



PORTFOLIO
ARMIN GÜNTHER

BACKSTORY

TRANSFORMATION O F M I N E



I was born in 1989 and raised at the countryside of Hungary. My first meet with art and design was at the age of 12. I had special classes to learn visual and art basics. In the high-school-era my sister showed me Photoshop and Illustrator. From that point creation is part of my life. She asked me not to become a designer so I went to a business university where I have struggled at the beginning, but at the end I found my way there. I was really into problem-solving and working with others.

So I started my career in consulting and since day 1 I am driven by one topic **figuring out how technology change the lives of people and organizations.**

In this journey I found the way to mix my designer and business sides. This is how I became a service designer. In 2019, I joined forces with a friend to create and start an agency which is the biggest design challenge I ever faced / face.

BACKSTORY

FOCUS AREAS OF MY EXPERTISE

N E W S E R V I C E S

Introducing a completely new service. Finding potential and define the right strategy how to create value.

Examples:

Streaming platform for a Sony Pictures Television

Convergent telecommunication services for Vodafone

R E T H I N K O P S

Rethink how an organization works, how employees interact with each others and customers.

Examples:

New retail experience and operations for Vodafone

Data-driven digital marketing operations for NN Insurance

T E C H A D O P T I O N

Finding the place and the value of new technologies and tools at organizations. Define adoption strategies, including learning experience.

Examples:

AI technologies in journalism concept for Forbes

New website CMS adoption for Snowflake

T R A N S F O R M

Understand challenges and opportunities for companies. Define ambitions and design transformative approach, including shaping leadership mindset.

Examples:

Digital transformation program design for Magyar Telekom

Democratize digitalization for OTP Bank Group

BACKSTORY

STRENGTHS AND SKILLS ACQUIRED

RESEARCH

I have proven experience how to design and run a comprehensive research

Besides classic qualitative and quantitative research methods I have experience with etno- and contextual interviews

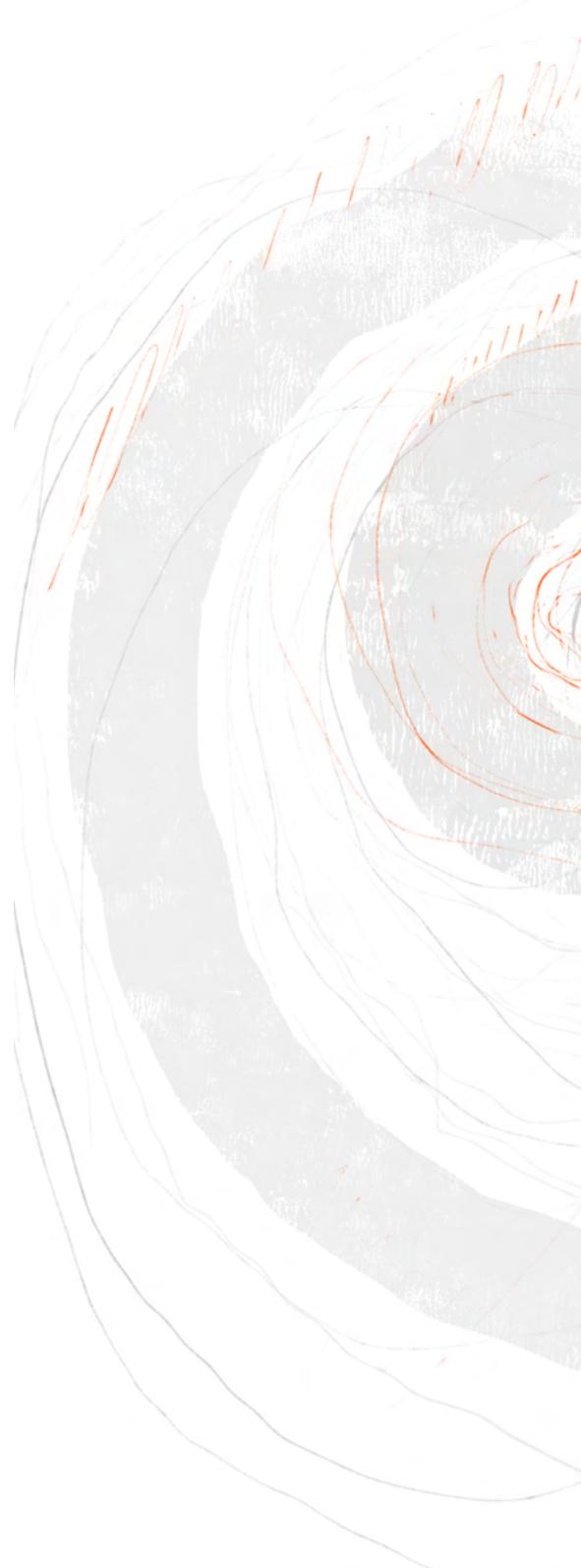
Having a various tool-set to find and translate insights

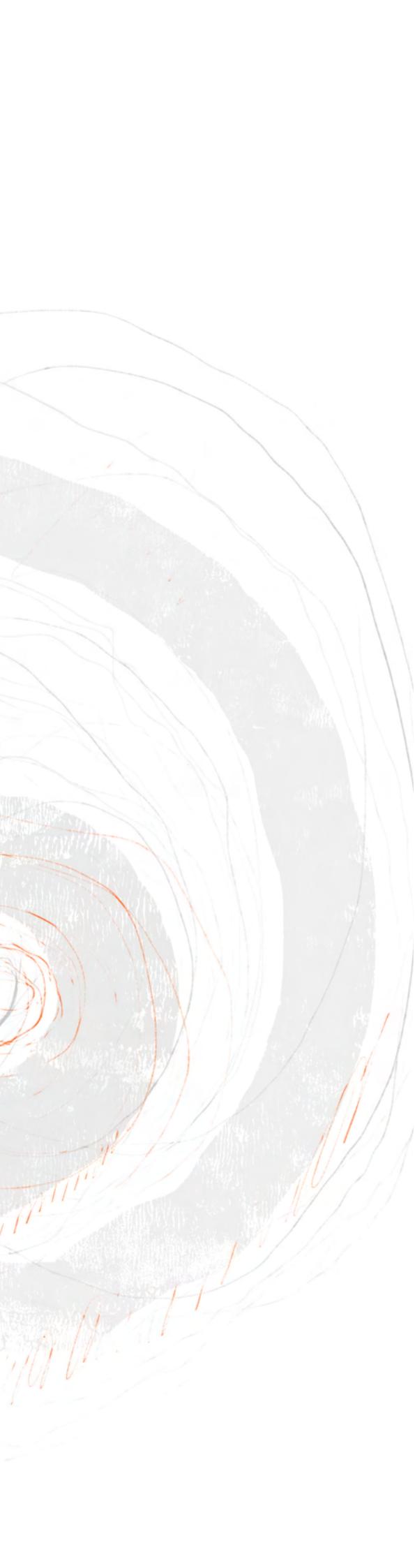
ENVISION

Have the experience to understand current situations, formulate alternatives and envision desired ones in the triangle of feasibility, desirability and viability

Know how to craft inspirational stories, benchmark and best practices studies

Formulate comprehensive and disruptive strategies and value proposition for transformations and services





CREATE

Spent tons of hours with persona and journey creation and translating them into concepts

I love creating blueprints, one of my favorite design tools

Having UX/UI fundamentals paired with low-code prototyping capabilities

CHANGE

Know how to raise the attention on change and sense of urgency

Being able to design and facilitate leadership workshops

Having a track record with trainings and teaching

Experience in short- and long-term collaborations formats delivering change and impact



How did I arrive here?

BACKSTORY

R E S U M E

With 12 years in digital transformation, I had the privileges to lead transformative projects at large companies and learned how to design disruptive services / products or the way companies work.

Managing Partner & Design Lead

Nextwit June 2019 - Present

Design digitalization initiatives with a human and impact focus. Building a high-trust and performing team of consultants, designers and solution developers thrive to help business leaders and deliver real value in challenging situations. Design digitalization initiatives with a human and impact focus. Enabling companies to build digital systems and reshape how they functioning.

Senior Service Designer

Vodafone November 2018 - December 2019

Before I've joined Nextwit, my last project was to design the digital and offline channel experience for a merger in telecommunication. We had to come up with an experience and services so the Vodafone and UPC customers can understand the changes in the sales and care transactions. I led the digital experience design stream with a cross-sell and lead generating focus. I was also involved in the customer experience design of Vodafone's new fixed services.

Senior Business Analyst

Accenture January 2016 - January 2017

I was involved in a digital transformation program for a major telco company as a business design team member. We planned the program scope and timing for a multi-year implementation, close cooperation with technology consulting colleagues. We followed a customer-centric approach to define business and technology enablers which reformed the digital experience, front- and backend systems of the client.

Digital Consultant

Mito January 2017 - November 2018

As a senior consultant, I was responsible for consultancy and digitization projects:

- We helped one of the biggest insurance companies in the Hungarian market to create and implement new communication and digital experience strategy and approach combining customer-centricity and data. I was the project lead for the transformation program.
- We delivered a streaming application for a Global Media Company to the Hungarian and Polish markets. We ran contextual research to get valuable insights on the content consumption habits of the target segments. We designed and delivered the application.
- We have adjusted customer experience with a Facebook Messenger Chatbot for the biggest oil & gas company. The Client's intention was to shift the customer's mindset about their stations. We ran a research phase to have insights about the current perception. The chatbot helps the customers to unlock special discounts and promotions at the station, and to get car- and bike-sharing related information.

Internal Consultant

Vodafone June 2014 - October 2015

Our consultant team transformed the retail store experience and processes based on customer behavioral insights and data. We enhanced the retail service model to upgrade the Vodafone customers' buy journey and free up valuable time for sales agents to sell more. I was involved in Vodafone's digital transformation program as a project management office member, responsible for planning program scope and timing, also creating decision supporting material for C-level decision-makers.

Education

University of Pécs Faculty of Business and Economics Master's degree, Business Administration and Management 2013 - 2015

Activities and societies: Janus Pannonius College for Advanced Studies

University of Pécs Faculty of Business and Economics Bachelor's degree, Accounting and Finance 2009 - 2012

Service Design Fundamentals Company training series, Mito 2017

Applied Research Methods Company training series, Mito 2017

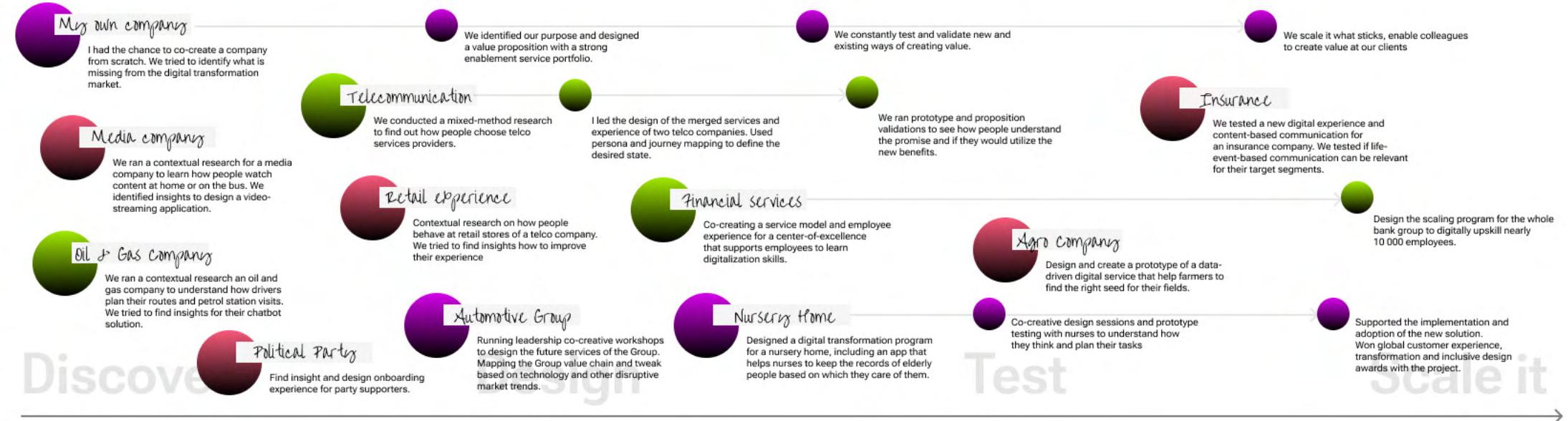
Volunteering

Design Strategist Igazgyongy Foundation 2024 - Present

Visiting Lecture University of Pecs 2015 - Present

timeline

experience



BACKSTORY

12 YEARS IN TRANSFORMATION

Since 2012 I have been involved in various transformation challenges to figure out future states with transformative journeys for organizations, leaders and employees. I cover 4 case studies in this material:

- Future of services leadership workshop for an AutoWallis Group
- Rethinking retail operations for Vodafone
- AI adoption in journalism for Forbes
- Democratize digitalization for OTP Bank Group



CASESTORY

FUTURE DESIGN

One of the biggest automotive company group approached my agency to help them defining their services for the upcoming 5 years. We had to find a way how the leadership can design together the future of their company group.

Discovery phase

In the initial stage of the project we ran a comprehensive discovery to understand:

- Business ambitions of the retail leadership
- The current pain points and opportunities in the retail operations,
- Process bottlenecks and deviations
- Technology constraints and opportunities

We utilized stakeholder interviews, in-store interviews and behavior observation of customers, data analysis of retail systems.

Key findings:

- Vodafone would like to be 2nd on the telco market, so stores must sell more services
- Currently the retail staff occupied by time-consuming care activities
- Prospect customers had to wait 20-60 minutes to getting served ruining NPS
- Vodafone already had digital and non-store solutions for customer care challenges

Define phase

Based on the priorities and findings we defined a scope for the nearly 30 store owned by Vodafone a new retail operational model impacting customer experience. We had 9 months to come up with ideas, prototype them, do the blueprinting and the implement them at each store around Hungary. Our main ambition was to enable the stores to delivery the No 2 position on the market with excellent experience.

Design the approach

“How might 12 business leaders agree on the future?”

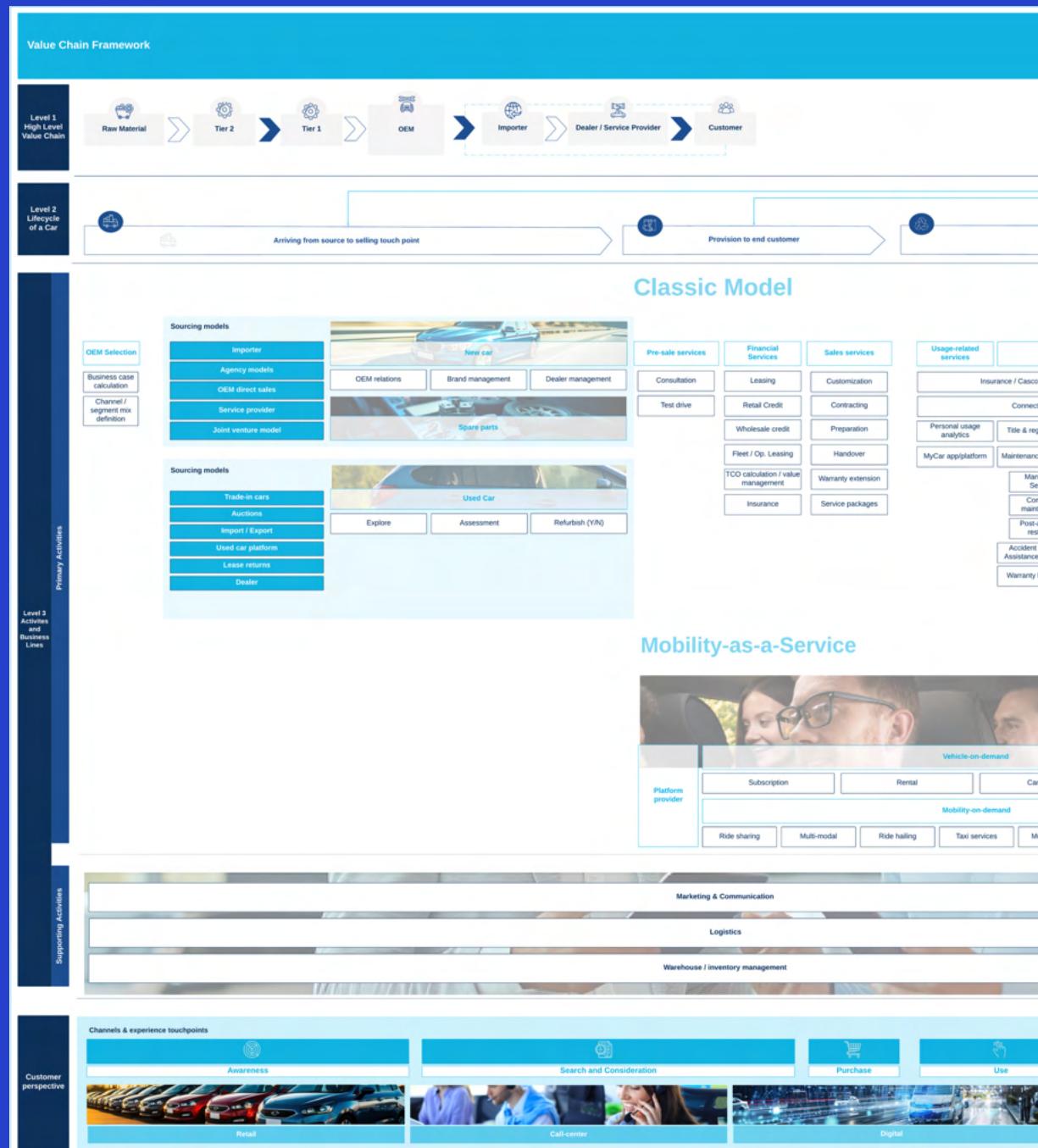
This was the key question I wanted to answer first. If we find the answer to this, the chance of having a successful project will increase:

- Understand perspectives
- Shape common language
- Design the process

First I did discovery calls with the sponsor of the project to understand expectations and come up with a project approach.

We learned that they use a value chain model to discuss their business. So we made one for them...

Based on the stakeholder interviews we learned how participants can work together, what their expectations are and what should we avoid. We compiled multiple scenarios and fine tuned them to find the best

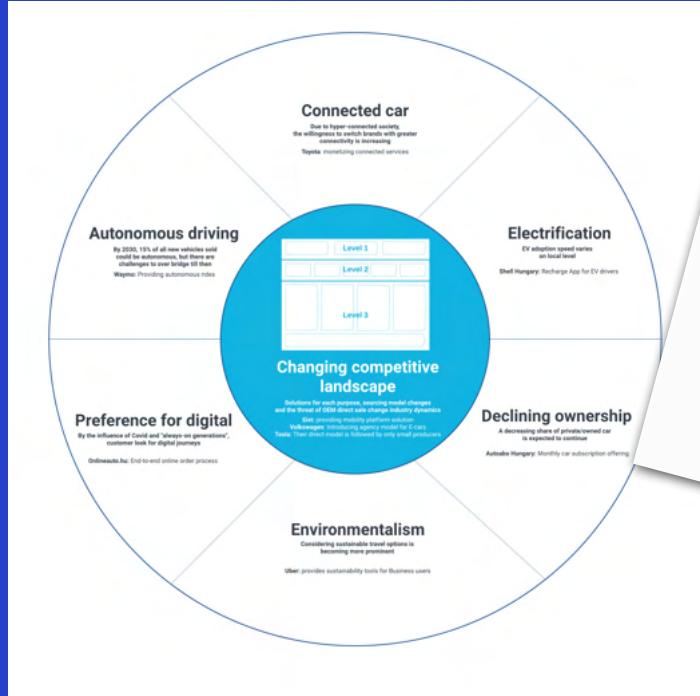


Value chain model with customer PoV

Inspire and trigger creativity

“How might we move their thinking out of the present ?”

We wanted to give the leadership a preparation package that triggers their thinking, so they arrive with an innovative mindset.



Trendwheel



Desk and best practices research

In the meantime we ran a comprehensive trend research to understand what social, technological, economy, political and other external factors shape their industry. It resulted a trend wheel that we use during the workshop.

In parallel, we conducted a best practice and benchmark research for them. The scope of that research was to find out how other industry players react to the trends and disruptive forces



Facilitate the workshop

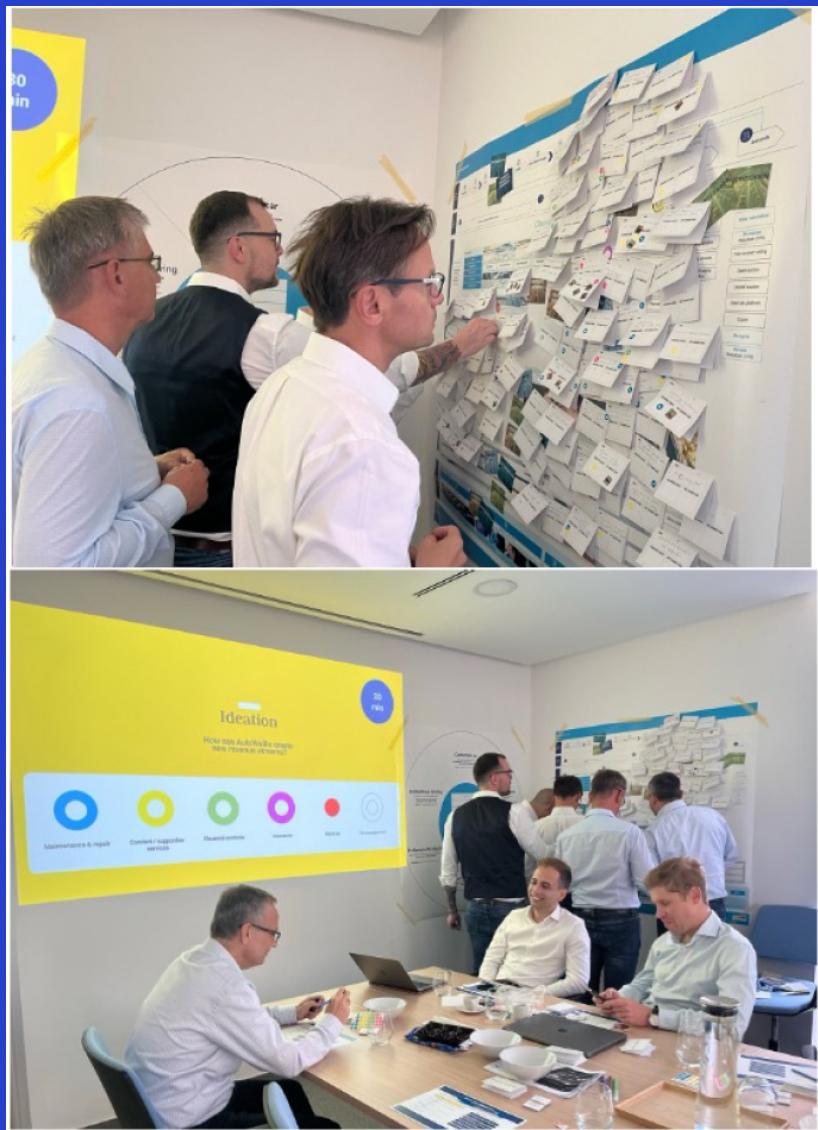
"How might we trigger their creativity and keep the energy-level?"

We knew from the interviews that leadership group is a tough one, had bad experience with such workshops, and they intend to getting stuck in the now. So we wanted to have an inspiring atmosphere and maintain their focus, energy and mood.

We started the leadership workshop with an introduction of their value chain model. Then we placed the key trends along the value chain to see where disruption to occur. We also reviewed the benchmarks and discuss their relevancy.

We ran multiple iteration on ideation to find potential services considering trends and current value chain elements. They had to write a short value proposition and potential impact for each idea. Then place them on the value chain.

As a next step we reviewed the competitor and best practice research. We triggered their creativity with ideation cards that contained services types outside of their industry that might be a baseline for something new for them.





We ended up with 112 ideas on their future services along their value chain. For each idea they added a reasoning, barriers.

We asked their feedback at the end of the workshop. We received a high score, they were surprised how creative they were. But we learnt that less, more detailed would be better for them.

We handed over the 100+ ideas in multiple formats. We provided a detailed table so they can run the business case calculations, but we also compiled a printable version to place it in their office. We also compiled executive level decision supporting slides based on which they can make their future coming true.

IDEA TITLE

CROSSGROUP
CROSS COUNTRY CERTIFIED
USED CARS PROGRAMES?

BUSINESS LINE (S) EST. MARKET SIZE
RETAIL

AW UPSIDE

- DISTRIBUTOR RIGHTS
- CUSTOMER DATABASE
- POINTS OF SALES ACROSS THE ...
- MOBILITY SUPPLIES

UNDERLYING OPPORTUNITY

- EXTRA PROFIT BUILT IN THE CAR PRICE
- AFTERSALES REVENUE (REPAIR & SERVICES)

CASESTORY

RETAIL TRANSFORMATION

One of my first projects in my career I had the chance to work on a retail operations redesign for Vodafone. We were entitled to define a new model that serves business goals and better customer experience.

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RETAIL
TRANSFORMATION





Ideate phase

Based on the insights of the discovery phase we formulated questions how can we improve retail operations and provide better customer experience in the same time. With a team of retail experts, lean process experts, we came up with ideas impacting the stores.

We followed the in-store journey, from the moment of arrival till the customer leave the stores. We defined more than 15 ideas in 3 different categories:

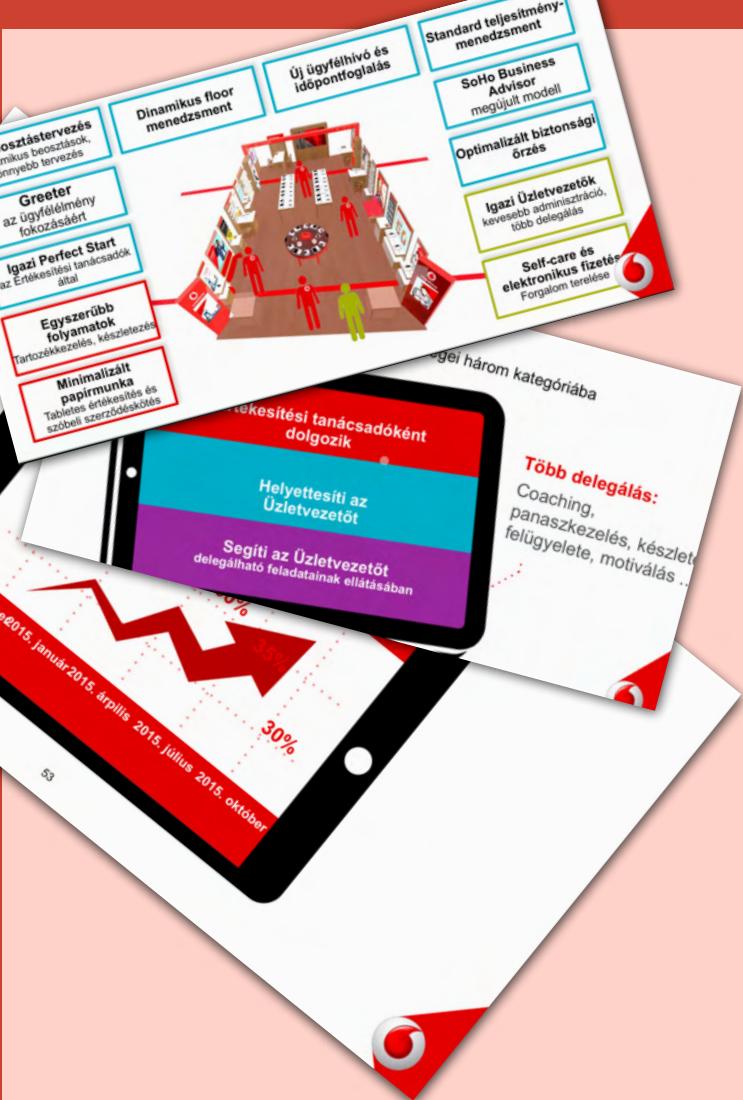
- Efficiency boosters: lean process, no paper
- Steering to digital: ideas to steer customer to digital channels with care questions
- Better customer experience: greeter, new time blocks, device setup any many more.

Prototyping phase

We had a mindset, that before we implement anything at scale, first let's validate that our ideas work. So we picked three stores with different sizes, and ran a 2-month pilot period.

The prototyping helped us to continuously learn the strength and weaknesses of the new working model. Furthermore we could receive feedback from customers and employees, cross-measured by NPS and process analytics.

Furthermore, the three stores gave us an excellent proof for the full network roll-out to win more than 300+ employees.



Implementation phase

Based on the prototyping period we could start the implementation stage. In the beginning we made the finalization of the model, managed the internal approvals. Then, we compiled a nearly 80-page-long service blueprint describing the new operations in details.

We organized a two-day bootcamp for the retail management, store managers and their deputies. The goal of the event was to win their engagement, explain the new model, and announce the implementation timing.

In the next nearly 4-5 months we spent countless hours at stores providing trainings, on-the-job support and measure the progress and impact on operations, NPS and revenue.

With successful implementation at 30+ stores, 300+ employees, Vodafone became No 2 on the telco market.

Follow-up phase

Based on the great success of the program the retail board wanted to extend the impact. So they appointed me to design the roll-out of the new ops model for the franchise stores.

I had to learn what are the key differences at these stores, understand the motives of franchise owners and adapt the model based on the learnings.

Turned out, that 20% of the partner stores generate 80% of the revenue, so we could focus on them. I spent 6 months with the roll-out design and coordination.



CASESTORY

FUTURE OF JOURNALISM DESIGN

A couple of years ago my agency was approached by Forbes that they want to build AI solutions for the Centre-Eastern-European ops and enhance web experience. Our task was to come up with a concept for the future of work for their journalists within a month.

Discovery phase

We started the project with stakeholder interviews, desk and benchmark researches. We had in-depth interview with the operations and journalists lead to see what is the daily life of journalists. In the meantime we learned how custom developed tools help media companies to take their operations to the next level.

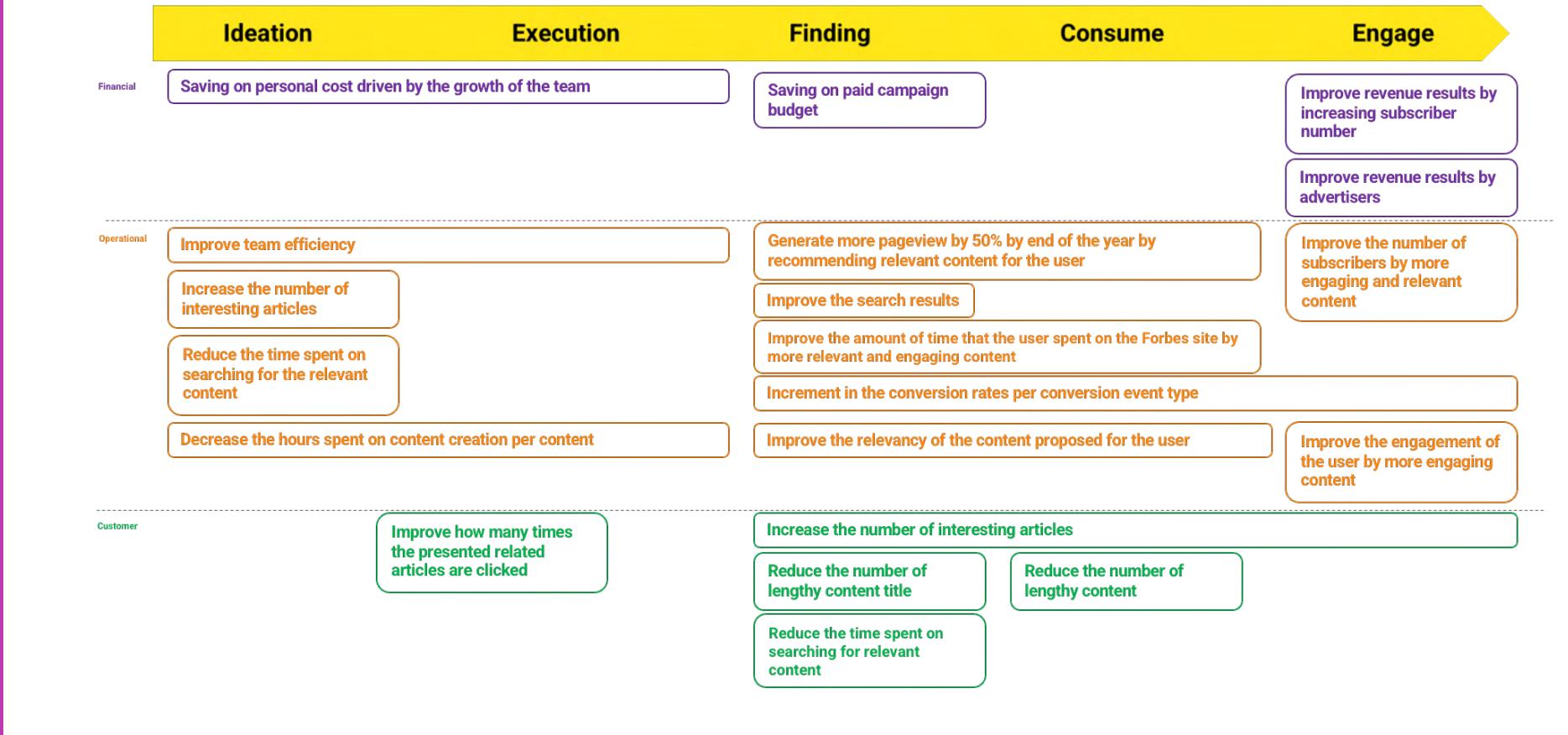
Key findings:

- The pace of content consuming acceleration is huge, you have to stay relevant
- The journalists must deliver 4-6 articles per day to meet their quota
- There is initial tracking on what topics are the mostly read, however, they have valuable data and information

By the end of this phase we had an impact map seeing how can we create value with an AI solution for Forbes.



...through data-driven solutions strategic and operation impacts will come



Impact Mapping

One of my favorite tool for summarizing discovery findings from an ambition perspective. In this project it helped us to map along the different phases of content creation and consumption what impact an organization would like to achieve. Here we identified ambitions from three aspects:

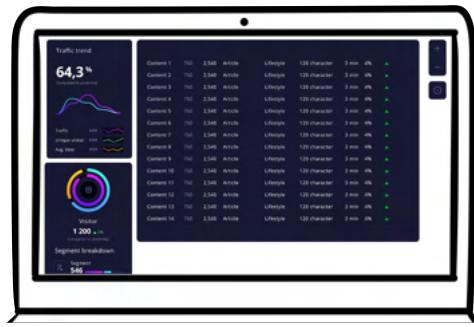
1. Financial performance: what tangible outcomes a given organization would like to reach
2. Operational: how the future of the daily work would look like for the organization
3. Customer PoV: the impact we would like or will have on customers

Content analytics tool

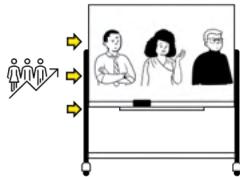
Introducing a digital tool(s) to follow the performance of the content created by Forbes, and to show readers related data in a segment breakdown.

Identified needs on the functionalities:

- Be able to track the traffic at Forbes.cz in a segment and time breakdown
- Be able to track the source of the traffic
- Be able to drill down to a content level to check performance-related data
- Statistics on segments in a detailed breakdown
- Be able to filter visualized data based on multiple criteria



Ideation Phase



Reader Personas built on data

A collection of methodology, processes and information to create segments to support:

- The content creation and creativity
- The tagging of the content, which enables the tracking of valuable data for recommendation and performance monitoring

Our idea is for Forbes to start with **persona boards** with **static data** (from Google Analytics, WP, CRM and other 3rd party tools) that is refreshed periodically. Later, the board can be dynamic and fed by data capturing systems.

Changing mindset

We designed a concept that starts with data-driven reader segmentation, so journalists are getting closer to their audience.

Design phase

Future stories of being a journalist at Forbes

In the next phase we ideated on potential future state how an online magazine would operate. We defined individual and team-level changes meeting the impact ambitions and requirements.

In parallel our technology and data team designed the technical backbone of our ideas making them feasible. We were in constant iteration with the tech team of Forbes to validate the direction we would like to go.

The figure shows a 'Text editing | Saving options | Preview | Publish' interface. The main area contains placeholder text: 'Lorem ipsum dolor sit amet, consectetur adipiscing elit, sed do eiusmod tempor incididunt ut labore et dolore magna aliqua. Ut enim ad minim veniam, quis nostrud exercitation ullamco laboris nisi ut aliquip ex ea commodo consequat.' Below this is a detailed sidebar with several yellow callout boxes, each containing a red dot icon and a recommendation:

- In this topic the average headline is about 20 characters
Data sources: Wordpress / Content Maker and Google Analytics
- The title includes frequently searched keywords
Data sources: Wordpress / Content Maker, SEO and Google Analytics
- The author key tags often used for this topic
Data sources: Wordpress / Content Maker
- Checking if the page contains imagery/video/assets components
Data sources: Wordpress / Content Maker
- The content includes 100 more words than the average
Data sources: Wordpress / Content Maker and Google Analytics
- The article includes the most popular articles on this topic
Data sources: Wordpress / Content Maker and Google Analytics

Be data-driven

We came up with a data analytics tool that help to track content consumption and support decision-making at Forbes. It disrupts current "hunch-based" decisions.

Ideation Phase



Trend observer tool

Introducing a digital tool(s) to follow the trending global and local topics, and news published by other media companies.

Identified needs on the functionalities:

- Be able to list information from multiple sources
- Be able to filter information based on time, topics, source and location
- Be able to create statistics based on time, topics, source, location and content performance
- Have information visualization capabilities

Stay relevant

We recommended to have a trend / topic observer tool. With that, journalists can ideate on relevant topics making sure viewership turns to Forbes.

Content editor with recommendations

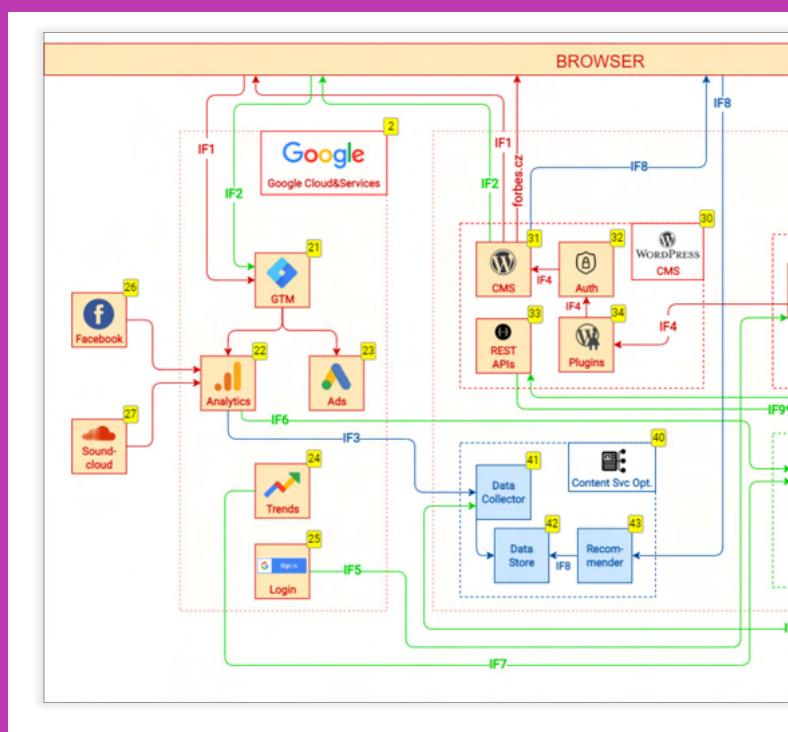
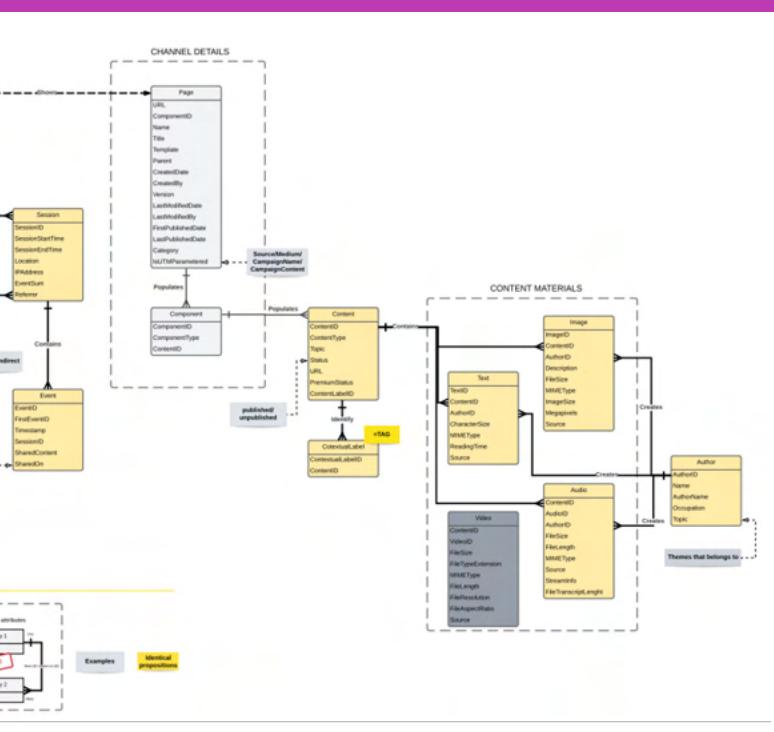
Creating a content writing tool for journalists that gives them hints, stats and recommendation how to write the content based on historical data and trends.

Implementation phase

Collaborating with data and technology experts

In the era of complex problems I truly believe designers must collaborate with experts from other disciplines. When it comes to technology and data experts, their view can result feasibility for ideas. I love working with them, they think completely different that's super valuable.

For Forbes we finished our work with a detailed specification for the development company. My tech and data colleagues ripped our ideas apart and compiled architecture diagrams and making them a technical conceptual document.



Remark

Future becoming the present

When I was compiling this brief case I realized how much the world changed over the last 2 years. When we did the Forbes project there were no generative AI available off-the-shelf. It was a serious investment of theirs to develop their own.

Did it worth it? Yes. Why?

1. Even with their massive investment the project return-of-investment is positive
2. And this is the important part...if you test yourself early with new technologies you will have the experience and the confidence that laggards and followers can have years after your success.

TRANSFORMATION DESIGN



CASESTORY

DEMOCRATISE D I G I T A L DESIGN

Over the last 12 years I spent in digital transformation programs I saw companies be more focused on tech aspects and concepts than any other. But, my - and other's - experience also shows that missing the human perspective delivers program failures.

Over the last 4 years I met a new trend in digital transformation that requires human-focus approach. This case summarizes my perspective on democratization of digitalization.

Democratization is a concept in digitalization when companies empower and enable their colleagues to contribute to the digitalization strategy with actual creation of digital solutions by themselves.

Discovery phase

In this phase we run a comprehensive input gathering process to understand context, ambitions and dependencies.

We use stakeholder interviews, quantitative surveys, desk and benchmark researches to find valuable insights and information. We cover topics of strategy, business value, enablement and support of employees, governance and infrastructures. These give a comprehensive view.

Persona creation

Who do you think will be a potential user?

Use the persona templates and put your ideas inside the boxes (you can use the sticky notes)



Motivated citizen

Reda's proactive mindset led him to low-code to useful create ideas that he enjoyed as a new challenge.

Business ideas
Productivity apps

Development affinity

This block displays a persona profile for 'Motivated citizen' named Reda, 34, an in-flight experience manager. It also shows a 'Development affinity' board with various sticky notes categorized by color (blue, pink, yellow) under headings like 'Interview Notes', 'Challenges & pain', 'Information need', 'Learning practice', and 'Quotes'. A sidebar lists 'SOURCES' and 'TOPICS' related to forums, tutorial videos, Google search, completing app tutorials, database, data compliance, platform-level tips, and guidelines at WizzAir.

Empathy building

Besides understanding the business ambitions and strategy, I put an extra focus - of my team - to understand how the employees of the given company relate to the democratization concept. Usually we do interview and surveys to understand the attitude, knowledge and skills on digitalization.

We use persons cards and journey maps to help decision-makers to build empathy, shape their mindset how to approach their initiatives. This step also enables us to find current pain points and opportunities, covering these would help us the generate better employee engagement.

Learning journey

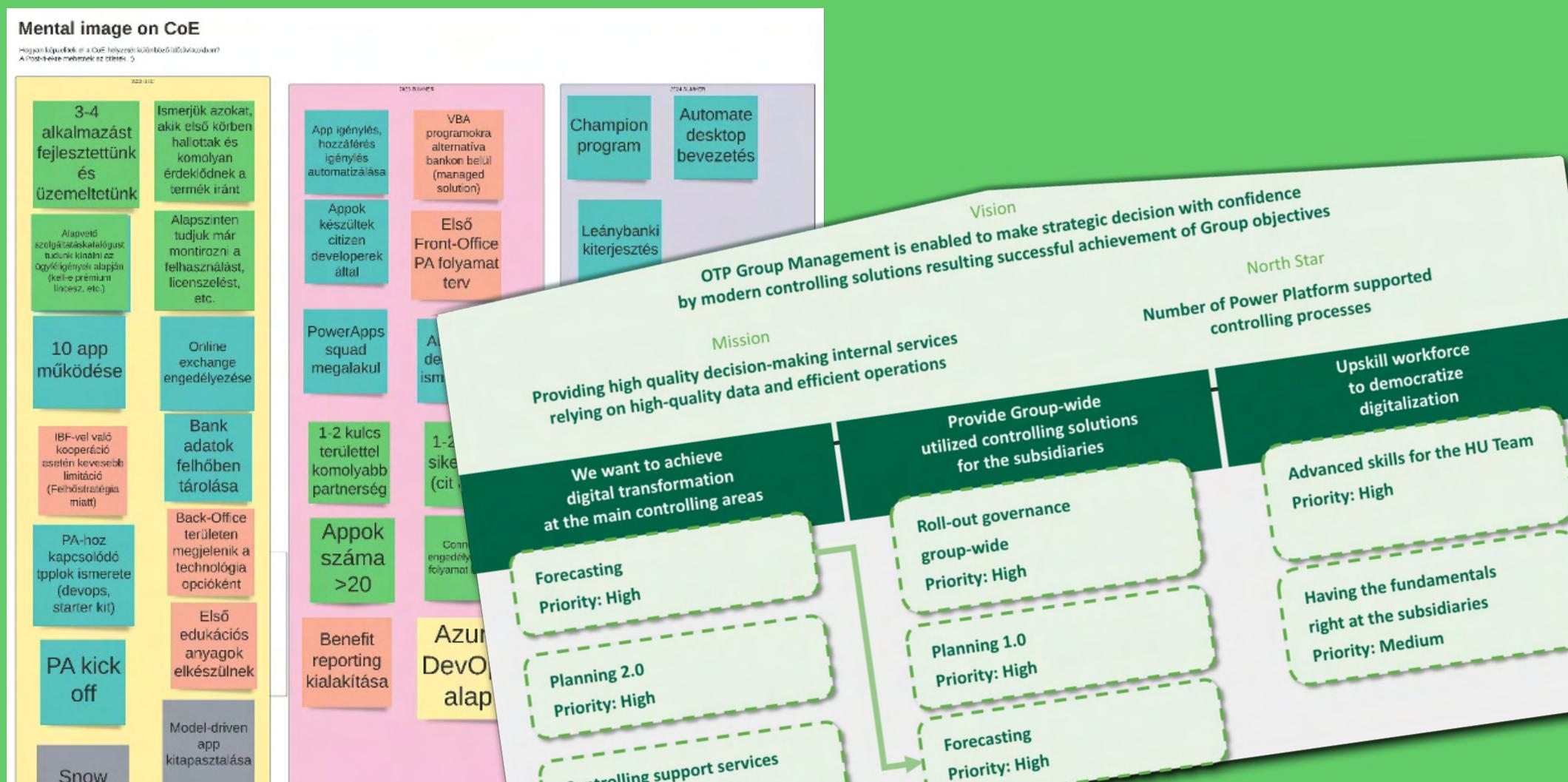
- Learning the tool as well as the dev language from the beginning, taking their time to get familiar.
- Focused on WHAT instead of HOW, so have basic infos missing – e.g. solutions
- Trial and error journey

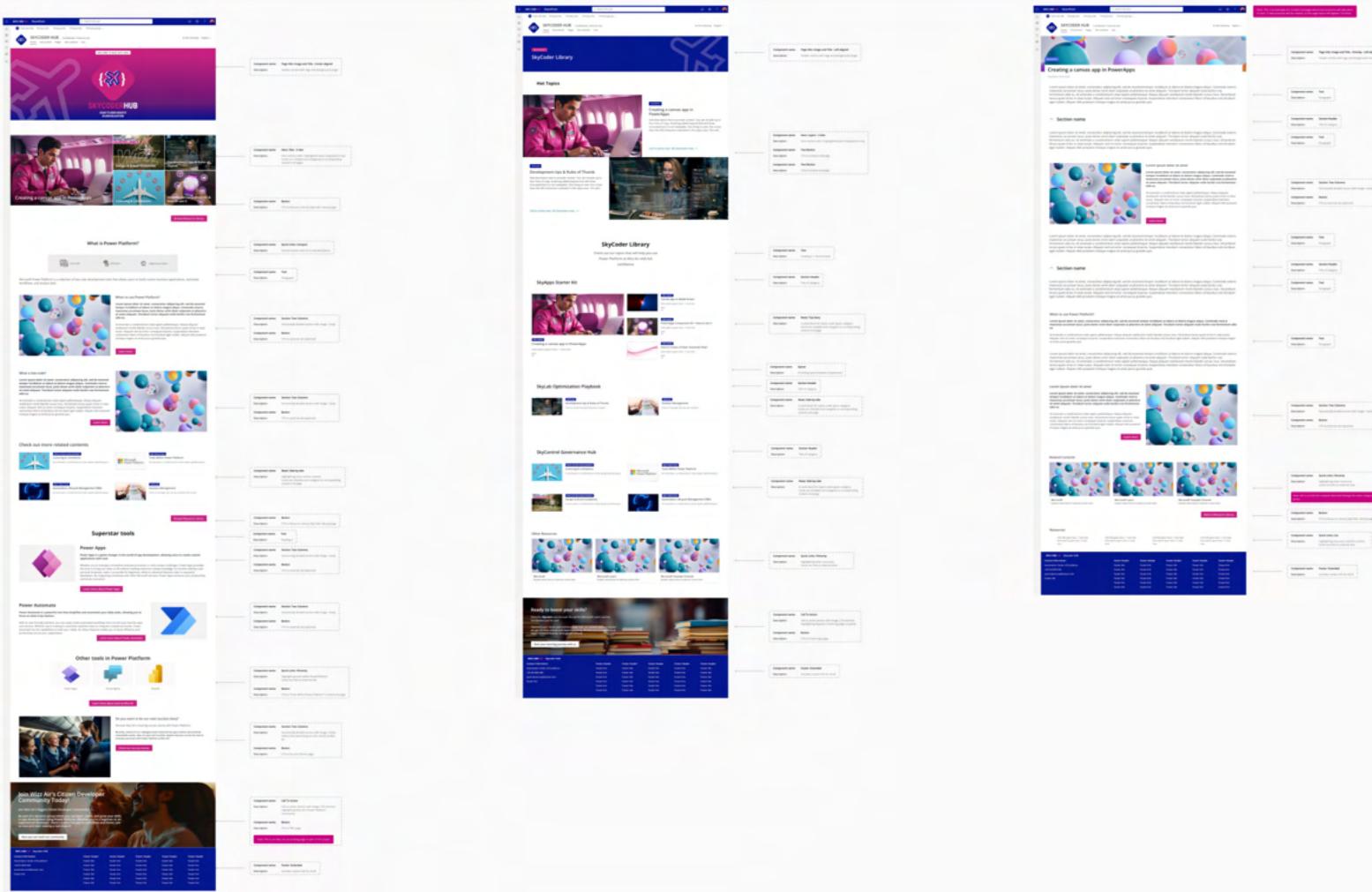


Setting the vision

Most of the time I meet with a group of people having super detailed, operative and technical ideas. After a couple of minutes it usually turns out that they have no big picture on their program. Based on desk research and interview findings we provide inspiration for them to define a compelling vision and story in the form of a mental image.

When we have the mental image, I run activities and co-creative tasks to define eras that lead to that vision. These eras help organizations to define focus points for shorter and longer timeframe. This helps them to juggle with tasks and having impact on multiple horizons.





Prototyping phase

Such engagements we usually cover transformation enabling elements that help employees to improve their digital capabilities and skills. These are learning platforms and different templates and kits.

Based on the discovery findings we usually have a great view on attitudes and drivers, but I encourage my team to run prototyping with employees. In this phase we test concepts and utilization of artifacts of colleagues and collect input and feedback.

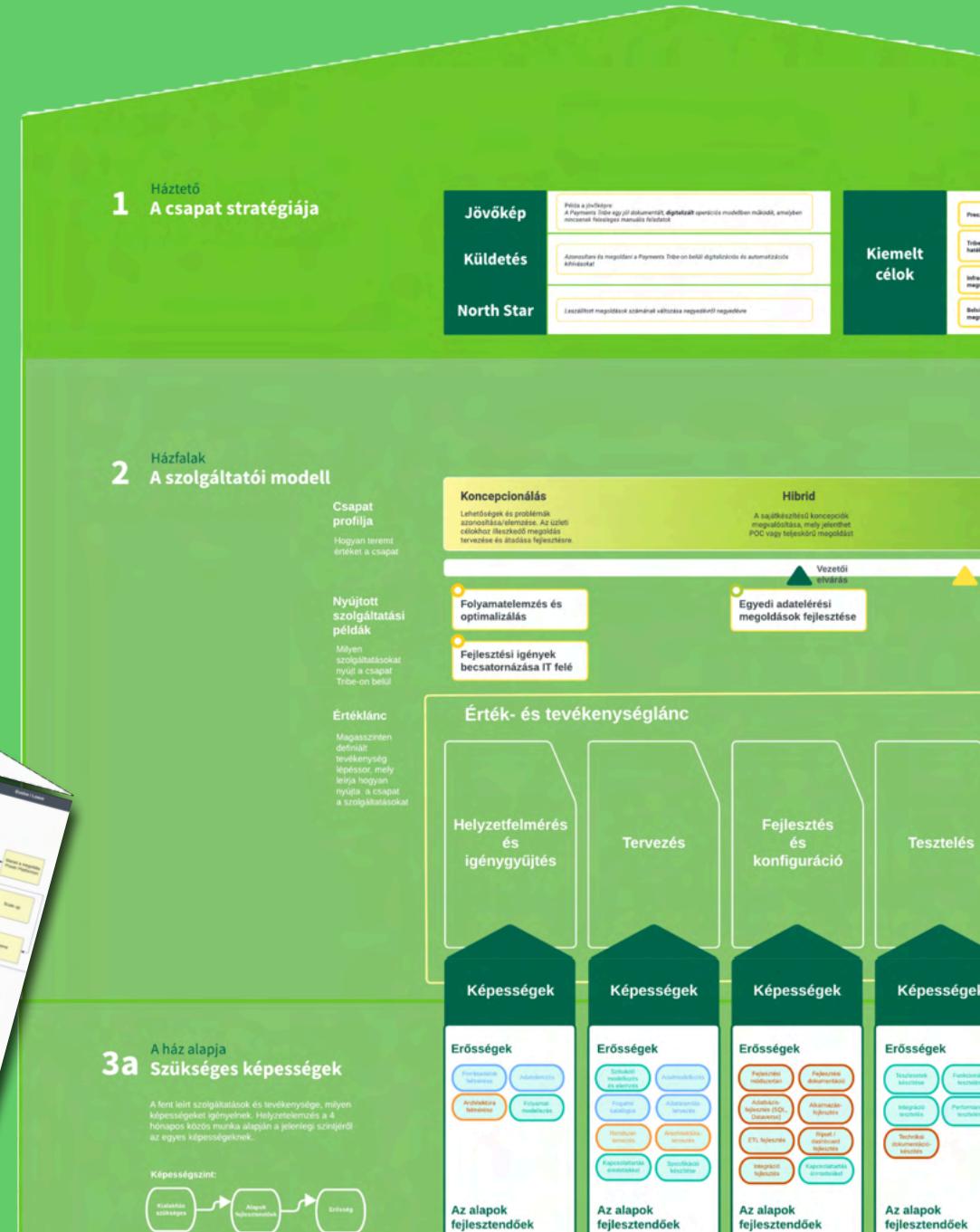
The learnings help us to enhance concepts and solutions making them more impactful and easier to use.



Blueprinting

In this phase we turn all the concepts, tested solutions and visions into a comprehensive artifact. Blueprinting gives a detailed plan for organizations how to start implementing the democratization. The blueprint contains and employee journey lane covering the main phases. Per each phase we cover the front- and backstage processes. For the process steps the mapping of necessary data, information and technology elements is necessary.

Based on the blueprint practical guides, policies and trainings guides are created and used.



Blueprinting

Business lense

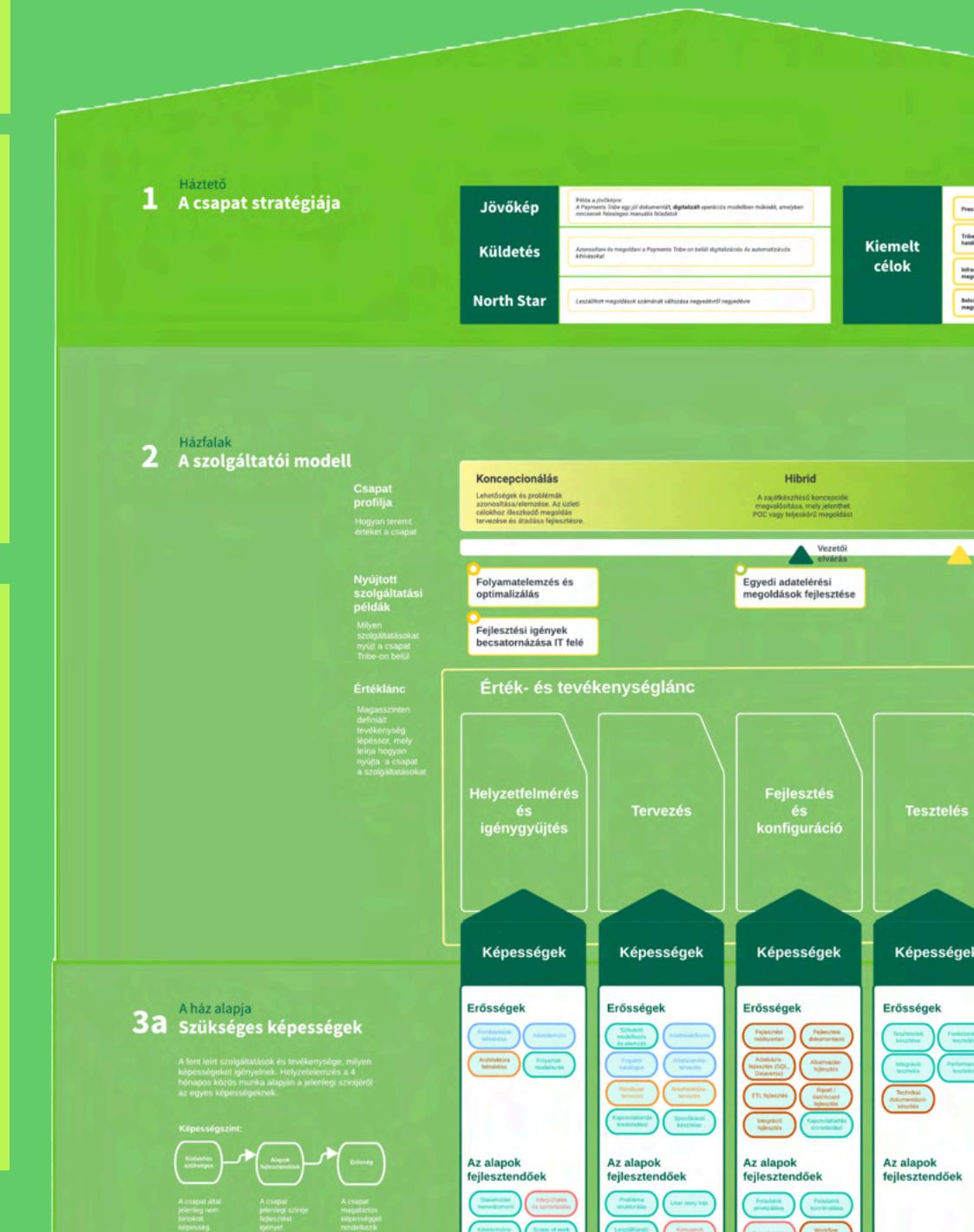
Integrating the vision, business objectives of the organizations.

Operation model lense

Comprehensively cover services provided by the organization / department. Then breaking down the internal processes and activities that make the services coming true.

Capabilities lense

Comprehensively summarize the necessary human and non-human capabilities that is required for running the operational model. Putting the development of these capabilities on a development roadmap.



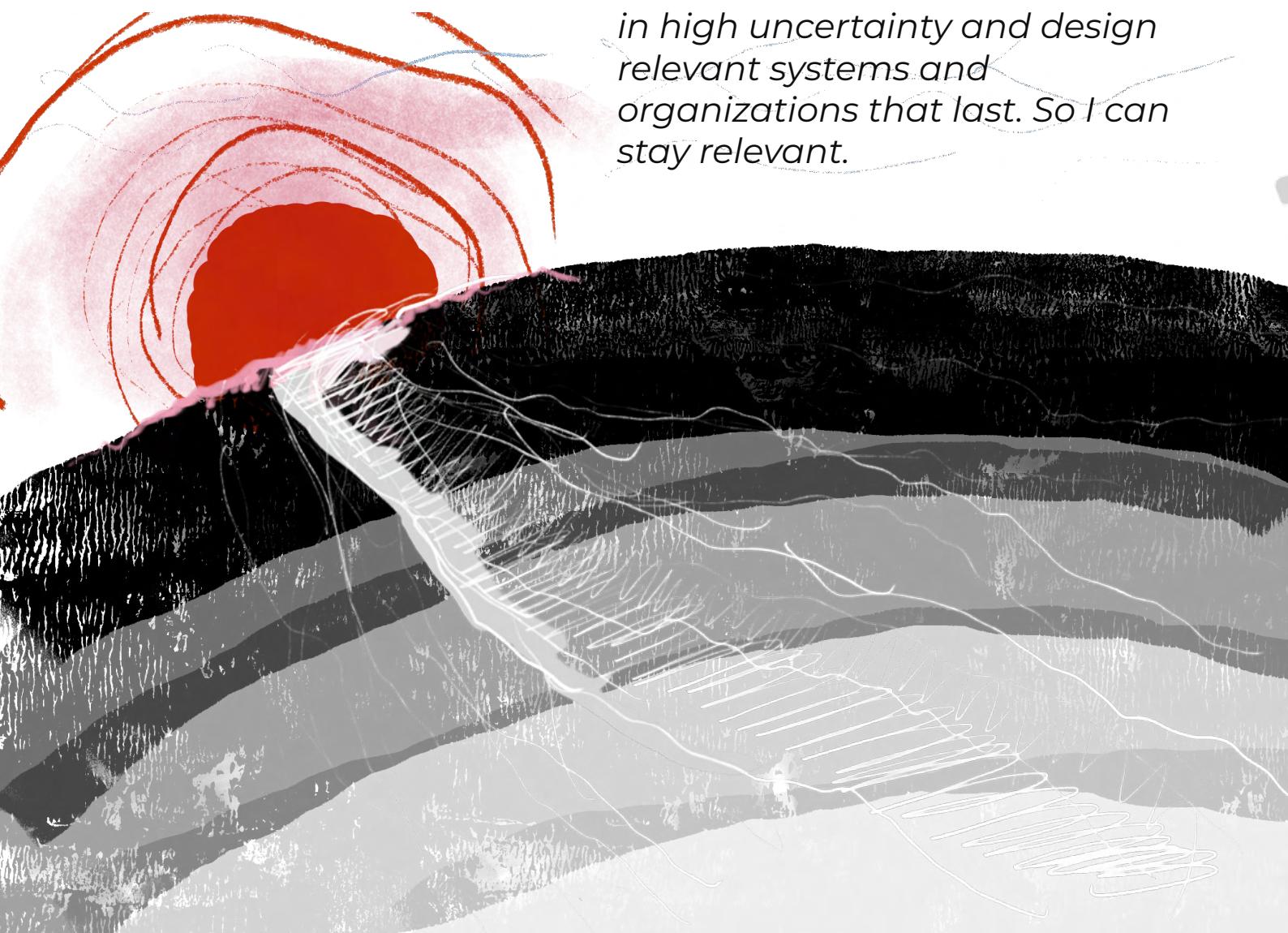


How will I go forward?

STAY RELEVANT

I truly believe that we are in a phase of time that transitions us forward to a new era. Different, disruptive social, technology and political trends will make our world different.

My ambition is to be able to understand context and factors in high uncertainty and design relevant systems and organizations that last. So I can stay relevant.



FUTURE STORY RESEARCH GOALS

The following document provides an overview on a social dilemma that I would like to discover and analyze over my studies. Please note that the following concept is an initial version and it requires further refinement based on academic and professional consultations as part of my studies.

The proposal is structured in the following sections:

- Introduction: a brief background and significance of the theme selection
- Research question: the defined question that drives the research
- Objectives: the ambitions and goals of the study
- Methodology: initial thoughts on the research methods

Title

The initial version of the research is

“How can we design better workplaces for corporate citizens influenced by the AI world”

Introduction

Over the last decade the pace of technology evolution shifted gears. The digital world never has been more accessible, nor the impact of technologies on corporate citizens. If we want a sustainable future, we must understand the impact of technologies / digitalization on humans that can help us to design better workplaces and education systems as an essential part of a better future.

Background

I was raised by a teacher mom, and as an adult working on people's enablement in the digital era, I am having more and more meaningful discussions with my mom on the present and future of education. I am also aware and a risk mitigator when it comes to the digital world impact on me - I am social media free since 2018 - as I want to be able to learn, pay attention so I can have a sustainable future.

Research Question

In the primary focus of the research is to find answers and insight on **“How AI technologies disrupt workplaces and the way how people work?”**

Objectives

Please find below the initial system of research objectives:

“How AI technologies disrupt workplaces and the way how people work?”

Understand current and future trends shaping working environment and executing jobs

Understand corporate citizens behaviors and attitude on using AI technologies

Understand the current workplace systems strategy, policies and practices

Find insights and design strategy principles that can help evolution of workplaces

Approach

Please find below the initial system of research steps:

Preparatory Research	Secondary Research	Primary Research	Analyzing and Synthesizing Methods
Interviews with corporate citizens, education professionals, technologists, HR professionals	Literature and case study analysis	In-person / online ethnographic research	System mapping
Literature review	Secondary data analysis	Participant observations Focus groups and interviews	Quantitative analysis (ie. segmentation, correlation analysis)
	Trend research	Journaling and prototyping	Persona cards
		Quantitative research	Journey mapping Future stories

Closing

I hope that the above described proposal provides an overview on my research ambitions. Furthermore I am optimist that the importance of the research area and the initial objectives and methodologies seem relevant and professional



**GO
FURTHER**