Stappers, 2008), some helping tools to guide their thinking were provided. A presentation of methods was also shared to provide inspiration on which other methods might be helpful in research and to elaborate on new ways of thinking.
The methods examples contained qualitative ways of collecting information, such as:

- Observation, to gain an understanding of a given context (Bjørner, 2015)
- Interviews, e.g., semi-structured interviews, provide flexibility in both asking questions but also allow other impressions and information to appear (Bjørner, 2015)
- Medlyt (intern method presented in chapter 5 when visiting the TMF contact center)
- A questionnaire quickly collects several answers to understand the specific area you want to cover. E.g., more knowledge of what the citizen connects with good citizen service (Kamille Friis, 2015)
- User journey to, e.g., understand service from start to end and its touchpoints. It can be a quick way to create a shared understanding and specify where the pain points might be and research how to improve them (IDEO, 2015). User journye is a method that most of the participants already know

Figure 55: Examples of different methods.

Also, eight examples of methods and tools carried out in the real world were provided as examples to share inspiration. These examples contained:

- Genlyd invited citizens to provide feedback on Folkehusene in Aarhus. They invited citizens who usually do not visit the houses to answer a questionnaire and take some images that should describe the experience and the impression of the Folkehusene (Genlyd Aarhus, 2022).
- Trustpilot, as an image on how to collect insight through a mix of a rating system and qualitative input (Trustpilot Reviews, no date).
- The Musikparken in Århus has invited the citizens to share their ideas on what should happen with the garden, e.g., biodiversity or places for concerts. They call it the “Citizen telephone,” where the citizens can share their ideas on a voice mail. The idea is to collect knowledge and ideas from as many as possible and pass this over to the architects (Bier, blomster eller boldbaner i Musikhusparken, 2022).
- Citizen storytelling, where 150 citizens provided storytelling on how they expected their every day could look like in the future (Manzini, 2015).
- ‘Giv et praj’ is a website from Copenhagen Municipality where the citizens can let the municipality know if there, e.g., is a broken sign in the city or a hole in the bicycle path (Giv et Praj, no date).
- An example is again from Aarhus, where the municipality invited citizens to come and drink coffee in a park and have a conversation about how Aarhus Municipality can help support more active daily life and movement for the citizens of Aarhus. Especially with the focus on sharing how the municipality can support activity ideas economically (Aarhus i bevægelse, 2022).
- The last example shared was from an earlier project, where we used maps and stickers to understand better a geographical area in terms of preferred areas and areas with more potential (Chen et al., 2021).

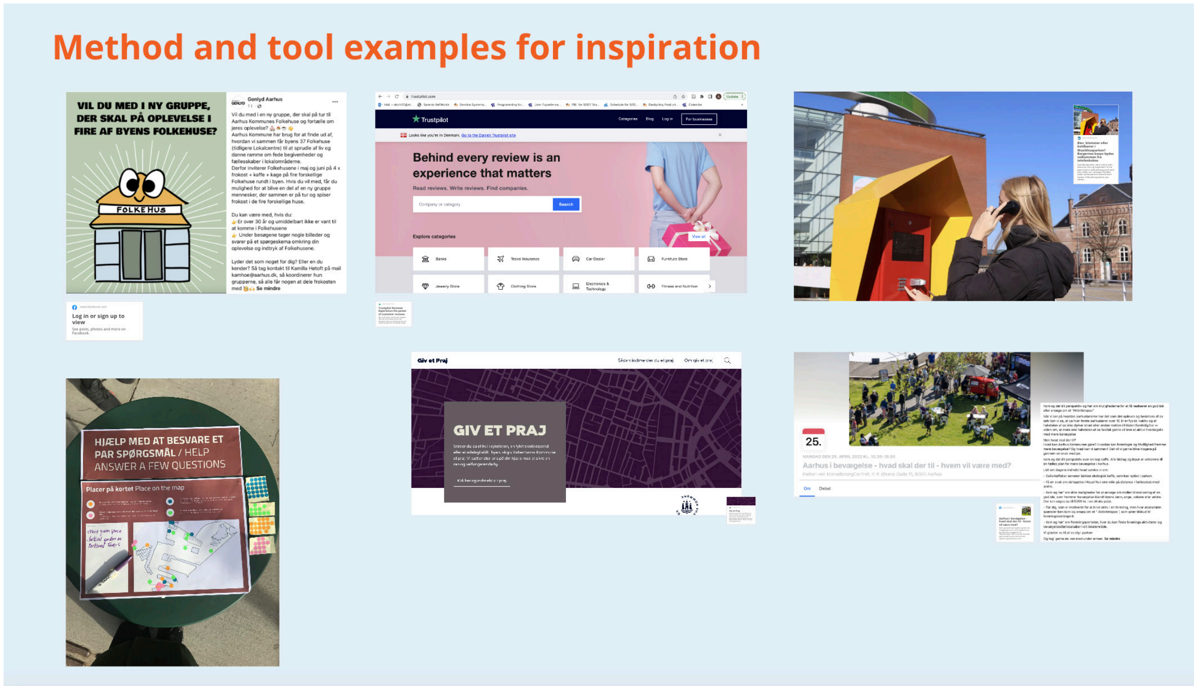


Figure 56: For inspiration - Methods and tools already used out in the real world

Before looking into the group exercise, it was considered reasonable to add an energizer exercise. Energizers are suitable for loosening up the atmosphere and providing energy for the participants. Energizers are often used in creative sessions, making them fit perfectly in this setting (One, 2018). The energizer “Draw as many flying pigs you can in 2 minutes” will be used in this workshop. The reason for using this energizer is because it had been tried before in another ideate workshop, where it turned out to lift the energy and create some fun and a pleasant atmosphere (Avsever et al., 2020).

Besides the inspiration, some analog kits were shared as well. These kits were shared to help provide some guidance because everyone might have a different level of creativity (Sanders and Stappers, 2008).

The kits contained a paper that was created with eight questions to ensure that different perspectives would be considered in the considerations of the design methods. These questions were followed up with short descriptions to help make it more clear. As well, these questions were inspired by the insights that were found significant based on the insights gained so far:

- What area of civic satisfaction do we want to explore? (Use one or more words to write down what you want to investigate. See the words as inspiration, and feel free to add more yourself. Possibly. own hypothesis)
- How do we want to explore the area? (Choose one or more methods to investigate the area and describe why you have chosen this or these methods)
- * What area do you cover in the quality model? (Choose at least one or more parts of the quality model that you will cover with your study)
- Which channel(s) will you use in the survey? (tel., mail., customer center, Facebook, website, other?)
- Area-specific study? (Does your proposal fit a specific area, e.g., TMF, job center, or can it be used at all contact centers?)
- How will you record the insights? (Should the insights be drawn, written, digital, analog, or mixed?)
- Which people should be involved? (Get inspiration from the person list)
- Something we have to deal with? (GDPR, do we go beyond the contact center part, or something else?)

In addition, four small envelopes were provided to support and inspire:

- Persons + empty pieces of paper to write on by the participants
- Channels
- *Quality Model
- Words

The ‘Persons’ were pieces of paper with different names of actors who could be considered involved in future research. The ‘Empty pieces’ were to allow the participants to write some words on their own if they found something missing. The ‘Channels’ were pieces of paper to inspire channels that could be used. The channels were inspired both by insights, but others were provided to open a bit more broadly up.

The ‘*Quality Model’ was added a star, as they needed to choose at least one area. The reason for picking an area was to ensure that the Service Quality Model (Parasuraman, Zeithaml and Berry, 1985) would still be considered in the structuring of covering the different areas of the model.

Then some words were picked out from the insights. These were made to create some inspiration on where to put the focus if they needed it. These pieces of paper were mostly meant for inspiration. Colour codes were used to ensure clarity when referring to some specific areas and to help provide some clarity for the workshop participants.

The participants would be planned to have 5 minutes to present their ideas, and then other participants could note down feedback on post-its, left to be read for later. The reason for not having a feedback round was a decision to gain as much time as possible to come up with ideas within the time of two hours.

After the presentation round, the workshop would end.

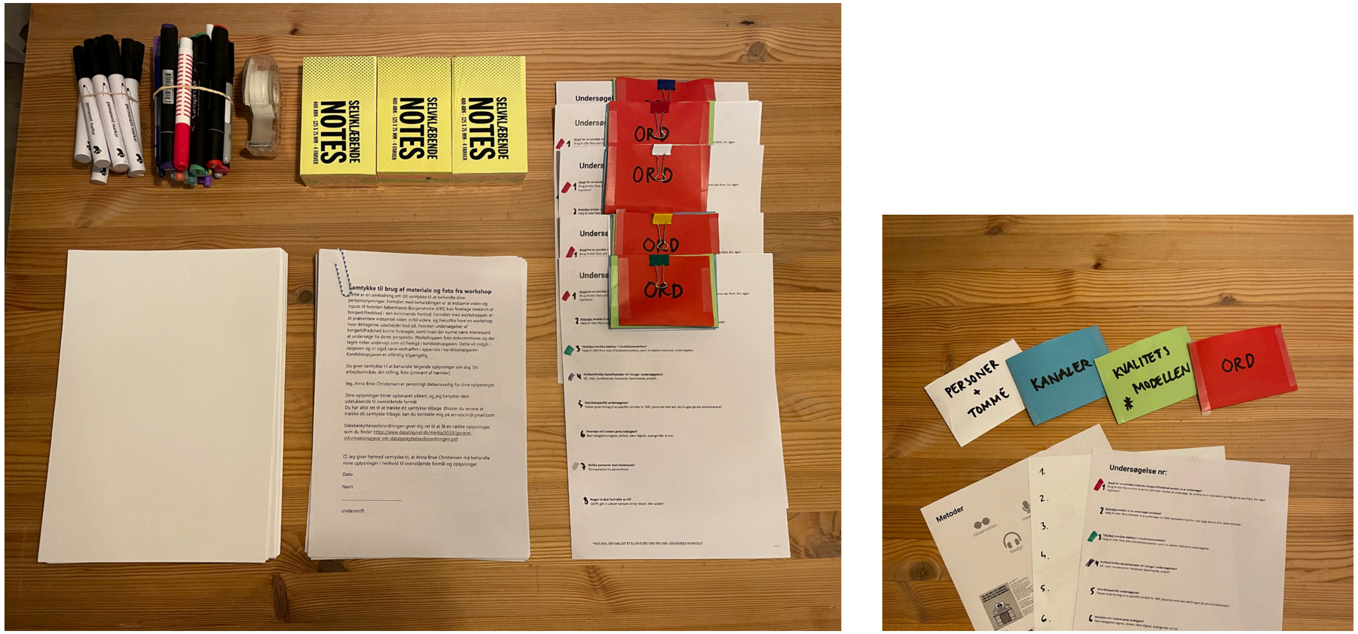


Figure 57: Kits prepared for the workshop.

5.3.2 The result of the co-creation workshop

Ten participants were invited to the workshop, and 11 showed up, as mentioned earlier.

First, the presentation on who, what, why, and how, and then a presentation of the Service Quality Model (Parasuraman, Zeithaml and Berry, 1985) and the insights gained so far. The model seemed like a great tool to explain the different insights and from which area. When doing the presentation, it was clear that there were no gaps, but the gaps could be viewed as opportunity areas or areas of inspiration for further research. After the presentation on the insights, the focus changed towards the workshop's focus and their part. The methods and tools were presented to inspire. Groups were made two on two, and the analog kit was provided for each group. One of the participants asked if I had any methods to include citizens with a lack of resources to ensure include the broad perspective and not just the citizens who have resources to participate. Unfortunately, I had not considered this aspect. However, I provided the first reflections that came up, which were the perspective on considering being near this specific group, either physically or maybe on the phone.

Figure 58: The preparation before the participants showed up.

Before the workshop – 2 minutes energizer

Before starting, the energizer warm-up was carried out. The energizer was “draw as many flying pigs as you can in 2 minutes”. The energizer created a pleasant atmosphere and was an excellent way to loosen up before having to be creative, and it created many laughs (One, 2018).

The workshop

The small groups had 20 minutes to come up with all the ideas they could on how they could approach research on citizen satisfaction in the area of Copenhagen Citizen Service Contact Centers. There was not a number on the number of ideas, but at least one per group. The kits shared with the teams seemed to help the discussions take off, which were very inspiring to see and hear. One group was struggling a bit at the end and revealed that it might be because they were only two in each group. Maybe it would have been different if they were more. With this input, a decision was made to make a minor change in the idea presentation round. The first plan was to let each group present in five minutes and let they other participants writing down feedback on post-its to stick to the presentation without talking about it. However, after the input on the need of more people to discuss, the presentation round was changed. Not the groups instead had 5 minutes presentation and afterward 3 minutes to gain feedback from the others. This change turned out to be necessary, as it opened up questions, reflections and ideas on how to approach the given idea.
Moreover, the time perspective was perfect as most groups managed to develop one idea except for one group that had two ideas. The same participant also asked why no more contact center employees were participating. They have essential knowledge, which is also essential to consider, when approaching this in the future project.

Figure 59: The flying pigs made within the time of a 2 minutes energizer

Figure 60: When the workshop was going on

The ideas of each of the groups

Each group shared their idea/ideas and were provided some feedback by the other participants. All of the ideas will be presented below.

Group 1

The first group presented an idea that would cover the area of 'Expected service' in the Service Quality Model (Parasuraman, Zeithaml and Berry, 1985). The focus was to understand if the citizen got what they expected, which would be researched through a questionnaire. The questionnaire would be sent out when there is contact with the citizen through phone and mail channels. The questionaries would be sent as a link and contain some specific questions. The research could be carried out in all of the contact centers. The insights would be represented digital as this can be provided by the questionnaire. The people involved are the citizens, the contact center employee, and a Data Protector Officer (DPO). Things to be aware of consist of collecting consent from citizens, which should be possible to send quickly and smoothly.

Some of the feedback reflected being curious about the area of the expectation alignment – how do we test this, and how can this be put into behavior? Questions to consider as well raised, such as: How can we work within the area of expectation alignment before the citizen call? Another question which was shared was as well in connection to sending out a questionary, how we could ensure it to be answered – how will we get the citizens to answer.

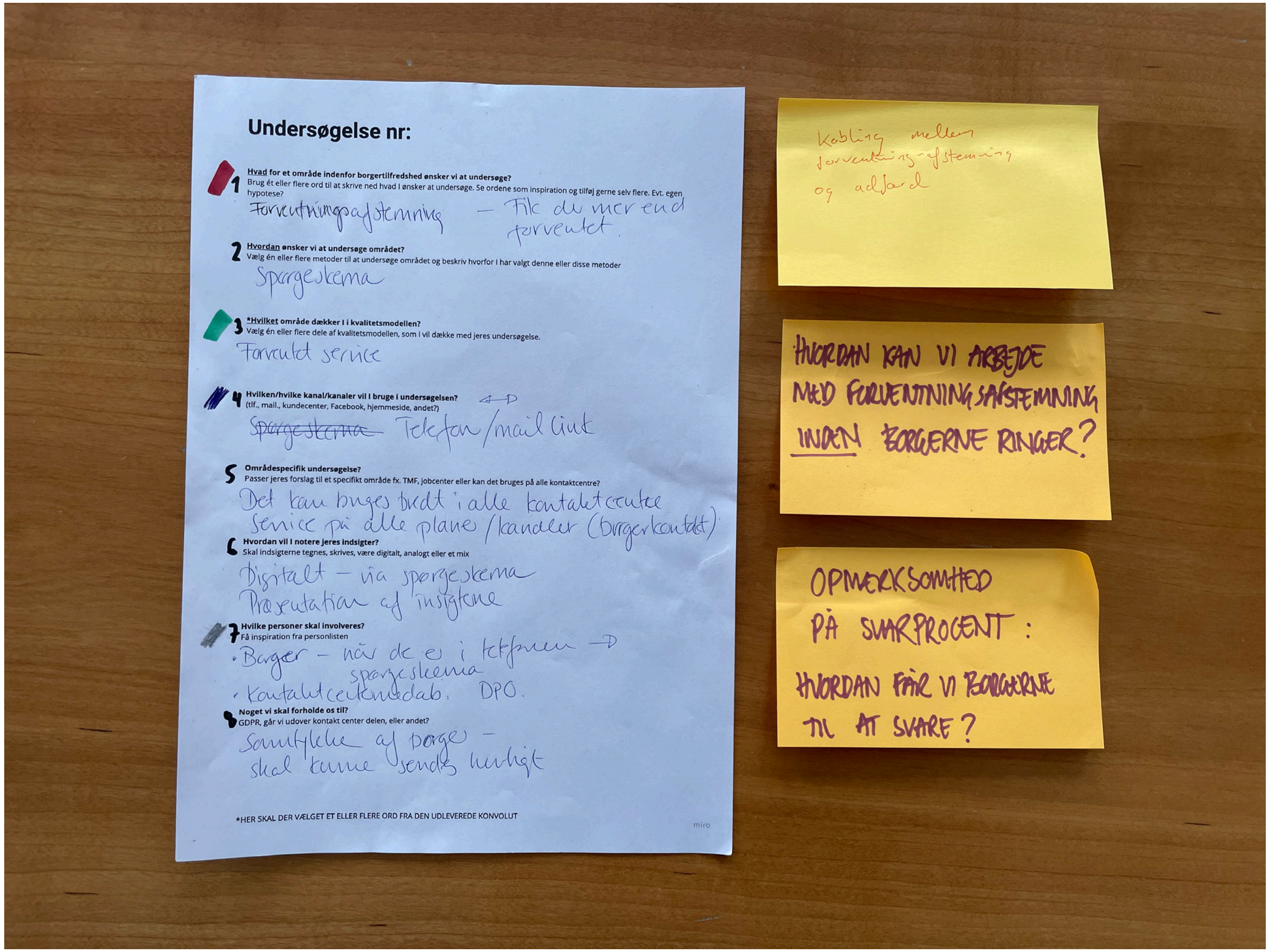


Figure 61: The ideas from group 1

Group 2

The second group were also covering the area of "Expected Service" within the 'Service Quality Model' (Parasuraman, Zeithaml and Berry, 1985). They wanted to cover the area of the influence that the media have and research how they affect the expectation alignment in the area of, e.g., case processing or other things written in the media. The research would be carried out as a survey which would take place as final questions when the citizens call and would be formed as three short questions. The questions asked should help reveal more specifically which incoming calls there are. This approach can be used in all contact centers, and the insights will be collected digitally. The involved persons will be the citizens, Citizen Development Department employees, and contact center employees. There is an awareness that the questions will affect the length of the call.

The feedback considered involves the administrations who send out communication information material. How does this material communicate? Which expectations is this creating from the citizens' perspective, and does this affect the number of calls? Another question asked is whether the interviewer should be the same employee whomthe citizen just talked to. If the call would have to be transferred, it has been shown that this will not provide more answers from citizens. Furtermore, it should be considered how the questions should be asked and keep in mind that what is asked might be the last thing the citizen will keep in her mind.

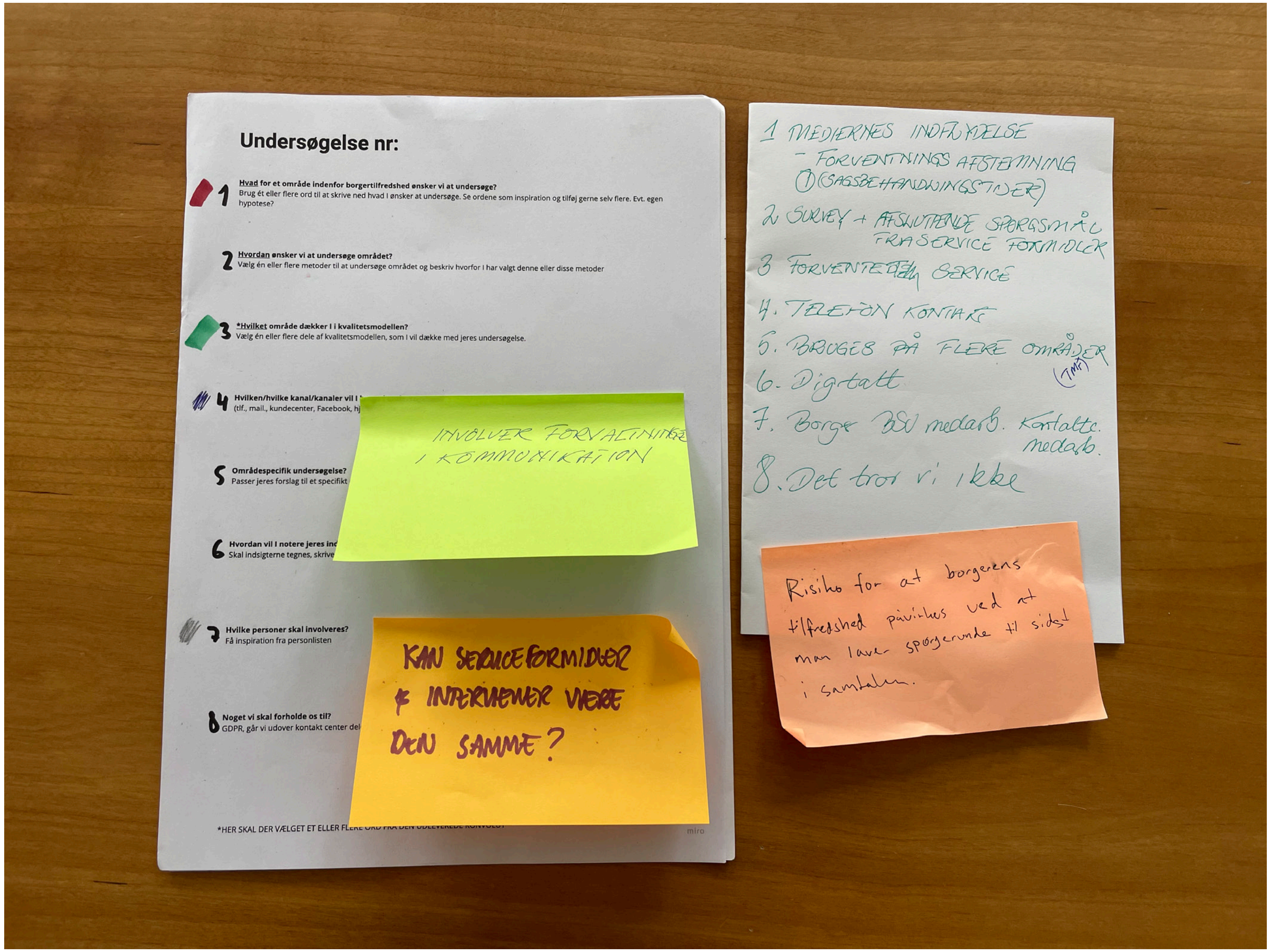


Figure 62: The ideas from group 2

Group 3
Group three covered more areas as they considered two different approaches. They were inspired by the question of how to involve a broad aspect of the citizens, including both citizens with a high and low amount of resources. This group wanted to cover in the Service Quality Model 'Expected service,' 'Earlier experiences,' and 'Personal needs' (Parasuraman, Zeithaml and Berry, 1985). Also, the sentence "Citizen cannot see through the structure" was included in this field. The research explores expectation alignment, high expectations, and different service levels. The group suggested two ways to carry out the research. One part could be a BOT interview on the phone, where the citizen would be able to voice a message by answering 3-5 questions about expectations. The other suggestion with a sharpened focus on the socially vulnerable citizens was considered to be reached in collaboration with civil society actors. Here there could be carried out focus group interviews and created user journeys. Maybe this could consider research where you could collect insights through SMS for a period when the citizen was interacting with the Municipality. These SMSs could contain images. The insights gained could be validated by the volunteer workers. The channels to carry out these two ideas were in the contact center, where there would be a short recorded interview after the call. Through short interviews at the physical entrances and workshops with, e.g., Bydelsmødrene or Røde Kors.
This approach is considered area-specific, focusing on 3366 (The head number of the Municipality) and the Jobcenter contact center. The collection of the insights would be a mix of analog and digital. The workshop would be analog, and the idea was to ask the citizens to document through images or by voice recording something or through an SMS dairy. The interview would be written down digitally with Interaction Analytics (IA). The involved persons would be the citizens, contact center employees, Citizen Development Department, politicians, and team leaders. When carrying out the research, it will be essential to be aware of GDPR in the context of the interviews. A question to be answered is if it will be possible to avoid GDPR if the interview is fully anonymized.

Feedback for the group considered a question regarding how to define and identify the group of vulnerable citizens because some citizens might have several interactions with different parts of the Municipality if they are considered vulnerable.

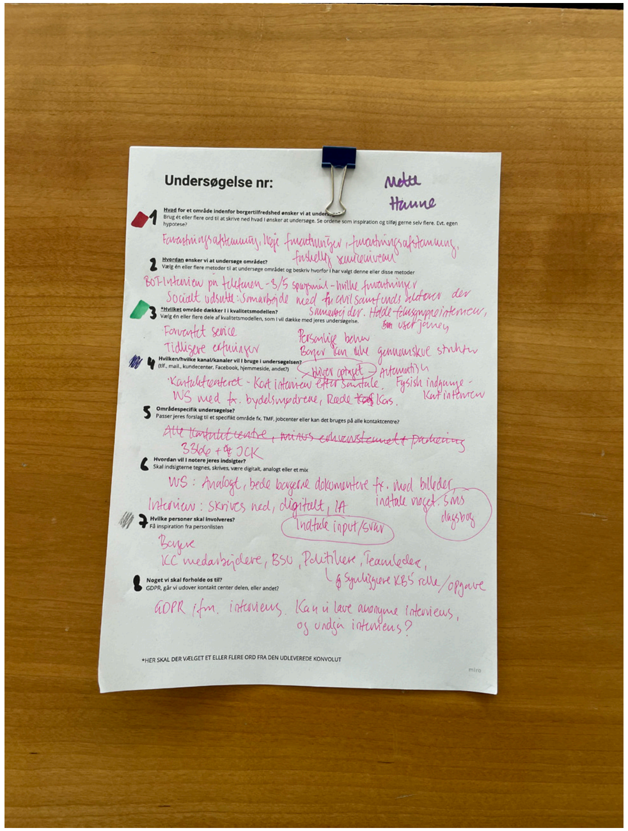


Figure 63: The ideas from group 3

Group 4

Group 4 wanted to cover' Expected service' and 'Perceived service' in the Service Quality Model (Parasuraman, Zeithaml and Berry, 1985). They wanted to examine the connection between expectation alignment, the insight that the citizen expects conversion, immediate clarification, and waiting time (where the last one was not mentioned in the presentation). If the citizen expects to be forwarded, does this mean a higher risk that they will hang up the phone? They want to explore this connection through an SMS sent out to the citizen after they called the municipality. They were also asking themselves: How to reach the citizens who hang up the phone? This perspective is something that they found interesting to be tested out on the IVR. They are curious to research what affects the behavior. The channels they are about to use are SMS as a quantitative method and a campaign on Facebook and kk.dk, which will create qualitative insights. The research will be possible to carry out in all the contact centers and the physical areas (Citizen Service in the City). They will note down the insights on a 'waiting time' scale on one side and the 'immediately clarification' on the other side. Test on IVR and a scale with expected satisfaction and the behavior. They want to understand how to hit the best possible area on the satisfaction scale. How do we speak into this expectation alignment? The persons involved are the citizens, technical set-up, Citizen Development Department for the analysis part, Subject coordinators, and politicians as this will demand priority and resources. Lastly, what to consider is how to ensure answers from a broad palette of citizens and validity in the sad and happy answers - How to ensure representative results.

Feedback considered different ways to welcome the citizens when they call IVR. Would that affect anything? This perspective could also be considered in the first and second lines. E.g., on the isolation line, citizens were able to wait longer, but was this because there was no other option? A 'Call back later' strategy could also be considered in some instances where the phone line is too busy. Also, a call-back service could be considered where the municipality calls back.

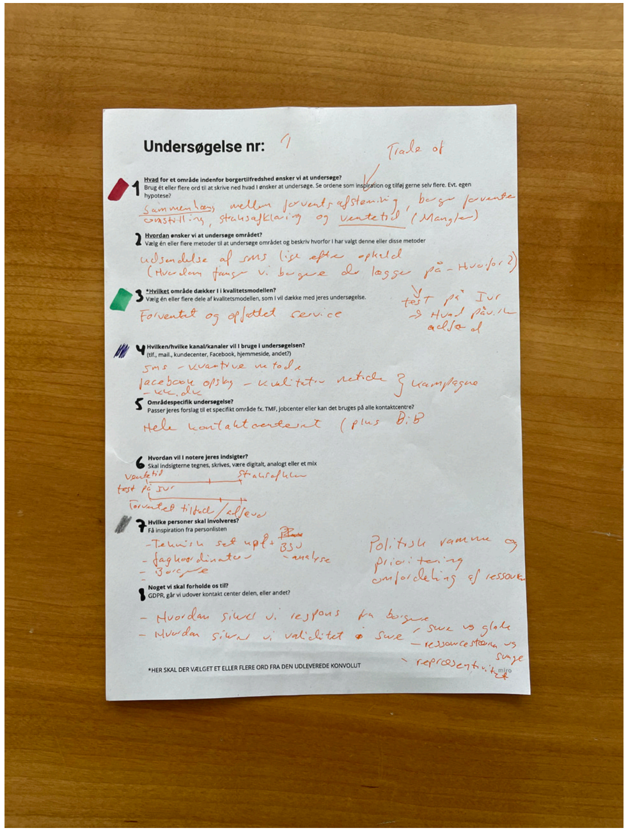


Figure 64: The ideas from group 4

Group 5

In this group, they wanted to research the fields 'Past experiences' and 'Expected service' within the Service Quality Model (Parasuraman, Zeithaml and Berry, 1985). The group wanted to explore this area by researching the satisfaction when the citizens have trouble by figuring out the structure of the municipality "Wayfinding in the municipality". There were given three different examples of how this could be done. The first example was to call the citizens after an ended call to understand what went good and what went wrong. Maybe there could be some notification when a citizen rated the service very good or terrible in satisfaction. The second example was to create the cluster in IA to explore tendencies or patterns in calls, where the citizens might not know whom they need to speak to. The last example is to focus on the second and third lines, e.g., research on the satisfaction in this area. Did the citizen get the answer at the end? Maybe a collaboration could be made to research the overall satisfaction, to ensure that you will measure the satisfaction across, so you are not only focusing on your department's satisfaction. This focus could help to support an understanding of the whole chain. Also, it was mentioned that it could be researched if any words are used in the first line, which creates confusion. These mentioned examples would be carried out through phone contact and by a system for calling back (IA). The group did not answer if their suggestions covered any specific area or how they wanted to note down the collected insights. The persons to be involved would be citizens, team leaders, and employees. The research on the second line will be second line employees and team leaders. They mention that they want to measure on citizens' terms in things they need to be aware of. It might also be essential to create a list of priorities: What is most important for the citizen here and now? What creates satisfaction? Lastly, the group mentions that it will be essential to prioritize specific areas because if not, then it will become too broad. E.g., focus on Folk register or Construction cases.

Feedback from the other participants was on how to support high satisfaction to the final answer. Understanding the user journey together with the citizen can help map out the different impact points and help reveal any point that can be removed from the citizens' perspective. Here it is really about measuring on the terms of the citizens, and it is about wayfinding and working across silos.

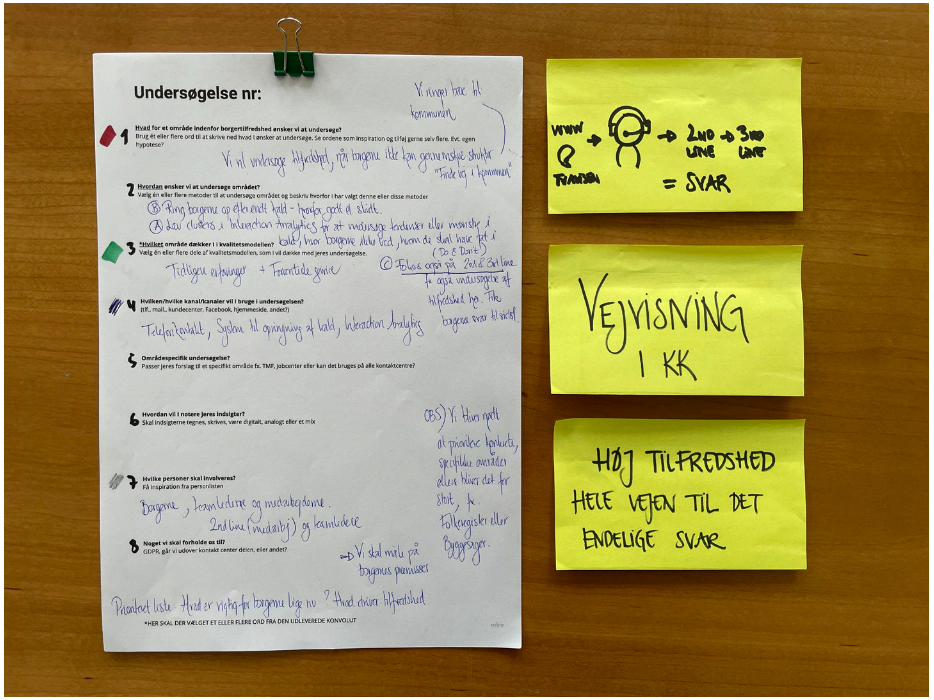


Figure 65: The ideas from group 5

Preliminary reflections on the 'Develop' phase

The use of the kits of envelopes with words might bias, but on the other hand, the kits' content was inspired by the insights gained throughout the 'Discover' and 'Define' phase. The reasons for using the kits were to enable creativity in a room where creativity levels might differ. It seemed to work out as hoped, as the outcome was a mix based on the content of the kits and the participants' knowledge. It also allowed the participants to dive into areas of what they find attractive to research. My role was to facilitate and guide (Sanders and Stappers, 2008).
It was essential to put in the aspects of the Service Quality Model (Parasuraman, Zeithaml and Berry, 1985), which helped to be aware of which area was covered. It was interesting to see which area each of the groups chose to focus on, but most of the time, it was the expectation of the service in focus. Maybe it should have been considered if I should have attached one specific area to each group member. It might also have been interesting to perceive if I had divided some specific words out to each group, as this might have created whole other ideas. However, in this workshop, I wanted to create the possibility to see what they found triggering and interesting to pick. After the workshop, I considered why I did not consider the more vulnerable or citizens with fewer resources in my methods of inspiration? This missing consideration might be because of the missing research on the citizens and the limited involvement of citizens. However, this perspective will be reflected in the product report with the results. More creativity like drawing was expected in the workshop, but it should be considered that the kit did not support this part enough. This missing aspect is something to consider for another workshop

5.3.3 Conclusion of 'Develop' phase

The workshop turned out well, and some ideas were shared on how different methods and tools could be used to research citizen satisfaction. It worked well with using the Service Quality Model as a guide for the presentation and for the further steps in the workshop, where the participants had to address which area they would cover in the model with the research proposal. The workshop participants had a common interest in the field, especially the 'Expected service' of the Service Quality Model. Furthermore, some groups even included more areas to combine from the model. Both qualitative and quantitative examples were given (Parasuraman, Zeithaml and Berry, 1985). The examples created by the employees will be presented in the product report as a result of the project.

Another thing that was very interesting to see at the workshop was the collaboration between each employee. Everyone shared ideas and knowledge. This openness helped to bring up meaningful conversations about important considerations, e.g., such as how to understand the contact with vulnerable citizens, as they might have more than one entrance to the municipality.

5.4 DELIVER

5.4.1 Product report
5.4.2 Future project on citizen satisfaction

5.4 DELIVER

The 'Deliver' phase was to create a final collection of all the insights collected throughout the case study. The insights and the proposals on ways to research citizen satisfaction were collected in a final product report, will be shared with the municipality. The product report will share the insights gathered and collected through the structure of the Service Quality Model (Parasuraman, Zeithaml and Berry, 1985) and how this model can help structure area-specific research and still understand who are the involved actors.

5.4.1 Product report

The aspiration for this case study was to understand what creates citizen satisfaction in the area of TMF contact center services. However, as the process turned out a bit different because of the constraints on involving citizens, there will not be a proposal on a final solution, but rather a suggestion on how the municipality could carry out the research by themselves, inspired by a service design approach. As mentioned, the CSDD already use service design, which was also one of the reasons why it was interesting to collaborate with them, as they were open to the project and its research (Broe Christensen, 2021). The product report will collect the insights gained from the case study. Hopefully, the report can inspire with even more knowledge in the service design field. The hope is that the insights and how they were collected can inspire the future project on researching citizen satisfaction in the Citizen Services. The product report will introduce the approach to the use of the Service Quality Model and how this model might help get a proposal on how to research different areas in a structured way. The model might help to get an idea of possible gaps or, as it might better be called: opportunity spaces. The Service Quality Model seems to be an exciting way to use a more visual element in heavy research work (Parasuraman, Zeithaml and Berry, 1985; Broe Christensen, 2022).

5.4.2 Future project on citizen satisfaction

The hope is that the product report can help provide some insights and inspiration on researching different areas and the invitation to do co-creation workshops on understanding how to approach and research citizen satisfaction. The product report might provide a more solid base when having to do the research (Broe Christensen, 2022).

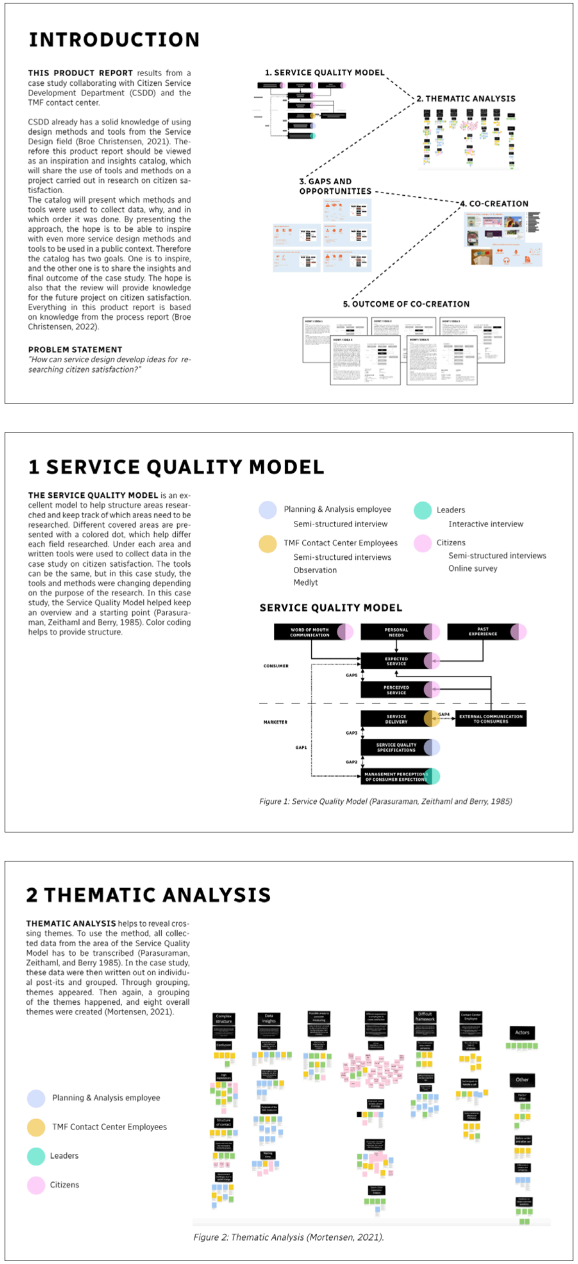


Figure 66: Product report examples (Broe Christensen, 2022).

6. DISCUSSION

6. DISCUSSION

This chapter will reflect upon the limitations met during the case study and the methodology used to carry out the case study. It will be discussed how the case study fits into the area of the research question and if the research question was answered. Lastly, reflections are made on the official and personal learning goals.

6.1 REFLECTION ON THE CASE STUDY

6.1.1 Limitations in the case study

As mentioned earlier, it was not thought out how complicated it would be to involve citizens due to the time constraints. However, this did not mean that the project could not be carried out, as it brought up another perspective that could be used in the future project within the municipality. Of course, the hope was to bring some knowledge from the citizen's perspective. However, it instead changed the focus to how the municipality could approach it themselves, with inspiration for more service design tools and methods to use. Essential considerations were reflected in the questions from the workshop on which actors to involve and the GDPR considerations.

6.1.2 Reflections on the methodology

6.1.2.1 Double Diamond

The Double Diamond helped to work divergent and convergent and was a great tool to help ensure that you address the right problem after your 'Define' phase. The iterations help you go back in case it might be realized that something more needs to be researched or uncovered (Design Council, 2019). In this case study, the 'Discover' phase turned out to be quite long, as many different areas had to be worked through to understand the service more deeply. The reason might as well be because of the approach of the Service Quality Model, which will be reflected later in this chapter (Parasuraman, Zeithaml and Berry, 1985).

It was considered whether the Double Diamond should be the methodology to follow on its own or if it should be mixed up with Design Thinking. However, since the service design approach already includes the design thinking perspectives, it was decided to use the Double Diamond on its own (Stickdorn et al., 2018).

6.1.2.2 Service Quality Model

Throughout the case study, the Service Quality Model (Parasuraman, Zeithaml and Berry, 1985) was used to structure the project. In the literature review, the different areas of the model were introduced. However, throughout the case study, it has been mainly the model's visual appearance that has been used. As also introduced in the literature review, the complexity of services was shared, and how a service ecosystem design approach can be considered to understand better the ecosystem and the service (Vink et al., 2021). This approach can seem quite extensive and complicated, where the Service Quality Model helped to make a simplified visual of which area to consider and where gaps typically will appear. What might not have been considered enough is that the model is from 1985 (Parasuraman, Zeithaml and Berry, 1985), which means that all the inputs the internet has created since then have not been considered at the time the model was created (Tarnoff, 2016). For future research, it might be interesting to develop more on the visuals of the model, maybe in connection with the service ecosystem design, as a way better to understand the connections between the different actors and departments. Moreover, this also includes the new media. Using this approach again might be interesting to research the different areas with other methods instead of interviews and observations with decoding in mind. Interviews and observations create a heavy load of information to decode and understand. More unifying in the questions asked in the different areas might be interesting to find themes and similarities in a more structured way. Nevertheless, this might be easier to do if you work internally in an organization, as you might know, the processes and procedures. In this case study, I had to understand the service from scratch, so this was as well what helped guide the interview questions in each of the interviews.

The Service Quality Model might not have been used as it is meant to be used. When looking back on the literature review, the model presents ways to understand and measure the gaps in service. However, in this thesis, the model's purpose was more focused on the visual framework used to structure the research on citizen satisfaction. It can be discussed if the model's use provides a specific way to go, rather than being more open-minded. Nevertheless, when working within the municipality field, the services can be found to be very complex. In this case, the Service Quality Model turned out to be a good tool for helping to cover a signific area with different actors, but in the same way, and also help to consider areas where gaps or opportunities could appear (Parasuraman, Zeithaml and Berry, 1985). Combined with the thematic analysis, this helped to mix up the insights from the different areas to see if some themes were crossing or how the different themes might influence each other in different ways (Mortensen, 2021).

In this case study, the 'Municipality' side was the first to be covered through the Service Quality Model (Parasuraman, Zeithaml and Berry, 1985). The research was done to help me as a designer understand the service, recognize which questions to ask the citizens, and appear professional. Because I was collaborating with the municipality, I was very aware of my role as a designer and how I considered approaching the citizens. After the constraint with the citizens, it has been considered if it might have been better to start with the citizen side to see what insights this could have provided. I did not do this because of this awareness that I wanted to be better prepared on what to ask. Looking retrospectively, maybe the use of the general questionnaire as a kick-off could have been interesting.

Maybe it would be interesting for a future research, to research how the 'Service Quality Model' (Parasuraman, Zeithaml and Berry, 1985) might be a method which would be interesting in a hybrid with eco-system design, as Vink et. al, 2021 mentioned the need of methods within the Ecosystem Design field (Vink et al., 2021).

6.1.3 Co-creation workshop

The workshop provided a critical perspective of why it is vital to bring a lot of different actors into a room for workshops, e.g., at the workshop, the critical perspective of the vulnerable citizens also came up. It was considered why this perspective was not included earlier on, but this might be because of the missing possibility of reaching out to the citizens. The municipality is a huge house. Therefore it is, of course, essential to consider who the citizens are. This perspective will be included in the product report as well.

6.2 REFLECTION UPON THE ACADEMIC RESEARCH QUESTION

Within this master thesis, it was found essential to do the case study in collaboration with a public organization, as this is a field of personal interest. Therefore a collaboration was established with CSDD, and a topic was found to research further. This collaboration meant that the problem statement was created before the research question. This order has provided a feeling of doing some things backward as I had to figure out how the research question could cover an area within the case study. However, on the other hand, having the problem statement early on creates a scope for the literature review, which has been very helpful too.

The academic research question to be researched through the case study was:

“What is the role of service design when it comes to matching service specification and user expectations in an established service?”

The role of service design when it comes to matching service specifications and user expectations in an established service is to provide a holistic overview of how the service is working today and if there might be any gaps or opportunity areas to improve. In this master thesis, the Service Quality Model was taken into use. This is a model used to reveal gaps in a service, which can affect the quality of service and, thereby, the expectations and perceptions of the citizens (Parasuraman, Zeithaml and Berry, 1985). Service design helps understand which areas are involved, who the actors are, and how important they are to invite to a co-creation workshop. They can share their ideas and thoughts at a co-creation workshop as the problems and solutions might be interconnected. In this thesis, the service designer’s role has been to be a researcher to understand the areas and a facilitator to present insights and opportunities to the involved actors in a co-creation workshop. The results of the co-creation workshop were ideas for future research on the citizens’ expectations to understand better what might be improved in service specifications.

6.3 REFLECTION UPON THE OFFICIAL LEARNING OBJECTIVES

This master thesis has been carried out in a combination of gained knowledge, skills, and competencies, which have been developed over the years within the Service Systems Design field. With the Double Diamond (Design Council, 2019) combined with the Service Quality Model (Parasuraman, Zeithaml and Berry, 1985), a collection of insights on approaching citizens’ satisfactions has been collected. The method and model helped provide a structure and helped navigate a complex field of different inquiries and actors. The Service Quality Model has been used as more visual guidance for the research. This master thesis has covered the areas of analyzing the problem statement of understanding how service design could explore citizen satisfaction, and later more specified how service design could develop ideas in researching citizen satisfaction. The data collected was synthesized into insights, which were used to inspire ways to develop ideas for how to research citizen satisfaction, based on the insights and inspiration from other methods. As the CSDD already knows and uses Service Design, especially user journeys and co-creation workshops, it seemed like an exciting way to provide even more knowledge and inspiration for this field. Especially in the area of things to consider when working within a complex field at an institutional level (Morelli, de Götzen and Simeone, 2021). The scientific method and model have been discussed on how it could have been differently approached. The constraint of not being able to involve citizens in the way as hoped was an unpredictable constraint, which was handled, and the focus changed a bit. However, not in a way where the focus on the citizens’ satisfaction disappeared. The focus changed to how the insights and the constraints could be used as inspiration on what should be considered before researching citizen satisfaction in a future project. In this master thesis, I have independently created a collaboration where I had to involve a lot of different actors through interdisciplinarity cooperation. I have been very aware of being responsible for involving the different actors’ time by creating overviews and plans for meetings to keep the time. This awareness has left me with even more competencies in facilitating. The case study took part in a complex field where the Service Quality Model (Parasuraman, Zeithaml and Berry, 1985) turned out to be an essential method for structuring the research. Here at the end of the master thesis, it feels like reaching the final goal line of the master thesis. However, there is still a lot to learn, and the complexity of service in the public field sparks my interest. So this might be a field I will continue to research in future jobs.

6.4 REFLECTION UPON THE PERSONAL LEARNING OBJECTIVES

One of the personal goals of this master thesis, which also provided the overall theme, was to get more knowledge on how to improve already established services. Through the case study, I have learned more about tools and methods I can use to research areas and find opportunities for improvement. The understanding of my role as a service designer has been strengthened in planning and doing research and planning and facilitating a co-creation workshop. These learnings have provided me with more self-esteem. The literature has provided a starting point for understanding the service and the areas that could be researched for further improvement. The collaboration with the CSDD has supported me in gaining knowledge and competencies in working within the area of a public organization.

7. CONCLUSION

7.1 KEY FINDINGS IN THIS MASTER THESIS
7.2 NEXT STEP AND FUTURE RESEARCH

7. CONCLUSION

The basis of this thesis has been to understand how to improve already established services, and this was about to be understood better through the research question:

“What is the role of service design when it comes to matching service specification and user expectations in an established service?”

The chapter on the ‘Conclusion’ will share key findings within this master thesis, and some suggestions on the next steps for future research will be shared.

7.1 KEY FINDINGS IN THIS MASTER THESIS

A case study was carried out to understand better how service specifications could be created to match citizens’ expectations in an established service. The case study provided knowledge on how service design, with its holistic view, can help understand the complexity of a given service. In this specific master thesis, the Service Quality Model framework turned out to be an exciting method to use to make the complexity more simple and scoped. As Service Ecosystem Design might seem very broad, the Service Quality Model could help frame an area and its actors to get a starting point (Parasuraman, Zeithaml and Berry, 1985). It should be considered to use the Thematic analysis (Mortensen, 2021) and the model to understand better how all the different actors and areas are affected and dependent on each other.
The role of service design when it comes to matching service specifications and user expectations in an established service is to provide a holistic overview. In this project, the service designer carried out the research and provided insights in a co-creation workshop on how citizen satisfaction can be researched in a future upcoming project. The role of the service designer is to provide knowledge and tools which can help the municipality to understand how they are performing the service today and how they, by themselves, can research the expectations of the established service. In this master thesis, the outcome was a product report. The CSDD can see the process of using the Service Quality Model to understand and synthesize in combination with the Thematic analysis. This will allow opportunity areas to arise for further research.

7.2 NEXT STEP AND FUTURE RESEARCH

There will not be anything done further on this project – the product report will provide insights and inspiration on how the CSDD can continue its approach to using Service Design in a public manner.

An area that might be interesting to research further might be exploring the Service Quality Model and its visual framework (Parasuraman, Zeithaml and Berry, 1985) together with the Service Ecosystem Design. Here might be some potential for a method or tool to help grasp the complexity of service at the institutional level (Vink et al., 2021). Moreover, in this context, it might be interesting to research if some methods and tools should be considered consistent in the different areas of the Service Quality Model or if the use of methods and tools to collect data differs.

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8. REFERENCES

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9. APPENDIX

Disclaimer: Confidential parts are marked out with ****.

Appendix A - Interview with Planning & Analysis employee
Appendix B - Contextual interviews with TMF contact center employees
Appendix C - Presentation and Interview with Head of Copenhagen Contact Center and the Development Manager within CSDD
Appendix D - Two individual citizen interviews
Appendix E - Online questionary with 26 respondents

9. APPENDIX

APPENDIX A - INTERVIEW WITH PLANNING & ANALYSIS EMPLOYEE

Anna: I would just like to hear overall, **** calls them service goals. You use the words, KPI and target numbers and others. And just to open up a little and understand what exactly is being measured on - what are the service goals?
Employee: Have you seen them? Have you seen the large Excel sheet?
Anna: Exactly, yes.
Employee: hm
Anna: Where they are distributed like this, where you measure by volume, quality, and efficiency
Employee: Yes
Anna: Like some key figures and then we have service goals, which are especially about quality and that is probably especially the part that I would like us to focus on. Because that's the one I'm going to work with. But if, you feel that there is something around it that you think is important to say, then you should finally just say to.
Employee: Well, of course there are some things about the whole thing, which is why we ended up with these KPIs and targets.
Anna: Yes
Employee: And it has to do with the fact that a long time ago we started to unify some things and had some talk in the whole management team that now we should gather things and make it a little more the same for all the teams, that's how we saw at least on the telephone teams have roughly the same target numbers.
Anna: Mh
Employee: So that we can also better compare. We have also selected some different things in this form, which is something that the management or our partner, or the management is interested in, so it must cover the overview we have made, it must cover many purposes. Both in general, well how many inquiries do we get and then in relation to what kind of quality do we deliver to the citizen and also in relation to partners and in relation to efficiency - well but how good are we at what we do? Mh. Such is the overall setting. And then of course there are a lot of other goals in addition to what is in this form and among other things about satisfaction, because one of the goals is about satisfaction. And there we have some extra satisfaction goals that are not included in this schedule. It's just a teaser for you to say okay, we measure satisfaction on the phones of all the teams and there we have 3-4 questions per. teams, but in this KPI overview we have only the overall satisfaction.
Anna: Yes
Employee: Because we also have some questions about waiting time and the citizens about how satisfied they are with it. We have a measure of whether our service providers are accommodating and helpful and we have a measure of whether they get help or are clarified immediately, or referred so we have these four questions. Some of the teams have only three and others have four. So it's something you might be able to dive into in relation to what drives the satisfaction, because it is our employees service-minded that they help me as a citizen, am I referred or is it just that I sit 10 hours in line on the phone or a minute. So maybe there is some data that you might be interested in getting.
Anna: Yes
Employee: And then I do not know if you want us maybe we should just run the KPI sheet through in terms of the various service goals
Anna: Yes, it will be super good
Employee: Uh because then I think I might just have to find the last one. Should I take it from **** or that from ****? What do you say?
Anna: So I have been looking at it from ****, but maybe it could be exciting to see it from ****?
Employee: But there is basically only from ****, but we can do that. I'm just opening it. Just a moment
Anna: Yes
Employee: I'm just about to share
Anna: And you must finally say to what is something you say or share that is confidential in some way.
Employee: Yes. Well, the moment I just have to, it will not open.
Anna: When. Yes, it's always a little exciting when you have to share things.
Employee: Can you see? No, you can not?
Anna: Yes
Employee: Can you see the Excel sheet?
Anna: Yes, I can. I can see ****
Employee: Good. I'm just trying to do it a little bit
Anna: I can also see that you have the **** to lie there too
Employee: Yes, here there are **** and then we have the previous years. You probably got that too
Anna: Yes
Employee: But let's start in ****, it's not because we need to go down so much in the numbers themselves, but we can say that this as it is here. These are basically the same key figures that we have for all our teams, now the isolation team has just arrived, but for both the company team and 3366, these are basically the same goals. Virtually. Then there are some of them we currently. Do not have the opportunity to deliver and it is simply related to the fact that here in relation to the fact that we have changed contact center system, there are some things we can not get. And so right now we actually have some challenges in getting some data from our satisfaction survey because it has been such a bit of a challenge at the change as well. But therefore it is also better to say, well but there are some numbers from **** on the satisfaction numbers at least.
Anna: Yes
Employee: So if something is empty, it is simply because we have the repercussions that we have changed the contact center system.
Anna: Yes. Okay. Super.
Employee: And up here, the first KPIs the first target numbers are basically about how many inquiries come in to that team. How many of them manage to answer and what the development compared to together last month.
Anna: Yes.
Employee: And then we have these quality goals, where we really want to have as low a waiting time as possible within of course an efficiency thing not, because we can not have 100 people to sit and trip because we have to have a low waiting time so we need to have some balance. Yes. Because the citizen should preferably not sit in line for too long.
Anna: No.
Employee: We also have one, we had a goal that we also looked at reach well how many actually get through within ****. Unfortunately, we can not do that right now either.
Anna: Okay, that was because of the shift there?
Employee: Yes
Anna: Yes
Employee: Then we have two goals here, which are a bit the same, but not anyway, because we are trying to look at. In the contact center system whether our service intermediaries forward the call or do not forward the call. In the old days, we had a perception that if we did not forward them, it was because we clar-

ified them immediately, so the citizen got answers to his things. Etc. But that's just not the case, because you can call me and us and find out that those you want to talk to you can talk to first on Tuesday. Then you have not solved your problem. Then you have not been immediately clarified, basically. So therefore there is a difference in whether we look at these calls that are not being redirected. We want it to be as low as possible. Because we want to, or we want calls that are not transferred. We want it to be as high as possible, because we want to be able to help so many citizens without putting them somewhere else.
Anna: Yes
Employee: But of course it has to. A lot of things are needed. Quite a few times. And the other down here immediately clarification. This is more where we get registered in the inquiry registration after the call, well what have we helped the citizen with? Have we just clarified immediately, has the citizen received an answer? Or have you forwarded, or have we asked them to call again? So there we go down a little nicer and say, okay, has this citizen received an answer, he has been clarified immediately
Anna: So that means that the way you distinguish between "Proportion of calls not diverted" and "immediately clarified" is data that comes on the basis of when the employee subsequently tells how this call was handled?
Employee: Yes, yes. Because the top here it is basically a technical thing, is called so in the telephone system, so diverted or not diverted, whereas the other down here it is employees pure who manually register. Have I immediately clarified this call. Have I asked the citizen to call again, have I forwarded to another device, etc. So it is a much nicer thing.
Anna: Yes, okay. So if I understand it correctly, then "the proportion of calls not converted" ie. it just registers everything it can see that has not been converted. These are both the ones where you have to call on Monday, but they are also the ones who actually get an immediate clarification.
Employee: Exactly. Yes.
Anna: And then you can see that out of these **** there are **** that are immediately clarified. Is that how it should be read?
Employee: Jaaaeeeej, yes you can. You can say that the difference somewhere on the **** is those who have been told that they have to call at another time. You can say that, but I will probably keep the two separate and say this is what is being changed, these are the ones that are not being changed and these are what will be clarified immediately and then refrain from making that connection. Because there can be many reasons why the call is not forwarded or diverted. So keep them to seperated.
Anna: Okay.
Employee: But it's one of the things that helps drive satisfaction, if we just have to take that curl on. So if we say that I, as a citizen, am sitting and being changed to 20 others, then I have to go through several IVR menus, I have to be redirected. Then I become less satisfied. I would rather have an answer from the first employee I meet, should preferably be able to answer and within at least help me on to the second who can help. It should not be the case that I have to be asked about three times. At least that is our impression, and we hope that you can at least help to confirm that this is the case.
Anna: Yes, so it's an idea you have?
Employee: Yes, yes. It is a hypothesis that we believe that citizens would like an answer from the first employee they meet, max no. 2-like so what about being thrown around, we think is not so good for satisfaction.
Anna: Yes. Great.
Employee: And then we also have a goal here "Accessibility" and there is a great connection to time, as accessibility it expresses, well the relationship between how many calls come into the system and how many of them we answer, so basically, it equates to having taken the **** and shared with and shared with **** and that is the percentage that expresses the **** below.
Anna: Okay
Employee: And precisely, if there is a really long waiting time, well then there are a lot of citizens hanging up and thus we do not get the call answered and therefore the availability will be lower. And it's also a kind of saying, okay if you as a citizen experience having to sit in line for 10 minutes, well it seems a little unsatisfied and then you hang up and then you try another time. So there is also something there to say okay, I can generally get through to the municipality, to a service intermediary. So it's also something that we follow.
Anna: Yes.
Employee: Yes.
Anna: Okay
Employee: Then we usually have a measure of citizen satisfaction here. There is usually some ****, at least at 3366. But after the change with the contact center system, there have been some problems with getting the satisfaction up and running and in relation to getting data out. But if we look here at ****, now I'm switching right here
Anna: Yes
Employee: There you can see there are some satisfaction goals here, through ****. Which one can just look at if it finally is. And they are ****
Anna: Narj
Employee: And that's the overall satisfaction. But you can also see that we have had ****. Here we have been all the way up to ****. So it's one of the things that goes in and clearly affects our satisfaction. Now I can not remember, let's just look down at the company team that is here. They then have a slightly different scale ****, but there are **** fields. And they also have a ****.
Anna: Yeah, yeah okay.
Employee: And, then there is a goal here that we have not pursued. At one point in relation to quality, we had something called a professional question to the service intermediaries, where we once a month asked them 6 questions, with some answer options, where they had to go in and answer based on these small cases about what they would answer the citizen. So a way to check up on whether they can find out to answer correctly, and often to some questions that were relevant in the month we asked them. It could be in connection with the payment of child benefit or you ask questions about some child benefit, or in connection with a high season for passports, well then up to there you asked some questions, just to ensure that the service providers had some knowledge present, and perhaps found out if there were any who needed some extra tuition or if any other material should be sent out or a new knowledge base article made, or something. So it was kind of a way of sticking fingers in the ground and saying, well the service providers can do what they have to. Or is there someone who needs some more education to do so well for the citizens. But we haven't asked that for a long time, because it's a bit of a big set-up. So unfortunately
Anna: okay
Employee: And then there are some measures down here on efficiency, where of course we also keep an eye on how long the talk time is, how long the service intermediaries talk to the citizen on average, because if it rises quite wildly, well then it means that there are fewer that can come through and then there may be a reason why something has happened that we are not aware of. For example, have there been any changes, or has something been sent out to the citizens? So we also follow it a bit.
Anna: Mh.
Employee: And then there are some things here, which are related to the shift schedule. Which means that the employee is scheduled for some things. How good are they at keeping up with what they are scheduled for. If I have to be on the phone from kl. 8 to kl. 14. Well, am I also on the phone from 8-14 or do I do all sorts of other things? So there's such a thing here in relation to that. And in relation to how many day shifts you have on teams and such. And then how many calls one takes on average. And of course there is also a difference from team to team.
Anna: Okay.
Employee: These are our key figures or KPIs or target figures or service goals. Here, those that say something here in this column, it's so where there are any service goals on. Well there is something here called **** and that is also why this one is ****. It says **** and that's why it's **** because it's ****, and this one says ****. So the **** within this quality field, it is related to these service goals. We can not really have a service measure of the number of calls, for how many call in. We can not do that. We can not really have that. But we can have it on some of the other things
Anna: Jaaae
Employee: And I also mean that now this is the company team. There are some numbers like that on satisfaction, but it's also because the business team it's companies and they are sometimes maybe a little more. Although there are also citizens who call them, but companies they make perhaps a little greater demands and perhaps a little more tendency to be dissatisfied. That is again my hypothesis, but I think again that companies are a little more square than citizens.
Anna: Yes

Employee: And up here at 3366, well there is yes. And that, I think it has a lot to do with waiting time, and then we also have to think that there has been a corona period, which of course also goes in and most likely that there are some things in relation to what one has been able and not been able to (3 - is not taken out).
Anna: Yes
Employee: That was kind of a bit about our KPIs. Our target numbers. Are there any things I need to elaborate on?
Anna: I'm just trying to look into some of the questions I wrote down. So you got explained very well for a start, why it is that you have these KPIs, etc. Ehm... Now I have to see. Hm. Well, maybe. Can you just talk a little bit about how you use the service goals? Are they being used for anything today, like that in terms of planning, or? Are there any things you can see they are specifically being used for and is there anyone you miss a bit that might have been measured on?
Employee: Mmmnje, so I think our service goals as such, cover very broadly. What I might miss is the use and follow-up of them. And there you should probably rather ask **** and **** tomorrow. I know that when I send these numbers out to **** or the whole management team, well then **** follows them and then **** sometimes asks questions to the team leader or the unit managers. But it is not always clear what is happening. What happens when we have a long wait? What is being done to address this? Or when there is another number that is either ****? So what are some things that are being implemented? I'm having a hard time seeing that. There are probably some things going on, but there I think it's something **** and **** might be able to go in and see. Well, okay, when you now see that the service goals are not met, well what do you do then? I know they go in quite often and look at the roster because it is often related to the fact that there are too few resources. So we have a long waiting time, well then it's because there are too few employees. And we have also, of course, been affected by corona and disease among the service providers. So there have clearly been fewer. But how exactly they follow up on the fact that now the clarification has immediately fallen or something, I do not know anything about.
Anna: No, okay. Because it is very interesting perhaps to look at, yes right now you have all this data and how it will be taken further. Do you use it for something or do you look at it and then you think: when it was not so good, or now it is going really well.
Employee: I definitely think it's being looked at, but I also think there are not that many things we can do. Because we can not go out and hire ten who can start tomorrow and answer correctly. There is such a little one, there is a slightly longer reaction time compared to if we have to hire some new employees, well then it takes a while. Then you can go in and look at, and I know that they do that they can sometimes go in and look at: Well, do we then use the employees we have optimally. If they go to too many meetings so they can not answer the phones, we have too much education. Do we have too many meetings that we also take time away from service. Those things they can go in and change, so that they can minimize it, so for example if there are 5 sick, well then you can go in and say, well then we have to cancel this education. We must cancel this meeting. They go in and look at it, but it's a day to day. Where these target numbers are such an average over the month
Anna: Yes.
Employee: Yes.
Anna: Okay. Yes.
Employee: May I just find something else.
Anna: Yes, yes!
Employee: And show you, it's just right for you to have it with you too.
Anna: Yes, finally!
(employee enters "Power BI")
Employee: I'll just see. Now I just found an old power BI report because I want to come in and show you these satisfaction questions
Anna: YES!
Employee: And this, it's data that corresponds to our old contact center system, so it's only until ****. But there we have a thing of satisfaction. Here! This, all in all, the satisfaction question, the one that is also in the KPI overview and says well, okay, how is it? But we now have to just find. Here we have at 3366 three questions which I mentioned. We have this one that goes on the "overall satisfaction" We have a "satisfaction with the waiting time" and then we have a "satisfaction on whether the citizen experiences the service provider as friendly".
Anna: Mh.
Employee: (Talking about examples)
Anna: Okay
Employee: And, if you need these questions, I can send them to you. They are here in an explanation page, where we have the four satisfaction questions, and then the questions are described here. We can always return to that if it is. In fact, there is also this page, here are also some of our KPIs described. Slightly.
Anna: Yes, so you are very welcome to send those questions that are asked, just to get an understanding.
Employee: I think I'm just making one, can I?
Anna: Ahh, yes!
Employee: If I send it In an email to you?
Anna: Yes, you can!
Employee: Is your...
Anna: (Mentions my mail - gets sent mail - has skipped that explanation - Mail sent)
Anna: And it's at 3366 the one only, or is it at all of them?
Employee: It's on all of them. These are the same explanations and these are also the same satisfaction goals, which is just the 4th question - it has 3366 and some of the others do not. Only parking and the business team get it.
Anna: Okay
Employee: But if I send it to you then you can always write back and ask if there is something there.
Anna: Yes
Employee: Uhh, okay! Then I have no more I just want to show you, for the KPI overview and just this one that has the satisfaction goals and if there is someone you think there are some other things, eg power BI or something then you must finally say to, because of course we make it available as you need. And if you are in Copenhagen or something.
Anna: I am
Employee: Then you can also come by and then we can easily take more talks.
Anna: Yeah, no it sounds so nice. It's really cool just with such a proper insight.
Employee: Yes, but it could also be that now that you get to talk to **** and **** tomorrow, that then some other questions and some other needs arise. Then you have to let me know.
Anna: (Referring to the examples mentioned earlier on)
Employee: Yes, and that's also really nice because then we say when well okay at 3366 there are primarily citizens we help. On the company team it is, now I can not remember if it is 50/50 or if there is a preponderance of companies. I assume there is, maybe 75/25, I do not know. So there is something there is of course something there in relation to that if you look in relation to business if you look in relation to citizens on the other. So it is a question of what **** and **** think should be dived into. There is of course a lot of focus on companies, such in the municipality and we really want to help them and have high satisfaction and such in that style. But from the point of view of the contact center and KBS, we get the most citizens across our teams. That is because JCK and parking and TMF are primarily citizens. Arg. TMF there are also a number of companies, but overall, we help more citizens than we help companies. There is a great political focus on company service.
Anna: Yes, I have to have a good talk with them tomorrow about what they think.
Employee: It may be that they can not choose at all, so it may be that they want you to look at them both. Heheh.
Anna: Then I have to write two theses.
Employee: Yes, or have something to do with how you handle that difference, because it's quite interesting that there can be a difference.
Anna: Well, that's right. Then you might also have a little to compare with, and the fact that right now we are measuring, we may be using very much the same ways of measuring, but that it might make sense to put in some different parameters. That's a good point. Yes. Okay. Then I look just fast here (check if I have more questions). I actually think you just kind of got around it all, completely automatically. Where we just got picked up along the way.
Employee: Yes.
Anna: To give me an overview of what these service goals contain and what they are measured on.

Employee: And so the thing you might just have to keep in mind is that many of these service goals, in order for us to meet them, require that there are enough resources. So simply we have enough employees who are trained for the different areas so they can be put on the phones. Because it's clearly the basic thing to say, okay we have too few employees, well it looked like a bit of a vicious spiral. Because then the waiting time will be long and then you may be a little more dissatisfied, then you need a little more and convince this too that when we have a long waiting time, well then the service provider must start almost every conversation by saying "yes sorry for a bit of the long wait" and it's always something like that that creates something, a bit of a dampener on some things if you first go out and have to apologize or say "arh it was good you hung on" or whatever they say, I'm bad at these positive formulations. So, but there is something there, if you can see that a citizen has been sitting in a queue for a quarter of an hour, then it may well be a little uphill right? So. Right from the start.
Anna: Yes.
Employee: And therefore satisfaction can of course be affected, so it is alpha and omega that there are enough resources. And that the team leader and the management focus on creating space for that, of course.
Anna: Jaer. Cool! Thanks for that input too! Uh one last question. **** mentioned C-Erlange, I think it's called. Such a more theoretical background for ways to measure.
Employee: Yes, this is exactly what it takes to reach, well, how many resources should there be? There are some mathematical formulas that go in and say, it is Erlang models that go in and say that if you get so many calls, well then there must be so many employees available and probably also based on a given talk time and something with some waiting time. I'm not exactly an expert on it, maybe I should be. But I know that one of my colleagues **** is, so if you just suddenly sit and have to have, sit and find Erlang tables in relation to contact center things, well then it may be that we just have to get hold of ****, then this employee can tell something about it.
Anna: Nice. Well it's good to know, at least. I think I'm just hoping, maybe to go around it a bit and then maybe have a slightly different focus. But it is good to know that there is an expert.
Employee: Well, there are always some models who say, okay well, but if you have to run such a contact center with some service goal or something as an employee, well then you can make a model and there are some of these tables and things that one can get help with.
Anna: Yes
Employee: And then the theoretical reality or the theoretical formula does not always stay in business in reality because there are a lot of reservations that you may not just take into account. So.
Anna: Yes. I'm just writing down fast.
Employee: Just come, come back if it becomes a part. Because it could well be a part of them as depending on what you write in the theoretical things, that something will be there. Then we'll find out.
Anna: No, that sounds really good. The goals, or the way you have built it up now - it is mostly based on what you mention in the beginning: Interests and what you have just been able to see, perhaps more hypotheses. It is not the case that there is a theoretical background, as such?
Employee: No, of course there are some numbers on which all contact center systems are measured, precisely this with waiting time, availability and how many get an answer within ****. These are some very common ways of measuring the effectiveness of a contact center.
Anna: Okay. Will you ...
Employee: In terms of satisfaction, it's a bit like that. After all, there are many ways to ask different questions. And we have, of course, taken a starting point a long time ago in some somewhat standard question as well. But we are out and about considering whether we should at some point have made some revision of our satisfaction measurements and it could be that you might come up with something and say well well okay, why do not you ask about this and this because it also drives the satisfaction of the citizen. It could be really interesting if you in your thesis reached some inputs where we say, well well okay it could well be that we should ask about it too.
Anna: Jaer. Yes, because it is there could be quite interesting, it was also what me and **** see a bit of my task, that there, you have this project out in the future and then you might see my task a bit as inspiration. Uh maybe something comes out of what you can use, maybe not. But I think it could be really exciting just a few citizens, maybe a little more citizen perspective on it and hear really. Are these the things we measure as the citizens, actually seek or are they some completely different things.

Employee: Yes, yes. And of course there may be a lot of things on our KPIs, our target numbers. And then the questions we actually ask the citizen, that there are then three or four questions that go a little wider than our KPIs.
Anna: Yes. And those are probably the questions I'll dive a little deeper into.
Employee: Yes
Anna: Cool! But, ****, this was just super cool! It was really nice just to get opened up a little more
Employee: Open up for the box yes.
Anna: Exactly, the KPI box and understand a little better, what exactly is being measured and what are your thoughts also about it and so on. Super exciting!
Employee: But do not hold back if there is something. Shouldn't we just agree on that?
Anna: Yes
Employee: So if we just need to have a meeting over Teams or over physical or something or it's just some email we need to respond to, then just come fresh.
Anna: No, but I really appreciate that! Thank you very much!
(We talk about when I have to hand in - I tell a little about my project model)
Employee: I also think that there must be a lot of literature out there about satisfaction surveys in general that you might get some inspiration from, if nothing else, then there are also a lot of research institutes that do these satisfaction surveys for different organizations and municipalities and where there may also be some things. And Gallup could be one, I do not know what they have on their websites of different things, but to go out and look a little at some research institutes' ways of doing some things, there you might also get some inspiration or get some help depending of where you end up and what you need of course. Yes.
Anna: Definitely! That's a really good input. I think, do you have any research institutes not that I expect you to know anyone, but it could well be that you just have one in mind
Employee: Well, no, not in relation to citizen satisfaction in general, but it's something like all research institutes, well now I mention Gallup because they are some of the big ones and have such standard things. But there are many other research institutes that have these things. So what I think, if you write satisfaction and analysis institute in a browser then it may be that there will be a lot of hits, yes.
Anna: yes. Great. Super cool!
Employee: Then there is also, basically there is also, now I just think out of the box, something like TDC and reach someone, phone the companies who also do satisfaction surveys on their customers
Anna: Yes
Employee: So it's another way where you say yes okay, well there are some contact centers where you might have some satisfaction. So I think there are ample amounts out there.
Anna: Yes. I'm quite excited about diving into it, it's not really, it's not something I as such have really thought. You take it a lot for granted such a telephone service and not over how complex it really is.
Employee: Yes and what theory might be behind, yes.
Anna: Yes, exactly. And I also remember when I started, ie KBH's municipality, is what, Denmark's largest company. All of them, what is it? 1 million calls coming in approx. per year? Can it do that?
Employee: Yes, to us. We are just under 1 million on our various teams, yes.
Anna: Yes. There are a lot of calls to be made.
Employee: Yes.
Anna: The answer
Employee: Exactly

COLLECTED INTERVIEW ANSWERS

1. WHAT IS YOUR ROLE?

- The main task is the telephones, servicing and guiding on the telephone lines we have
- Writer work, where the employee goes through the knowledge base and sees if there is anything that can be optimised, eg workflows that need to be changed can be said to the subject coordinator
- But is employed as a service provider so that is the primary task
- Each has areas of responsibility - divided into the 7 areas

- We are not an authority figure but we can guide and guide
- Try to help the citizen, find an answer to them
- They call in because they have a problem they want solved and I see it very much in relation to the Public Administration Act that we have a duty to refer - help the citizen further if it is something we can not solve
- We have meetings with the various subject areas we are responsible for. This is a lot to make sure we have one channel for that department. And we are deputies for the subject coordinator. It is not often that we have these meetings, but there may be some important things that are important to convey, such as changes in rules.
- The role is to convey back to the team so there is one channel
- Writes on news and if something needs to be handled
- The core task is to answer calls
- One of the things I have been surprised by is the approach to strengthened citizen contact. Here you develop and it seems that citizen service has a strong development work and make more citizen-oriented. When you work with strengthened citizen contact as methods, you find out that you are helping yourself. It is easier to take a conflict in the bud rather than complain. Much of it we can deal with by speaking in the right way. It's really quite simple grips, but methods that work
- For example, talk in solutions - that is open and not closed. It is open tomorrow at this and that.
- Avoid using the law to protect yourself

- Our title is service provider - and that's it. We only convey what we have access to. Dissemination fits very well. We are there to help and inform factor and rules that are already there.

2. WHAT DO YOU DO BEFORE, DURING AND AFTER A CALL?

- Before: Opens systems: Find your colleague, kk.dk, the business portal, PUMA (noise nuisance, or form on the website), the Knowledge Base, Outlook, telephone system MICC. Does not use CPR register + KMD
- Under: Answer the call and supervisor via the knowledge base, outlook and calendar, or look up the case number in the program
- After: After each call, fill in the inquiry registration - Private person / Company - "immediately clarified", "call forwarding", "call again" or "customer center" (Ask **** for access to be able to see inquiry registration). This box appears automatically.

- Before a call: Opens all subject systems we use
- When there are no calls: see something about strengthened citizen contact, send emails, read articles + responsibility for reviewing incoming mail + stay updated in its areas
- On a busy day, you charge for the next call
- After call: Log it in and sign it up

- In some situations, we take a break after the call if, for example, we have to write an email
- Tool: Shift planning - here we can draw statistics
- Off is set for finishing time
- You charge up for a call - drop it and put it away and get ready for the next one
- MICC speaks together with the shift planning - break and log off are reported - anything over 10 minutes is reported
- For some, it is cross-border that everything is logged

- Before: Trying to flip through the website - many changes. Need to review website again to prepare. Had gotten it in but now it's new and I need to get it in again
- Under: If there is something where it is a concrete piece of information such as a phone call, I just go straight into it. Sometimes in a call you have to verify information to make sure that the informations match in different systems.
- The workflow - TMF: eg if I get a call on 3366 and I do not know the workflow, then it is easier to ask a colleague.
- Under our department (TMF) we must try to do it ourselves
- After: Trying to analyze calls if there is anything to analyze. I think - How can I improve the service and make service more flexible

3. WHAT DO YOU ASSOCIATE WITH CITIZEN SATISFACTION?

- That one acknowledges
- For me, it's more about the process we go through - for example, I can not give them the construction case, but I can meet them with acknowledgement and focus on what it is I can - then I feel that I have done mine
- It's going to be a long day if I keep saying what we can not help
- I would rather refer than reject - it is good citizen service for me at least

- Things are easy and accessible and one can solve his problem
- For me: There are many of the digital solutions that I think are hugely smart. I am repeatedly surprised at what the municipality can do.
- I think giving a praj is a good solution
- That we solve what they call in around. Even though being on the phone is still a human relationship. For example on the event applications it can be difficult and they ask if we can advise them, but here we can guide them a bit along the way. Their request is taken seriously.
- We listen and have understanding and take calls seriously.
- When citizens call, it can also be to get rid of something - so it is important that citizens feel heard

- 2 different ways
- We are measured on - how we personally help + and whether they are satisfied with what they learned + we have met their expectations.
- Sometimes they say that you have helped, but that they have not received an answer.
- Expectations in general and how I live up to their expectations as a service provider
- How we personally help them
- These two do not always match because they do not feel they are getting a concrete answer
- If the citizen have to answer questions on the phone, we can score low because they do not get answers to their content

4. DO YOU USE THE SERVICE GOALS IN ANY WAY TODAY?

- The service goals are very new. Before that, they were not presented to them. As such, there has been no focus on the satisfaction surveys. It may also be relatively new that they can choose what they think about the service on the phone.
- Initially, most focus has been on training employees.
- Have just had the first 1/1 where they went through the numbers, eg talk times, but it was not with a focus on whether the citizen was happy with the service or not - not with a focus on citizen satisfaction.
- Adherence to time, finishing and conversation time
- It can be problematic, that the employees cannot give the citizens the ecstatic case processing times

- Sometimes good service is not to over-service
- Talk less and accept that some things have to go somewhere else
- Think a lot about user satisfaction - it takes up a lot of space. One's working day becomes easier if one has pleasant calls. There are some calls where some call in and swear one more and are unreasonable. Satisfied citizens also fill a lot with the employee
- Which municipality is it I want to live in and what kind of service do you expect - it takes up a lot.

- Displays form on personal. Sometimes I have to explain myself differently because I can not find the word. For example, I could just switch quickly and press clarification immediately, for example on the citizen with the population register. Then my stats are really good. And I don't want that!

5. CAN YOU SEE ANY PATTERNS IN WHERE CITIZEN SATISFACTION

- Have no insight into this
- How do we experience the wait
- How accommodating was the service provider
- You got the answer to what you were looking for
- Get from power BI
- Before they used CallGuide and now MICC where they can pull data
- Three complaints - for example about the waiting music

- The frustration probably lies a lot in the fact that people call in and expect advice. We sometimes lack that knowledge a little
- Many of our solutions are passed on to professionals
- Often with the environment, we can not switch to professionals, but to mailboxes
- But having said that, one acquires a lot of knowledge. We can go in and answer such things directly.
- There is also something structural - there are some ways a municipality is screwed together. We are under the same name, but it may be different authorities inside and it can be difficult for the citizen.
- "Why can I not talk to anyone" we often meet.
- Some authorities can only be written to
- Many people call and then think you can talk to someone, but are told that you have to write an email
- It can be hard to tell someone non-digital that they should write who can write on their behalf. So you become a middleman
- If you have a here and now problem and you then find out that there is a 10 day wait. How is this handled? In some areas we can make contact internally.
- There are many who call a municipality and think that we also have authority over Hofor
- There are some citizens who are unreasonable - for example, they applied yesterday and expect a decision today - so alignment on expectations is important

6. WHAT DO YOU THINK DRIVES CITIZEN SATISFACTION?

- Very different from call to call
- Noise: Acknowledge that they have a problem - open the door and ask if you can hear the noise. Noise is experienced in different ways. Give them time to come out with their frustration without interrupting them - I think that gives a lot
- Events and arrangements - a lot of guidance because they are in doubt about what they are doing. Most calls I list what they need - so they get a task so they know what they need
- City life is the same as events and arrangements with guidance that they know what to do.
- I think our challenge with our satisfaction survey is with what we can on the building component around status. Because when they call in and want status and they can not get it, then it's bad
- It may also be an eye opener for me that it is the private people who call in and do not know what to do. They call in, if there is something they do not know what to answer or do not agree with the requirements that have been set, then they want to talk to a caseworker

7. WHERE DO YOU SEE SOME CHALLENGES IN RELATION TO CITIZEN

- Clearly when we can not solve their problems or when there is a long wait
- "Can it really be true that I have to wait half a year for a building permit" - you can relate well as a human being. It is difficult for people to get in trouble
- There is a municipal challenge - even if you want to help people, you can hit the law. There are many who have an expectation that the municipality can do something of a completely different size
- Can well understand that as a citizen it can be difficult to find out where to go.
- When you sit as a contact center, you really want to help and solve, but you can not always, and it can well affect you as an employee
- Many departments that have chosen not to be on the phone and that you can only write to. I myself am also a citizen of Copenhagen so I can understand the frustration. There are some of those municipal challenges that you know are there, but that you can not change overnight.

- Yes, in the construction industry they have deadlines, so the fact that our case processing times are so abstract can be difficult. Then they have to pay two rents. the fact that we can not state case processing times
- Applies to all kinds: In terms of communication, in terms of content.

OTHER INSIGHTS PROVIDED

- Often it is about status or because they need to get hold of the caseworker
- Supervisor based on the website and what is public to the citizen and otherwise it is a private adviser. Before and after, you could get advice in the municipality until 2019, where it cost money to get the building permit. Today we do not advise anymore - caseworkers only provide guidance.
- Medias covers articles about TMF and construction cases
- What is being asked about: Citizen service is very data driven - a lot of quantity. sometimes miss the user stories - what went wrong what went well. I would learn more from that than the number of calls. We work a lot with service travel - I think that is exciting. We get some calls, what is it for a journey the citizen has been on and how can we solve their problem (optimization). And typically if a problem keeps coming up, then we are typically the first to discover it.
- There is a professional pride - it's not just a phone call. It is something you can develop professionally and you get some tools to be able to handle such calls.
- Knowledge base: Provides consistent answer options and provides inspiration for what to say. People expect us to know everything and citizens think we are in the department they are pushing into.
- The card provides transparency. People want digital solutions and want to do it themselves, but we need to be able to show them how we do it. If they can not figure it out or it is too difficult, then they opt out.

4/5

- The knowledge base - You gather knowledge and you standardize methods and answers, so you provide the same service. It has cool functions, eg you can send sms. It is a good work tool. Many people are on the go when they call in, so it's smart that they can check it on smartphone here and now. The knowledge base is good for complex calls: We have some different departments where we can overlap, eg the call center employees can use the Copenhagen card, where there is both internal and external access.

OBSERVATIONS

- The manual inquire registration is filled out after each call
- Contact center employees have a very broad knowledge
- There is also a "Customer Center" which is a physical entrance
- Observation: The call center employees seems to be involved very much in the e.g. optimisation of the knowledge base. One of the call center employees lets me know that they are taken seriously
- Breaks are 'reported' as well as I am on Medlyt, this is done because MICC (the contact system) is speaking together with the shift planning
- Caseworkers listen, ask follow up questions and guides the citizens request
- Good citizen service have limitations, some customers you just can't satisfy
- Citizen wants answer here and now
- Caseworkers who have asked the citizen to call them, and then they reach the call center
- Emloyees are good at helping each other
- Citizens want to do the right thing eg send the correct application
- Even through the questions might be regarding the same topic, the situation may vary
- Some calls are requests about advice before eg. buying apartments to make sure that the dreams is possible
- In the status questions on construction permits, the call center employee are not able to tell the status
- There were a couple of examples where citizens called because a caseworker asked them to call later in case that the caseworker didn't returned
- Citizens wants to know which number they are in the queue
- Citizens wants to be in telephone contact with a department, but some departments only can be reached through mail
- Some calls were referred to the 'Customer center' - this could be calls about: Registered articles, hedge replaced with fence, questions regarding construction case applications, help to send the right application, question about the file archeive and questions about apartment registration
- Guidance were provided in calls about aggregation of apartments, BBR questions, house extention, what is PKR?, dispensation from district heating, construction case that takes long time, regulations for benches and plants in front of store
- Need for a whole other faculty: Looking for a colleague, and one who were about to call the Folkeregister

APPENDIX C - PRESENTATION AND INTERVIEW WITH HEAD OF COPENHAGEN CONTACT CENTER AND THE DEVELOPMENT MANAGER WITHIN CSDD

Disclaimer: Names are replaced with 'E1 and E2' Due to GDPR.

Below is some notes from before the meeting was recorded
Deloitte report
Be sure that the citizen could get in touch with someone
Citizens could not get in touch with anyone in TMF
Data
Better conditions to generate better satisfaction in the other calling areas than the construction area – presumption
Used to give employees feedback on their work (1-1 conversations, mice and listening). However, they have not been able to get the satisfaction measurements as this part does not work completely after the contact center system changed
PowerBI
(Employees can not see this data)
The plan is for them to be able to access it themselves
Employees can see the overall data, but they can not see themselves in relation to key figures, other employees and the satisfaction surveys
TMF
This department has massive press coverage
10 days waiting time by mail
(Recording starts)
E1: It depends a bit on what it is for some areas. Quite often there is a 10-day response time to written inquiries, for example. So that may be the one you have heard. Often if you send a written inquiry, you will receive a receipt for having received it, and then it will take ten days before you receive a response.
The cases that are contacted (construction cases)
E2: The framework around it is difficult
Anna: I must remember that my focus is on citizen satisfaction
E1: It is at least civic satisfaction, but how do you create civic satisfaction with some very difficult frameworks, because we are still trying to create civic satisfaction. It's just a little harder than elsewhere.
E2: Yes and it's probably not unique either, so I think, since there are masses who are in such a service situation, that is..Then you can not get a time in the hospital for something or all sorts of things that are important, but as one .. yes.
(Talking about: External communication and the website kk.dk)
E2: Maybe you should call it that, other communication channels or something like that, because the contact center is a communication channel, but kk.dk is not that external in that way. It's just another channel than the contact center - do you understand? Because it is still the municipality that is the sender
Anna: Yes, that's right. It is still internal to the municipality.
E2: Yes, it's just another channel.
Press coverage in the TMF area
E1: But Anna, may I say something. That's because what's really wildly interesting about TMF, which I do not think is so very characteristic of the others, well, maybe also the Jobcenter. TMF there is massive press coverage and that means that a very large part of the external communication is actually press coverage, and it also means that when the citizens call in, they have read something about the Technique & Environment management before they even get hold of and us. And we can see it at our contact center. Every time there has been an article in Berlingske or wherever it is, our call volume increases because then people respond to it.
Anna: Okay
E1: So right here it is, then, that the media has a huge impact on satisfaction as well.
Anna: Yes, I think that's also very interesting
E1: But that's just the thing about satisfaction being created before you even have the contact.
Anna: yes, that's very interesting I think
E1: It looks so nice Anna, I think the only thing is that I do not think you can expect them to talk to you for a quarter of an hour, twenty minutes.
E2: Ten maybe?
E1: Ten
E2: And is there anyone, so you would like to talk to someone who has a construction case for example? Or would you like to talk to someone who has everything?
Anna: I think it's just all those who want to talk in the first place. Because then I just made such a small template, where I just quickly introduce myself and I will say that I have 10 questions in 10 minutes - no I will probably cut down on my questions. But among other things, I just want to hear just as quickly, which area is what they have pressed into, it is 1, 2, 3, 4, 5, 6, 7. If they can remember it. For like knowing.
E1: They expect you to know everything.
Anna: Yes, it's information the employee has, so it's really a good idea. Then I also save that time, you could say
E1: Yes, it is.
Anna: Plus we start the interview well rather than being annoyed when I call.
E1: Yes
Anna: Well it's super good. So the first three.
E1: You can just start by saying, "what did you call about?" so they can tell? But it's also because you do not spend the 10 minutes that they sit and explain everything about their construction case.
Anna: Yes, because it can easily take more than 10 minutes. It is true. So the next thing that comes to mind is "are you happy with the service you received today? And why?" Just like that to get some words on the map? What made it was..Yes, it is very equally quickly formulated these, but yes then it may be more like, "Well what made it a good service you received?" And what were your expectations for the service you receive. And then I kind of tried to build it up a bit according to the model I follow. Where that I ask in to "Had you heard of TMF before your call?" where we also get answers to, they have been in the process of reading a bit about it online. Maybe. "I do not know if I will inquire about personal needs, because it might be more if you had to buy a product that it suited you. "Have you ever been in contact with tmf and in what connection?" and then I ask "How would you describe good service? How do you think TMF can make the service even better? What do you mean as a citizen drives good satisfaction? " and "Does the number of redirects matter to your satisfaction?"
But that's more because it was a hypothesis in the past. But if I have to cut it down to 10 minutes, I can see that I probably should have cooked some of the questions together a bit.
E2 and E1: Yes
E2: So questions 6 and 8 are pretty similar, right?
Anna: Yes, that's right.
E1: May I say another thing Anna, I think it is important that when you call, just tell the citizen that you are not tmf and ie. that you can not answer questions about the case they called.
Anna: Yes, good point
E1: So you frame that you are from the outside
Anna: Yes. So I do not risk people suddenly thinking that I am an employee and can answer anything. Good point. Yes. I imagined maybe a little that it was something that could start next week.
E2: Do you know how many people you would like to talk to Anna?
Anna: I have not put any numbers on actually. I just think as many as possible. Maybe max, it's because I always think I think maybe there are only 10 who want to talk, maybe less. So maybe I should put a max on?
E1: I think there are many who would like to say something they think about TMF.
Anna: Yes okay, well then maybe max 50.
E1: Too much
E2: There are really many, there are far too many Anna
Anna: Maybe 20?
E2: Yes
Anna: Or is it too much too?

E2: It is also said that when it is after 10 or just after 10, you start to get the pattern. I would also say max 20 also those who hand in their number, they must have a call.
Anna: Yes, well that's right.
E2: Yes.
Anna: Max 20. Otherwise I can do nothing but sit and call citizens.
E2: Then we make such a new administration called Anna's administration.
......
Presents the idea of a workshop in week 15
E1: just has a question
E1: I think that this will be mega good to present to TMFs, so when you do these interviews, we actually get some qualitative input in relation to TMF and satisfaction and it will just be a super good gift to give, the, the findings you get on.
Anna: Yes, for sure!
E1: It will be great if we can get it in some form. Whether it is that we are allowed to look at your report or whether you are doing a story or something else, it will be yes.
Anna: Definitely! Should I really say to: "Your answers will end up in a report and will be publicly available, that is something TMF will also gain insight into?" But I assume that they know, of course, when they agree to answer. I say that for the sake of good order
E1: Yes, say it will be presented to the management of the contact center
Anna: All time
It is agreed that we take the interactive interview and then we spend the last 15 on the interview
Interactive interview
Anna explains what it's all about and E2 takes time
Anna: How did the current measurements of quality and service goals arise? Who shaped them and what purposes were they to cover?
E1: I think it was established in connection with **** joining Borgerservice and then they had a key number project, where they went in and defined what key figures to be measured on and how to follow up on it. And I think it was done in 17 or 18, I do not know E2 if you know. It's before our time.
E2: Yes it is. I think maybe 17 fits very well. And then there are also some of the goals that were set when establishing the Copenhagen municipality's main number. And they did that in 2010, I think, before that each management had different numbers.
So 3366 is actually Copenhagen Municipality's first real call center. And in that connection we established some service goals, which were about immediate clarification and waiting time and I think the goals have evolved, but some of what we measure is actually the same. The goal setting, ie we have developed it.
E1: And for the TMF team, it is so negotiated in connection with that we made a cooperation agreement. When we established the TMF team a year ago, a collaboration agreement was made and we have then negotiated what the goals are for the specific team. And where we are different in the TMF team is that the same factors are measured. The only thing that is measured extra on in the TMF team is that the employees register inquiries. So we have a goal that there should be a data discipline in the team so that they get the correct data. But it has nothing to do with satisfaction. And the satisfaction measurement is made, ie the goal for satisfaction is made where you have skewed to the parking team and the company team, together you have looked at them. In relation to what kind of goals that should be with satisfaction.
E2: 30 seconds left. And then I also want to tell Anna that it is important in relation to the call center that the things we measure on, if you go into another call center us in a private call center, then it is very standard what you measure on. So it's a bit like that, it's how you measure a contact center. Of course, we have a goal of a fairly low waiting time, so where you are like the goal may vary, but the things you measure on will be pretty standard. I think.
E1: Yes, and what happens is also often that it is a little different what we want from the goals, depending on what kind of development we are doing in the contact center at that time. When I started in JCK in job center, the satisfaction was already good so it was all not so much about satisfaction, but more about immediate clarification. It was about giving answers in first contact. So that was all the time what we were looking at. In the TMF team, it will be satisfaction for the next while. So you can also look at different key figures depending on what there is both political interest in, and also where you are low or something like that.
E2: Well, that was 4 minutes.
Anna: Yes, we're jumping to the next one. It's about who has an interest in quality and service goals and why? And there I have made it like we can put names on these actors and then they have great interest or little interest or is it the same thing they have. Then of course we put them in the middle.
E1: Yes, it's the directors. We report all the way up to the director level. Then we also get political orders. In fact, we have just received it from the radicals. How is it really with that contact center we have paid for. So there is also political suspension. And then there are all the managers, in connection with the TMF contact center, then all managers have delivered man-years to be able to handle these calls in a contact center. So they are insanely interested in whether the service that we provide it then also corresponds to the one that was there before. And that they get something for their money. Then we have our own, that is, this, it is very much TMF - because it is a partner. Then, of course, our own management level, our own management level, also constantly keeps an eye on it. But it's more about delivering the service standards we need. So it's a lot about feedback to the employees and making sure we do the right things and adjust all the time, right? Mhh. The employees are interested in whether they deliver what they need, this is everyone who goes to work interested in. And then we actually also have DI and KL, which also skew what kind of service we provide.
E2: It was good timing E1, do you hear the clock? Now the time has passed
Anna: Well okay, one would say that - a quick question. Is there a difference between having a big or a small interest, or do you see it more as such, it's just all those who have an interest?
E1: So I think we and the employees are probably the ones who have the greatest interest, because it's our job, it's if we do our job well enough, right? And then I actually think it's all the bosses there who come afterwards because we provide service for them, right? It is the closest to ordering. And then come the directors and the political orderings and then come interest organizations afterwards.
Anna: Always, so we all got along too.
Anna: What do you get out of the citizen satisfaction surveys at TMF call center service today? So what do you read from these measurements? Maybe we can set aside a little less time for that?
E2: Yes, then we get 1 minute
E1: we know if we have skilled enough employees. So we know, we know our conversation technique, we know our stuff. Do we know the academic technique? And then we know something about the framework because what we can see when they answer, that is, that is, when you look at those questions 1, 2, 3 and 4, then we can see that they answer what they do down in no. 4 then it is because there is something about the framework for the way we have to respond that is difficult. In other words, a contact center is always measured for the service, but they are also measured for whether they can give answers or whether they can not give answers, or whether you are happy with the answer you get or not? So it also says something about whether we can answer what is asked.
E1: What does it say more?
E2: Then the minute has passed.
E1: Yes, that was it.
Anna: What is your perception (as management) of the citizens' expectations of TMF's call center service? What do you think citizens expect when they call? Wouldn't it be right to call you two management?
E2: Not so much me. I'm not involved at all in what E1 and E3's team deliver to TMF, so I just take time.
E1: So they expect to get answers. Then they also expect that we can look across the municipality, so there is a clear expectation that the municipality is one lady who sits and knows and is the municipality. So there are a lot of people who think so. Then they expect us to put ourselves in their place. In fact, also expect that we have a fairly large insight into their very specific situation. They expect us to remember the last time they called. Then they expect that we have access to all systems and that we can see everything. It's a bit the same as looking across. It's more concrete, so they can not understand if we can not see everything. Then they probably also often expect that we can negotiate with.
E2: Can they can affect anything
E1: Yes, now I call the municipality and then they probably change their mind. What do they expect? So there are also some who expect the opposite. There are some who expect that now I just have to talk to a contact center employee, they still do not know anything, so there may also be someone who has the opposite expectations, that is to say that I just have to go through this change and then I have to talk to the right professional

E2: The right municipality
E1: The right municipality, yes
E2: And I think that's really what you say E1, it's not only in TMF, it's also those who call 3366, they expect, the citizens, that we can answer everything.
E1: Yes.
E2: There is nothing that the municipality can not be asked about, or that we do not know. So in a way, it's pretty touching sometimes, right? The trust, that the the municipality will know.
E1: Yes. Definitely.
Anna: Nice! Let's jump to the last so. Is there anything you are particularly curious to know more about in relation to citizen satisfaction? Now that you have gained a little insight into the things that I have researched so little so far, have anything emerged that you have thought "I really wanted to be a little wiser about that?".
E2: So I think it's exciting what with the weighting. How do the citizens weigh the different things that we measure, ie how important is immediate clarification and waiting time and talk time in relation to each other. So we weight it .. I do not really know how we weight it E1 really?
E1: I do not really think we weight it
E2: No.
E1: So because it's there that it depends a bit on what we can see that things are not going so well, or what ..
E2: And if now there is a long wait but it is not so important for the citizen, then it is not necessarily a problem.
E1: No. So what I sometimes think can be difficult with satisfaction, that's when we say, well it's you have to acknowledge it is to see and hear, put yourself in the citizen's situation. But what is acknowledged? How does a citizen feel acknowledged? So. Because it's a bit of a difficult concept. Can we see when we are out teaching and when we talk to the employees what with...
The second as we too, so there is something about commitment. How much does commitment mean? And how much does it mean that the employee might just spend 30 seconds extra in the call to investigate something, or look something up, or do something. So it has..Because it is something we debate a lot. We debate a lot how long should the conversation be, because it is not efficiency, is it? So the employee will usually think it is better service to just go in and help google something and then help the citizen with where it is located, where we will say, there you just have to say you have to go to that website, but if it now means all the world for the satisfaction that that little extra commitment makes you get it there, the municipality that cared, then maybe we should not talk so much about talk time, but more talk about..I do not know .. directions or something like that.
E2: Yes, how good we are at leading the way. Well now the time has passed.

APPENDIX D - TWO INDIVIDUAL CITIZEN INTERVIEWS

Citizen 1

Disclaimer: I forgot to press record on my audio recorder, therefore the first interview is a repetition of a conversation that had already taken place once before.

Anna: Can you describe with one sentence what your inquiry was about?
Citizen 1: It was about a construction case
Anna: Yes and as you mentioned to me earlier so it was one of serious character to do something about now?
Citizen 1: Yes
Anna: Yes. And can you put three words on what you think creates good citizen satisfaction?
Citizen 1: Yes, friendliness, knowledge and help
Anna: Yes. And what were your expectations for the service before you called?
Citizen 1: Unsure
Anna: Yes. And what were your expectations for the service before you called?
Citizen 1: Well, it was simply doubtful the one I got hold of
Anna: The person you caught was doubtful?
Citizen 1: No, I was in doubt about which person I got hold of
Anna: Ahh
Citizen 1: Whether the person was compliant
Anna: Yes
Citizen 1: Can understand the seriousness of the problem
Anna: Yes
Citizen 1: And that could the contact center employee
Anna: Yes. So to the next question: did the service meet your expectations?
Citizen 1: Absolutely
Anna: Yes, and can you describe the service you received in three words?
Citizen 1: It met the questions in No. 1
Anna: When, with the three words on what creates good civic satisfaction?
Citizen 1: Yes.
Anna: And have you previously heard about the Technical and Environmental Administration and in what connection?
Citizen 1: Yes. Same construction case.
Anna: Yes. And that also answers the next question: Have you previously been in contact with the Technique and Environmental Administration?
Citizen 1: Several times

Citizen 2

Disclaimer: The marks of **** is in cases that the citizen mentioned somethings which I consider confidential due to GDPR.

Anna: First I just need to hear if you can in one line just describe what it was your inquiry was about
Citizen 2: Building permit
Anna: Yes
Citizen 2: In a ****
Anna: Yes, it's absolutely perfect. And can you put 3 words on what you think creates good citizen satisfaction? If you have to choose 3 words
Citizen 2: Three words?
Anna: Yes
Citizen 2: Communication
Anna: Yes
Citizen 2: Mh, so citizen satisfaction? You mean if the perfect world, if everything was as it should be or what?
Anna: Yes, exactly. So when you call this service, when you called Teknik og Miljø for example, what kind of a three, you will be able to mention three elements you think are especially important when you call and talk to them, so that you leave satisfied ?
Citizen 2: Yes. Okay, one was communication, the other is honesty and yes, that might be hm too
Anna: So there is no one, what do you say, I judge no words here, everything is super.
Citizen 2: Yes, follow-up. I do not know, it is not so much... but if you talk to the person in question, there is a kind of expectation that good service is also that you then get a follow-up without having to call in yourself.
Anna: Yes
Citizen 2: So yes.
Anna: Mh, those are good points. And so, what were your expectations for the service before you called?
Citizen 2: Just to be clarified with how we where we were in the process.
Anna: Mh, and can you describe the service you received in three words? So I know it's a very three word theme, but that's what it's about when you just have to make it short
Citizen 2: Yes yes it's clear. So something with three words.
Anna: Yes, if you can describe the service you received in three words. Like that, there are three things you thought about at that service.
Citizen 2: Yes, now I just have to be sure to be completely sure here. This is only about the contact person I was sent on to, not about the case and the course? Or what? It is very very different the experience I had, so I have with our caseworker for that person as it is, can you call it customer service in technology and environment?
Anna: Yes
Citizen 2: But it was the caseworker I talked to afterwards that you called. So I do not know if it is around the customer service employee or if it is around the employee who has our case?
Anna: That's a good point, of course it's clear I might as well have just listed it. It is with a focus on the customer service employee you had contact with
Citizen 2: Received. Okay.
Anna: It's good you're just asking.
Citizen 2: hehe yes, because then it's a completely different tone. Kindness and very clarifying and there has been follow- .. In fact the three things that I mentioned there (earlier) were important and all three things were filled in on it. So just copy it actually.
Anna: Yes
Citizen 2: It was a 3/3
Anna: And okay! And now I'm just getting curious fast because what if you were to describe the service you received from your caseworker?
Citizen 2: There we are probably in the complete opposite direction.
Anna: Yes
Citizen 2: There's never anyone contacting us, we've been waiting for almost a year on **** and we're still waiting. So yes, it is actually quite the opposite of the experience I have with customer service from there.
Anna: Okay all the time, it's nice to get words like that, to be able to look at the different people you talk to. And then I have to hear, how did the service meet your expectations? So, this customer service person.
Citizen 2: 10/10 - We have not received any feedback on what we have contacted about and it did not take more than three hours after we had spoken to a customer service representative that we had received a response from our caseworker. So the contact center employee has gone on with what we had, I had to ask and the contact center employee got hold of that caseworker because that the contact center employee knew it was time to get an answer, so yes, 10/10 in relation to it treatment we got from there yes
Anna: Yes. Okay. And then the last question: Have you previously heard of, or been in contact with TMF, just like that in general. Have you heard of TMF from other places?
Citizen 2: Yes, I have. ****. But other than that, I have not - I have heard of it because I also know others who have applied for permission before. But not specifically for the City of Copenhagen before we applied
Anna: Okay

Jeg giver hermed samtykke til, at Anna B. Christensen må behandle mine oplysninger i henhold til ovenstående formål og oplysninger.	Forestil dig, at du skal tage telefonisk kontakt til kommunen. Hvad er dine forventninger til servicen inden du ringer op?	Vælg 3 ord du mener kan være med til at skabe borgertilfredshed.
Response	Open-Ended Response	Open-Ended Response
Ja, jeg giver mit samtykke	At få hjælp til det jeg har brug for.	Viden, ventetid og venlighed
Ja, jeg giver mit samtykke	Hurtig besvarelse og venlig, lyttende og imødekommende samtale	Inddragelse, forståelse og respekt
Ja, jeg giver mit samtykke	Nærværende og hvis vedkommende ikke har viden om mit spørgsmål, ved han/hun hvem der kan stilles om til.	Nærvær - viden - overskuelighed
Ja, jeg giver mit samtykke	Mine forventninger er altid at jeg tror på det bedste i folk - og derfor tror jeg også på, at jeg får den bedste service den pågældende servicemedarbejder kan levere.	Venlighed, humor, forståelse
Ja, jeg giver mit samtykke	At jeg kan få svar på det jeg søger	Hurtig svar, ikke for mange viderstillinger, aktiv lytning
Ja, jeg giver mit samtykke	Lang ventetid hvor der til sidst bliver lagt på.	Afdelingstelefonreception - Beskedsmulighed - Troværdigtilbagekald
Ja, jeg giver mit samtykke	Nogenlunde	Action -gennemsigtighed- ligeret
Ja, jeg giver mit samtykke	Hurtigt omstilling og svar	Empati, faglig viden, hurtighed
Ja, jeg giver mit samtykke	Imødekommenhed, hjælpsomhed	Respekt, hjælpsomhed, ordentlighed
Ja, jeg giver mit samtykke	Tydelig tale fra den der besvarer opringningen. At vedkommende ved hvor jeg skal stilles videre til.	Omhu imødekommenhed venlighed.
Ja, jeg giver mit samtykke	Hurtig besvarelse af opkald	Venlighed, effektivitet og viden
Ja, jeg giver mit samtykke	At jeg får den vejledning, som jeg har behov for	Højt serviceniveau, kompetent vejledning, troværdighed
Ja, jeg giver mit samtykke	At de vil gøre alt for at hjælpe mig	Service, høflighed og forståelse
Ja, jeg giver mit samtykke	At de har en løsning på det jeg ringer om	Engagement, løsningsorienteret og venlighed
Ja, jeg giver mit samtykke	At det er villige til at servicere og informere om regler og lovgivning på pågældende område	Ansvarstagen/personligt ejerskab, servicemindedhed, informativ
Ja, jeg giver mit samtykke	Kundevenlig og hjælpsom personale	Hjælpsom, viden, imødekommende
Ja, jeg giver mit samtykke	At de vil hjælpe mig. At jeg får svar på mine spørgsmål. Hvis den der tager telefonen ikke kan hjælpe mig, at personen finder én som kan.	Venlighed, hjælpsomhed, faglighed
Ja, jeg giver mit samtykke	Hjælpsomhed	Hjælpsomhed, forståelse, indsigt
Ja, jeg giver mit samtykke	At de kan hjælpe mig med en løsning eller rådgivning ift min henvendelse	Venlighed, tålmodighed og løsningsorienteret
Ja, jeg giver mit samtykke	At blive viderestillet, da man ofres ikke ved hvem man præcis skal have fat i.	Hurtig service, venlighed, forståelse
Ja, jeg giver mit samtykke	Kort ventetid	Venlig immødekommenhed
Ja, jeg giver mit samtykke	Viden om midt spørgsmål og/eller ved hvor hvem jeg så skal tale med. Der skal være styr på infrastrukturen, så man ikke ender i et loop	Viden, forståelse og anerkendende
Ja, jeg giver mit samtykke	At der allerede i omstillingen sidder en person, der har en bred viden om, hvem de skal omstille mig til, så jeg kommer direkte videre den rigtige vej. Og når jeg lander rigtigt, skal modparten kunne besvare eller lave tilbagemeldinger på min forespørgsel.	Bred viden, informationsniveau, venlighed som fremgangsmåde
Ja, jeg giver mit samtykke	At de vil kunne hjælpe mig med det jeg ringer om.	Hjælp, forståelse og ligeværdighed
Ja, jeg giver mit samtykke	At jeg får fat i en engageret medarbejder, som er imødekommende og villig til at hjælpe mig.	Engageret, imødekommende, empatisk
Ja, jeg giver mit samtykke	Halvflad	Effektiv, imødekommende, løsningsorienteret