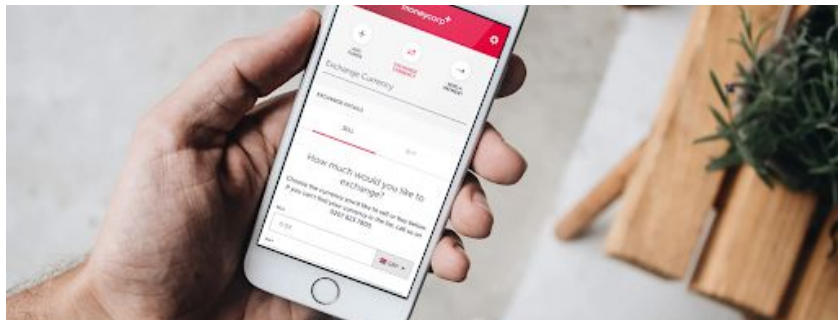


References

Financial Sector

Bringing a retail customer experience to the banking sector



Drawing on our tech capability combined with user-centered design expertise and their own specialists, we helped Moneycorp stand out with a comprehensive rebuild.

"This isn't an IT project. This is a business change - the way your whole organisation interacts with customers is going to be different."

- Nick Haslehurst, CFO, Moneycorp

MONEYCORP: UK-based Moneycorp are global specialists in currency exchange and international payments, handling a huge volume of transactions for a wide variety of corporate, institutional and individual customers in over 190 currencies.



As other sectors pushed ahead with customer experience-led change programmes, Moneycorp saw an opportunity to bring retail banking-style best practice to its own offering. Using lean and agile ways of working, the engagement unfolded from an initial mobile user experience review and Service Vision Sprint (SVS) to a full platform rebuild project.

What we did

We overhauled Moneycorp's user-facing online platform for private and corporate customers, bringing in best-in-class modern web technologies (including React & Redux, Styled Components and Typescript).

We also created an internal UI component library to support a white labeling solution and reduce launch time in new territories from six months to just one to two.

To support Moneycorp's product launch strategy, we helped roll out an iterative release process. Using an MVP provided us with real data already during the first months of the process.

Why it matters

The new online registration system doubled the conversion rate from 10% to 20%.

Over the course of the project, we actively worked to refresh and improve working culture and processes rather than operating as a siloed and outsourced vendor.

Ensuring collaborative and creative work took place at speed and helped deliver a smooth and frictionless product for Moneycorp's customers.

Holistic Product Development at First Card



Together, we have managed to deliver across a vast range of initiatives under our new change agenda!

Lars Jansson - Head of Commercial Cards Product Development at Transaction Banking, Nordea

Nordea is one of the largest banks in the Nordics with a heritage in banking services for more than 200 years. With over 9,3 million household customers and 530,000 SMEs, Nordea creates real impact for their customers and societies by being a strong and personal financial partner.



by Nordea

Digital development at First Card was hampered by initiatives developed in separate teams and there was room for improvement in the established ways of working as well. By leveraging cross-team collaboration and setting up a customer-centric innovation process, we unleashed the ability to create a consistent and value-adding customer experience for all First Card digital channels in the Nordics.

What we did

To tackle the limitations of the established ways of working, we implemented a holistic approach to product development. In practice, we consolidated all consultants and knowledge from separate projects into an autonomous, cross-disciplinary team working with multiple stakeholders across all digital touchpoints.

We introduced a customer-centric innovation process attuned to the business objectives and, over time, built a collaborative work culture with new routines.

Why it matters

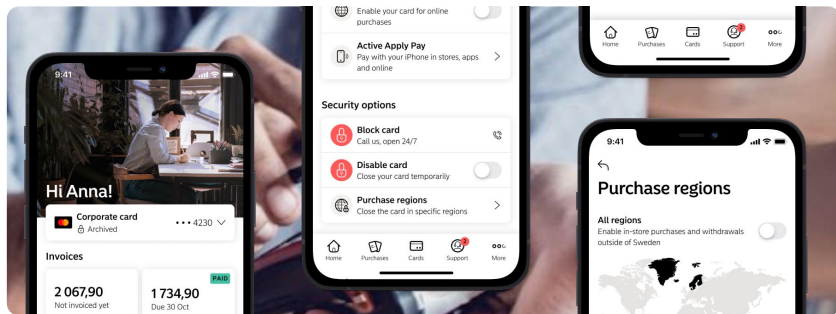
The change brought about an ability to create a seamless and a value-adding customer experience across all digital touchpoints.

The approach allowed for a stronger control in strategy implementation, with clearly determined roles for each channel.

The change also resulted in faster time-to-market and optimized project management, giving more control over actual spending on product development.

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Nordea First Card Mobile App



The technical foundation of the old First Card app was no longer compatible with modern regulations. New features and brand updates had to be implemented, too. As a long-term solution, Futurice and Nordea overhauled the First Card app. The new version was built on a flexible platform capable of evolving to handle the demands of today and tomorrow.

The new version of the First Card App has created great customer value.

Lisbeth Kjellberg - Senior Product Manager at Transaction Banking / Commercial Cards, Nordea

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**FIRST
CARD**

by Nordea

What we did

The right technology was defined during a discovery phase run by a multidisciplinary team. We conducted several expert interviews and explored different technical solutions before deciding that React Native was the right choice now and in the future.

The new app was developed in an iterative, user-centered approach to tailor the service to fit the needs of Nordea's customers. Over a period of a couple of months, Futurice updated the First Card brand and continuously shipped an enhanced user experience with revised information architecture and navigation, helping users find what they need much quicker.

Why it matters

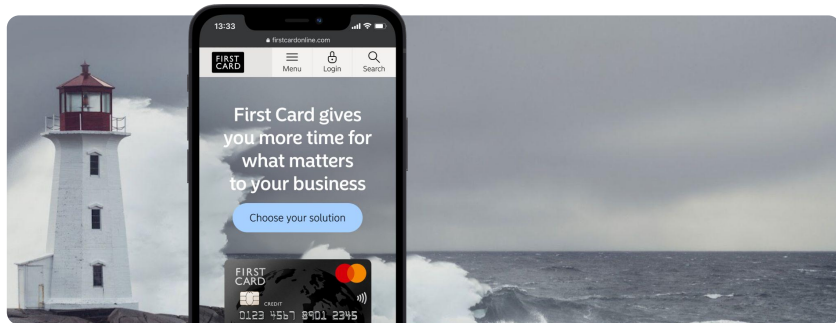
The outcome of this project was more than just a new, modern mobile application. In addition to the updated user experience, the Futurice team simplified the release process, enabling faster iterations that continuously provide value for First Card users.

The new platform is more robust and flexible, providing First Card with a resilient foundation for future development.

With its improved user experience, First Card is now one step closer to being the go-to commercial card solution.

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First Card Web Renewal



First Card's website needed adjustments to better accommodate customer and business needs: integrating new value propositions, simplifying information architecture and giving it a facelift to match customer expectations. Improved accessibility, maintenance and editor experience were also on the wishlist.

Futurice optimized the platform and prepared our website for the future.

Jesper Vendelbo Bendz, Senior Product Manager at Transaction Banking / Commercial Cards, Nordea

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by Nordea

What we did and why it matters

Our cross-functional team applied its expertise and new ways of working to meet client expectations as well as challenge past, suboptimal decisions. Instead of incremental updates to the website, we aimed for a continuous evolution.

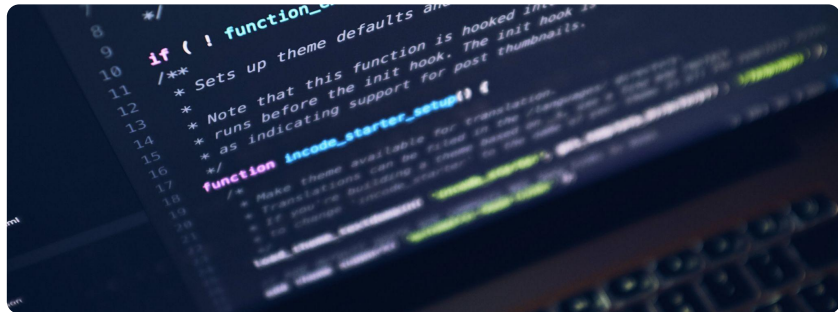
The updated look & feel satisfied the expectations of both First Card and Nordea customers by bringing visual elements of the two brands into play in a harmonious way. The updated content structure delivered the new value proposition and enabled prospective customers to easily learn more and apply for First Card products.

For existing cardholders, the site offered easier access to the support section, complete with frequently asked questions.

Migration to a modern tech stack made the website more resilient and maintenance easier. Accessibility was made a priority and became an integral part of the final delivery, allowing people with disabilities to use the site.

Combined with a series of guidelines and workshops, the optimised content management system makes the editing experience more automated, less error-prone and, ultimately, faster.

Technical due diligence for an acquisition



Futurice advised private asset experts CapMan in an acquisition of digital wealth management company JAM Advisors. The acquired company's value was largely based on digital technologies.

"We were impressed by the expertise of Futurice team that was clearly based on their hands-on experience in software and digital services. Their insight was valuable and delivered with high quality. We are happy that we chose Futurice team as our advisors."

Atte Rissanen, Manager, CapMan

CAPMAN: CapMan is a leading Nordic private asset expert with an active approach to value creation. Its our objective is to provide attractive returns and innovative solutions to investors. Altogether, CapMan employs around 150 people in Helsinki, Stockholm, Copenhagen, London and Luxembourg. CapMan is a public company listed on Nasdaq Helsinki since 2001 and a signatory of the UN Principles for Responsible Investment (PRI) since 2012.

JAM Advisors, established in 2012, is a Finnish technology and solutions-oriented reporting, analysis and wealth management firm. At the core of the firm's service concept is its proprietary and unique X-Ray service platform, which enables a transparent look-through and analysis of each client's overall wealth. Wealth management is based on algorithmic tools, an independence from banks and investment opportunities based on an open architecture.

When CapMan acquired a majority stake in the company, they needed a partner to perform technical due diligence.

What we did

Futurice formed a compact three-person team with experience in software development, architecture, modern software development processes, product ownership and usability design.

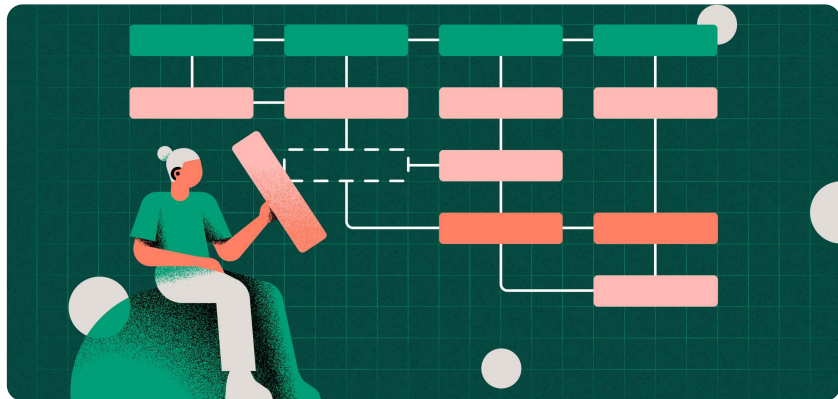
The team conducted a pragmatic and tech-focused due diligence process, evaluating the competence of the development team, their development process, technical architecture and product quality in terms of code quality and usability. In addition to the current state of the product, Futurice evaluated the capability of the team and the architecture to enable future development paths.

Why it matters

Digital technologies are form most of the value of JAM Advisors. CapMan's objective is to grow JAM Advisors' reporting, analysis and wealth management services significantly.

The highly pragmatic evaluation of the code, ways-of-working and usability of the digital technologies provided CapMan insight into not only the current state of their investment, but also potential future development and scalability.

Boosting digitalization of portfolio companies



The management of Ahlström Capital closely followed digitalization in asset-heavy industries and wished to spark a change in its portfolio companies, which were, to a degree, threatened by digital disruption and not necessarily able to see all the threats and opportunities without external support.

AHLSTRÖM CAPITAL: Ahlström Capital is a family-owned investment company that creates value by direct investments in industrial companies and real estate. The company is one of Finland's largest private investors with more than 160 years of history. Annual net sales of portfolio companies is about EUR 4 billion employing about 13 000 people in 27 countries.

What we did

Ahlström Capital asked Futureice to help organize a Network Day event in November 2017 to boost digitalization thinking among the members of the boards of directors of its portfolio companies.

Futureice interviewed the CEOs and key directors of the portfolio companies to understand current status in each firm. Findings from interviews were discussed by Ahlström Capital management to understand the critical actions needed.

We tailored the program and the speeches of the Network Day to suit the needs of the approximately 75 attendees and the portfolio companies.

We also worked with and coached Aalto University students to bring in a fresh external perspective to the company and to challenge existing beliefs of the boards of directors.

Why it matters

As a result of the project, digitalization was made a part of the management agenda at Ahlström Capital and its portfolio companies.

Ahlström Capital gained a better understanding of the opportunities and threats related to digital disruption in its portfolio companies. Ahlström Capital and its portfolio companies took action and pushed forward their digital agendas forward, each tailoring their plans to their industry-specific circumstances.

The Network Day was a success. It engaged the company boards, sparked a lively discussion, and lead to sharpened digital agendas in the boards of the companies. The feedback from the participants was excellent.

Agile customer-centric transformation



The goal of Accountor SME Kluster product development is to implement shared agility and customer-centric working methods within development teams, increase efficiency and create a cohesive culture to provide an excellent HR experience as well as create world-class digital products and services for customers.

ACCOUNTOR: Accountor is a Finnish financial and payroll service company with operations in Finland, Sweden, Norway, Denmark, Russia, Ukraine and the Netherlands. It has about a thousand employees and close to 30 offices in Finland.

What we did

To reach these goals, we, together with the client, created and implemented a comprehensive change program with lean and agile change management, transparency and co-development. The program placed people at the center of change. This helped to ensure that Accountor owned its own change.

Futurice was responsible for change management, facilitation, the agile change management model, content, organizational level team and management coaching, as well as state of the art analysis and co-production of the Playbook - together with the client.

Why it matters

Over a space of two weeks, a huge amount of experimentation was done as part of a series of sprints. Many of the experiments became continuous, some were found to be inoperable after the experiment and some were slated for further development. Most importantly, the concept of continuous improvement and experimentation was widely adopted.

In just half a year, the program succeeded in bringing agile operating models to teams, increasing efficiency and creating a cohesive culture across product development.

Digital customer journey transformation



Allianz wanted to start a digital and cultural transformation from within. The Allianz Global Digital Factory initiative was started to do just that.

ALLIANZ: The Allianz Group is a global financial services provider with services predominantly in the insurance and asset management business. Over 100 million retail and corporate clients in more than 70 countries rely on our knowledge, global presence, financial strength and solidity. In fiscal year 2019 over 147,000 employees worldwide achieved total revenues of 142.4 billion euros and an operating profit of 11.9 billion euros. Allianz SE, the parent company, is headquartered in Munich, Germany.

Futurice worked with Allianz management to advise on their digital transformation strategy and co-created a vision for best in class innovation governance and decision-making. Our team also addressed the major cultural developments needed for this degree of change. The Allianz Global Digital Factory (aka GDF) initiative brought together employees from all over multiple regions to collaborate with each other and Futurice's experts in order to design better services for their customers. Futurice partnered with Allianz to facilitate the digital customer journey transformation for two journeys: life insurance and motor claims.

What we did

Futurice managed a ten-week, Lean Service Creation program that was hand crafted for the transformation of Allianz. The process focused on reshaping the team's mindset to be more customer-centric and collaborative. Allianz teams gained first-hand experience of performing user insight, concepting, rapid prototyping and continuous feedback testing with actual customers. As part of an MVP pilot phase, the teams designed a target service journey blueprint and a set of clickable prototypes to share and begin implementation in their home regions.

Why it matters

For the teams involved in the Allianz Global Digital Factory initiative, Futurice delivered a set of tools and a methodology that creates lasting change in the way they work. The process of transforming the digital customer journeys is the beginning of a digital and cultural transformation within Allianz that will help the company start thinking in terms of connected, customer-centric services that offer services from cradle to grave instead of siloed products.

The transformation within Allianz will enable the company to stay relevant to its customers in the future, too.

Co-creating a new mobile payment concept



A new mobile payment solution was needed. The idea was not only to come up with a new payment solution, but also to bring user needs to the heart of product and service development at Smartum.

"When experts from outside your own organization challenge you, it can naturally spike a lot more creative thinking and lead to solutions that are outside the norm. This was one of the reasons along with the customer-centered thinking that made SmartumPay such a success."

– Ilkka Auer, Chief Digital Officer, Smartum

SMARTUM: Smartum Oy is a Finnish family-owned business that has been building a more humane working life since 1995. Smartum's customers include more than 13,000 employers that offer Smartum's personnel benefits in the form of exercise, culture, lunch, commuting and massage to nearly one million employees. More than 20,000 partner companies accept Smartum payment methods.

smartum
pay

The process began by identifying topics that Smartum would want to explore further. We formed three teams that collaborated for eight weeks together with experienced Futurice coaches. The goal of these workshops was to develop Smartum's working culture to become more independent and to validate ideas directly from customers. The process was run as a Lean Service Creation (LSC) program, which aims to validate and perfect ideas at each stage of new business design. During the process the LSC program trains internal agents of change to help spread the LSC method further into the organization.

What we did

In the workshops, the teams examined whether the preliminary concepts would solve real problems that Smartum customers and end users have had. 'Problem interviews' closely analyzed Smartum's customers' needs, motivations and expectations. This step of LSC helps businesses refine the concept, validate it for end users, and finally define what Futurice calls the "Minimum Lovable Product". In two demo sessions, all teams presented their concepts. These demo sessions brought customer understanding to the rest of the company and strengthened an inclusive and transparent culture. After the second session, the audience voted for the winning concept. The winning concept, SmartumPay was then taken further into development and was launched to market in March 2019.

Why it matters

SmartumPay was brought to market in just six months from concept to launch. SmartumPay is a mobile application that is designed for people who receive Smartum Saldo benefits. The application makes paying and receiving payments quick and easy, giving Smartum a significant competitive advantage.

The feedback from end users has been positive: "Accepting payments via SmartumPay is quick and easy. Also, checking the receipt takes no time." – Restaurant owner, Pompi, Helsinki

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