

References

Retail

Creating a culture that always looks ahead



We helped Olvi, a traditional Finnish beverage company, start to look into the future, define its place in it and shape success right now.

"Everyone was delighted to start looking into the future. The training was well facilitated and it progressed effectively. We got more understanding and practical tools in a short period of time and, most importantly, understood that futures work is something that needs to be done systematically."

– **Marjatta Rissanen, Customer Service and Administration Director, Olvi Oyj**

OLVI: Olvi Oyj is a Finnish beverage company which wants to offer its consumers beverage enjoyment. Olvi has produced beverages since 1878 in Iisalmi. Currently the company operates locally in Finland, Belarus, the Baltic states, and Denmark. In 2020, the company's turnover was EUR 44.9 m€ and it employed 1,911 people.

Traditionally, a company's decision-making concentrates on the near future and on numbers. When the operational environment is in turmoil, a straightforward approach is not enough, and organizations must have plans for several alternative trends. Instead of just studying the reports and identifying the changes that are happening, Olvi wanted to understand what impact various megatrends might have on its business over the next 10 years, and how to best prepare for the future today.

What we did

We held a three-day futures thinking and scenario work training, during which Olvi's global leadership teams concentrated on five selected business themes in the areas of sustainable development, digitalization, globalization, changing population structure and consumer behavior.

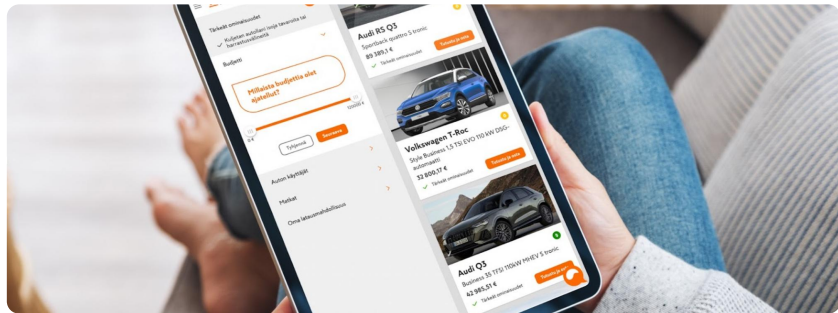
The teams first reviewed the chosen topics, thought of various outcomes, described the future world, and mapped which kinds of signals would indicate the volume and pace of the possible change, what would support it, or vice versa. Next, the discussion turned to understanding Olvi's performance in the future world, with initial actions defined. On the third day, we wrapped up the different futures and their impact.

Why it matters

Correct actions today make for a better tomorrow. The process of mapping out the future and involving the company personnel helped Olvi understand what challenges and opportunities the future might bring, how likely these scenarios are, and what kinds of actions are needed to have an impact and find success. Impactful futures work is more than just studying – it's a tangible change in culture through understanding.

As people's perspectives turn from daily routines to new opportunities, they can make decisions that help build the future, and their motivation increases. In strategy renewal, futures thinking and scenario work helped Olvi draw conclusions about issues like the technologies, capabilities, services, funding models and partnerships the company may need.

Making car sales more human-centered



Futurice worked with K-Auto to define a new vision for their multichannel customer experience and helped start the journey towards realizing the vision by renewing the k-auto.fi site.

"Co-working with Futurice is easy. Their genuine customer-oriented approach has for its part helped us to make the necessary customer-oriented cultural change."

– **Hanna Masalin, Head of Customer Experience, K-Auto Oy**



The number of website visitors increased by +4000 %.



Genuinely customer-centric service and design: more satisfied customers

K-AUTO: K-Auto imports, sells, services and repairs Volkswagen Group cars. The company has advanced car concepts, and also offers leasing, financing, and insurance services. K-Auto is the market leader in its field in Finland.



The goal was to maximize customer value and stand out from the crowd by looking at car sales and services through the drivers' eyes. Having worked extensively with K-Auto's parent company K Group, we were chosen by the company as a partner in both strategic service and website user experience (UX) design.

What we did

The work to define K-Auto's strategic vision for a multichannel customer experience took place in close collaboration with the company's brand strategy and customer journey mapping streams. Together with the key stakeholders, we prioritized ideas based on customer and business value, and started prototyping them.

The strategic work was followed by a website redesign and improvements to K-Auto's selection of web services, in conjunction with the client's brand identity renewal. We found several service areas ripe for development. The most important one was a car search function based on driver needs. Next came the agile design and build of a new k-auto.fi website.

Why it matters

With a new strategic vision for multichannel customer experience development, K-Auto will continue to set the bar in their field. In a world where customers expect more personalised attention and are more interested in services than products, K-Auto really delivers.

The new k-auto.fi site enables K-Auto to take continuous steps towards improved customer service as the demands of car buyers continue to evolve. As more and more data is collected, K-Auto is learning more about their customers. Both using data collected via the new site to understand the evolution of these needs and strategic service design to think outside the box to offer the right services at the right time play a key role. The updates, together with impactful marketing, increased the number of website visitors by +4000 %.

Branding for a personal shopping assistant



We helped UPSY Shopping Helper™ create a brand identity and core message to capture the human touch in e-commerce.

"I loved working with Futurice's AD/copy team. Both Alina and Teriina are NO BS, hands on, super effective and such a great fun to work with. Teamwork! We pushed for a great result and it did not take long. This will boost UPSY's growth for sure."

– Juha Sulkakoski, CEO, Founder

UPSY SHOPPING HELPER™: Upsy is a unique start-up with a mission to help online shoppers in a way human salespersons would in a traditional store. With UPSY Shopping Helper™, online merchants can help their customers find the right products, offer interesting options, suggest additional products and answer all common product and services related questions in a fully automated way.

To conquer the market and its users' hearts, UPSY Shopping Helper™ needed a strong brand identity that would not only stand out from the crowd visually, but also position it as an innovator in its field. We co-created a brand that spells out UPSY's data-driven product value in crystal clear terms.

What we did

The branding began by understanding UPSY Shopping Helper™ users and the problems it solves. The first workshop focused on the key points of the service.

Next we worked on brand storytelling, and helped form the core message, make sales points and, most importantly, express business value and brand personality. We also helped define the tone of voice and write marketing content.

Together, we also worked extensively on the visuals, such as creating the logo, graphic style, colors, typography, images, landing page layout, advertisements and apparel.

To ensure cohesion in user experience, marketing and communications, we also designed a brand concept book.

Why it matters

A strong identity with an impactful and engaging marketing message is important, especially for a new company.

Thanks to our knowledge and experience in both branding and helping modern, data-driven businesses, UPSY Shopping Helper™ now has a visually stunning look and personality, combined with a tone of voice and a core message that helps lift both marketing and sales efforts to the next level.



A data-driven marketing support channel for retailers



Kesko's K Markkinointi division needed an efficient and scalable way to support the marketing efforts of their independent retailers. We co-created a service that gives K-Market, K-Supermarket, K-Citymarket, K-Rauta and Neste K retailers the ability to create their own effective marketing.



10 X campaign participation rates compared to previous years



8000 targeted campaigns were launched in the first year

KESKO: Kesko is a Finnish listed trading sector company. Kesko operates in the grocery trade, the building and technical trade and the car trade. Its divisions and chains act in close cooperation with retailer entrepreneurs and other partners. It has approximately 1,800 stores engaged in chain operations in Finland, Sweden, Norway, Estonia, Latvia, Lithuania, Poland and Belarus.



The concept was co-created as a part of our Lean Service Creation program with Kesko in 2017 and the first version was launched in 2018, with iterations and systematic expansion taking place afterwards.

What we did

K Markkinointi and Futurice co-created a data-driven, scalable, centralised and user-centric service that lets K retailers target marketing to their customers, as well as monitor the results for maximum impact and insight.

The build phase concentrated on finding technical solutions and an intuitive, unique design to fit the retailer's needs.

The service's future users were kept in the very heart of the development process and as a part of the holistic approach to the service, the K Markkinointi team and Futurice also co-created all the manuals, instructional and promotional videos.

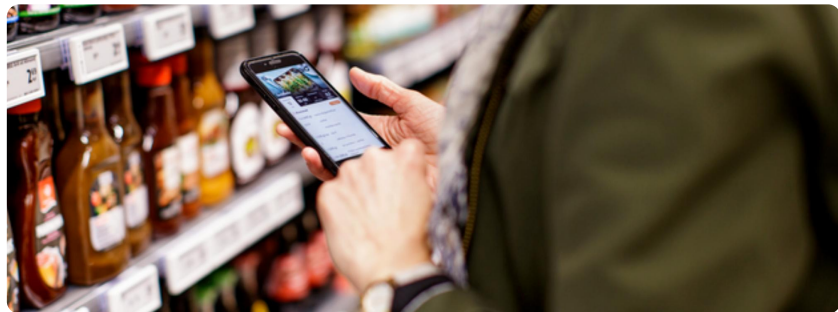
Why it matters

The new K Markkinointi service gives retailers the power to create effective and professional marketing campaigns with as little as three clicks.

The use of machine learning as a part of the recommendation processes allows retailers to target customers with special offers that are in line with their interests as well as purchasing habits.

The service offers retailers the ability to follow the impact of marketing activities and the development of the customer relationship from one central place.

A strategic partnership for a digital transformation



Information technology plays a central role in K Group's business and the company's strategic digital transformation partnership with Futurice plays a key role in its current and future success.

"We have really good working relationships with all our key partners. We have decided to continue collaborating with world-class digital experts Futurice, a company with a proven track record in helping K Group position itself as a forerunner in digitalisation."

– Arto Hiltunen, CIO, Kesko

K GROUP: K Group is formed by Kesko and K-retailers. The group's retail sales totalled approximately €14 billion in 2020. K Group is the biggest trading sector operator in Finland and one of the biggest in Northern Europe. In total, Kesko and K-retailers employ about 39,000 people. It has approximately 1,800 stores engaged in chain operations in Finland, Sweden, Norway, Estonia, Latvia, Lithuania, Poland and Belarus.



K Group has an ambitious growth strategy for Finland and Northern Europe. At the same time, the company strives to improve their digital capabilities to systematically improve all facets of their business, customer experience, improve efficiency and ensure high quality. The group engages in long-term strategic partnerships with companies that are best able to support them in reaching their goals, Futurice among them.

What we did

Since 2015, we have collaborated with K Group to support their end-to-end digital transformation and played an important role in realising the group's strategy of delivering the best digital retail services. In an advisory capacity, we have worked on all levels of the organisation, including with the group leadership.

Starting with the award-winning K-Ruoka mobile app, we've worked with K Group to implement new, agile ways of working and user-centered design practices in the organisation.

Over the years, we've also supported the company in their embrace of modern microservice architectures and cloud technologies to deliver better services to their customers.

Why it matters

K Group's strategy has allowed the company to consistently increase its market share in its areas of operation and our strategic partnership has helped it position itself as a forerunner in digital services in the retail sector in Finland and Northern Europe.

A strategic partnership allows us and the client to take the long view on K Group's goals and digital transformation process.

Futurice plays a key role in helping K Group reach their business, operative and customer experience goals.

A grocery shopping buddy in your pocket



Kesko's grocery retail division K-Ruoka wanted a solution that would make their customers' everyday lives easier.

**56**

The K-Ruoka service's Net Promoter Score

1.5 million

installations and 300,000 active monthly users.

60

versions released since 2015 in true continuous development fashion

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Kesko was also looking for a direct communication channel to inspire loyalty and grow sales. Personalised content, targeted marketing and benefits, information about their loyalty program status as well as useful information related to home and shopping were seen as a great potential tool to reach this goal.

At the same time, the team in charge of the K-Ruoka mobile wanted to change the way they work and build new services. They needed a partner to help them accelerate the embrace of a more modern and customer-centric mindset that drives continuous development and multidisciplinary work.

What we did

Kesko and Futurice employed a user-centered service design process to design the mobile app. Both end-customers and the independent merchants who run the over 1300 K-Citymarket, K-Supermarket and K-market grocery stores in Finland were involved.

The award-winning K-Ruoka app was designed and launched in 2015. Since the latest comprehensive overhaul of the service, the K-Ruoka mobile takes full advantage of Kesko's ability to produce high-quality food-related content by offering users more relevant content - in addition to e-commerce and other functionalities.

Why it matters

People who have installed the app and use it every week seem to spend more money at K-Ruoka grocery stores than non-active users. This indicates that the app helps Kesko's best customers make their everyday lives a little easier.

The project involved three firsts for Kesko in a major undertaking: it was agile; it utilised cloud services; and it was based on APIs and microservice architecture thinking. Changing so many fundamental aspects at once required a lot of courage and perseverance from the whole team and company. The project brought in a whole new mindset and accelerated the development of new digital initiatives all over Kesko.

Current state analysis and recommendations for a digital strategy program



In 2017, Kesko's business environment was in the middle of major transformation. The power of the consumer was growing and habits changing rapidly all over the world.

Among Kesko's stated key business objectives were to get the most out of digitalisation and rapidly respond to the digital change imposed by their changing business environment.

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What we did

The way of working was based on our Current State Analysis & Recommendations model, tailored to Kesko's needs and focusing especially on digital development in the corporation. We worked together with Kesko experts in digital, support functions and their main business units.

We also conducted an international retail trends study. It involved bringing together retail customers and key stakeholders from various Kesko business division and internal functions in a major workshop. The goal was to increase Kesko's understanding of changes in customer behavior in a timeframe stretching to 2020.

At the end of the timeboxed assignment, Futurice had defined a roadmap with a set of changes Kesko should execute on various levels to improve and speed up digital development, along with proposed targets and KPIs for digital services.

Why it matters

Kesko's change program in 2017 sought to answer a question: How should Kesko change? The program produced an answer with 40 roadmap items, including organisational, process, cultural and technology related changes.

Feedback for the proposed changes from top management was excellent. Futurice was also able to bring to the attention of the company's top management topics that were difficult for Kesko's own professionals to speak up about.

Future mobility and business concepts as part of a digital strategy



In 2018, K-Auto was renewing their digital strategy. They engaged Futurice to provide insight into the renewal by defining a challenge: “Define the future 2022 customer group, their mobility needs and 2-3 new business concepts to tap the opportunity”.

K-AUTO: K-Auto is company that specialises in the import and retail of vehicles manufactured by Volkswagen Group and the provision of after-sales service for them. The company also develops advanced service concepts for the automotive sector. K-Auto is the market leader in Finland and part of K- Group which is the third largest retailer in northern Europe, that operates in grocery trade and building and technical trade in addition to car trade.

What we did

The answer to the challenge was an opportunity roadmap. We explored trends, signals and themes around mobility and the consumers' daily lives in 2022. Based on a broad analysis, we defined the five most relevant themes for further development: physical environment, retail, assistance, experiences and value of a car.

Based on a review of themes with K-Auto, we created the four future customer segments and identified two potential evolving segments with high but uncertain business potential.

We then performed a rapid validation using the data we collected during the project and from experts at K-Auto.

Why it matters

We identified five major trends that potentially have a major impact on mobility.

We created six future customer segments, based on statistics and qualitative insights, from which emerged 23 new business concepts, covering both physical and digital service elements.

The focus was to support K-Auto's digital strategy development, with an emphasis on services and delivery capabilities in the coming 4-5 years.

We offered fresh, cross-business and evidence-based insights that are rooted in how people live their lives.

Initiating a culture change in human resources



SOK HR wanted to challenge the current way of developing human resources processes and services.

SOK: SOK operates as the central company for co-operatives and provides them with expert and support services and procurement. SOK is also responsible for the strategic guidance of S-Group and the development of the various chains.



SOK HR is driving cultural change in the SOK organization. The aim is to create future capable organization that's able to adapt to constant changes and complexity in the market as well as customer needs. To make HR development initiatives more agile, human-centric and transparent, they sought inspiration from agile software development and service design ways of working.

What we did

We started working together in the spring of 2018 to experiment with agile and lean development framework. A Lean Service Creation Program was initiated and the teams got to work on three different business cases: employer image, onboarding for new employees and clarifying supervisors' administrative work.

The core idea of the program was to disregard organizational boundaries, hierarchies and traditional ways of working, and instead start experimenting with working in agile multidisciplinary teams to create customer-centric HR processes and services.

Why it matters

Currently, HR practices have yet to utilise the full potential of agile working methods. Our Lean Service Creation Program enabled several breakthroughs in the organization.

The new way of working broke organizational silos and allowed people to collaborate in cross-functional, multidisciplinary teams with end-to-end responsibility. The teams worked iteratively, tackling problems step by step with a continuous feedback cycle and validation with the end-users.

The human experience became the starting point for everything - it was no longer only about processes, but about creating better human experiences at work.

Co-creating the shopping experiences of tomorrow



Leading the way towards digital culture and modern ways of working takes place through innovation.



Easy and more spontaneous shopping: no payment devices, cards or cash



Leading the way towards digital culture and modern ways of working at TINE.



Proven concepts with excellent feedback – the first in Norway.

TINE GROUP: TINE SA is Norway's largest producer, distributor and exporter of dairy products. Its business idea is to use pure, natural raw materials to produce delicious, healthy food through close interaction between nature, agriculture, consumers and trade. Throughout TINE's 160-year history, the company has built the business on diligence in both technical food and production expertise across Norway and around the world.



TINE is a company in the midst of digital transformation. Its technology lab strives to keep the latest technologies on its radar and lead the way to a culture ready for change. Experimentation is the best way to both learn and uncover new business potential, so TINE collaborated with Futurice and DNB to explore how to create tomorrow's shopping experience.

Enter Blunk, the first facial recognition payment service in Norway, and TINE AI Refrigerator, Norway's first no-checkout shopping experience - a refrigerator with computer vision that recognizes the customer and the products stocked.

What we did

We brought together a core team of service designers and developers from TINEs Technology Lab, Futurice and DNB New Tech Lab. The innovative team co-created the Blunk Face Payment solution, offering endless opportunities for automated cash registers, retail concepts and innovative business models.

The AI Refrigerator takes things even further as shopping means a customer only needs to take a product off the shelf.

Why it matters

The TINE Technology Lab exists to experiment, learn and spread what they've learned. TINE has identified ambassadors who are closely linked to the tech lab and capable of giving valuable feedback and guiding the experiments to provide business value.

Demos are held regularly during the course of an experiment, and finally, a sharable lab report is written. Both of the innovative services also gained a lot of interest and attention from customers and media alike.