

THE SERVICE DESIGN AWARD

Travellab

How Service Design Became Part of the Strategic Customer Experience Development of Finavia

What Is Travellab?

The client of this project was Finavia, a public limited company owned by the Finnish State. Finavia maintains and develops a network of altogether 24 of the country's airports and the air navigation system of Finland. The project Diagonal conducted was called Travellab, and it took place at Helsinki Airport in 2014.

The strategic vision and the service mission of Finavia is to build Helsinki Airport into the leading transfer airport of the Northern Europe within the Asian transit travel market. Travellab was created to support achieving this vision by improving the transfer passenger experience of Helsinki Airport.

Diagonal's task was to create a trustworthy and agile model for service prototyping as well as for measuring the success of new potential airport services. The aim was to understand which new services would have the most significant impact on improving the transfer passenger experience. With the help of the agile, user-centric process of service design and prototyping, Diagonal's objective was to accomplish a prioritized and validated list of the new services which would best support Helsinki Airport in becoming the leading transfer airport of the Northern Europe.

How Was Travellab Done?

Diagonal established Travellab on the agile and user-centric process of service design and on the newest methods of user testing and live-prototyping. In order to complete a trustworthy prototyping process, Diagonal team created a 5-stage idea funnel - execution model for completing the project.

Diagonal team begun its work by gathering understanding on what is the transfer service like at the airport now and what do the transfer passengers expect from it. The team analyzed the existing service ideas together with the Finavia steering group and prioritized best ideas for prototyping based on customer surveys.

In order to complete Travellab successfully, Diagonal also recruited a group of Asian service design students from Aalto University to help with the contextual interviews and the translations. Diagonal also designed and set up a mobile prototyping booth at the airport to support the team's work at the airport environment.

Altogether 12 service ideas were prototyped at the airport. The feedback from each service prototype was evaluated from five significant perspectives: impact on customer experience, reliability of the prototype, sense of urgency, cost efficiency, and alignment with the strategy of Finavia.

What Were the Benefits of Design?

The entire project focused on improving the transfer passenger experience at Helsinki Airport. No longer was the visit at Helsinki Airport just a boring, uninteresting stop but it was translated into a more significant transfer experience that could even arouse interest in the customers to travel via Finland on their next trip or to recommend transfer travelling via Helsinki Airport

Due to the results Travellab, the service investments and the focus of Finavia in the following years, will genuinely be based on the customer needs and preferences. Finavia management now has validated and reliable vision of which service investments will truly benefit best in achieving the strategic goal of Helsinki Airport becoming the leading transfer airport of Northern Europe.

During Travellab Diagonal team created new tools for Finavia to continue with user-centric prototyping service development: a model for systematic prototyping at the airport environment and a digital ranking tool to measure the impact of different type of service ideas.

What Was the Effect?

Travellab improved transfer passenger experience, helped Helsinki Airport to distinguish from its competitors, provided validated customer input for long-term investment plans, brought plenty of positive publicity, and provided Finavia with tools to continue carrying out customer-centric prototyping processes in the future.

Between January-June 2015 Helsinki Airport has succeeded well in the competition regarding the international flight passengers, when comparing to other main transfer airports of Northern Europe. During this time international transfer travel at Helsinki airport has increased 3%, and altogether Helsinki Airport served more than 6,6 million passengers.

During the final stages of Travellab in October 2014, SleepingInAirports chose Helsinki Airport as their third best airport in the world. Travellab resulted in a significant boost in traditional and social media coverage. Travellab was covered in over 80 English speaking news or online updates and reached 5 million Twitter-users globally.

1 The strategic vision of Finavia is to build Helsinki Airport into the leading transfer airport of the Northern Europe

2 Finavia had a positive problem:

200+ existing ideas from the passengers -What next?

3 Target Group

Asian transfer passengers

4 Diagonal's task was...

...to design a reliable model for prototyping, comparing and choosing ideas.

#1



900 customers interviewed

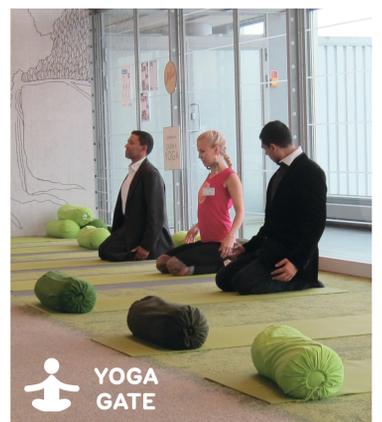
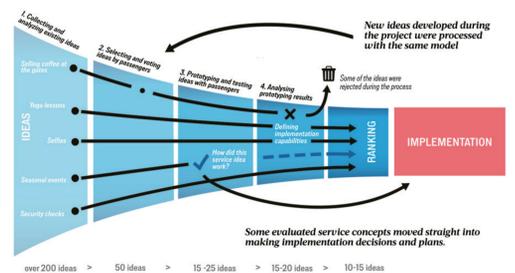
20+ iterations of prototypes

Ideas and insights n = 15 000

75 days at the airport

50 partners and stakeholders contacted

"Idea funnel" – Travellab Execution Model



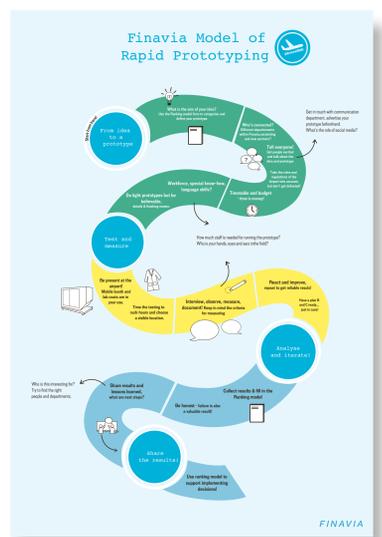
"We stopped assuming and started trying."

As a result of Travellab our courage to try things out and ways of measuring the success of projects aiming to improve customer experience were significantly improved.

- Ville Haapasari
Senior Vice President of Finavia

Model for Systematic Prototyping

One of the aims of Travellab was to create a customized model for Finavia to embed agile prototyping culture into the organization. The model that Diagonal developed takes into account the specific characteristics Finavia's organization, as well as the requirements and challenges set by the airport environment. The model includes guidance and basic tools on how Finavia employees can independently prototype different kinds of ideas at the airport. Diagonal also gathered a set of best practices for prototyping culture. They were specifically tailored for Finavia, and were distributed into the entire organization. Travellab has significantly contributed into the Finavia management's mindset, where the design thinking based fast and effective prototyping has an important role in developing the business.



Common Criteria and Digital Ranking Model Tool

To be able to compare the results of very different kinds of prototypes with each other, Diagonal created a Digital Ranking Tool and together with Finavia management chose five significant perspectives for evaluating the prototypes:

- 1 Impact on customer experience
- 2 Reliability of the prototype
- 3 Sense of urgency
- 4 Cost efficiency
- 5 Alignment with the strategy of Finavia



Tweets about the Yoga Gate reached over

5 million Twitter users

3% Growth in international transfer passengers

80+ Mentions on webpages and blogs written in English

"Helsinki Airport you clever, clever airport."

- Melissa
Small Luxury Hotels of the World