

References

Telco

Creating a new operating model and cultural transformation



Telia Finland wanted to make sure that their way of operating, brand and way of thinking reflect the opportunities of the digital age, and that the company is able to respond to ongoing changes in consumer behavior.

TELIA: Telia is a telecommunications company operating throughout Europe with an annual turnover EUR 8 758 million. It has 23.5 million subscriptions and 21,000 employees.

Futurice helped Telia Finland reach its goal of becoming a next generation company where applications, ecosystems and new customer solutions play an important complementary role to traditional online services.

What we did

Together with Telia employees, we co-created a new operating model for Telia's B2C business segment. The new model supports a comprehensive customer-centric approach and long-term operational planning, while fulfilling short-term commercial goals.

We utilized modern change leadership techniques, such as storytelling, experimentation, and board games. We also organized hands-on leadership workshops and trained key stakeholders to drive change in their communities. We redesigned the operational management model, goal setting and governance to support the new operating model.

Why it matters

As a result of the project, 10% of Telia Finland's employees were trained in customer-centric thinking and service development tools. This ensured that Telia Finland can continue to change its culture independently.

Surveys show that over 80% of Telia Finland's employees were positive about the change in working methods and the new operating model. 10% of respondents were neutral. For those 10% who were concerned about the change, a model was created for ongoing dialogue to address any concerns.

Telia's Liiga gives hockey back to the fans



As a part of the company's journey from a traditional telco to a full-blown media house, the acquisition of the broadcasting rights for the Finnish ice hockey championship league Liiga was an important strategic step.

"Futurice's user-centric way of working and willingness to truly listen to both us and the end-users ensured we kept our eye on the ball - or the puck in this case - and built a service that hockey fans find easy to fall in love with."

– Juhana Schulman, Design Lead, Telia

TELIA: Telia is the New Generation Telco. With headquarters in Stockholm, the company's 20,400 experts serve millions of clients every day in the Nordics, one of the most connected regions in the world. The company was founded in 1853. Telia's turnover in 2018 was over 8 billion euros.



At the time, Liiga's fan base was plateauing - and aging. Telia set out to reinvigorate the fan-facing side of what is one of the most prestigious hockey leagues in the world. The goal was to give hockey back to the fans and raise Telia's profile as a provider of high-quality media content.

What we did

Designing the new service began with a series of interviews and co-design sessions that were aimed at getting to the bottom of the fans' relationship to the game, their engagement with and passion for the world of hockey. Together with Telia's team, we set out to enhance this experience.

To help fulfil fan expectations and fan the flames of their passion for hockey, together with Telia we co-created Liigavahti, the ice hockey lovers ultimate companion. It allows fans to share important events and stats on mobile, right as they happen. Liigavahti supports organic virality by offering teams and sports media a web platform for embedding action-packed Liiga clips in articles, digital display marketing and other contexts.

Why it matters

Liigavahti elevates Telia's credibility as a sports media operator to a whole new level. Liigavahti also drives sales. It's an important channel for gaining the attention of potential customers who are not yet ready to commit to a channel package and serves as an added convenience for subscribers who want an easy and quick way to stay up-to-date.

It helps the company reach not only the hardcore fans that form the bedrock of any professional sports but also the more casual fans who are looking for an easy and convenient way to interact with their favourite teams as well as their friends and the larger fan community. Liigavahti gives ice hockey back to the fans and puts it right in their pockets.