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Project description for Senate Properties - Service portal

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Project description for Senate Properties - Service portal

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Abstract

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The purpose of this thesis is to describe the project that was done between September 2016 and January 2017. The project was done for Senate Properties. The project was a part of a broader content that Senate Properties is undertaking. The background of the project originates from The Finnish government aim, which is to streamline the expenses of governmental departments. The project idea was to research, if there is a possibility to create a service portal for the estates safety and security services. The idea of the portals is to cross-connect safety and security services. Besides that, the idea was to research if it is possible to find cost effective solutions for the service portal.

The theoretical framework of the thesis is Senate Properties own project model. The model is based on Risto Pelin book Projektihallinnan käsikirja, Otava 2011.

The thesis is chronologically describing the project phases and research methods. The methods that were used in this project has been: market research, business model canvas, service blueprint, customer journey, and an inquiry that has been made by using open-ended questions method.

The results of the project were that we identified that it is possible to create a service portal and there is a need for it in the market. Besides that, the project was successfully finished as planned in the project schedule. The Project management combined with the project model resulted in an effective way.

When the project finished, the team agreed that there is a need for a new project so the service portal can be created. There has already been launch-meetings for new projects.

Keywords: Service portal, Project, project management, Project model, Senate Properties

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Tiivistelmä

Niemelä, Juho

Projektin kuvaus Senaatti-Kiinteistöt - Palveluportaali

Vuosi	2017	Sivumäärä	38
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Tämän opinnäytteen tarkoitus on kuvata projektia, joka toteutettiin syyskuun 2016 ja tammi-kuun 2017 välisenä aikana. Projekti tehtiin Senaatti-Kiinteistöille. Yrityksessä lanseerattiin uusi turvapalveluiden kokonaisuus syksyllä 2016 ja tässä opinnäytteessä kuvattu projekti kuuluu tähän kokonaisuuteen.

Tarve tälle työlle polveutuu Suomen hallituksen linjaamasta asetuksesta, jossa Suomen valtion eri toimijoiden on määrä vähentää kokonaiskustannuksia. Opinnäytetyön tarkoitus oli tutkia mahdollisuutta luoda palveluportaali eri kiinteistöjen turvallisuuspalveluille. Portaalin idea on yhdistää kunkin asiakkaan kiinteistöjen turvallisuuspalvelut yhden järjestelmän alle. Lisäksi projektin aikana oli tarkoitus tutkia, onko portaalin luominen kustannustehokasta.

Opinnäytetyön teoreettinen viitekehys perustuu Senaatti-kiinteistöjen projektimalliin. Malli on luotu Risto Pelinin kirjoittaman Projektihallinnan käsikirjan avulla (Otava 2011.)

Tässä opinnäytetyössä kuvataan projektin vaiheet kronologisessa järjestyksessä. Lisäksi perehdytään projektissa käytettyihin tutkimusmenetelmiin. Projektissa on käytetty seuraavia menetelmiä: markkinamääritys, liiketoimintamallin kuvaus, palveluiden kuvaus, asiakaspolku sekä avoin kysely projektiryhmälle.

Projektin tuloksista ilmeni että palveluportaali on mahdollista luoda ja sille on kysyntää markkinoilla. Projektille asetetut tavoitteet suoritettiin aikataulun mukaisesti. Projektimallin ja hyväksi havaitun johtamistekniikan avulla saavutettiin menestyksekkäitä tuloksia.

Projektin lopussa havaittiin tarve uudelle projektille, jossa jatketaan palveluportaalin teknisten tietojen määrittämistä ja kehittämistä. Seuraava projekti oli tämän opinnäytetyön valmistuessa esivalmisteluvaiheessa.

Avainsanat: Palveluportaali, Projekti, projektijohtaminen, Projektimalli, Senaatti Kiinteistöt

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1 Introduction

This thesis is describing a project that has been made at Senate Properties during 2016-2017. The project focused on developing a service portal that cross-connects the estates safety and security services. This project is a part of a broader content that the Senate Properties are undertaking. Senate Properties purpose is to be government's estates safety and security service integrator.

The Finnish government has an aim, which is to streamline the expenses of governmental departments. Therefore the need for this kind of product was relevant (Vm, 2014). The Ministry of Finance has declared a proposed government premises strategy (2020&2a/2014), which is to improve working efficiency and productivity. Furthermore strategy declares that departments must increase their efficiency of premises. This means that m²/person, €/m², €/year are reduced (Vm, 2014). Together this strategy and demand of Senate Properties customers has created a need for a product that could streamline security costs of customer estates.

This thesis describes how the project was managed and planned. Did we achieve the objectives that we planned to? The idea of the project was to perform research methods to identify business area. Besides that, my task was to define how it is possible to create the portal and is it profitable? In addition, my task was to identify the relevant safety and security data that Senate Properties could use in their upcoming service portal.

2 Theoretical framework

The subject of this thesis was to describe project work that we made at Senate Properties. Therefore the theoretical framework of this work is based on a Senate Properties project model. The model is based on Risto Pelin book projektihallinnan käsikirja, Otava 2011.

2010 Senate Properties created a project management model to support ongoing and upcoming projects. There are multiple ongoing projects at the Senate Properties, so it is essential that there are frameworks that directs project leaders and project workers. The purpose of this chapter is to clarify how the project management has been developed and what key objects are important in project management.

2.1 Project management

Project is a set of work which has start and end. Project works that history can show us has exist till pyramid of Giza, by then the work was done under military organization and it didn't follow modern world project management methods. (Pelin, 2011, 23). Project management is a combination of discipline planning, organizing and managing the resources to bring successful results from the project (Collins, 2011, 1). Frequently Projects starts when customer concretely demands product or services. (Pelin, 2011, 18)

Project management methods haven't been changed in the history. Although methods has been developed by the time and there has been formed concrete practical implementations or guidelines. Current project management tools are based on Erdős-Rényi graph theory model which was developed in 1959. The globalization in markets has created demands for successful project management. Frequently project organizations are more complicated to manage. Reason for that is that project organizations may well include subcontractors, consults or supply providers. In addition that leads to situation that the management of communication will be complicated. Project information systems have been developed rapidly in recent years. That initiates real-time project planning and developing in network (Pelin, 2011, 19). Project needs a management system habitually there are project management rules. The key person that manage the project is a project leader. He or she has the responsibility of the project. Essentially project leader has a strong determination to complete successfully the project. A properly leaded project work is excellent way to complete projects in fast changing society (Pelin, 2011, 18). Planning and controlling are related to project comprehensively, these methods consist project structure (Pelin, 2011, 24). Line organization is to oldest and simplest methods in administrative organization. Regularly this type of organizational chart drives top to bottom in company. (Managementstudyguide, 2017)

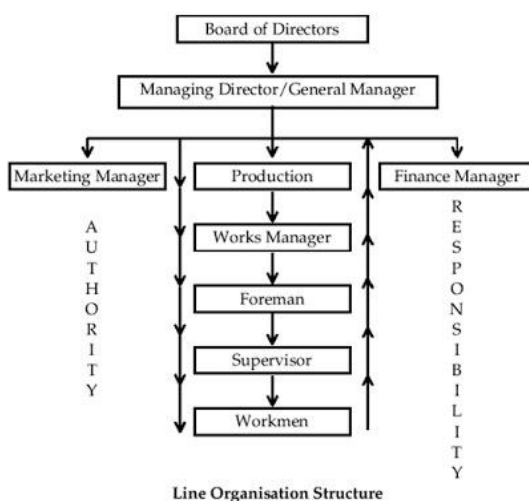


Figure 1 Line organization structure (Kaylan city life 2010)

Organizational changes and position changes in line organization are regularly substantial. At this point project differs significantly. Initially project assignments are temporary. Each project member knows that after the project is complete they reoccurrence to different assignment. According to Pelin *“Project management is an organization which will be assessment after each project”* (Pelin, 2011, 25). It is certain that the project management organization will need clear and mutual project instructions or plans. Although the projects differs from each other. It isn't beneficial that each project leaders have to consider project plans or instructions. Therefore the basic instructions should be completed. (Pelin, 2011, 27)

Beneficial project management is a management by result. According to Pelin there are certain objectives that must be included in the project management. These can be for example time schedule, substance and quality. In the end of the project measuring these aspects are apprehensible. Project is successful when it conclude objectives in the agreed time schedule and budget. In addition it can be beneficial to measure how the project team experienced the project. Was the project successful from the point of view of management? (Pelin, 2011, 35)

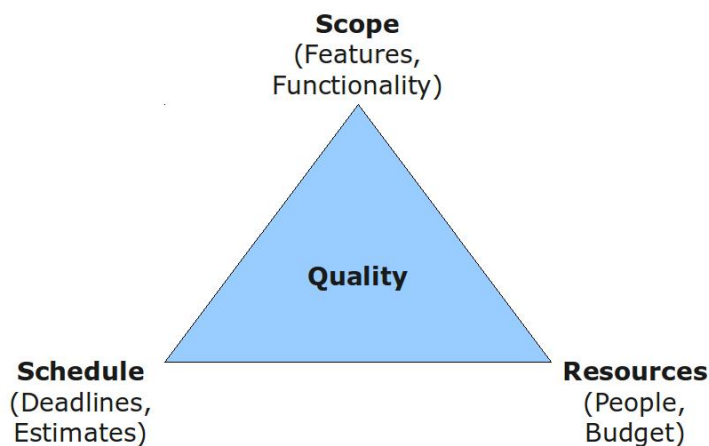


Figure 2 Project triangle (Appnovation 2013)

2.2 Project organization

Project organization consist from Individuals that establish the organization. Persons are involved specified time in the project. After the project they relocate back to their normal duty. The amount of the persons varies in the project. At the starting phase there are few persons. At the planning phase number of persons regularly grows. At the achievement phase the number of persons is highest. Since there are different types of projects, the focus on the projects could vary. Frequently in small projects the project leader is the main resource. If the project time period is short - example one month to one year it would be reasonable to advantage the same project manager. (Pelin, 2011, 63)

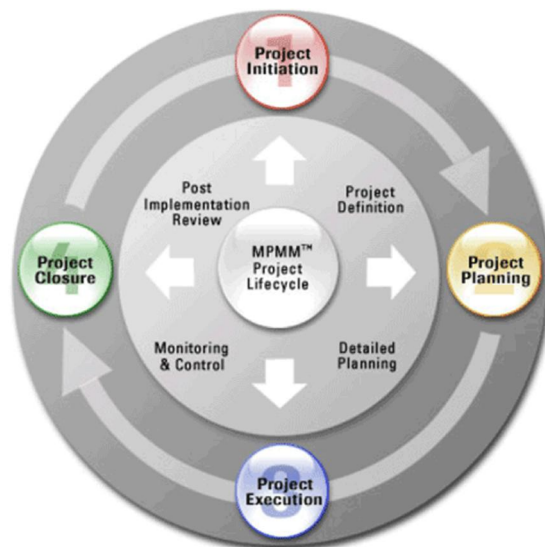


Figure 3 project phases (It business edge 2011)

The matrix organization is well suited for short period projects. Matrix organization demands specific amount of projects and project workers (Pelin, 2011, 64). The matrix organization structure enables skill and information flow in horizontal approach. That means that employees report daily performances to project leader or product manager. Project leaders and product managers authority flows in horizontally across department boundaries. Besides that they continue to report their overall performance to the head of department. Head of department authority flows vertically downwards to his or her department. (Businessdictionary, 2017)

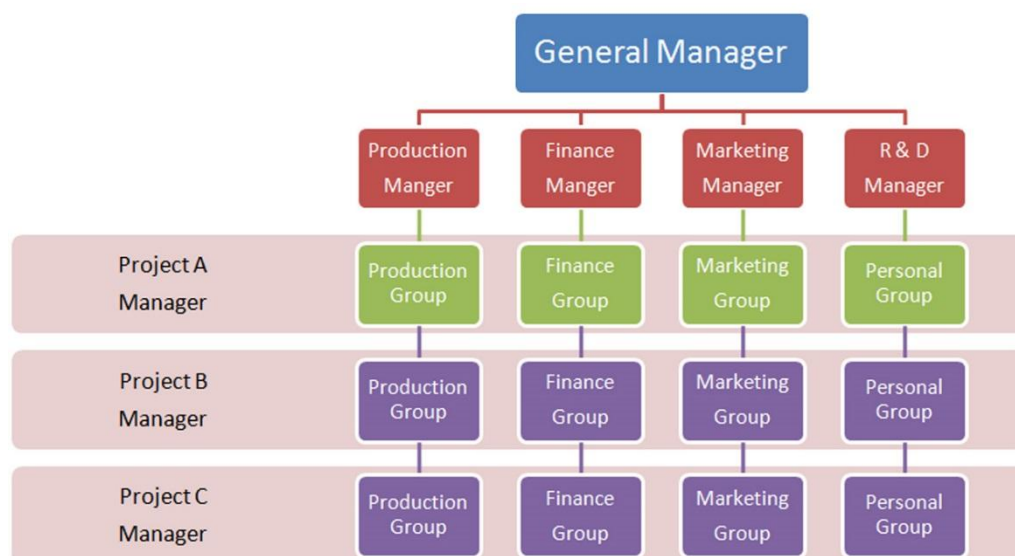


Figure 4 Matrix organization (Project analysis 2015)

It is essential to understand how Project organizations structures. Example who make the decision about starting the project and project budget. Here I present persons or groups that are involved to the project organization. (Pelin, 2011, 66)

- Project Requester is the person or group that make the decision about starting the project. He/she decides when the project starts and ends and also nominates executive board members of the project. His/hers responsibility is to support necessary resources to the project team. (Pelin, 2011,66)
- Executive board of the project represent project requester. In small projects there can be one executive member. Regularly he/she is called project supervisor. (Pelin,2011,66)
- Project manager has the overall responsibility of the project. Project manager duty includes planning, executing and supervising the project. The manager has to report frequently to board. (Pelin, 2011, 66)
- Project member is commonly specialist in the line or matrix organization. Member has to show co-operative and professional skills. Member will participate in the planning phase, especially for managing schedule and the content of personal work input to the project. (Pelin, 2011, 66)
- Project assistant works under project manager. His/her task includes planning and coordinating time schedules, create project budget with collaboration between persons in charge. Besides that assistant has to monitor the budget. (Pelin, 2011, 66)

2.3 Project plan

At the start of the project it is usual that project plan is drawn up. The plan will explain how the achievements can be capitalized. It tells who does, when and where. Project planning is a tool that is searching the best methods to finalize the project. Commonly there are multiple methods to finalize the project. The plan will define the budget and schedule. Equally plan will search potential problems that can harm the goals of the project. Project planning is a summary of multiple processes, which examines variety of effects and how to execute decisions (Pelin, 2011, 83).

It is common that there is a planning and monitoring process in project work. Besides that, organization regularly have project management methods. Managing project planning and monitoring supports the work that has been established in the project. Similarly it helps to supervise the expectations that has been set. It is usual that project planning will fail. Reasons for that can be for example unsuccessful planning or underfunded budget. (Pelin, 2011, 79) Project work consist from implementation and steering process. Implementation process includes activities that are directly focusing on project objectivities. Nevertheless project must be monitored in order to obtain best result. (Pelin, 2011, 81)

Steering process includes:

- Initiation phase. Goals and functional specification must be identified. Project requester is responsible for project goals.
- Definition phase. Project requester and executive members of the board will nominate the project manager, who will assemble the project team.
- Design phase. Project manager will craft project plan in cooperation with the key members of the project. Project phases will be defined and assignments will be resourced.
- Implementation phase. Project goals will implement to assignments that must be controlled and reported. Project steering is ongoing process till the project ends. Deviations will be identified and corrective measures will ensure that the results are successful.
- Project close phase. After the results of the project are completed, project manager will present the end report. Project requester and project board will approve the project results. (Pelin, 2011, 81)

2.4 Research questions

The objective of the research questions is to find out how Senate Properties can enter to a new business area. How did we succeed to perform agreed objectives? How did we manage to follow Senate Properties project management process? In addition is it technically possible to create a service portal that can securely process estates safety and security data. And how the portal creates value to estates security management and to Senates customers.

- Is it possible to create a data portal that can securely process estates safety and security data?
 - o How the portal creates value to estates security management?
 - o How the portal creates value to our customers?
- How did the project succeed?

3 Senate Properties

Senate Properties is governmental owned company. Organization works under the aegis of the Finnish ministry of finance. Senate Properties acts as an expert on the working environment and working premises. As a commercial enterprise Senate Properties finances its own operations. Organizations operations are regulated under the state enterprise act as well as by government decrees in respect of Senate Properties. Company's turnover 2015 was 622 million euros and company owns 6,2million m². Senate's history reaches over 200 years. Until 1995 the company abolished and the state properties was divided between 15 property units. The largest agency was the state real property agency (SRPA). 1999 SRPA became a government enterprise and 2001 its name was changed to Senate Properties. (Senaatti-kiinteistöt, 2016)

Company has three business sectors, each sectors offers unique services to their clients. Sectors are divided to Defense and security, ministries and special premises, and offices. Defense and security business sector focus on defense management, prisons, Finnish border guards, customs and emergency and crisis management centers. The operations in this client sector are specialized in safety and security. The property scale is diverse in defense and security sector. It includes offices, storages, accommodations and training premises, as well highly technical premises and a considerable amount of underground premises. The objective of this business area is to ensure security through its property operations and ensure that clients can perform their operations in their premises. (Senaatti-Kiinteistöt, 2016)

Ministries and special premises business sector focus on research institutes and cultural institutions. Example in capital area such as Finnish national opera and the Finnish national gallery. In addition there are some individual special premises that are clients, for example schools and hospitals. Most of the clients in this sector occupy properties that are classed as prestigious, protected buildings and premises. Therefore the maintenance and development of these buildings requires special skills. (Senaatti-kiinteistöt, 2016)

Offices business sector consists a lot of different governmental administrative bodies and agencies. Example judicial administrations, the police board, tax administration, regional government. Additional the national land survey and other national clients as well as central government. The property scale is diverse ranging from offices in properties from 19th century to modern office buildings. Most of the premises are located in city centers, in the main municipalities. Largest concentration in premises is in Helsinki and Vantaa area. The business area in properties varies from large office complex to smaller office buildings. (Senaatti-kiinteistöt, 2016)

For the background Senate Properties has numerous ongoing projects. Senate Properties organization structure is matrix organization. I define the matrix organization in section 2.2 project organization.

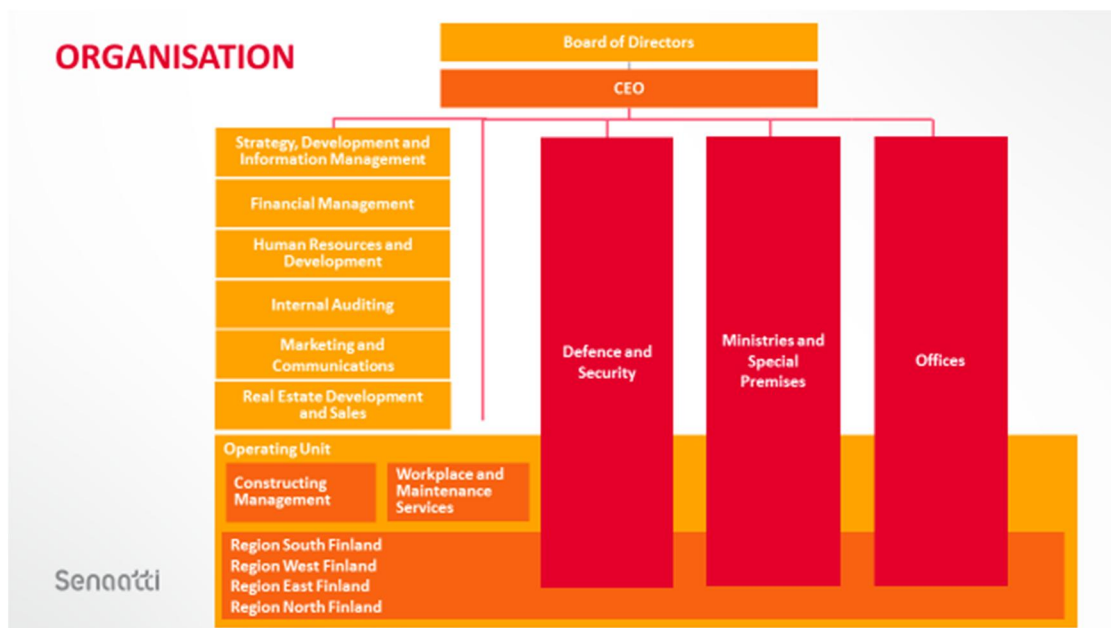


Figure 5 Senate Properties organization chart

4 Service portal

Product that we are developing with our project team is a service platform that is called service portal. The idea of the portal is to cross connect security data and concentrate all safety and security services in one platform. Besides that, portal could improve the overall security management of the properties. The amount of duties that Property managers has, is substantial. The properties safety and security data includes: video surveillance and alarm systems (CCTV), access control and emergency plan.

Governmental departments has noticed that concentrated services in safety and security may reduce costs. According to chapter 1.1 "*Ministry of finance has declared a proposed government premises strategy 2020&2a/2014*". Acts declares that the aim is to reduce costs in governmental department sector. That creates pressure at departmental savings and therefor Senate Properties has discovered that the demand for security portal is relevant.

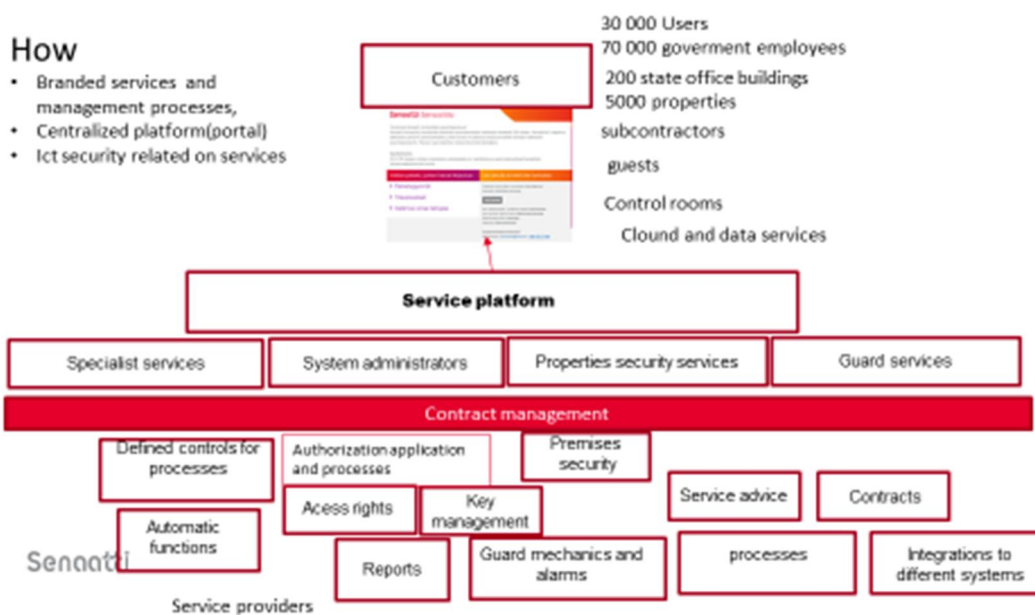


Figure 6, Service platform draft (Senate Properties)

5 Research methods

5.1 Market research

All companies and organizations need information from their market sector to capitalize their business. Information can be obtained in many different ways and the source of information is not always received from equal source (Hague,P&Hague,N 2013,15). Properly aimed marketing research can be a key to manage successful business and it can give information to identify between success and failure. The idea of the market research is to identify what customers require and what the organization needs to be able to reach customers' demands. Additionally the benefits of the research allows companies to follow current trends and let the organizations know what the competitors are doing. (Whiteling 2010, 84). There are lot of reasons for company to do marketing research but nonetheless the most vital intention is to help organization to have better understanding of existing markets. Proper research can help company to identify risks and therefore they can reduce risks. (Hague,P&Hague,N 2013,15)

It is essential to know the precise size of the operating market for an organization. Without this information it is difficult to realize how much potential the organization can capitalize. The term market size can be divided in to two elements: the served available market (SAM) and the total available market (TAM). (Hague,P&Hague,N 2013,16) TAM refers all the combined revenues from the specific markets, example if the company wants to now total revenue of mobile phone markets in North America. SAM refers specific segment of the total available markets. Example if the mobile phone industry has 100 billion market share in year in the US and Apple is has 30 billion market share, the served available market (SAM) for Apple

is 30% of the total available market (Caycon, 2013). If the organization doesn't have the knowledge for market size, it will be problematic to predict future plans. If the company realizes market-size data it will be comfortable to understand the potential of expanding sales and for increasing market share. (Hague,P&Hague,N 2013,16) When company is doing a primary research it can be conducted by own organization or it can be outsourced to a subcontractor or a consulting company.

How company can research potential markets or customers? By investigating internet or through direct contact with potential customer. There are two research methods that are regularly used in primary research: quantitative research and qualitative research. Quantitative research is focusing on broad cross section and produces numerical results. It can be useful to show quantitative research results to potential investors. Qualitative research is focusing on smaller but more representative study. Example organization gathers small group of persons that are representing company's target market. Idea is to try to discover how customers feel about the organization or the product they are offering. Combining quantitative and qualitative research methods has been proved to be successful. (Whiteling 2010, 92)

5.2 Business model canvas

Business model canvas was developed by Alexander Osterwalder. It is a business model tool that helps entrepreneurs and managers to visualize their business strategy. According to Osterwalder "You *might think of a business model as a blueprint describing how an organization operates*" (Clark&Osterwalder 2012, 26). Each organisation has their own business models that they use for operating. But there are two valid questions that are similar to each organisations. First question is who is the customer? To find out, company needs to identify their customer segment. Second question is what job does the customer need to have done? For that, it is important to identify what are the services the company is offering to customers. (Clark&Osterwalder2012, 26)

The basic idea of the most business models is to know how customers and cash sustain enterprises. The idea of the business model canvas is to show that the business involves more than cash and customers. The canvas presents nine different components which are also called the nine building blocks. The components are: customer segments, value propositions, channels, customer relationships, revenue streams, key resources, key activities, key partnership and cost structure. These factors are helping companies to identify how to provide value for their customers. (Clark&Osterwalder 2012, 31)

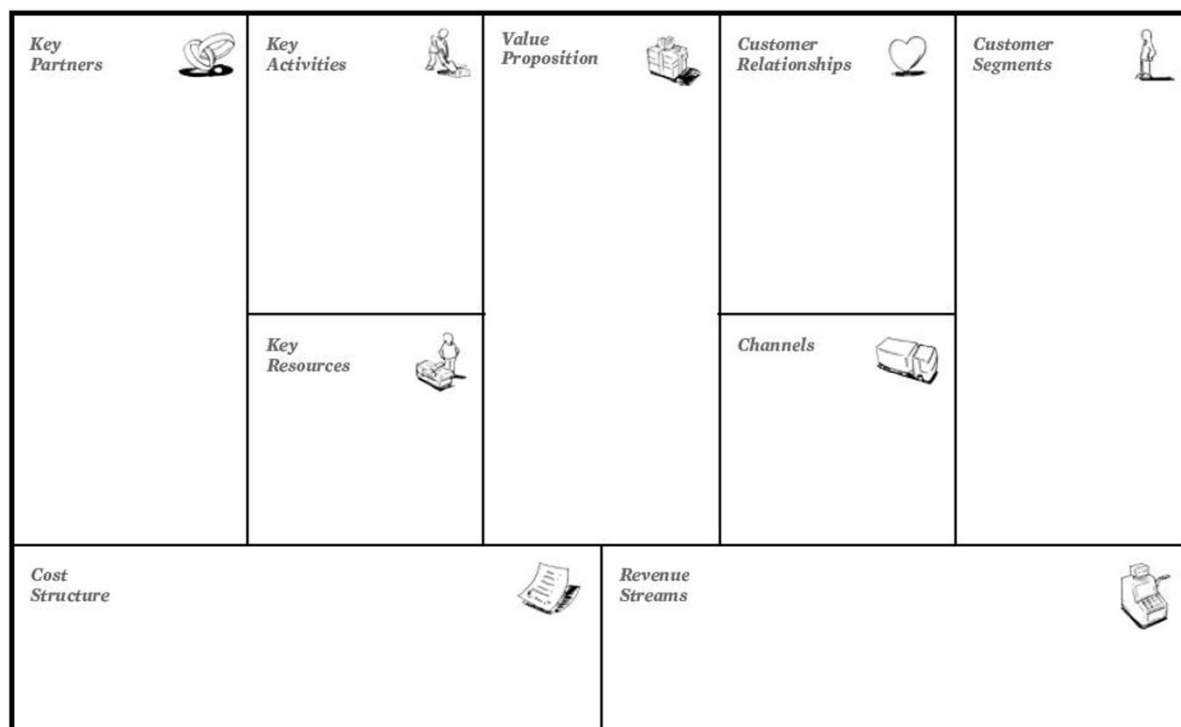


Figure 7 Osterwalder Business model canvas (Innovately 2015)

5.2.1 Customers

Each organization has one or more customer segments. Customer segment defines which business area the company is operating in. According to Osterwalder "*Customers are the reason for an organization's existence*". It is crucial to identify what is company's business area. Is the company so called business to business (B to B) enterprise or is the company business to consumer (B to C) enterprise. Different customer segments may require different values, channels or relationships (Clark&Osterwalder 2012, 35). Customer can be segmented by age, ethnicity, profession and gender. Company can decide what kind of markets they are targeting on and if they are offering their product to single group or multiple groups. By matching the customer segments the organization can make their product or service more profitable. (Cleverism, 2015)

5.2.2 Value provided

How value provided organisation or product is built? Often the price level defines consumers to choose their product. The company is convincing customer to choose their product by solving the customer's problems or satisfying customer's needs. Often customers are willing to pay for higher quality, even though the product may be more expensive than the cheaper one. Also the brand or the status of the company can often effect on customers decision making. (Clark&Osterwalder 2012, 36)

Persons are willing to buy products that has special brand: for example apple has strong brand in certain customer segments. More often companies are finding cost reduced solutions. For example establishing third party solutions for company's server maintenance, can be cost effective. Business customers in investment sector are eager to buy services to help reduce their potential risk on investment. There might be many sections in the organization that brings value to the customers. (Clark&Osterwalder 2012, 36)

5.2.3 Channels

Channels can define how the organization communicates and provides value to their customers. Communication with customers has been changing radically in recent history. Before 1990, the communication between companies and customers were limited to direct channel. Practically this meant that customer went to meet sales person and physical connection occurred. Now companies can choose which channel they want to use: do they want to use physical channels or web channels. (Cleverism, 2015)

Channels are categorized as marketing, sales or distribution channels. For example distribution channels represent how company produces their service to the end customers (Clark&Osterwalder 2012, 38). Distribution channels can be either direct or indirect to the customer. In direct channels the producer sells directly to the end customer. Often companies are using intermediates that sells the product or service. Well-structured distribution channel can be competitive advantage for an organization. (Cleverism, 2015)

5.2.4 Customer relationships

Every organization must clearly define their type of customer relationship. There are different types of customer relationships between organizations and customers. Each company should identify their strategy on customer segments: company's strategy can be that they want to acquire more customers or they can retain deriving more revenue from existing customers (Clark&Osterwalder 2012, 39). Company's purpose can also change. Example Finnish post company Posti Oy is forced to change their relationship to customers due to increased competition on logistic business. Posti has started to offer real estate services on side of their core business. (Posti, 2015)

5.2.5 Revenue

In each organization customers are the heart of the business and revenue will link up automatically with exceeding the customer expectations. Organization should identify their revenue streams and therefore each customer segment has an own stream. Accurate evaluation of value proposition can expose multiple streams in single customer segment. One of the most

important things is to try to understand business by forecasts. Evolving business segments demands that enterprises are forecasting progress as well. (Cleverism, 2015). Ordinarily there are two types of customers that has influence on the revenue: some customers are buying products, services or maintenance only once and some customers will return regularly for purchasing products, services or maintenance. (Clark&Osterwalder 2012, 40)

5.2.6 Key Resources

Company's key resources are the main inputs that creates company's value proposition. It allows to create services in customer segments and the products delivery to customers (Cleverism, 2015). Key resources consists of four key elements, which are human resources, physical resources, intellectual resources and financial resources. All organizations need persons to maintain the daily operations. Some of the business models in organizations are heavily linked to human resources (Clark&Osterwalder 2012, 42). Large amount of enterprises have something physical. Practically this means that companies can own land, vehicles and buildings. Often this kind of physical properties are crucial to the core business. Intellectual resources include company's brand, systems, software and patents. Intellectual resources can take a lot of time to implement to practice. The potential can offer unique ideas to the company. (Cleverism 2015). Financial resources includes cash, line of credit and stock options. Each enterprise has financial resources but some companies has more resources in financial sector. For example banking business is heavily connected to financial resources. (Clark&Osterwalder 2012, 42)

5.2.7 Key activities

One of the company's most important tasks is to perform key activities to fulfill company's business purposes. If the enterprise wants to be successful on their business model, they must identify what are the key activities that are dictated primarily by the business model (Cleverism, 2015). Most likely key activities includes making, selling and supporting. In the making process the company is manufacturing, developing or designing a product. (Clark&Osterwalder 2012, 43)

Selling or advertising product to the customers adds value to the product. Enterprises might have special events for selling or advertising. For example one funny Finnish advertisement style in supermarkets is to offer free plastic buckets to the first 100 customers. Supporting activities are not directly linked to producing or selling. Usually supporting activities are focusing to run the organization. This includes for example book keeping, hiring people and administrative work. (Clark&Osterwalder 2012, 43)

5.2.8 Key Partners

When two or more commercial entities are forming an alliance, it is called business partnership. It would be absurdity to an organization to own every resource or execute every process. Some activities may require unique equipment or specific expertise. Frequently that kind of competence will cost considerably to operate (Clark&Osterwalder 2012, 44). Regularly partnerships can be divided into four different types. When forming a strategic alliance, two or more organizations are not competitors. For example two organizations are sharing the same service platform, which will end up so that both companies are receiving benefits. (Cleverism, 2015). There can be co-operation between organizations. Regularly this kind of partnerships can reduce the risks for both companies. Example airlines are frequently doing co-operations between themselves. Occasionally two companies are developing joint venture to new business markets. Reason for that could be for example that the organizations are having mutual interest to enter on a new market or a new geographic area. Commonly companies will agree joint ventures if both organizations will receive inputs. The most common partnership style is buyer-supplier relationship. This means that the buyer has a reliable supply source and supplier has a reliable buyer for their product. (Cleverism, 2015)

5.2.9 Costs

Each organization needs cash to create and deliver value to their customers, to maintain customer relationship and to generate revenues. Upkeeping these segments will automatically generate costs. According to Clark *"costs can be roughly calculated after defining key resources, key activities and key partnership."* (Clark&Osterwalder 2012, 45). Each organization will create costs and that has been a constant universal dilemma. Nevertheless certain companies has made an organizational mission to reduce costs. Henceforth business can be divided into to two extremes: cost driven business model and value driven business model. The cost driven business model is heavily focused to reduce costs. Regularly when company is doing cost driven business model they are focusing on creating a lean cost structure. Henceforth that will effect on company's value propositions (Cleverism, 2015). Organizations that are following value driven business model are focused on to providing value to their customers. For example luxury hotels value to offer high quality services to their customers. They spend a lot of effort and resources to guarantee high value propositions to customers. (Cleverism, 2015)

5.3 Service blueprint

Service blueprint is a service process tool. It was designed by Lynn Shostack in 1982. Blueprint was created for developing existing services and innovating new customer services. Originally the tool was created for the banking sector, but in recent years it has become popular in service designing (Interaction design, 2016). The method is also suitable for ensuring quality of services and it can be used to representing service cycle overview to clients. Blueprints aim is

to indicate service process overview by using visual presentation. Through this method organizations can identify failure points and discover new innovations. In addition, each contact point between a company and a customer comes visible. Blueprint can be effective when organization wants to identify potential savings for costs. Furthermore it grants excellent base for service-process management. (Seyring&Dornberger 2009, 4)

Before service blueprinting model, preliminary information must be identified. Blueprint defines complete service production process that presents customer interaction and additionally invisible client process steps. At the beginning the organization needs to find out the client requirements for each client segment. The company also needs documentation of processes and sub processes of ongoing services, information about related resources from each process step and timeframes of the processes. (Seyring&Dornberger 2009, 4). Key to successful service development is to identify relevant customer segments and their requirements. Target groups must be precisely defined, which means that for example age, gender and profession must be recognized. The development and requirements of the client groups is not part of customer blueprinting, instead it takes place in the requirement analysis phase (Seyring&Dornberger 2009, 5).

Service blueprinting for new customers includes four stages. At the first stage, organizations must depict the process for the client in their point of view. This means that the service is modeled as it is perceived by the client point of view and client's satisfaction is taken care of. It is important to notice that service blueprint is valid for only one target segment (Seyring&Dornberger 2009, 7). In the second stage contact points between customer and provider are identified. The direct process between clients and service provider are clearly described. The third stage is to define the unperceivable steps. This kind of steps are invisible for the customer in the service process. Seyring&Dornberger 2009, 8). At the final stage it is essential to determine the time frame for the process. To complete this, the organization needs estimated labor time, related costs and employee count. (Seyring&Dornberger 2009, 9)



Figure 8 Service-Blueprinting-Process for new services (Seyring&Dornberger 2009, 7)

The service blueprinting procedure for existing services is done by analyzing and visualizing the service process. When the organization is performing the process, it is possible to identify areas that need improvement in the service process. The organization should create visualized representation of the process where the flow and potential points are highlighted

(Seyring&Dornberger 2009, 10). The process is divided on four stages. At the first stage the service must be decomposed in to small parts and the processes must be documented. Most methods such as observation, service transactions and monitoring are suitable. Standard methods for gathering service process components are structured interviews and workshops. The second stage is to cover up the depiction of the service process. This act must be synchronized with the first stage. At third stage the real process roles must be defined. To complete the blueprint, the organization must sequence the process step resources and measure the time frame. (Seyring&Dornberger 2009, 10). The fourth stage is making analysis of the previous stages and finally to perform needed improvements to the earlier stages.

(Seyring&Dornberger 2009, 11)



Figure 9 Service Blueprinting Process for existing services (Seyring&Dornberger 2009, 10)

5.4 Customer journey

Customer journey is a complete summary of the interactions between the customer and the company. The concept of the journey is to visualize the full customer transaction, not only parts of it. The idea in this concept is to identify certain touch points that happens when customer is interacting with company's brand or products. For example the moment when a customer finds out about a product from an advertisement and expands the information about the product is called a touch point. Before the final business transaction where the customer and company are finalizing the deal, customers can go through various touch points (Survey-monkey, 2014). When the organization starts to create customer journey, it must identify the various touch points. In the beginning of the concept touch points can be store, website or call center. (Smartinsights, 2013).



Figure 10 Touch points (Smartinsights 2013)

Customers will complete numerous actions and activities at different industry or business sectors during the customer journey. Typically these actions are similar and can be summarized in to following types: awareness, discovery, purchasing, use of product or service and bonding with product (Smartinsights, 2013).

In the mapping process organization starts to visualize customer's touch points. Commonly in this stage a clean chart can be used for the map. Charts idea is to present the steps that customer will perform. Typically charts steps goes from awareness phase to purchase and bonding phase (Smartinsights, 2013). Complete customer journey can reduce negative customer experiences. Through step points it is possible to identify key steps and decision points to ensure that right information reaches out to customers. This can reduce communication gaps between customer and service provider. (Smartinsights, 2013). Customer journey gives possibility to have overview of the customer experience to the managers of the company. Managers regularly uses customer journey to identify opportunities to enhance services (Smashing-magazine, 2015).

Customer Journey Map	Awareness	Discover	Purchase	Use	Bond
Website					
Store					
Call Centre					
Facebook					
Web Forums					
Mobile Phone					
Email					
Post					

Fig 2

Figure 11 Customer journey chart (Smartinsights 2013)

6 Project description

Description of the project has been carried out by using chronological reporting methods. The project started in September 2016 and ended in February 2017. On this description I am presenting our project team, phases and findings.

A launch meeting for project was held on August 29, 2016. At the beginning we went through the project plan. Project is implementing Senate Properties project management process. Senate Properties project management process is based on Risto Pelin book projektihallinnan käsikirja, Otava 2011. In section 2, I am opening the theoretical framework. In the first meeting we did go through our company's policy and strategy for the product. At this same meeting we received a timetable for the project and we formed the team for the project. The team consists of eight persons that are working in Senate Properties. It was highlighted that there might be changes in the project plan during the project.

The overview was to combine company's project management model and research methods. The model did give clear guideline how to perform senate's project and the idea to use service methods such as business model canvas, market research and service blueprint was to identify market information, technical information and customers' demands.

PROJECT PLAN

- **Phase one, September-October 2016**
 - Start up, project teams
 - **Market research**
 - **Business model canvas**
- **Phase two, October-November 2016**
 - **Finalizing business model canvas**
 - **Service blueprint**
 - **Key performance indicators**
- **Phase three, November 2016 – January 2017**
 - **Finalizing planning and implementing**
 - **Identify relevant data for portal**
 - **Customer Journey**
 - Benchmarking
 - Project closure

Senatix

15.2.2017

Planning and
implementing through,
steering group and
project teams

Figure 12 Project plan (Senate Properties)

Project was divided on three phases: at the first phase the plan was to start to identify upcoming markets and create a business model canvas. Timetable for the first phase was from September to October 2016. In the second phase the plan was to finalize business model canvas and start do customer journey. Similarly we had to start identify our stakeholders and start to collaborate with them. In the end of the second phase we had to finalize our service blueprint. Time scale for the second phase was from October to November 2016. Third phase started in December 2016 and ended in January 2017. During the third phase we started to identify the relevant data for the portal. Besides that we finalized customer journey and at the same time marketing and sales work started and we established persistent communications with our stakeholders. In the end of the third phase, benchmarking to similar organizations and their products could be beneficial to Senate Properties.

6.1 Phase one

First phase started 19.9.2016 with a group meeting. We went through our project plan and shared the responsibility areas. We decided that my part was to familiarize to business model canvas. The idea of the canvas was to help us to familiarize the product, value proposition to customer and different segments that were part of this project. In addition, my part was to support other team members to do market researching. We had to research companies that provides secure cloud and data center services. We had to do market research for cloud and data center services because we needed to rent or buy services to manage the upcoming portal. This was the first entity that we had to solve. I present market research methods in section 5.1.

Company	Revenue M€	Number of persons	Specialist services	Guarding services	Safety and security contracting	Lock contracting	Cloud and data services	Response center	Cash in transit (CIT)	Hansel provider
Accespoint Oy	3,7	40	X		X		X	X		
Anvia Securi Oy	21,6	140	X		X	X	X	X		
Certego Oy (Flexim)	31,8	208			X	X	X	X		
Elisa Appelsiini	71	379	X				X			
Suomen Erillisverkot Oy	952	32	X				X			
Megaflex Oy	5,4	18	X		X		X	X		X
Schneider Electric Fire & Security Oy	24,6	51	X		X		X	X		
Stanley Security Oy	34,2	248	X		X		X	X		X
Tieto Finland Oy	676,5	3144	X				X			X
Valtori							X			

Figure 13 Market research (Senate Properties)

30.9.2016 we had a visiting consultant that presented us administrator concept and implementation services for managing properties safety and security data. The presentation was interesting but the technical implementation varied a lot from our plans. After the presentation we decided that we have to contact organizations that provides cloud and data center services. Besides that, we decided that we have to focus more in the market researching.

10.10.2016 we discussed about possible data center providers. We made a list about providers and thought about their technical solutions. We identified that the main problem could be information classification. There are providers that offers level three cloud and data services. We also had to figure out how we could process level three data online. It isn't possible that Senate Properties uses authority radio network (VIRVE) due to safety reasons. Ministry of finance has created government premises information security act, which is called VAHTI 2/2013 Toimitilojen tietoturvaohje. The act guidelines to classify information in four stages. At stage four, the information is public, at stage three information is confidential, stage two is secret and stage one is top secret. (Vm, 2009)

24.10.2016 our main topic was to create business model canvas. I presented my findings on business model canvas and I suggested that we comprehend Alexander Osterwalders methods in our canvas. I am presenting the Osterwalders canvas theory in section 5.2. We started to create our first draft from the canvas.

6.2 Phase two

Phase two started 16.11.2016. The agenda of this meeting was to present business model canvas and introduce the portals technical findings to executive board members of the project. First we presented our technical findings and we received beneficial feedback. At the same meeting we presented our canvas. Business model canvas inducted me closer to my research questions. Our value proposition to customers is that we produce a security portal that can be used for managing security solutions for their estates. The benefits of using security portal are that customers can release resources from their security services, and focus their resources to core functions. Government premises strategy 2020&2a/2014 declares that overall

costs in premises must be heighten. Therefor customers can reduce their overall costs in security services by using the service portal. After the presentations we had a conversation about what kind of safety and security data would be implemented to the portal. We identified that the amount of data what would come to the portal is extensive. We decided that my part was to define the data in to the portal. At the same meeting we started to work on service blueprint.

<p>7. Key partners</p> <ul style="list-style-type: none"> · Suppliers <ul style="list-style-type: none"> ○ data centers ○ Networks · Software providers · Customers · Government ict centre 	<p>6. Key Resources</p> <ul style="list-style-type: none"> · Staff · ICT · TYP · Business sectors · Safety and security executive team <p>Roles</p> <ul style="list-style-type: none"> · process owner · technical responsibility · administrative responsibility · Customer responsibility 	<p>1. Value proposition</p> <ul style="list-style-type: none"> · Provide value to entire safety and security concept. · Enable customers to use data portal safely and securely.. · Reduce customers resourcers in safety and security services 	<p>3. Customer relationships</p> <ul style="list-style-type: none"> · Safe, cost-effective, reliable · Produce an agreement in accordance with the service and quality · Provide in a nationally consistent high quality of service 	<p>2. Customer segments</p> <ul style="list-style-type: none"> · concentrated ict infrastructure · Provide ict infrastructure for customers · Tailored for customers needs
<p>9. Cost structure</p> <p>Formation of the costs can be: (ict infrastructure Software, Consultants, Development project)</p> <ul style="list-style-type: none"> · Monthly payment · Fixed costs · Variable costs 	<p>8. Key activities</p> <ul style="list-style-type: none"> · Using hansel in competitive bidding · Using Senates existing contracts if possible 		<p>4. Channels</p> <p>Roles</p> <ul style="list-style-type: none"> · process owner · technical responsibility · administrative responsibility · customer responsibility <p>Communication</p> <ul style="list-style-type: none"> · Senates internal communication · Communication between senate and service providers · Communication between service providers 	
	<p>5. Revenue streams</p> <ul style="list-style-type: none"> · Fixed monthly payments · Variable payments 			

Figure 14 Senate Properties business model canvas

23.11.2016 our main topic was to present service blueprint. We identified lot of relevant information through the service blueprint. The information that we described was essential to my research question, is the portal profitable to create? The blueprints idea to us was to reveal service delivery process from the customer's perspective. I present service blueprint theory on section 5.3. Besides the presentation we started to deliberate key performance indicators (KPI). We decided that we don't start to create KPI during this phase.

SERVICE BLUEPRINT		
Otsikko	Kuvaus	Huomiot
Service name	ICT-security infrastructure	
Service responsibility	ICT: N.N	
partnerships internal/external	external: Providers N.N internal: Account manager/property manager; ICT, experts	
Service description Value proposition What, hoe, why Benefits for customers	produce security portal that senate-properties customers can use. The benefits of using security portal are that customers can release resources from their security services, and focus their resources to core functions, as well as achieved by centralizing the cost and quality advantages. Safe and secure, cost effective and reliable, Ict portal that functions has been concentrated to one infrastructure. Which is approved by Finnish communications regulatory authority. Service will be delivered nationally, consistent high quality of services. Concentrated cloud data services.	
Service products	Cloud data center, data communications,	
Key customers	Agencies and institutions	
Key performance indicators	the reliability of data center services and connectivity, satisfaction surveys, usage reports, cost efficiency meters safety and security incidents count	
Price for customer	Based on a scalable fixed monthly invoicing.	
Costs, internal./external	Internal.: own staff External.: service providers	
Estimated sales (€) per year	Sales potential: 300 large target through services.	ICT infrastructure security services are not sold

Figure 15 Senate Properties service blueprint

6.3 Phase three

Phase three started on 14.12.2016 when we had a meeting with a consult company, which helped us to identify the relevant data for upcoming security portal. As noticed in the earlier phases of the project, the amount of data in the security portal is so extensive that it would be unmanageable to identify all the data by myself. Therefor the executive board of the project decided that I will receive help form the consult company. In addition, we created a plan for the upcoming months. We decided that we will have workshops, where all the project members and consults will work together.

11.1.2017 our topic was to finalize the customer journey. As a matter of fact, my input on this subject was minor. Nonetheless I was part of the group who identified and capitalized the chart. To our project team the chart did describe the journey of user's by representing the different touch points that characterize user's interactions with the service. I am presenting the customer journey theory in section 5.4.

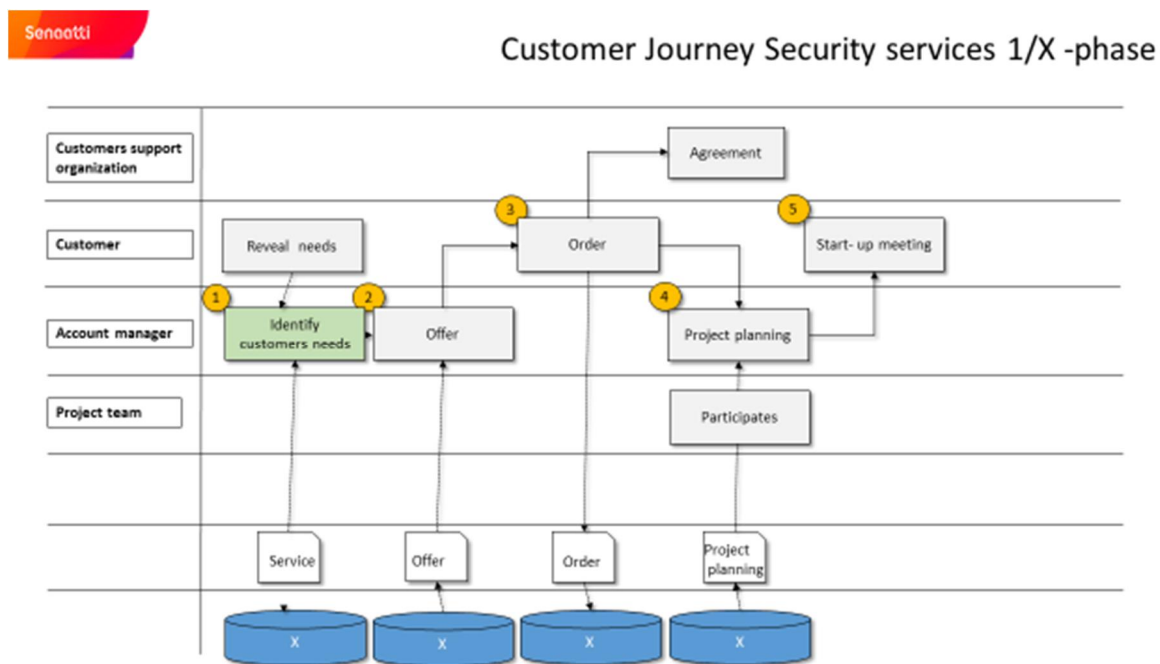


Figure 16 Senate Properties Customer Journey

24.1.2017 we had our first workshop. The consult company had identified large amount of data for the portal. Most of the data was stage four or three information. I presented VAHTI 2/2013 Toimitilojen tietoturvaohje. Act in section 6.1 (10.10.2016). The information what we processed was so sensitive that it could be harmful to present in this thesis for safety reasons. We started to identify process overview for the service portal. The process overview need to be described clearly, so the using of the portal would be as easy as possible for the users. I didn't have permission to describe the processes for this thesis, due to the sensitive information in the processes.

6.2.2017 we did have an official closing day for the project and we went through the results of the project. The original plan for the service portal was that the definition and production phases are done in spring 2017. We identified that the benchmarking will be moved on further projects and the production phase will start in a separate project. In the end we agreed that we managed to achieve the goals of the project. We decided that I will create a standardized, open-ended interview for our project team. The project results will be presented in section 8.

7 Inquiry

The inquiry were made for the project team members. All of the team members works at Senate Properties and are experts in their own areas. The idea of the Inquiry was to receive information and feedback for the project management. In addition to that, the data received from the inquiry was important for the conclusions of this thesis. The inquiry was done by using open-ended questions method.

Questions:

- 1 How did the project succeed?
- 2 What do you think about the project steering?
- 3 What do you think about Senate Properties project model?
- 4 How does the service portal bring additional value to customers?
- 5 How should we continue the project?

Turvallisuuspalvelut,pääkäyttö

1. Miten projekti onnistui?

Vastaajien määrä: 6

- Mielestäni määrittelyt eivät ole vielä valmiit tai kypsät seuraavaa vaihetta varten.
- Projekti onnistui hyvin ja tuotokset vastasivat odotuksia
- Projektin asiakokonaisuus on todella laaja. Paljon saatiin aikaiseksi, mutta paikoin päästiin vain pintapuoliseen tarkasteluun.
- Ei kovin hyvin, koska päämäärä vaihtui konesalipalveluksi
- Mielestäni projektissa saavutettiin asetetut tavoitteet, vaikka työ onkin vielä kesken kokonaisuuden osalta ja paljon selvitettävää on jäljellä. Saimme luotua kehyyksen ICT-infralle sekä portaalin osalta on olemassa suuntaviivat, miten kehitystä lähdetään viemään eteenpäin.
- Projekti on käsittääkseni osittain vielä kesken myös tämän osakokonaisuuden osalta. Tähän astinen tulos on varmasti kohtuullinen suhteessa siihen, että kokonaisprojektin tavoitteen asetannassa tapahtui jonkin verran muutoksia ja tarkentumista koko työn ajan.

1. How did the project succeed?

- I think that the projects definitions wasn't ready for the next phase.
- The project was successful and the results were consistent with the expectations.
- The content of the project was massive. A lot was accomplished but in certain objects we failed to reach deeper knowledge.
- Not very well, because the goal of the project changed.
- I think that we achieved the projects goals. Even though the project is still in progress, we succeeded to create a framework to ICT infrastructure. Now we have the guidelines to develop the security portal.
- I think that the project isn't completed yet. Although so far the results of the project has been moderate in relation to the fact that the project goal did change lightly.

2. Miten koit projektin ohjaamisen?

Vastaajien määrä: 6

- Projektin työryhmät tekivät liian erillään työtä ja näkyvyyttä työryhmien välillä oli heikosti. Epäselväksi jäi jäikö jotain käsittelemättä tai tuliko päällekkäisyyksiä.
- Projektin ohjaaminen toimi moitteetta
- Itse olin mukana useammassa alaryhmässä ja muussa turvallisuustoiminnossa, joten olin koko ajan suhteellisen hyvin ajan tasalla. Minusta tuntuu, että muutamat pelkästään tässä ryhmässä olleet saattoivat olla hiukan ulkopuolisia...Olisi ehkä vaatinut hiukan tiukempaa ohjausta.
- Onnistui hyvin ja tiedonkulku muiden ryhmien kanssa toimi.
- Projektin edetessä huomasi, että kehitettävät asiat olivat kaikille niin uusia, että kokouksissa heräsi paljon keskusteltavaa asioiden tiimoilta. Projektin johdolta olisi kaivannut selvempää linjausta joihinkin asioihin. Tästä johtuen tietyt asiat jäivät joiltain osin vellomaan.
- Määrämuotoiset liiketoimintamalli-asiakirjapohjat toivat tarvittavaa yhtenäisyyttä osaprojektien dokumentointiin. Ohjausryhmältä olisi kaivattu tietyissä tilanteissa selkeämpää rajausta työryhmän tavoitteisiin. Kokonaisuutena ok suhteessa projektin haastavuuteen.

2. What do you think about the project steering?

- The co-operation between project teams wasn't so good. It was unclear that did the project teams manage to process the agreed issues and was there repetition in agreed works.
- Project steering was successful.
- I participated in several project teams and project steering groups so I was updated throughout the project. I think that few of our project team members didn't receive project steering enough.
- It went well, the communication between other project teams did work fine.
- I noticed that there was a lot of new information about the product so the team members needed to discuss about the information. Project management should have been clearer in certain parts. Due to this, some of the project objectives weren't discussed thoroughly.
- Similar document models between project teams did bring unity to project documentation. The project steering from the project management could have been clearer. In its entirety the project management was successful, since the project was very challenging.

3. Mitä mieltä olet senaatin projektimallista?

Vastaajien määrä: 6

- Senaatin projektimalli on geneerinen tapa tehdä projekteja, joten mallin suhteen ei ole suurempia muutostarpeita.
- Senaatin projektimalli toimi hyvin tässä tarkoituksessa
- -
- Kokonaisuus ei kovin toimiva, koska päämäärän isot linjaukset tehty liian aikaisessa vaiheessa. Tätä ei tässä projektimallissa voida korjata (ryhmän pääkäyttö tehtävämääritys meni ihan pieleen).
- Senaatin projektimalli kaipaa selvästi jalkauttamista eikä siitä tunnu olevan kovinkaan monella selkeää kuvaa.
- Kokonaisuutena hakee vielä paikkaansa, eli perinteisille projektitoimistoille tyypillistä yhtenäisyyttä ei varmasti ole talotasolla.

3. What do you think about Senate Properties project model?

- Senates' project model is generic way to perform projects, so there is no need for changes in the project model.
- Senates project model works well in this subject.
- In overall the project model isn't working well, because the project goals has been prepared in early phases of the project. This cannot be fixed at this particular case.
- Senate's project model needs initiation for senate's employees. It feels that employees doesn't have clear picture of the project model.
- In overall the project model is still seeking its place in the company. It feels that the company doesn't have the same integrity in projects as some companies that are specialized in project models.

4. Millä tavoin palveluportaali tuo sinun mielestä lisäarvoa asiakkaille?

Vastaajien määrä: 6

- Palvelut brändäytyvät Senaatin palveluiksi ja kaikki palvelut löytyvät yhden luukun periaatteella helposti.
- Huomattavaa lisäarvoa, koska portaalin kautta asiakkaan on mahdollista hallita kokonaisvaltaisesti omaan toimitilaansa liittyviä asioita
- Palveluportaali on keskeinen asia, jotta palvelu toimii. Tiedot saadaan julkaistua asiakkaalle yhteen paikkaan.
- Senaatti voi tuottaa pääkäyttöä mutta ei missää tapauksessa konesalipalvelua
- Optimitilanteessa palveluportaalini pitäisi helpottaa asiakkaan arkea ja sujuvoittaa työtehtävien hoitamista. Johdolle portaali mahdollistaa raporttien saamisen, joita ei ole ennen ollut mahdollista saada joko ollenkaan tai keskitetystä paikasta.
- Määrämuotoisuus, palvelujen tasalaatuisuus ja ns. yhden luukun periaate ovat varmasti kaivattuja ominaisuuksia tälle sektorille.

4. How does the service portal bring additional value to customers?

- Senate's services are a brand. The idea is that there is one platform and it's easy to access all the services.
- Significant added value, because through the portal, customer can comprehensively control their premises related issues.
- The service portal is a key to a functioning service.
- Senate can provide main drive services, but not cloud and data services.
- The service portal should make customers daily operations more functional. The portal enables getting reports, that haven't been possible to get at all or haven't been possible to get from the same system, to the management of the company
- There is definitely a demand for one platform on this business sector.

5. Miten projektia sinun mielestäsi kannattaisi jatkaa?

Vastaajien määrä: 6

- Yhteinen ja yleinen yhteenveto saavutuksista ja avoimista asioista olisi paikallaan. Vasta sen jälkeen voidaan miettiä seuraavaa askelta.
- Jatkaa portaalin laajuuden ja toteutuksen pohtimista
- Tarvitaan työryhmä joka jatkaa määrittelyjen tekemistä.
- Senaatin tulee saattaa Valtorista vastaava ministeriö tietoiseksi tilanteesta ja ohjata päätöksentekoa niin, että konesalipalvelut tuottaa Valtori.

Ilman tätä, suuret linjaukset ja säästöt eivät mitenkään toteudu (pirstaloituu mahdottomaksi hallita turvallisesti).

- Mielestäni nyt pitäisi tehdä selkeä suunnitelma ja vastuiden määrittely, mitä toteutetaan / miten edetään vuoden aikana ja mihin pyritään kolmen vuoden aikana.
- Tavoitteet pitäisi edelleen kirkastaa / rajata riittävästi (yksinkertaistaa) ja palastella kokonaisuus selkeiksi osiksi, joille määritellään realistinen roadmap.

5. How should we continue the project?

- Assigned summary for achievement and unresolved issues is needed. After that we can start planning the next phase for the project.
- Continue to develop the service portal.
- We need a workgroup that continues defining the portals content.
- Senate should establish co-work between governments ICT Centre (Valtori). Valtori should implement and maintain cloud and data services. Without this the designed savings will not occur.
- In my opinion, we need a clear plan and a division of responsibilities for the next three years.
- Objectives should be clarified, delimited and divided into clearer parts. We need to define a realistic roadmap for the objectives.

7.1 Results

Six out of eight persons answered the questionnaire. Majority of the respondents thought that the project succeeded. For example one of the respondents pointed out that we achieved the target of the project. Even though the project is completed, most of the project workers believe that there is a need for a new project.

Part of the project members thought that the project management was successful and part of the respondents felt that the communication between project groups didn't work. For example one of the respondents thought that he was privileged as he was a part of each project group. It appears that the members that just worked on one project group should have gotten more steering from the project management. Part of the members felt that there was a lot of new information to process. Therefore they thought that project management should have been more specific when talking about new the information.

The majority of the respondents thought that the Senate Properties project model should have been taught better to the employees. For example one of the project members didn't answer at all on the question about Senate Properties project model.

The majority of the respondents thought that the service portal will bring substantial value to the customers of Senate Properties. For example one of the respondents thought that the service portal can be a beneficial tool for the customers. Besides that, the portal enables developed reporting methods for Senate Properties management. Most of the respondents felt that it is beneficial that the information can be centralized in one platform.

Part of the respondents felt that there should be a workgroup that continues to develop the service portal. Besides that the project members wanted to get a summary of achievements and unresolved issues of the project. Projects achievements should be clarified and defined so the development work can continue successfully. The results of this project shows that it is possible to define assignments and responsibilities for a future project. The inquiry indicates that there is a need for design and development work for years.

8 Conclusions

Through this project it is evident that the service portal is possible to produce. Although the project is now done, the portals development work must continue. We found out that the portals information and communication technology (ICT) architecture is so massive and demanding that we have to initiate a new project where we have to contact technology providers. With this performance we can find out solutions for ICT architecture.

When we were making market research for the service portal we found out that there is a need for a service integrator. Various governments' agencies submitted their interest for the product. We identified that the reason for the interest is that customers want to concentrate their security services and be more cost-effective by doing so. In the future Senate Properties wants to be government's estates service integrator in security field.

When we were defining the product, we found out that the high price of the product could be a risk in producing the service portal. The ICT architecture is so massive and demanding that building the system can be excessively expensive. Example any ICT service provider cannot offer the entire system that Senate Properties wants to develop. Therefore building the entire system from the beginning can be extremely expensive. Besides that, security act VAHTI2/2013 toimitilojen tietoturvaohje states classified information in four stages. To be able to process level three information, the ICT system and network must be in high security

level. If Senate Properties has to create their own network that can process level three information, it wouldn't be cost effective. Therefore Senate Properties must resolve, how to process level three information securely in the upcoming service portal.

The value that the service portal creates for estates security management is that the property-specific safety and security process will be easier to manage. Portal would enable centralizing the safety and security related systems under one platform. Example centralizing CCTV, guarding and reception services would ease up the overall security managing process. Besides that the service portal would allow a reporting system. Through the reporting system there could be a possibility to indicate estates fire alarms, security alarms and false alarms. Through the reporting system property-specific safety and security culture could be easier to develop.

The value that the service portal could bring to the customers is that the customers could centralize their costs and thereby be more cost effective. For example there is an office block that is owned by Senate Properties. There is multiple government agencies working at the office block and at the moment each agency is providing their own estate safety and security services. The Senate Properties has identified that it would be cost effective to offer the estate and its safety and security services to the agencies. Therefore Senate Properties want to be the service provider in estates safety and security management.

Overall the project succeeded well. We managed to follow the projects timetable and we succeeded to perform established objectives. Project was well planned and the process that we created felt important. Senates Properties project model is generic way to perform projects. I noticed that the project model should have been taught better to the company's employees. Overall the project management was superior: for example we received steering when it was needed. The project manager did outstanding work to communicate between project management and project workers. Through this project, we identified lot information that cannot be processed yet. Therefore there has been launch meetings for a new project that continues the service portal development work.

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