

References

Public Sector and NGOs

Boosting intellectual property rights monetization



VTT strives to provide exponential hope through science and research, aiming for wide commercialization of technologies with clients. To maximize impact, VTT generates high-value intellectual property and commercializes it through diverse licensing strategies.

"From the start, Futurice's way of working was a good fit. The expertly facilitated workshops helped accelerate our development work and provided the right kind of momentum for integrating it into our regular activities. All the key decision-makers were inspired and the organization is committed to the solutions we created."

- Pekka Karimaa (Head of Sales and Customer Partnerships) & Pauli Laitinen (IPR Manager), VTT

VTT is one of Europe's leading research institutions, owned by the Finnish state. VTT advances the utilisation and commercialisation of research and technology in commerce and society. Through scientific and technological means, VTT turns large global challenges into sustainable growth for businesses and society. VTT brings together people, business, science and technology to solve the biggest challenges of our time, creating sustainable growth, jobs and wellbeing and bringing exponential hope.

VTT's intellectual property rights sales needed innovative approaches to maximize the potential of their extensive IPR portfolio. Together with Futurice, VTT launched a project to boost licensing by clarifying the role of IPR sales in the company's overall strategy.

During the project, it became clear that VTT's IPR sales operated in isolation, leading to ineffective collaboration with other sales teams. To address this, we engaged individuals from different departments to develop new operating models. We identified pockets of excellence and co-created solutions for improved structure, practices, tools, support, and skills. The co-creation process proved to be an enlightening and invigorating experience for all participants.

What we did

We conducted a comprehensive analysis by interviewing 22 key stakeholders from various IPR-related functions, and by studying VTT's internal processes, instructions, tools, metrics, and results. The findings were prioritized in an insight workshop. Continuing the co-creation process, we iterated solution concepts in multiple steering group meetings, gaining internal buy-in from VTT's top leadership.

Ultimately, together we were able to create an implementation roadmap for next year, complete with owners and KPIs for tracking progress.

Impact and outcomes

The new IPR sales strategy and actionable roadmap were immediately approved by top management.

Ensuring continued impact was crucial. Frequent follow-ups during the following year have ensured ownership and progress on actions.

The value of the process continues to unfold over time: immediate customer engagement, eye-opening insights leading to swift and unified company direction, and long-term collaboration creating sustainable change.

Mapping the current state and road ahead for Tuusula's e-services



Municipalities provide eGovernment services that are essential for smooth everyday living to a wide and digitally diverse range of users. Fulfilling this role as efficiently and effectively as possible in a rapidly changing world requires an accurate and up-to-date picture of both the current state and future needs of municipal e-services.

TUUSULAN KUNTA: Tuusula is a municipality in the province of Uusimaa, made up of the charming village of Jokela, known for its garrison history, Hyrylä, a unique combination of greenery and industrial history, and Kellokoski, an idyllic village built on the banks of the Kerava River in a landscape marked by the old ironworks. Today, Tuusula is a vibrant municipality in the capital region, offering many opportunities for comfortable living and diverse business.

TUUSULA

The municipality of Tuusula wanted to assess the current state of their e-services and map out future development needs and priorities. They also needed a realistic and implementable vision for the future of their e-services as well as a clear development roadmap. Keeping the municipality's employee experience and the resident's customer experience at the heart of the vision and roadmap was essential.

What we did

The current state assessment was done in close cooperation with Tuusula's team. We interviewed representatives from all of the committee's tasked with the provision of services, and mapped out the current state of e-services, most important systems and future needs. Based on our findings, we made a summary of the challenges and e-government main needs at the municipal level. To help us understand and manage the whole picture, we described the current process and the related functionalities and systems.

Our recommendations based on the analysis define how the municipality should develop e-government and what principles to follow in its development.

In cooperation with the Municipal Development and Information Management Department, we created both a short- and long-term vision for eGovernment and a top-level roadmap for achieving it.

Impacts and outcomes

The new vision and a concrete roadmap will help Tuusula to manage and develop e-services that improve both the experience of the municipality's employees and the quality of life of its residents.

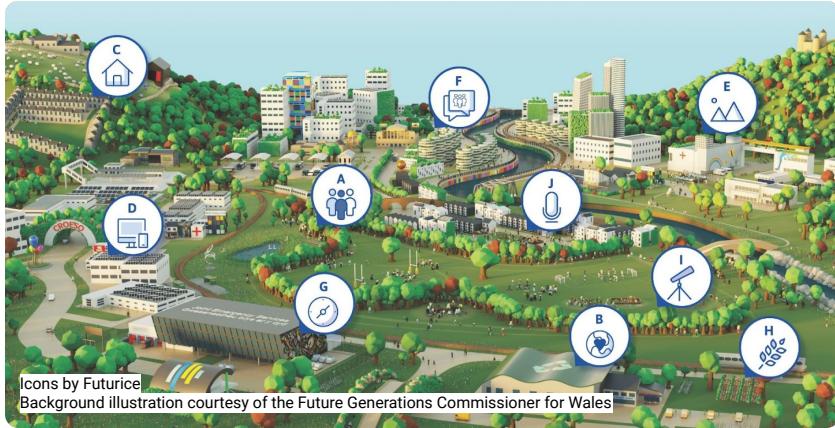
The long-term vision aims to provide customers with the opportunity to access information and do business regardless of time and place - easily, quickly and interactively.

For the municipal employee, digital tools make it easier to get the job done and deliver value to the customer. Automating routine work can also free up resources for more challenging tasks.

In the Tuusula of the future, e-services have a clear, value-adding role as part of the municipality's service network.

futurice

Co-designing a just and green vision for 2030 with the voluntary sector in Wales



"The attentive space for listening created by Futurice was one of the strengths of the process. The report is a valuable conversation starter and compass for a green and just recovery." - Suzanne Ippa, Strategic Planning Officer, WCVA

Wales Council for Voluntary Action (WCVA) and the Third Sector Support Wales (TSSW): WCVA was the main project partner and national membership body for voluntary organisations in Wales. WCVA exists to enable voluntary organisations to make a bigger difference together. TSSW is a network of support organisations for the third sector in Wales.

WCVA wanted to identify how voluntary organisations in Wales can shape a better future through the COVID-19 recovery and improve resilience.

What we did

WCVA partnered with Futurice to draw on our expertise in future foresight encapsulated in our Lean Futures Creation Toolkit (LFC).

More than 80 members of the voluntary, public and private sector, Welsh Government and Future Generations Commissioner for Wales contributed to the co-design of a preferred future vision for 2030. Futurice facilitated an extensive horizon scanning and participatory futures process to help participants articulate the seeds of change and vivid imaginaries for multiple possible futures.

Action ideas to enable cross-sector organisations to transform the vision into a reality were co-designed together with sector participants. The process, vision and outcomes were published in an impactful public report.

Why it matters

The findings from this exercise informed TSSW and WCVA's 2021 strategic review and planning for the next five years. The report has been shaped to support strategic thinking within the Third Sector Support Wales (TSSW) partnership and the wider voluntary sector, as well as the public and private sector.

Other organisational and systemic impacts include building new networks and commitment to work together across organisations; resilience and diversity at the heart of the new strategy; and a shift in power dynamics and relationships linked to the quality of listening and honesty.

Enrolling in daycare and school made easier



The City of Helsinki Education Division wanted to make enrolling children in early childhood education, pre-primary education and basic education easier and raise the self-service level.

“Futurice offered us top experts for building services in the AWS cloud and designing customer journeys. The implementation was agile, happened in phases, and all value creation opportunities were recognized.”

- Teemu Toivakka, Information Technology Program Manager, Education Division, City of Helsinki

CITY OF HELSINKI: The capital of Finland is home to nearly 650,000 people, the base for 47,325 companies and the employer of 39,000 workers. It is Finland's largest municipality and employer

Improving the flow of information between different stakeholders and systems, and making it as automatic as possible was an important goal. In addition to designing new processes and customer journeys, the Asti project requires a renewal of some of the city's information systems.

What we did

The service renewal is designed and implemented in a flexible multivendor environment. Our multidisciplinary team includes experts in service design, technology and project management.

Together with the city's domain experts, we've improved the service experience for both city employees and residents.

Futurice is responsible for developing and maintaining the AWS infrastructure and heavily involved in the basic development of the service. We have contributed to the development of e.g. the server infrastructure and the construction of the code publishing pipeline.

Our agile coach helped the client develop their agile development capabilities and build as well as constantly iterate release planning

Why it matters

Asti enables enrolling in early childhood education, pre-primary education and basic education digitally. Designing and offering proactive services for enrollment into early childhood and pre-primary education is an important facet of the project. An approach where users are activated at the right time by offering relevant information and opportunities to make choices cuts down on the residents' need to search for information.

The transition from development to production in Asti is seamless, thanks to a decision to combine maintenance services and the development project into one functional whole.

The project also offered an opportunity to improve the accessibility and equality of services offered by the Education Division. Asti helps implement the city's strategy of becoming the world's best and most equal place to learn.

Data-driven decision-making at the City of Helsinki



The City needed more up-to-date situational awareness to support their decision-making. We helped them build the necessary tools and supported them in their data-driven transformation.

"Together with Futurice, we started exploring and developing an area that was initially confusing and unclear. Thanks our close cooperation and open communication, our picture of data-driven decision-making in our organization is now much sharper and we've been able to take the first steps towards a very important transformation."

- Pasi Rautio, Project Manager, City of Helsinki

CITY OF HELSINKI: The capital of Finland is home to nearly 650,000 people, the base for 47,325 companies and the employer of 39,000 workers. It is Finland's largest municipality and employer

The pandemic made explicit the importance and value of up-to-date situational awareness in the decision-making of societies and cities. The City of Helsinki was looking for models that would enable them to generate up-to-date information for the leadership, and experts involved in preparing decisions. We worked in partnership with the City on a series of projects, helping define how and when shared situational awareness should be generated. We also supported the City in the early stages of their transformation towards data-driven decision-making.

What we did

We interviewed the leadership and early adopters to understand the maturity, needs and restrictions for moving towards improved awareness of their operational environment.

We defined which areas of the City's complex decision-making process would benefit from a real-time situational awareness. Using those insights, we created a model and tools for data-driven decision-making.

We also defined a uniform Azure architecture and format model for shared situational awareness and supported the generation of reports. Solutions, practices, and recommendations related to the data architecture were compiled into a playbook. We also created a playbook for creating Power BI reports that are aligned with the City's brand and accessibility requirements.

Why it matters

During the projects, a number of automated data pipelines were created – from both internal and external information sources and systems. We brought together people from different parts and levels of the City's organization and identified ongoing initiatives that generate insights that will eventually create value for the City's leadership.

During the project, the understanding of the potential of data-driven decision-making has grown in both the City's top leadership and its divisions. The process has also created a shared conceptual framework for data-driven decision-making within the City's organization.

What was learned in these projects has been compiled into communication materials that can be used to expand the City's capabilities in data-driven decision-making even further in the future.

Creating Movement with Data



The City of Helsinki encourages people to move more. Seniors are an important target group and we helped analyze their everyday physical activity and exercise habits.

"Our expedition to potential sources of data required a candid, flexible and competent partner, and that's what Futurice is. The results and recommendations of the experiments are very much alive and in the hands of the right people in different parts of our organization."

- Meri Virta, Development Consultant, City of Helsinki

THE CITY OF HELSINKI: The capital of Finland is home to nearly 650,000 people and is Finland's largest municipality and employer. The City of Helsinki's Experimentation Accelerator helps employees plan and execute rapid experiments in order to learn more about possibilities of new digital technologies in daily work.

The City of Helsinki wanted to find out how physically active people aged 65+ generally are, what kind of activity they did and where, and how many of them walked at least 1,600 meters weekly. The challenge was that the data was too fragmented to form an overall picture. Using the collected and cross-analyzed data to support seniors in owing and exercising more posed a further challenge.

What we did

We started gathering data from numerous sources, including the city's website, social media accounts, sports, recreation and social service providers, health centers, libraries, civic colleges, and the Digital and Population Data Services Agency. Public research data and articles were also included in the mix. Next, we used statistical methods to understand the correlations.

Next, we designed a simple landing page and two different Facebook campaign concepts with a different message and images and ran them for four weeks. The targeting was based on insights from the previous data analysis. The results exceeded all our expectations.

Why it matters

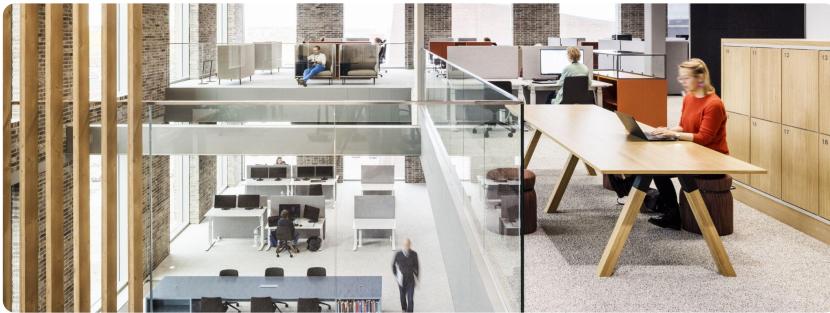
The city now has access and a starting point for using the data, leading with knowledge and continuously improving its physical activity services and exercise offering. The improving the health of an increasingly sedentary aging population, in turn improves the health sector's ability to deal with future challenges.

The Facebook campaign budget was only 1,200 euros and reached over 21,000 people - about a fifth of the defined target group. The videos were watched over 6,000 times, more than doubling the average viewer numbers and multiplying the views of exercise videos.

The social media campaign was more cost-effective than a traditional television, radio or direct mail campaign. Lessons were also learnt about what kind of content works and what doesn't.



Solid groundwork for the use of data ecosystems



Futurice clarified the City of Helsinki's possibilities around data ecosystems and the roles required to function in them, and created the tools to take charge of data ecosystem operations. The city can now create new value for its residents as well as the partners and organizations operating in its sphere of influence.

"Our cooperation with Futurice was good, and a vague entity was successfully structured into a clear one. The work we've done will help the city move forward in the development of data ecosystems."

- Pasi Rautio, Service Manager, City of Helsinki

THE CITY OF HELSINKI: The capital of Finland is home to more than 650,000 people and is Finland's largest municipality and employer.

The City of Helsinki was already involved in several ecosystems, and had already made its data openly available in 2011. The challenge that the city was facing revolved around data-enabled value creation and impact – how could the city efficiently identify tangible possibilities, innovate new ecosystems, and particularly understand people's roles and the necessary tools involved in it?

What we did

We ran an agile co-development process with people from the different divisions of the City of Helsinki. We started out by looking at the divisions inside out and identifying the city's current services that were involved with ecosystems, and then proceeded to interview the stakeholders associated with these services.

From there, we divided the complex processes into smaller sub-entities and wrote detailed descriptions of the required new roles and responsibility areas. From the design perspective, the framework describes complex data ecosystems and the work involved in a visually simple and straightforward way. In addition, we created an ecosystem toolkit and a roadmap to provide people with a fast and smooth start.

Why it matters

The project created a common understanding of what platforms and ecosystems can offer for the city and what roles are involved. As a result, it is now much simpler for the city to take a stand on when, how and why to participate in ecosystems. Additionally, the city's ecosystems are no longer run on an ad hoc basis. As people grow more familiar with data ecosystems and acquire the necessary know-how, they are genuinely inspired and their work becomes easier.

The possibilities of the City of Helsinki's data ecosystems are endless, whether in societal change, new businesses, services, or traffic and infrastructure development. On a larger scale, the framework is an enabler of flourishing and sustainable data economies of the future – encouraging society towards more open and secure information sharing that benefits everyone.



A digitalisation vision and concepts for tourist information services in Helsinki



By performing an analysis of the current situation and mapping a vision for the future, we created concepts and a roadmap for tourism information services to follow on their way to digitalizing their operations.

"The collaboration with Futurice was flexible, our input was heard and our wishes considered. The development ideas are inspiring and creative – and realistic."

- Mari Somero, Tourist Information Manager, Helsinki Marketing

HELSINKI MARKETING: Helsinki Marketing is a city-owned marketing company that aims to raise Helsinki's international profile. It is responsible for marketing tourism, congresses, events and business promotion, application procedures for major events and congresses, and tourist information services. Digital services are the cornerstone of Helsinki Marketing's operations.

Helsinki Marketing wanted to develop the city's digital tourist information services to better meet customers' changing needs and to have a stronger presence where people naturally seek information outside of face-to-face encounters.

As a part of the city's services, Helsinki Marketing works to realise the city's strategic vision of becoming The Most Functional City in the World. We created a digital concept and roadmap that would elevate the reach and quality of customer services to meet the needs of visitors to Helsinki, now and in the future.

What we did

We started gathering data from numerous sources, including the city's website, social media accounts, sports, recreation and social service providers, health centers, libraries, civic colleges, and the Digital and Population Data Services Agency. Public research data and articles were also included in the mix. Next, we used statistical methods to understand the correlations.

Next, we designed a simple landing page and two different Facebook campaign concepts with a different message and images and ran them for four weeks. The targeting was based on insights from the previous data analysis. The results exceeded all our expectations.

Why it matters

One of Helsinki strategic goals is to increase its attractiveness as a city for talent, visitors and companies. Creating new, modern services to inspire and guide visitors is a major priority for Helsinki Marketing. The roadmap and concepts take the partnership perspective into account, resulting in a supply of services that better meet existing and future demand.

Visiting the Tourist Information Office should not be the only option available for receiving relevant, interesting and inspirational guidance and help from the city's own experts should be accessible for all visitors and people planning to visit Helsinki.

Improved internal tools to boost employee & customer experience



HSL wanted to explore how to improve its ticket inspection and customer services, and the demands it would place on internal tools development.

"The co-operation with Futurice has been very good and impactful. In addition, our service staff has thanked us for the possibility to participate in the process right from the beginning."

- Sari Nordsten, Payment Specialist, HSL

HSL: HSL is the joint municipal authority that maintains the public transportation network of the nine municipalities of Greater Helsinki, Finland. The organization oversees the operation of all of Helsinki's public transportation: local buses, trams, metro, ferries, commuter trains, and bike-sharing. People make approximately 370 million journeys on HSL's transport services annually.

HSL's ongoing Ticket Account Project for modernizing the methods of using, storing and paying tickets offers opportunities to renew internal tools. Many of the legacy systems and processes used at HSL were out-of-date. The goal was to improve both employee and customer experience by renewing outdated tools and enabling success at their tasks for internal users.

What we did

We got on the metro with the ticket inspectors. We sat by the customer service desks, observing how HSL employees use the tools in their everyday work. We interviewed personnel, listened to customer calls, and studied the features of the current information systems.

We co-created a new service concept with HSL's multidisciplinary team. Next, we created a UI prototype of the customer service tool, covering the key use case. We also conducted a design lab at the customer service employees' break room to validate and iterate the concept, proposed new processes and prototype. Finally, we created concept documentation, including all of the above elements, as well as a draft for a systems architecture and implementation roadmap.

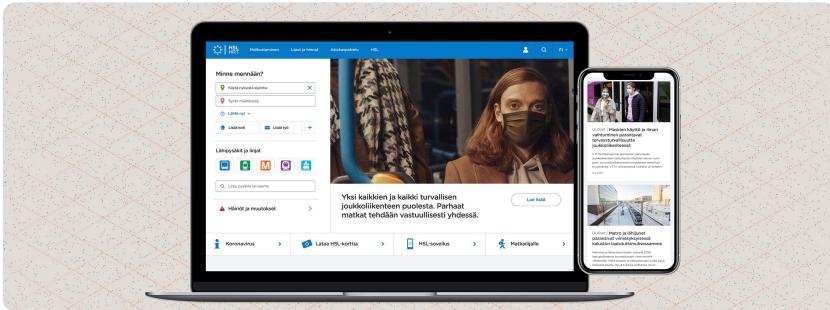
Why it matters

The service concept will enable more efficient ways of working for HSL, leading to improved employee experience and operational efficiency.

The concept also improves HSL's cost-effectiveness by streamlining the data flow between systems and service channels. This is estimated to more than halve the number of tools used, thus decreasing maintenance costs.

The feedback from the HSL staff has been inspiring and positive. As they were engaged in the development, they are now motivated and excited to take part in further development of the tools and processes. The project also provided HSL with an experience of working in a multidisciplinary, agile project setting.

Supporting everyday public transportation use



With over a million customers, hsl.fi is the most popular and widely used public transport web service in Finland and an integral part of its users' everyday routines. The new site was launched in November 2020 and it offers personalised, up-to-date services and makes life a little easier for passengers in the Helsinki region.

USER FEEDBACK FOR THE RENEWED SITE:

"Offers me all the information I need."
"Easy and fast, also simple. Works!"



GRAND ONE 2021
Best Web Service

HSL: Helsingin Seudun Liikenne or Helsinki Regional Transport Authority (HSL) is the joint municipal authority that maintains the public transportation network of the nine municipalities of Greater Helsinki, Finland. The organization oversees the operation of all of Helsinki's public transportation, with the system consisting of local buses, trams, metro, ferries, commuter trains, and bike-sharing.



The renewed service adapts to the unique personal needs of each customer. Users can now take care of all their public transport related affairs at one address and are shown information and changes related to the lines, stops and areas relevant to them on the front page of the service.

What we did

Our goal is to offer the customer a smooth and uniform experience at all touchpoints. In addition to the site renewal, we piloted new collaboration models and embarked on building a design system together with HSL.

HSL's needs and requirements were mapped out in co-creation workshops and interviews. We actively built customer understanding through various methods during all phases of the project through concept interviews, questionnaires, prototypes, UI validation interviews and testing. Since the launch of the beta release, we also relied heavily on customer feedback to develop the site.

As far as accessibility, we went beyond using the WCAG criteria and took the needs of special populations into account in all the design we did.

Why it matters

The new service allows HSL to realize its strategic goal of offering all their services in one place and personalization enables more individual service than ever before.

The new site makes the everyday lives of its users, as well as the work of HSL's user support and communications, a little easier. Users now find the information they need and are able to handle more of their transactions online - independently.

The processes and closer cooperation developed in conjunction with the renewal have eliminated redundancies and made service development more efficient, allowing a much quicker response to customer needs. The constantly iterated design system supports design work and guarantees a uniform user experience across all touchpoints.

Award



Best Web Service 2021

The web service simply works incredibly well. The UX is seamless on all devices, which is quite an achievement, considering the size and diversity of the target user group.

Service scaling is top notch.

The web service has all the essentials for both heavy users and those who end up using it only on occasion.

Grand One Awards jury

A new website for job seekers in Helsinki



The City of Helsinki Employment Services wanted a new website to collect information and services jobseekers need into one place, while efficiently utilising shared digital solutions and interfaces developed by the city.

THE CITY OF HELSINKI: The capital of Finland is home to nearly 650,000 people, the base for 47,325 companies and the employer of 38,000 workers. It is Finland's largest municipality and employer.

The website was created for a local government pilot on employment - a two-and-a-half year initiative where some of the Employment and Economic Development Centres' statutory employment services are transferred for local governments to arrange. A total of 25 areas and 118 municipalities participate in the pilot projects and Helsinki is one of them.

Together with the city, we built an employment services website that contains the information and services jobseekers in Helsinki need.

What we did

After forming a shared understanding of the higher level content of the MVP implementation and further development for the website, we familiarised ourselves with existing sites and mapped out the required new page templates.

We used the Helsinki Design System and the pilot's graphic guidelines to design the visual identity, taking into account all accessibility requirements. The UI design took place concurrently with the technical implementation, with the plan and implementation refined based on received feedback.

The site is a headless solution using Drupal and React, utilising interfaces with the city's event calendar and the sujo.fi service.

Why it matters

The new website was published in three language versions in early 2021. It's an employment services website offering service channels from information and training opportunities to contacts, advice and job application support for jobseekers in Helsinki. The site also offers an event calendar and a listing of the city's pay subsidised jobs and work tryout opportunities.

The site's ambitious vision for future development, including an "intranet" for registered users as well as the developments of service information repositories and e-services, steered the development of the first version.

Support for finding the right CRM solution



Mapping out requirements to find a solution that enables support and growth of core processes in customer relationship management for an organisation born out of the merger of Helsinki Marketing and Helsinki Business Hub.

"Futurice offered us valuable assistance during the initial assessment phase of our CRM renewal process. The work we did with their experts will help us structure our big CRM project as we move on."

- Leena Lassila, Director, Global Sales, Helsinki Marketing

HELSINKI MARKETING AND HELSINKI BUSINESS HUB: Helsinki Marketing, a marketing company owned by the City of Helsinki, grows Helsinki's international recognition and appeal in collaboration with local companies, communities and residents. Helsinki Business Hub serves companies, investors and talents to set-up and grow in Helsinki. Helsinki Business Hub serves companies, investors and talents to set-up and grow in Helsinki.

Helsinki

The customer relationship management solutions used by the two organisations were not fulfilling their core needs in this area. Their approaching merger was chosen as an opportunity to find a solution better suited to fill their needs. We worked to help them ensure the new organisation's specific needs remained at the heart of the vendor-agnostic approach employed to find and negotiate with a solution provider.

What we did

We approached the process of finding a new CRM solution like a service design problem - by working closely with the end-users. To analyse known needs and required processes, we conducted interviews with key stakeholders and created a survey open to all employees of both Helsinki Marketing and Helsinki Business Hub.

Collaborative group interviews - complete with inspiring examples and custom-made CRM test drive videos - were used to gain more detailed insight into the requirements. The results were documented in a format that made their use in the next phase of the CRM system acquisition process as easy as possible.

Why it matters

The right CRM system that fulfils and adapts to an organisation's needs can help boost efficiency and avoid opportunities falling through the cracks. Mapping out the necessary functionalities and integrations to make the acquisition process more holistic future-proofs the related core business processes and customer management.

It also makes the employees' everyday tasks more efficient and a lot more enjoyable.

Concept design for the Varkaus Experience Center



Varkaus, a city in eastern Finland, aims to become an important economic center in its region. We worked with the city to raise the city's profile.

"Futurice was selected due to its diverse expertise in digital and concept design. They have a set of powerful methodologies that help achieve a lot in a short period of time. Working with the team in sprints was smooth, and our communication effortless. The deliverable is visually compelling and helps communicate the concept. Co-creation is crucial for success in a project like this. The team experts were able to engage the key stakeholders in the work. I'm very pleased."

- Tuula Kokkonen, Business Advisory, Navitas

THE CITY OF VARKAUS: Varkaus is a Middle-Savonian industrial town and municipality of Finland. It is located in the province of Eastern Finland and is part of the Northern Savonia region, between city of Kuopio and town of Savonlinna.

The challenge Varkaus faces is common to many smaller cities: how to boost growth when people tend to move to larger urban areas and capital cities? One initiative to make the city more attractive to both locals and travelers is a center for innovation, experiences, and business. We worked with the clients to design a physical experience for the center that serves local needs, attracts investors and has a sustainable business model. The concept needed to create excitement locally but also help to start building a business ecosystem and, later on, work as a pragmatic design brief for the architect and builders. The City of Varkaus didn't want was a new shopping mall, so finding something new was our task.

What we did

To inspire dialogue and challenge our own thinking as well as that of others, we performed a broad scan of trends covering a variety of themes such as food, travel, play and digital. Futures foresight was utilized to ensure the concept is fresh and relevant not only today but for the coming years as well.

The business and operating model for the center is low-risk and financially feasible. Its close connection to the local market means the center will have a beneficial impact on the local economy through exhibitions, events, tourism, and food production. The science center will encourage the youth in the area to consider careers in science and engineering.

Why it matters

The concept has roots in the city's traditions, strengths and history, but also looks into the future and far beyond its borders. The key idea is to promote learning through seeing, experiencing, creating and playing. The experience combines the physical with the digital and depending on the visitor profile, unfolds in different ways. Shopping opportunities for the visitor are embedded in the main functions. The project created the desired buzz and excitement within its first three months. Feedback was extremely positive.

Work by the core team continues. The city has secured the interest of an investor, and discussions are ongoing with local entrepreneurs to base businesses at the center.

Concepting a tool to support social work



Easier access to relevant and more accurate information improves child welfare decisions.

HELSINKI CHILD WELFARE: Child welfare services secure children's rights and support parents and other guardians in raising the child. The primary goal of the services is to ensure that a child/young person can grow up in his or her own home. The social workers have high responsibility in collecting information on the family to make the decisions on their need for support and on securing that the child is looked after.

Helsinki

Child welfare work is challenging and unpredictable. Information from a wide variety of sources has to be collected and decisions made, sometimes under considerable pressure and with little time. The City of Helsinki wanted a digital tool to support social workers as the number of cases and their critical nature started to rise during the pandemic.

What we did

We interviewed experts from different departments of family support services & child protection to define the challenges that could be solved using technology. Findings were prioritised and the solution ideation outlined in a workshop for the core group.

In the next workshop, a more extended group - including team leaders and other frontline workers - ideated features for the new tool. We utilised benchmarks and trend materials to spark the imagination and created two concepts for further refinement.

Why it matters

Child protection work involves a lot of responsibility. Different professionals work with one family, so documentation is vital to understanding the situation - and how it develops. A lack of accurate and relevant information can have serious consequences. An on-call employee must be able to quickly get an overview of the situation to assess what actions to take.

By providing easier access to documentation, visual overviews, structured support information and criticality assessment tools, the project team hopes to improve the efficiency, quality and conformity of child welfare work. The new, co-created tools will also improve the employee experience.

Clarifying an EU-level data governance model



Futurice helped Finland's Ministry of Transport and Communications (LVM) define priorities for smoother decision-making regarding a data governance model that would best serve EU citizens and businesses.

THE MINISTRY OF TRANSPORT AND COMMUNICATIONS: The Ministry of Transport and Communications of Finland seeks to promote people's wellbeing and the competitiveness of businesses. Their mission is to ensure that people have access to well-functioning, safe and reasonably priced transport and communications networks. LVM is the official that participates in the political and legislative process of facilitating thriving and balanced data economy.

EU needs to take a major leap in the data economy and this calls for a Union level data governance model. LVM has consistently emphasized human-centricity, MyData aspects and federated data architecture approaches. To make sure all Finnish stakeholders were aware of the most crucial concepts, ideas and discussion points as well as the implications of certain decisions, the ministry needed high-quality materials to understand different perspectives and help the decision making.

What we did

We interviewed key specialists and studied EU data strategy and relevant proposals on how the B2B sharing of data could be orchestrated on a conceptual and architectural level. Based on our findings we created a glossary of terms and concepts that everybody involved has to understand. We also visualized the problem space and built a list of key concerns that needed to be addressed for the model to succeed.

The target audience were officials and decision-makers without a background in technology. We put extra effort into the content service design and made sure complex issues were communicated accurately, briefly and in a comprehensible manner.

Why it matters

The way the interplay and new business around data is incentivized and organised on the EU- level is a big deal. We need to start with human rights and a clear MyData focus, but also make the business opportunities tangible to both SMEs and corporations driving the development. It's vital that all barriers to understanding and participating in the discussion are as low as possible. The future of the data trade is a question that touches all European citizens.

We are proud to have participated in the process of making sense of the problem sphere as well as the opportunity to highlight key directions that are relevant to us as a new generation innovation agency looking for ways to help our customers grow through data.

Preparing for a socially secured future



Finnish society and its public sector are undergoing rapid change. Kela wanted to use futures scenarios to help develop their customer service, operating models and entire organization.



Collaborative work on the future.



A starting point for developing foresight capabilities.



Practical insights for a socially secured future.

KELA: Kela, the Social Insurance Institution of Finland, provides social security coverage for Finnish residents and Finns living abroad at the different stages of their lives. Kela provides social security in the forms of family benefits, health insurance, rehabilitation, basic unemployment security, basic social assistance, housing benefits, student grants, disability benefits and basic pensions.



To recognise and respond to the consequences of pandemics, digitalization, demographic change, the climate crisis, inequality and scattered decision-making processes, the sector needs agility and practical insight. Together with a diverse team of 56 people from Kela, we worked to uncover the six most important themes with the biggest future impact on society at large and Kela as an organization. The themes were work and livelihood, health and welfare, cities and living, public services, digital services, and economy and consumption.

What we did

The team split into six themed groups. Before the first workshop, each group produced a comprehensive background study based on phenomenon maps, identifying signals related to available data and on-going trends and megatrends. In the first workshop, the groups voted on the most important trends and chose alternative outcomes, on which the scenarios would be based. The groups then wrote a narrative for each topic, describing in detail what has to happen for the scenario to play out, and what that could mean for Kela. In the second workshop, the teams presented their work and we discussed the opportunities and threats each scenario presented.

Why it matters

Instead of a study on probable scenarios, our collaboration provides Kela with practical help in preparing for the future. They are able to create nimbler strategies and implement them efficiently.

When people realize that change is inevitable and they are engaged in responding to it, motivation and preparedness become part of the organizational DNA.

The project was a good starting point for developing Kela's foresight capabilities and an important part of its ongoing transformation into a future-proof, resilient and human-centric service provider.

Future-proofing public transportation



HSL strives for better customer satisfaction - now and in the future. To better reach this goal, HSL wanted to discover what public transportation and its payment systems may look in 2030.



Comprehensive outlook on the future of public transportation



Scenarios combining technological and eco-social views

Increased customer role in how to develop public transportation

HSL: Helsinki Seudun Liikenne or Helsinki Regional Transport Authority (HSL) is the joint municipal authority that maintains the public transportation network of the nine municipalities of Greater Helsinki, Finland. The organization oversees the operation of all of Helsinki's public transportation, with the system consisting of local buses, trams, metro, ferries, commuter trains, and bike-sharing.

HSL is a technologically mature organisation and already had an extensive amount of background information on the subject. We started by co-creating a comprehensive list of megatrends, and public transportation, ticketing and payment trends that have an impact on how society functions and people travel as well as how tickets are paid for and validated. The project's aim was to create scenario materials that could later be used to help passengers participate in the process.

What we did

In the first workshop, the HSL team voted on the most significant trends to base scenarios on. The teams analysed trend sets and selected the ones that seemed most important to their design problem. We then built a future chart, where we outlined possible outcomes for the topics. In the second workshop, we went through our topics and possible outcomes to form the basis for two scenarios. For the third workshop, we put together scenario stories that described future states from a customer perspective. After co-analyzing, we created the final scenarios for different customer profiles.

Why it matters

Based on the scenarios and customer profiles, HSL can proceed with their participatory future work and discussions with its customers.

The goal is to find different options for making ticket purchase and validation even smoother and safer in the future.



Ensuring web accessibility for MyHelsinki.fi



Finland's capital city Helsinki has taken its digital accessibility seriously from the start. In addition to helping develop MyHelsinki.fi, we were asked to audit its accessibility.



An equal level of service and reachability for all the user groups



A practical starting point for designers and developers.

HELSINKI MARKETING: Helsinki Marketing is a city-owned marketing company that aims to raise Helsinki's international profile. It is responsible for marketing tourism, congresses, events and business promotion, application procedures for major events and congresses, and tourist information services. Digital services are the cornerstone of Helsinki Marketing's operations.

Helsinki



Improved user experience strengthens Helsinki's vision of being the world's most functional city.

Rapid digitalization makes web accessibility a major political and moral issue - equal to physical accessibility. This is why Article 9 of the United Nations Convention on the Rights of Persons with Disabilities, which the EU and its member states have ratified, requires that most existing public websites that were launched before 23 September 2018 need to comply with accessibility regulations by 23 September 2020.

What we did

We performed a comprehensive accessibility audit of the site's layouts and templates, and produced a detailed and practical report for site developers and designers based on our findings. The report described the causes of the problems and how to fix them, as well as why the improvements matter.

From a designer's perspective, a brand experience should be consistent physically and digitally. We provide accessible robust solutions by focusing on improving the user experience beyond accessibility guidelines. In a digital age, a brand is more than something visual - it is physical, functional and digital at the same time.

Why it matters

The small changes now being made are actually huge improvements in customer experience that make MyHelsinki.fi more user-friendly and accessible service for everyone.

The developers and designers at Helsinki Marketing now have a definitive and practical starting point for making - and keeping - the site accessible.

The improvements also strengthen Helsinki's vision and brand presence, taking the city a step closer towards its vision of being the most functional city in the world.

Customer-centric residential and corporate parking



In two decades, the number of cars and amount of traffic in Helsinki has more than doubled. It was high time to retool the city's process for renewing residential and corporate parking permits.

"Futurice was chosen as a partner for conceiving the residential and corporate parking permit application process, as this required understanding of both service design and agile development of digital services. Futurice's team has diverse expertise in both strategic planning and UX design. From my point of view, the best things about the collaboration were, in terms of city design, the customer understanding part and the concept handbook."

- Anni Leppänen, Leading Service Designer, City of Helsinki

THE CITY OF HELSINKI: The capital of Finland is home to nearly 650,000 people, the base for 47,325 companies and the employer of 38,000 workers. It is Finland's largest municipality and employer.

Helsinki

Renewing a parking permit used to require an in-person visit to the Urban Environment Division's customer service office, with up-to-date documents to prove their residency, vehicle ownership and, in some cases, employment. To fulfil its vision of being the world's most functional city, Helsinki had to make the process digital and customer-centric.

What we did

By identifying the needs and behaviour models of different customer groups and the desired customer experience, we co-created a customer-centric digital parking permit service that took into account the strict criteria for obtaining said permits.

We started out by deepening our customer understanding by analyzing conversations on social media. We also quickly introduced the prototype of the digital service and further developed it with the interviewees.

The project output was an easily understandable handbook for a digital service for purchasing and maintaining residential and corporate parking permits. We also created the concept and features for a digital service for permit management by municipal employees.

Why it matters

We helped form the concept for a service that serves a variety of user groups and utilizes the API interfaces of official registers.

32,000 customers will be directed to a digital parking permit service, reducing the number of visits to customer service locations and improving the customer experience. The service will allow residents and people working in Helsinki to apply for and manage their permits online - another step towards making Helsinki the world's most functional city.

With the help of the handbook and user interface illustrations, the user-centric service development can be started efficiently, using agile development methods. The concept and its creation process were introduced to several people working on other city projects, adding shared value and strategic insight.

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Co-creating a customer- centric digital services strategy



MuniFin wanted to create a digital vision with a clear road map based on customer needs.

"Working with Futurice helped us to understand what kind of digital services our customers need. Now we have a clear roadmap and common understanding on digital vision. We also understand that implementing our digital vision is a joint effort for the whole organisation – not only a task for our technology department."

– Jukka Helminen, Executive Vice President, Customer Finance

MUNICIPALITY FINANCE: Municipality Finance Plc, or MuniFin, is one of Finland's largest credit institutions. It specialises in the financing and financial risk management of the Finnish public sector. Lending is offered exclusively to Finnish municipalities, their majority-owned companies, and non-profit housing companies. MuniFin is 100-percent owned by the Finnish public sector; the municipalities, the government of Finland and Keva, a public sector pension fund.

MuniFin

They also wanted understand the technology architecture as well as the technology and business competences needed to implement the roadmap. A part of MuniFin's strategy is to offer new digital services to strengthen its relationship with customers and to improve its competitiveness in the market.

What we did

We started by interviewing MuniFin's customers to gain an understanding of customer needs. Building on what we found, we ran a series of workshops with MuniFin employees to iteratively co-create a digital vision and prioritised roadmap.

Between the workshops we validated our ideas for the digital vision and prioritised digital service concepts with end customers.

We utilised storytelling to communicate the digital vision.

We also made recommendations on how to renew the technology architecture, taking into account ongoing projects, as well as the required technology and business competences.

Why it matters

MuniFin now has a jointly created digital vision based on validated customer needs. The storytelling format offers an opportunity to align the whole organisation around the digital vision.

A clear roadmap with prioritised next steps, recommendations for technology architecture, technology and business competences enables a smooth implementation.

futurice

Information for Chinese travelers in Helsinki



More and more Chinese travelers visit Helsinki every year. The city wants to help them get the most out of their visit to Finland's capital.

HELSINKI MARKETING: Helsinki Marketing is a company owned by the City of Helsinki. It is responsible for Helsinki's marketing and business partnerships. Helsinki Marketing's scope of operations covers marketing activities related to tourism, congresses, events and business promotion, as well as in-depth tourist information services. Its target audiences include local residents, international tourists, decision-makers and experts.

Helsinki

Helsinki wanted to provide Chinese visitors with a easy access to a wide range of both public and private services, venues, events and activities the city offers visitors from all over the world. The key was to be able to offer it conveniently from one source so users don't have to access multiple data sources across different public and private systems.

What we did

Helsinki Marketing and Futurice built an API that offers data about Helsinki to third parties via one convenient interface.

We then teamed up with Tencent – one of China's largest social media companies – to develop an app based on their popular WeChat platform accessible to over a billion users. The resulting MyHelsinki Mini Program is a one-stop service for Chinese visitors to Helsinki – a unique service on a global scale.

The WeChat MyHelsinki Mini Program offers Chinese visitors personalized tips to experiences, events, restaurants and shopping. It also allows visitors to use it as payment method and helps people use Helsinki's excellent public transportation network.

Why it matters

Making the data available to Tencent's WeChat and other potential partners via a single convenient easy-to-access API was crucial. It allows others to continue developing even better services for visitors to the city and highlights Helsinki's status as an open data leader among cities. Open data allows local businesses to more effectively gain visibility in international marketing channels.

The information visitors are provided is always up-to-date and communicates about the services offered in a consistent manner both in Finland and abroad.

futurice

Empowering care with emotion



Rinnekoti approached us with an important question: how could the interaction between disabled children and support workers be improved?



Empowering personnel
with emotional
connectivity.



Understanding emotions and
harnessing them as an asset:
practical tools for HR management.

RINNEKOTI: Rinnekoti is Finland's largest provider of private disability services. Its main target groups and users of its high-quality services are disabled and autistic persons. Rinnekoti is a part of the Deaconess Foundation, which is a non-profit organization and a social enterprise.

The board game with
improved internal
processes will
increase consensus
within the Rinnekoti
community.

As a technology company, we were privileged and honored to be considered for this task and gladly accepted the challenge. Support workers at Rinnekoti are specialized to provide holistic care and to support clients' individual needs. Providing services for a good life is a huge responsibility and often emotionally demanding even for a professional. And when it comes to disabled children with only limited ways to communicate their will, the responsibility is even bigger.

What we did

We started with collaborative ethnographic fieldwork and spent time with the autistic and disabled children. With the Rinnekoti staff, we co-created a detailed map of our discoveries and further analyzed our findings via interviews. Each support worker had their own approach to interacting with the children, depending on their history, personality, learned practices, etc. No worse or better than others - just different.

Rinnekoti decided to search for new interaction methods that allowed all emotions and even the most difficult questions to be addressed in a sensitive way.

We co-created a prototype of a board game and helped produce a comprehensive set of educational materials.

Why it matters

With emotions allowed, openly discussed and understood in the workplace, professional development can take place on both the personal and team level. This improves both the support workers' and children's wellbeing.

Rinnekoti's staff quickly learned to apply service design methods themselves. They built a service design playbook to drive their ongoing cultural transformation and further develop the game and educational materials. In addition to being actively played as a part of work, the game can also be used at internal events and meetings, in recruiting as an example of Rinnekoti's culture and at hackathons that aim to create new concepts for the entire care sector.

Culture change at Vero



Redesign of the Finnish Tax Administration analytics organization and a holistic culture change

The Finnish Tax Administration (FTA) wanted to redesign their analytics organization, and reform its culture and ways of working to enable a better internal customer experience, more efficient operations, and greater employee engagement. At the start of the process, FTA's analysts worked in functional teams, with efforts scattered amongst a multitude of projects. The ability to communicate strategic priorities and enable multidisciplinary, cross-unit work around emerging phenomena was limited and lead times weren't ideal.

VERO: Finnish Tax Administration is an organization under the Ministry of Finance, which collects about two thirds of Finnish taxes and parafiscal charges. The tax revenue collected by the tax administration in 2019 was approximately EUR 70 billion. It employs over 5000 people.

The way of working did not support enough cooperation and continuous learning as a part of work. Together, FTA and Futurice changed the organization's entire operating model and ways of working to meet these challenges. Our collaboration continues with high client satisfaction.

What we did

For visible wins early in the process, we began with experiments where multi-disciplinary teams utilized our Lean Service Creation methodology and agile practices to structure their work and enable regular feedback from internal customers.

Positive results encouraged us to scale the change. Together we set a vision, strategic targets and KPIs for the organization; designed the model analytics tribes to apply agile principles and practices in their daily work, and coached the teams and leaders; coached the people and organisation through the change with agile change management practices, and created brand story for the new tribe organisation and actionable concepts for change implementation and communication; and co-designed a customer-centric product and service portfolio based on organisation capabilities and identified internal customer needs

Why it matters

The Finnish Tax Administration is now able to set clear targets with relevant KPIs to efficiently steer their analytics work towards strategic goals. They set up agile and cross-disciplinary ways of working for the whole analytics organization - on both the team and tribe level - leading to improved lead times, increased transparency, and higher quality of work.

The new, more people-centric and shared leadership style improves employee engagement and motivation. The new way of working also promotes learning opportunities as a part of daily work, enabling the development of the analytics competence and individual professional growth. The new operating model, roles, and ways of working are in use throughout the analytics organization and have produced great results in work efficiency, employee engagement, and the internal customer experience.



Discovering the new roles of ICT administration in Finnish municipalities



Photo credit: Kuntaliitto

Kuntaliitto wanted to better understand the future roles of municipal ICT services, as well as who would provide them, and how to take upcoming reforms into account.

"The cooperation with Futurice was good, and we got new information on what kind of skills municipalities will need and how the roles of their ICT administration are going to change in the future. The agile step-by-step approach worked well as a conversation starter and in increasing understanding for both Kuntaliitto and the participating municipalities."

-Hanna Menna, Senior Advisor, Kuntaliitto

Kuntaliitto: A powerful advocate for all Finnish municipalities, Kuntaliitto (the Association of Finnish Local and Regional Authorities) promotes local self-government and the modernization of municipal services. Kuntaliitto's core tasks are to advance the interests and development of municipalities and their partner organizations and to provide services for them.

ICT administration is at the core of the value creation of municipal services. In addition to its position as an enabler of services, it also plays a key role in promoting digitalization and reforming operational models. At the same time, ICT administration has rarely been in a strategic position despite the rapid pace of digitalization. Kuntaliitto wanted to find out how to make more impact with ICT as Finnish public services are undergoing a national reform.

What we did

We carried out a comprehensive and practical study on the subject by interviewing the ICT management of nine Finnish municipalities of varying size and operational models. The most important goals of the study were to offer ideas for resourcing as well as define the future roles of ICT administration and service providers.

We began the strategic work with our human-centric service design methods, thus actively involving the interviewees and the key persons in the process. First, we focused on the present state and the upcoming changes of municipalities' ICT, and the second on the new skills, abilities, and roles involved.

Why it matters

ICT professionals consider the study a useful tool for presenting ideas and innovative concepts to municipal decision-makers for further discussion. Most importantly, the study provides guidelines for solving critical issues related to municipal ICT resourcing, procurement, and service production amid health and social services reform in Finland.

In general, the study shows why it's important to understand relationships on a larger scale and transform from point-to-point ICT development into overall management and strategic planning – a meaningful culture that top professionals also want to work in.