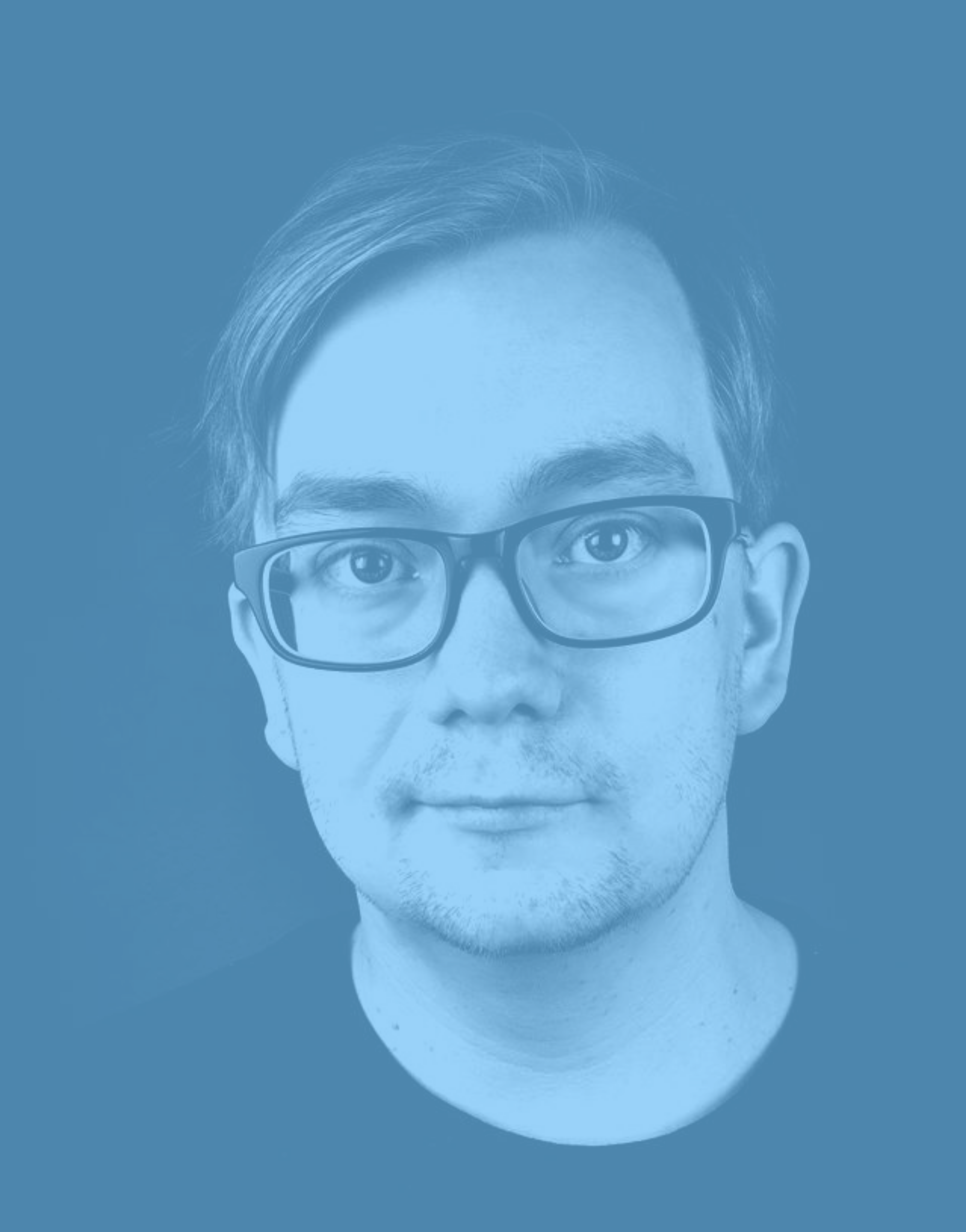


**Can donkeys
learn to dance?**



Ville Yli-Knuutila

*Service designer and
project manager*



Heimo Laukkanen

*Principal business
consultant and developer*

Affecto

1000+

EMPLOYEES

100+

NORDIC CUSTOMERS

30+

YEARS IN BUSINESS

116

mEUR

"Affecto has traditionally operated with a holding company model that consists of independent and heterogeneous business segments. As the Company's market has shifted, Affecto has responded by defining its Strategic Direction and Choices in February 2015 and in May 2016, as part of its Capital Markets Day ("CMD")."

Why the experiments?

Work, technology, globalisation, consumerization, urbanisation, demographic shifts, climate change, resource scarcity and shifts in economic power.

Goals for experiments

Foster renewal and evolution of Affecto's business across borders. Direct focus on customer value creation and end results. Enable more autonomous and agile cultures. Bring diverse groups of people and talent together more efficiently.

**Some selected
experiments**



#1: (Service) Design Team

#2: Value Architects



#3: Tribes



#4: SWAT team



The radical experiment

WEAVE

Weave

What: Affecto-owned service design unit that develops bespoke digital solutions. Weave operates as its **own, autonomous brand** that puts service design in front and center.

Why: Be more desirable work place for talent, penetrate into new markets and create culture that enables more agile and design based development in Affecto's network of capabilities. Allow multiple operating models inside Affecto.

TL;DR

- Culture eats strategy as a breakfast
- Your customers affect your abilities to change
- Recipes have bounded applicability and are dependant on context
- Experiments should be iterated and supported. **Give time.** "Fail fast" is not always the right way to go
- Organisations are resilient and complex adaptive systems, your hypothesis about change will most likely be wrong
- Future organisations are networks and ecosystems

weave.fi

And yes, we are hiring!