

## References

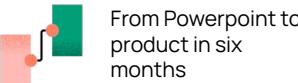
# Mobility

# Co-creating a digital insurance disruptor



"The team really enjoyed working with Futurice. They're very solution-oriented and together we became one team working together on one product vision. We both learned a lot working together and they helped our company's culture evolve."

- Lukas Jaworski, Marketing and Communications, FRIDAY



From Powerpoint to product in six months



Product and company embraced by both customers and investors

**FRIDAY:** FRIDAY was founded in Berlin in 2017 with the support of the Swiss Baloise Group. The company has been an independent insurance company since May 2018. With its European insurance license, modern technology, and digital solutions, FRIDAY is changing the insurance customer experience. FRIDAY offers innovative, digital car insurance with features like kilometre accurate billing, monthly terminability and completely paperless administration.

**FRIDAY**

FRIDAY wanted to introduce a superior user experience to the German insurance market. The company had an idea for a customizable, usage-based service in the motor insurance space. FRIDAY needed a partner to help them turn the big idea into a product that customers could buy – on a tight deadline.

## What we did

We ran a service vision sprint with user interviews that produced six service concepts, which were tested with 1000 young, mobile-oriented users. FRIDAY chose a kilometer-based, pay-as-you-go approach, including an option to cancel the policy at a month's notice instead of buying in for a year. The customer-validated service vision was produced in only two months.

Our teams co-created a user interface that offers customers unprecedented control, including flexible customization, kilometer reporting, claim submissions and much more.

Guidewire's InsuranceSuite was chosen as the platform. We helped build the service front-end, including a React web app. We established processes for continuously validating decisions with stakeholders and customers and creating holistic solutions fast.

## Why it matters

Over 30 billion euros are paid as car insurance premiums in Germany annually. The lucrative, complex and tightly regulated market is dominated by established players and difficult to enter for challengers. Making compliant services that are easy to use is vital for success.

In FRIDAY's case, breaking down a complex product into a premium customer experience meant defining FRIDAY's business model and value proposition.

The end result is a compelling service offering a series of innovative products that put FRIDAY in a position to change Germany's auto insurance market and capitalize on the product-market fit of its pioneering service vision.

**futurice**

# Outcome-oriented renewal of a car sales portal



Schibsted's goal was to make Tori's car marketplace, Tori Autot, #1 in Finland by updating its technology, improving its usability and increasing its visibility.

**SCHIBSTED:** Schibsted is a Nordic media group founded in 1839 with headquarters in Oslo. The company has three main business lines: news media, marketplaces, and financial services and ventures. Schibsted owns some of the most well-known news media in the Nordic region such as VG and Aftonbladet, as well as marketplaces like FINN.no, Tori.fi, and Blocket.se.

**Schibsted**

We helped Schibsted implement new ways of working that shortened time-to-market and feedback loops, and leverage an outcome-oriented mindset to focus on business value. We were a part of a multivendor team that worked together with people from Schibsted to renew the car sales portal Tori Autot. The goal was to help both private users and car dealers get more value out of Tori Autot. Our work with the client focused on delivering both immediate and long-term positive outcomes.

## What we did

The project was split into two parts: the renewal of the platform, and a goal-oriented growth expansion.

The multivendor team and Schibsted's internal experts collaborated on numerous aspects of the renewal.

One highlight of our work with the client was helping the team behind the renewal of Tori Autot shorten time-to-market, adopt a user-centric fast iterative approach to software development, and help the team focus on goals by adopting OKRs and an outcome-oriented mindset into their daily work.

## Why it matters

Schibsted had chosen OKRs (Objectives & Key Results) as a tool to help them focus on the right things. Our team worked with Schibsted to pilot its implementation in their organization.

The Tori Autot team was able to increase the lead time and frequency of product iterations from days to minutes.

Inside the larger Tori organization, the project positioned Tori Autot as an example for how to get results by focusing on goals, users, data, and feedback. It also had a major impact on Tori's business, with a clear return on investment.

**futurice**

# Rebuilding trust in the Finnish taxi business



How to help taxi operators and drivers succeed and regain the trust of customers in the midst of a rapidly transforming Finnish taxi business? A new game requires a new approach, so we rebuilt the Valopilkku service from scratch.



With approximately 130,000 users in over 175 municipalities, Valopilkku helps the industry regain the trust of customers..



A platform for innovating new services and business models.

**VALOPILKKU:** Valopilkku Oy is a company and service provider of a nationwide Valopilkku taxi service in Finland with ca. 130,000 users in over 175 municipalities, and an ecosystem platform ready for expanding. The company was established in 2021.

In 2018, new transport services legislation quickly redefined the use of taxis in Finland, leading to deregulated fares and a huge increase in the number of permit applications, geographical freedom, and less stringent qualification requirements. The unfortunate effect was a more unruly market – and the entire industry lost the trust of its customers. Suddenly, most people didn't know where they could get a taxi, let alone a reliable one. To respond to the situation, rebuild trust and outsmart the competition, it was time to completely overhaul the Valopilkku service.

## What we did

We developed the service using our Lean Service Creation methodology, with a multidisciplinary team proceeding step by step in the right direction in agile sprints. Understanding all the parties involved and always aiming for the best outcome for everyone were our guiding principles. We quickly proceeded from blueprints to a service prototype, paying careful attention to all the needs and ideas of the taxi operators, drivers, and passengers.

Valopilkku was built in a modular fashion and is genuinely scalable. This enables a variety of UX designs and the creation of new business models.

## Impact and outcomes

The state-of-the-art Valopilkku app quickly gained traction.

Currently, it's a national taxi service in Finland with approximately 130,000 users in over 175 municipalities, and an ecosystem platform ready for expansion. The results and feedback have been excellent, with 58% of users having ordered a taxi at least once and the average customer rating of taxi rides hitting 4.8 out of 5.

Valopilkku's brand recognition has grown from 22% to 41% in less than a year and the app's ratings have increased from 1.8 to 4.8 on Android and from 2.8 to 4.4 on iOS

# Taking air travel accessibility to new heights



In air travel, the accessibility of digital services is just as important as physical accessibility. To support Finavia in its mission to make travel smooth for everyone, Futurice created the Runway design system to turn their omni-channel offering into an inclusive user experience.



Helps designers, developers and content creators comply with accessibility criteria



A design system that aims for WCAG Level AA accessibility helps provide the same level of service and accessibility for all user groups.

**FINAVIA:** Finavia is an airport company aiming to make travelling smooth. It develops and maintains passenger terminals and the infrastructure required by air traffic at 20 airports across Finland. With the partners operating at the airports, Finavia makes passenger travel safe and uncomplicated.

Finavia needed a design system that would cover multiple digital service touchpoints – the website, airport guide, map, service info screens, and internal admin tool – to provide user friendly, accessible experiences for everyone. The company has a reputation as one of the most innovative and customer-centric airport operators in the world, so the bar for this project was high right from the start.

## What we did

Our work was based on an earlier accessibility audit of the Finavia website, which outlined the existing design shortcomings.

Next, we proceeded with the design and development of new visuals, components, and features. Runway DS covers the color palette, typography, iconography, buttons, input fields, combo boxes, as well as notifications. Some of the Finavia brand's identity elements such as typography and colors were also adjusted to meet the accessibility standard. In addition, we created accessibility guidelines and a style library.

RunwayDS has been manually tested for screen readers.

## Impact and outcomes

Runway DS enables a highly inclusive airport experience for everyone. Aiming for WCAG Level AA accessibility, the design system means a huge improvement for maintaining Finavia's seamless omnichannel customer journey. It also strengthens Finavia's brand presence, taking it a step closer towards the company's vision and strategy.

Finavia now has a practical starting point for keeping digital services coherent and accessible. Onboarding new employees is easy, too.

Runway DS also scales up to accommodate any upcoming needs and can be integrated with additional services, enabling new business.

# Paving the road to effortless EV mobility



The shift to electric vehicles is crucial for the environment – and because of its importance, it must be as easy as possible for drivers. The Fortum Charge & Drive website helps consumers take the leap without breaking a sweat.



A 35% increase in interest, a 31% drop in bounce rate, and a 27% drop in exit rate on the website



Helping transform a traditional energy heavyweight into an industry-leading digital service provider

**FORTUM:** Fortum Oyj engages in the generation, distribution, and sale of electricity and heat, as well as operation and maintenance of power plants. Fortum's purpose is to drive the change for a cleaner world. The company is securing a fast and reliable transition to a carbon-neutral economy by providing customers and societies with clean energy and sustainable solutions. In 2022, Fortum operated in 10 countries, employed ca. 20 000 people and its revenue was €112 400 m. Client description

The website is built upon key insights gained from researching the EV user experience across the Nordic market. It aims to ensure an intuitive and enjoyable Charge & Drive user experience with access to over 3,500 charging stations in the Nordic countries.

As a whole, the service is an educational and practical digital companion for EV mobility. It helps demonstrate that EVs can be a functioning solution for the constantly growing number of environmentally conscious drivers.

## What we did

From the very beginning, the guiding principle in our approach was eliminating all the complexity and the stress that EV drivers face.

The website concept was designed using the Futurice Lean Service Creation methodology. The entire service creation process was all about smoothly orchestrating the work of content creators, designers, developers, SEO specialists, and business stakeholders. We quickly proceeded from user interviews to wireframe exploration, and on to visual design, prototype testing, and beyond – tackling the needs feature by feature, while simultaneously paying close attention to the needs and ideas of Fortum's team and the EV drivers.

## Impact and outcomes

Fortum Charge & Drive is a step towards providing customers and societies with clean energy and sustainable solutions, by facilitating and supporting the use of electric vehicles.

In addition to setting a high bar for multichannel customer experience in the energy and mobility industry, Charge & Drive exemplifies how the future of e-mobility is built with climate-focused business partnerships and rapid co-creation.

# Exploring the future of rail from a variety of perspectives



What digital services will a traveller use during their journey in 2030? East West Rail Company's purpose is to be a force for change in the industry, and for the people and communities it serves.

**EAST WEST RAIL COMPANY:** Established by the UK Government as a non-departmental public arms-length body in late 2017, they've been set up to accelerate delivery of the project and bring new drive and focus. East West Rail is creating a new direct connection between Oxford and Cambridge, and beyond. Serving communities across the area, it will bring faster journey times and lower transport costs as well as easing pressure on local roads.

While planning and delivering a brand-new rail route connecting Oxford with Cambridge, EWR has been tasked with exploring opportunities to improve the way UK railways operate and serve their customers.

## What we did

Rather than producing a basic trends report, we proposed an approach combining the fields of strategic planning and speculative design to create a number of future scenarios illustrating plausible future worlds and rail experiences.

We ran a series of workshops including a Scenario Creation session where groups investigated emerging trends with plausible future ideas. For further contextualization, we used existing customer personas to create Customer Journeys set in these futures.

These provided rich insight that came together as a set of implications and recommendations to help EWR move forward with its digital strategy.

## Why it matters

We delivered a set of reusable trend cards and materials that facilitate further exploration.

The work provided a set of insights and recommendations on how EWR could take advantage of the opportunities highlighted, and develop its digital strategy in a resilient and future-proof way.

These will be used over and over again as EWR Co continues on its journey to deliver a new rail experience.

# Driving the adoption of carbon-free motoring



**AUDI:** Audi AG is a German automotive manufacturer of luxury vehicles headquartered in Ingolstadt, Bavaria, Germany. As a subsidiary of its parent company, the Volkswagen Group, Audi produces vehicles in nine production facilities worldwide.



Volkswagen Group's strategic goal for 2025 is to "make mobility sustainable for us and for future generations". Carbon-free motoring and the adoption of electric vehicles (EVs) play a key role in reaching this goal.

We worked with Volkswagen Financial Services (VFS), SEAT and Audi UK to design and build a mobile app to demonstrate the benefits of owning an EV. The app highlights potential savings and range capabilities by comparing your vehicle and driving habits with an e-tron 50.

## What we did

Our Service Vision Sprint methodology offered us insights into the features of a proposed service – directly from potential users. Prototypes were used to test solutions with users, and combined with business design to shape our MVP.

We built a geolocation feature to allow device – and therefore vehicle – tracking via GPS and Motion Activity Recognition. Collecting this data allows individual consumers to make better informed decisions about how an EV might benefit them.

By offering a direct route for customers to configure and buy a vehicle, we helped 81 connect up the discovery and evaluation phase with actual purchase options.

## Why it matters

This new tool, available for Android and iOS will help increase consumer awareness of and, ultimately, demand for our client's electric vehicles.

Building in React Native and using TypeScript allowed us to work efficiently to release on mobile platforms.

Our tech choices and architecture ensured that Volkswagen Group would have an easily scalable product, with other brands able to make use of core functionality for their own versions, and the capacity for continuous improvement of the features and user experience.

# A pioneering D2C sales channel for VWFS



The UK is one of the world's biggest markets for leasing new cars, with more than 90% of new vehicles being purchased in this way. As the buying habits of UK motorists change, sales channels need to adapt.

**VOLKSWAGEN FINANCIAL SERVICES:** Volkswagen Financial Services (VWFS) is the leading provider of vehicle finance in the UK. They provide finance and insurance services to customers across the entire Volkswagen Group, including Audi, SEAT, ŠKODA, Porsche, Bentley, Lamborghini, MAN Volkswagen Commercial Vehicles, and of course Volkswagen Passenger Cars.



VWFS needed a partner who could bring together service design, UX/UI design and software engineering capabilities to create and launch a best-in-class customer journey for Drive. There was also a desire to work with a partner who had an established way of working and the tools to transfer digital skills and capabilities to the VWFS team in tandem with delivery.

## What we did

We kicked off the project with a Futurice Service Vision Sprint (SVS), using our Open Source Lean Service Creation toolkit to define the concept from business needs through to validated service concept. With the initial work focused on Volkswagen Commercial Vehicles, we mapped out customer journeys through user interviews and built a responsive website including the frontend, backend and set up of a new DevOps and Cloud infrastructure.

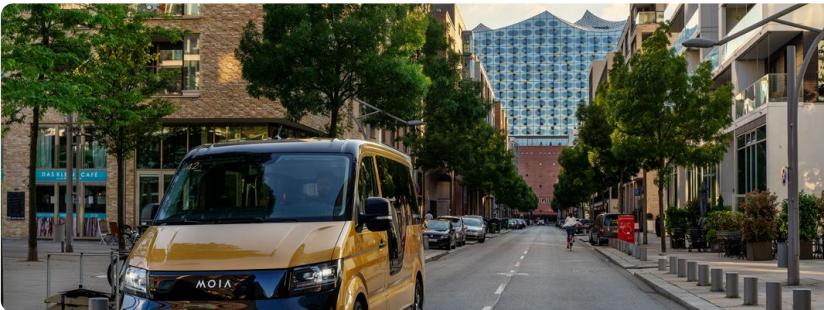
With a collaborative approach from day one, we've also had the opportunity to showcase and transfer new tools and methods that have helped to develop VWFS's in-house product, design and technology capabilities.

## Why it matters

Drive is the first ever digital service that allows customers to lease vehicles from multiple VW brands directly from VWFS, giving them control of the customer experience and mitigating regulatory risks associated with selling through third-party leasing companies. It's also a huge technological step forward, allowing VWFS to experiment with new propositions and adapt to a rapidly changing mobility landscape.

We are now in the process of working alongside VWFS Innovation and Marketing teams to scale the platform, by on-boarding additional brands such as Audi, and by building and testing new features that support VWFS customers to self-serve online.

# App development for validation of a ride-pooling service



Volkswagen's pioneering mobility service Moia seeks to address service gaps between taxis and public transport by offering an attractive and ecological alternative to owning a car. Moia was looking for a partner to help develop and localize a ride-pooling solution for the early-stage validation of their new sustainable business model.

"Futurice's interdisciplinary team helped us validate our business model by building the driver and customer apps. It was a pleasure working with them."

- Sascha Meyer, CEO, Moia

**MOIA:** founded in December 2016 as a subsidiary of the Volkswagen Group, MOIA has its sites in Hamburg and Berlin and develops mobility solutions. Just one year after its foundation, MOIA presented its groundbreaking ride-pooling concept at the TechCrunch in London. MOIA operates in Hannover and Hamburg and is an important part in Volkswagen's autonomous vehicle development strategy.

MOIA

Futurice's reputation for developing demanding world-class mobile applications and experience in developing ride-sharing solutions for some companies Moia had bought made us an obvious choice.

## What we did

Futurice's agile team developed and maintained Moia's user and driver applications during the business validation phase. The applications featured extensive use enriched map components, including turn-by-turn navigation instructions as well as route and user pick-up related overlays. Both applications were designed and built to deliver demanding real-time content in a highly usable way.

The technologies used include native Android for the driver application and Xamarin for cross-platform client applications, and both worked on AWS cloud components. By offering customers and drivers apps to use Moia was able to validate their minimum viable product (MVP) in a real environment.

## Why it matters

Transportation plays a vital role in society and has a major impact on how sustainable our way of life is. Services like Moia that use technology and user-centric services to discover more sustainable ways for people to get to where they need to be will play an important role in future cities.

Cutting down on the amount of private cars on the road has a beneficial impact on areas ranging from quality of life in cities in the form of cleaner air and less congestion to the general viability of our societies. In the Moia case, we supported Volkswagen in their effort to make mobility more environmentally sound.

futurice

# More user-centric customer portals



JobRad wanted to increase the user-centricity of their customer portals by implementing a more modern tech stack. We helped the company migrate their frontend to React and inspired the team to engage with new, more agile and customer-centric ways of working.

“Thanks to a shared mindset and culture, we were able to collaborate with Futurice in a fully integrated and totally transparent way. They delivered a truly holistic view and approach to our challenges.”

**- Thomas Zeller, Head of Software Development and Tech**

**JOBRAD:** JobRad is the market and quality leader in the booming german bike leasing industry. The company comes from the bicycle city of Freiburg and has been passionately committed to bring more people on bikes. Since 2008 over 50,000 employers decided to work with JobRad to offer company bike leasing as a benefit program. On peak days more than 1,500 employees decide to join the ranks.

JobRad works with companies to enable their employees to lease bikes and e-bikes with attractive terms. An attractive and intuitive user experience (UX) in their digital touch points is what is needed to match such offering and to remain the market leader in their field.

## What we did

Our multidisciplinary team integrated fully with the JobRad team and helped the client accelerate the migration of their monolithic CRM to a modern stack by building a new React frontend.

We were asked to employ our ways of working and methods to inspire the JobRad team and help them embrace a more agile approach.

We also made UX/UI improvements to the design and helped the client see their need for a more user-centric and design-driven approach to product development. One result was a joint UX initiative that brought together various stakeholders from different departments to create a shared understanding of what design means for JobRad.

## Why it matters

As a result of our collaboration, the UX Design Team will be fully integrated into the product development process to foster innovation from the users' point of view, frame the right problems to solve, and set up design processes for the product teams, ultimately improving the experience of JobRad's customers.

Eliminating the technical debt in the frontend and using a more modular approach makes it possible to create features that are easy, flexible and fast to develop. Constant, consistent and user-centric adaptation and change help JobRad provide their customers with the best possible services.

# Bringing user experience to the heart of companion apps



BMW Group wanted to redesign their primary customer facing apps to improve all interactions between the cars and their owners.



80%  
Retention rate



+5M  
Global user base



4.7/5  
Average app rating  
for MyBMW

**BMW GROUP:** BMW Group, with its 31 production and assembly facilities in 15 countries as well as a global sales network, is the world's leading manufacturer of premium automobiles and motorcycles, and provider of premium financial and mobility services.



## What we did

Futurice provides a team of UX design experts who work closely with internal teams to redesign and implement the "My BMW" (previously known as the "ConnectedDrive App") and "MINI" apps.

The teams work in a variety of areas ranging from product and service design, user testing, accessibility, ways-of-working – including agility – and design systems.

Our team facilitates and manages close collaboration across different teams, roles and departments to ensure high standards for the finished product. We also help the BMW Group design community adopt best practices and tailor processes to ensure consistent quality now and in the future.

## Why it matters

The "My BMW" & "MINI" apps are used by millions of customers. They provide remote access to the brand's vehicles, allowing trip planning, vehicle status checks and more. The aim is to improve both the personal mobility of users and movement in cities as a whole.

The app plays an important role in positioning BMW Group as a leader in digital mobility products.

Our work is not only about improving the end-user experience but is also about implementing new ways-of-working to ensure the product and company success. We introduced methods like pair designing, retrospectives, service design and user-centric metrics that are helping the company put user-centric design and agility at the core of their process.

# Shared data keeps people on track



The Finnish state railroad company VR works to continuously improve its commuter rail services. We helped them improve cooperation and increase customer satisfaction by developing a centralized data platform for efficiently sharing information with all stakeholders.

"Our partnership during the project was excellent, smooth and effective. We had brilliant professionals from Futurice as part of our centralized data team as well as in project management, and we got the results we wanted. I can highly recommend Futurice as a partner for building next-level solutions."

**- Tuomas Savikangas, Head of Digital Development, VR**

**VR GROUP:** VR Group is a railroad company wholly owned by the Finnish state. VR is responsible for passenger services, VR Transpoint for logistics and VR FleetCare for maintenance. VR's net sales in 2021 were €838.3 million and it employed 5,600 people.

A railroad network is a complex physical and digital system that generates vast volumes of constantly changing data related to schedules, infrastructure, maintenance, staff availability and customer feedback. Situational awareness matters for passengers, stakeholders and VR's business units. When we started, data collection, transformation and sharing were fragmented, laborious and prone to human errors that come with manual work. We co-developed a centralized data platform and system interfaces that help keep people on track.

## What we did

We worked in two areas: system integrations and architecture, and data warehousing and modeling.

System integrations and architecture define how the platform performs, and how it can be further developed. The architectural backbone was built using technologies like AWS and Snowflake.

The goal of the data warehousing and modeling development was to create a centralized data storage expanding over multiple source systems, from which the data is collected and modeled for several user needs with the frequencies varying from hours to weeks.

The solutions were tested and iterated with end users.

## Why it matters

The centralized data platform provides all relevant parties with the information they need, when they need it.

Shared data helps prevent, predict, and solve problems as well as understand their root causes, improving the travel experience, ensuring successful cooperation with VR, and strengthening the interaction between business units. The data is modeled to describe real operational concepts, so technical developers and business representatives can work together more efficiently, understand the real value of data, and generate new ideas.

The data platform also enables the use of analytics, and creates the foundation for data-enabled applications, and saves costs in terms of workflow and task automation.

# Easy parking for smoother travel flow



The West Terminal is Finland's busiest passenger harbor and a major roro cargo port. Together with the Port of Helsinki, we co-created a service for online parking reservation and designed the Satamaparkki brand. The service helps make travel smoother and more convenient.

"Our customer experience strategy aims to improve the convenience of digital and physical services. Working in an industry punished by the coronavirus pandemic is challenging and requires excellent collaboration, partnership and trust between the different players. We are grateful to Futurice for their sparring and the great results. The new online parking service has sparked a lot of interest among car drivers who value ease of travel."

**- Marika Pauli, Head of Passenger Services & Property, Port of Helsinki**

**THE PORT OF HELSINKI:** The Port of Helsinki is a passenger and freight port operated by Port of Helsinki Ltd., which is owned by the City of Helsinki. It is one of the busiest international passenger ports in Europe. In 2019, 12.2 million passengers passed through the Port of Helsinki.

The Satamaparkkitalo car park is designed to serve customers: parking is quick and easy and there are no barriers when driving in and out. The Port of Helsinki is continuously developing its passenger experience, so the next goal was to enable online reservations to further improve service.

## What we did

Our multidisciplinary team started the project by interviewing a wide range of people – including Port of Helsinki personnel, stakeholders, and travelers – and by testing the parking lots. The online parking registration service was based on the gained insights and implemented through agile design sprints.

On the technical side, our work included backend development (Node.js, running on Azure Functions App), the system integrations, and lots of React/TypeScript coding. Google Analytics was optimized, and we built payment integrations, cloud architecture, cookie management, and SendGrid templates.

We also created the Satamaparkki brand.

## Why it matters

The service is an important part of a stress-free journey and better customer experience, as well as the overall appeal of the car park. The agile service implementation through user testing ensured the usability and customer satisfaction and provided the right starting point for the technical developers. At the same time, it provided insight into how people want and would like to use the service.

The customers have been delighted with the new service, which has made the facilities' operations more effective. Satamaparkki has also established itself as known and trusted brand. The service received a recognition prize in the "Voice of the Customer" category at the CXPA awards.

# Transforming a railway operator's ticket sales



Our work with VR Group as technology partner in a multi-vendor environment helps Finland's biggest rail operator offer customer-centric experiences for both commuters and long-distance passengers.

"As we embarked on the journey of radically improving the level of service we provide passengers in all our channels and employees that interact with them, we needed a dependable partner active in all its aspects. Futurice was and continues to be that partner."

**- Marika Schugk, Head of Digital - Passenger Traffic, VR Group**

**VR GROUP:** VR Group is a Finnish state-owned company operating in the field of travel, logistics and rolling stock maintenance. The group primarily operates in Finland, but it also has operations abroad, especially in Russia. VR Group employs 6,000 professionals, with annual net sales of approximately one billion euros.

VR Group wanted to improve the experiences they offered to customers of their passenger rail traffic services - especially ticket sales for both commuter and long-distance travel. This business-critical area is responsible for almost half of VR Group's turnover and the old monolithic system needed to be replaced.

## What we did

We worked as strategic partner in a multi-vendor model - sometimes as a part of a team, at other times taking end-to-end responsibility for a whole stream. We modernised all passenger traffic ticket sales systems and channels for both commuter and long-distance travel by replacing an old monolithic system with a modern, cloud-based one, utilising a microservice architecture.

In the context of a holistic systems renewal, our multidisciplinary teams worked on a variety of areas in the different streams: building an understanding of and insight into customer needs; all aspects of UX design; frontend and backend development; enterprise architecture design; and product ownership.

## Why it matters

VR Group is the biggest rail service operator in Finland and the ticket sales system channels are some of the most business-critical high availability systems they have, accounting for approximately half of their revenue. In addition to ticket sales, these systems are used to keep passengers up-to-date on departures, arrivals and delays.

Making sure the system delivers the level of service passengers and VR Group employees expect is imperative. The sales system and related channels have to work 24/7 on every day of the year and the service-level agreement (SLA) is set at 99.9%. The new, modern cloud-based system utilises many of the automated capabilities for scaling, accessibility, security and disaster recovery the AWS environment offers.

# A future digital concept for airport lounges



Lufthansa was looking for new ways to enhance the LHG Lounge experience for their guests.

"Futurice has been a great partner to gather new ideas and innovative solutions for our customers with. The team quickly understood what we were looking for with this project and how we are able to enhance the touchpoint «Lounge» in the customer journey. Combining the basic needs of our customers with innovative ideas and services, Futurice developed a portfolio with numerous different ideas and solutions."

**- Michael Prade, Director Product Management Lounges & Premium Services**

**LUFTHANSA GROUP:** The Lufthansa Group is an aviation group with operations worldwide. The Group is composed of the segments Network Airlines, Eurowings and Aviation Services. Aviation Services comprises the segments Logistics, MRO, Catering and Additional Businesses and Group Functions. The latter also include Lufthansa AirPlus, Lufthansa Aviation Training and the IT companies. All segments occupy a leading position in their respective markets.

The basic needs of guests at airport lounges are relaxation, work and food. We worked with Lufthansa to enhance the customer journey and offer new possibilities through new digital touchpoints, and by leveraging existing infrastructure and technology.

## What we did

By choosing to analyse the full travel journey instead of just time spent in the lounge, we were able to learn about the pre-existing needs and pain points having an impact on the customer's state of mind while in the lounge.

We leveraged internal knowledge on trends, technical capabilities and the airline industry and combined it with competitor & trend benchmarking, user interviews and mobile ethnography to bring new and innovative ideas to Lufthansa Lounges.

There are different types of lounges, and every lounge is not created equal. Solutions needed to be scalable and varied depending on available facilities at any given airport. By carrying out a technical feasibility analysis, we were able to provide Lufthansa with recommendations on scale, budget and use of existing and emerging technologies.

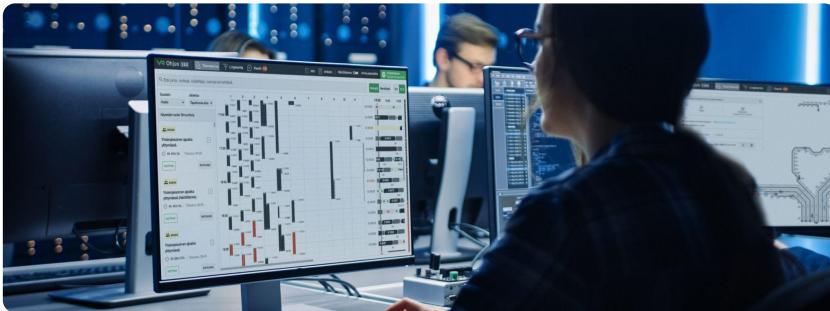
## Why it matters

The airport can be a chaotic and stressful experience. Time spent in the lounge experience should remedy that and provide travelers with an oasis to fulfill their needs of the moment. Customers also want to be recognized and catered to. They want to know what to expect, even if they are at the lounge for the first time.

By working with our extensive internal network across various disciplines, we were able to deliver a series of high-quality concepts and ideas for Lufthansa that addressed user needs in specific areas like recreation, work, service and entertainment - not just digitalisation for its own sake.

Our work resulted in 9 concepts finalised out of 49 raw ideas to help Lufthansa build the future of lounge services at airports

# Data and analytics enables better commuter rail service



Improved situational awareness helps VR Group manage disruptions more efficiently



First version in operative use and feedback is positive



60% reduction estimated for trains cancelled due to lack of driver when Ohjus is implemented



Conflict detection engine analyzes incoming data and flags potential issues real-time based on a predetermined set of rules.

**VR GROUP:** VR Group is a Finnish state-owned company operating in the field of travel, logistics and rolling stock maintenance. VR's passenger services offer transport services in long-distance and commuter traffic with trains and buses. VR Transpoint offers logistics services in rail and road logistics. VR FleetCare maintains, repairs and manufactures rolling stock and provides expert services related to rolling stock technology. VR Group employs 6,000 professionals, with annual net sales of approximately one billion euros.

On average, two trains leave Helsinki railway station every minute during rush hour. To make sure this happens smoothly even when disturbances occur, VR wanted to develop a system for real-time situational awareness, automate simple tasks & communication and support decision-making using models based on analytics. Our multidisciplinary team covering business, technology and service design worked with VR to co-create a 5-year vision and a concrete roadmap for situational awareness system Ohjus.

## What we did

Ohjus creates a visual real-time situational awareness on rolling stock and personnel, using alerts to ensure that disruptions are noticed before they affect customers. It combines real-time data sources with sources for long-term planning to provide a holistic, up-to-date view on railway traffic, so operators are able to adapt their decisions based on real data.

Operation is decentralised, so different parties act based on a shared situational awareness when disturbances occur. This enables faster problem solving and reduces unnecessary communication. Ohjus supports decision-making at the operations center by offering automated proposals and showing their implications for costs and customer experience.

Ohjus is built on Amazon AWS cloud services to ensure high availability in all situations and possibility to scale capacity when needed.

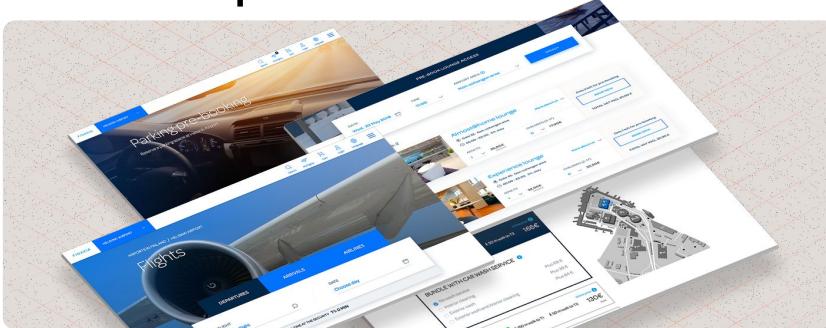
## Why it matters

VR wants to offer its customers a reliable commuter train service at all times.

Real-time data, automation of simple tasks and communication, and the use of analytics to support decision-making enable faster recovery in disturbance situations, more efficient resource utilisation and improved customer experience through fast and reliable information delivery.

VR estimates that it can achieve substantial results in lowering the number of trains being cancelled when the situational awareness system Ohjus will be in place and thus improve its customer satisfaction and operational efficiency.

# The airport of the future



Finavia is dedicated to maintaining Helsinki's position as a leading gateway between East & West by providing passengers with innovative services and a smooth travel experience.



**FINAVIA:** Finnish airport operator Finavia enables smooth international flight connections through its national airport network, which served 26 million passengers in 2019. Finavia offers world-class services to passengers, air traffic operators and commercial partners.

The International Air Travel Association projects that passenger demand will double over the next 20 years. This represents a huge potential for growth for airport operators, but it also places extraordinary demands on the infrastructure and services at airports. The network of airports run by Finavia are no exception and the challenges will be particularly pronounced at Helsinki International Airport, which is fast becoming an important hub for air travel between Europe and Asia.

## What we did

Finavia and Futurice work to provide all users a highly personalised, seamless and contextualised customer journey through Finavia's digital touchpoints: the Helsinki Airport app, online parking reservations, information screens and Finavia's website.

We work closely together to design, develop and deliver services that provide passengers with control of their own journey – from user-centric design to a robust and highly scalable microservice system that supports all digital channels and enables an accelerated time to market of any service or feature via Finavia's digital channels.

## Why it matters

Digital services and a seamless omnichannel customer journey incorporating both online and offline elements with faultless transitions play a vital role in fulfilling Finavia's customer promise of smooth travelling that starts as soon as you book your flight.

A world-class airport with a reputation for innovation and known as the a gateway to the East gives the city of Helsinki a vital competitive edge as it competes for tourists and business with other regional hubs.

# Designing better air travel experiences with face recognition



Airports around the world are struggling to keep up with the growing number of passengers, resulting in long check-in, security and boarding queues.

**FINAVIA:** Finnish airport operator Finavia enables smooth international flight connections through its national airport network. The biggest, Helsinki International Airport, served a total on 18.9 million passengers in 2017. Finavia offers world-class services to passengers, air traffic operators and commercial partners.

The problem is related to the people flow at various access control checkpoints. Robust access and passport control solutions are mandated by regulations, but in their current form, they are also costly, take up precious space and create bottlenecks. Carrying around physical documents and standing in lines makes the travel experience more stressful and inconvenient for passengers.

The problem calls for faster and more convenient ways to process passengers efficiently at their point of departure and destination without compromising security.

## What we did

In early 2017, we deployed a fully functioning proof of concept at Helsinki Airport that allowed pre-enrolled Finnair Platinum and Gold members to check in to their flight at a dedicated face recognition desk. The passengers' identity and flight information was confirmed by comparing their facial features to a reference photo submitted using a mobile app.

Rather than replace customer service agents, the system is designed to augment the employees' strengths with those of a computer. The purpose of the three-week trial was to gather as much real-world feedback as possible in a short time frame and at a low cost, while creating as little disruption as possible in an environment where taking risks is not an option.

## Why it matters

The check-in trial at Helsinki Airport proved that face recognition technology can be used to create user-friendly biometrics solutions that enhance the travel experience, even in an intensive people-flow environment with high security requirements.

Feedback shows that users are ready to embrace these services, with 100% of respondents stating they would like to use the service again.

- First ever trial of walk-paced identification and mobile onboarding using face recognition
- Overall experience rating: 4.6 out of 5
- Ease of use rating: 4.75 out of 5

# Measuring tyre condition to improve road safety



Worn tyres are a contributing factor to a significant percentage of car accidents.

Nokian Tyres wanted to improve road safety by improving driver awareness of the condition of their tyres. For most consumers, safety is one of the primary criteria for choosing a tyre, but very few will go out of their way to get their tyre condition checked later on. Thus the two key challenges were getting data about tyre condition and providing drivers with easy access to that data.

**NOKIAN TYRES:** Nokian Tyres is the world's northernmost tyre manufacturer and the only one to focus primarily on tyres for challenging conditions and demanding customer requirements. In 2015, the company's net sales were approximately €1.4 billion, and it employed 4,400 people.

## What we did

We helped Nokian Tyres design, implement and scale SnapSkan – a service that automatically measures the condition of the tyres and increases the driver's awareness of its impact on safety while offering an opportunity to purchase new tyres.

During the project we performed user research to understand drivers' needs and pains, created a fake advertisement to measure the desirability of the concept, piloted the service in a busy parking garage operated by Q-Park in downtown Helsinki, and developed a technical architecture for scaling the service to other facilities.

The service uses IoT, 3D scanning technology, machine vision and the newest web technologies to offer a seamless user experience. All the driver needs to do is drive over a laser scanning strip placed at the entrance of the garage.

## Why it matters

SnapSkan is a new and groundbreaking way of measuring tread depth and tyre safety. By taking the measurement service to where the drivers are, Nokian Tyres can raise awareness of tyre conditions and improve road safety.

The pilot proved that people are willing to buy tyres in conjunction with the measurement. In northern markets where tyre sales are traditionally seasonal, SnapSkan provides Nokian with a new channel for sales outside the market served by tyre storage facilities.

The service launch generated a massive amount of international interest, with over 400 articles in the press all over the world, with an estimated media audience of 66 million during its first six weeks in operation. Plans are in place to roll out SnapSkan at parking garages and other facilities in Finland and, eventually, internationally.

# Sailing towards next-level passenger experiences



New customer service concepts enable Tallink Silja to make the right moves to exceed customer expectations and entice the passengers to come again.

"The customer journey map and identified service development ideas serve us in many different ways while aiming to exceed our customers' expectations - over and over again."

**- Henna-Riikka Kylmälä, Head of Customer Experience, Tallink Silja Oy**

**TALLINK SILJA OY:** Tallink Silja Oy operates ships under the Silja Line brand from Helsinki and Turku via Åland to Stockholm, and also from Helsinki to Tallinn under the Tallink brand. The company is part of AS Tallink Group, one of the largest passenger and cargo shipping companies on the Baltic Sea.

Tallink Silja's mission is to exceed customers' expectations and the company never stops striving for the best. The company wanted to gain a deeper understanding of the whole customer journey and how it could be further improved on the Helsinki-Stockholm route. Since the passenger experience starts with dreaming and discovering travelling alternatives, and ends with returning home, everything in between needed to be analyzed and mapped.

## What we did

We formed customer groups, complete with individual needs and expectations, studied customer experience metrics and the current state of the experience. We built hypothetical customer profiles and journeys.

We interviewed the customers at the ferry terminal before the trip, during the trip and when they returned to Helsinki, and afterwards by phone.

Next, we analyzed the information and discussed the potential solutions, and how the service development should be continued.

Several service concept ideas were co-created and pre-prioritized. We also delivered the visualizations of the customer service journeys, and presented them in a practical Excel chart.

## Why it matters

Understanding the status of the customer experience helps Tallink Silja see itself through the customer's eyes. The desired customer experience is created by identifying customer needs and behavior models. A wide variety of customer groups, including seniors and families with children, were engaged in the process.

Tallink Silja now has several new service concept ideas to assess - pre-prioritized based on their customer and business value. The company can easily test and identify the best ones and gain a competitive edge by efficiently developing the services in the right direction. This is especially important for an operator in an industry hard hit by the pandemic.

In the long term, customer experience and service development are critical - satisfied customers become loyal ones.

# Training an HR team in lean & agile methods and service design



Tallink Silja wanted to learn how modern service design methods can help create a resilient, employee-centric organisation.

**TALLINK SILJA OY** is part of AS Tallink Grupp. AS Tallink Grupp is the leading passenger shipping company on the Baltic Sea owning 19 vessels and operating under brands of Tallink and Silja Line on 6 different shipping routes. Tallink Silja operates in Helsinki, Turku, Tampere and Mariehamn. The company employs 1500 employees in total.

Tallink Silja's vision is to be the market pioneer in Europe by offering excellence in leisure and business travel and sea transportation services. Their customer value proposal is to offer an enjoyable travel experience that exceeds customer expectations and makes them want to return. In addition to the customer journey and experience, Tallink Silja wants to focus on employee journey and experience on their path towards modern, resilient and employee-centric organisation by developing their HR processes and services and ways of working.

## What we did

Futurice consultants trained the HR team in Tallink Silja in lean & agile methods and service design by working on real HR development initiatives.

The three-week program of service design workshops helped the team clarify the vision of how recruitment and onboarding processes for new employees should work and feel in a modern, resilient and employee-centric organisation.

At the end of the training period, the implementation plan for a Minimum Viable Product version of these processes was successfully in place.

## Why it matters

Currently, work continues to make the overall employee journey more employee-centric and to develop the HR processes and services to be more future-proof. Feedback inside the company has been positive.

The HR team has successfully adopted lean and agile ways of working that encourage multidisciplinary team work, co-creation, continuous learning, getting things done and creating constant value.

Futurice's team received positive feedback for the quality of the work as well as collaboration with the HR team at Tallink Silja.

# Developing digital capabilities and innovation culture



The Tallink management board wanted an independent review of the current state of digital development in their organisation. Their goal was to identify ways to speed up projects.

**TALLINK:** Tallink Grupp is the leading provider of high-quality mini-cruise and passenger transport services in the northern Baltic Sea region, as well as the leading provider of ro-ro cargo services on selected routes. Their fleet of 14 vessels allows them to offer a wide range of services and frequent departures under two different brands.

Tallink's software development environment is complex, with several physically separated teams working on development projects. Timelines and change management are critical and finding the best solutions to meet both IT and business needs is not easy. Tallink had a strong desire to learn and change, and their ambition was to be a pioneer in their industry. What they needed was a better understanding of their current state as well as the tools to improve it.

## What we did

A three-person core team from Futurice worked on-site in Tallinn, Estonia for 7 weeks, engaging with both management and project teams to build an understanding of the current state. Engagement took place via interviews, workshops and reviews of current ways of working.

The initiative covered various aspects of the innovation process, including organisation, culture, technologies, tools, and partners.

The team produced an analysis and documentation of the current state and recommendations for development on both organisation and project levels. The recommendations were discussed and debated widely with all the stakeholders involved.

## Why it matters

Tallink has very skilled and motivated people who can transform the company and establish it as a benchmark for utilizing digital in the travel industry. To unleash the potential and create an environment that enables Tallink to succeed in this, we worked on the following assets:

- Sufficient understanding for starting a digital change program
- Perspective from a partner with experience on delivering successful projects
- Analysis and documentation of the current state
- Organization and project level recommendations
- Engagement from both management and project teams

# New digital business opportunities for SAS



SAS Scandinavian Loyalty & Ventures wanted to go beyond just selling seats and find ways to respond more quickly to discovered customer needs.

SL&V runs Scandinavia's largest loyalty program, with over 6 million members. Faster response time to customer needs required new ways of working and solutions that utilise cutting-edge technologies as well as modern tools and workflows.

**SAS:** SAS offers the most departures and has an attractive offering for people who travel frequently to, from and within Scandinavia. SAS conducted 817 flights daily in 2016/2017, and a total of around 30 million passengers traveled on SAS's 272 routes between 123 destinations in Europe, the US and Asia. In addition to airline operations, activities at SAS include ground handling services, technical maintenance and air cargo services.

**SAS**

## What we did

Using our own Lean Service Creation methodology, we introduced new ways of working to the SAS project team. The team was able to focus on solving the right problems, as well as iterating and developing solutions based on user feedback. We put together a highly skilled team working from two locations - Tampere and Stockholm. One project room per site housed a large, always on-call screen.

The teams followed the same agile work practices and introduced new software and work tools for the client to enable and speed up the collaborative work online. A new continuous delivery platform was developed to speed up the release of new functionalities.

To minimise governance disruption and maximise alignment with SAS IT, SL&V chose Microsoft Azure as the Cloud Service Provider. Cloud orchestration and Azure setup was accomplished by using Kubernetes and Azure DevOps pipeline.

## Why it matters

By introducing new project culture and building the new foundation for the loyalty program inside SAS, we set a positive example inside the organization and enabled them work on increasing customer loyalty and growing their business. The new ways of working have inspired other teams and people at SL&V to change the way they work, too.

Being able to regularly offer loyal customers new services beyond gives SAS new ways to challenge its competitors. The SAS SL&V launched two new services in December 2018 and one in April 2019.

The CD/CI platform that SAS uses now fulfils modern performance demands.

The team is able to continuously release new services and features for SAS customers.

**futurice**