

# FORENOM

## TOUCHPOINTS – TOGETHER, THE FRIENDLIEST, THE EASIEST

*Forenom facilitates the mobility of companies' workers and arranges solutions for housing in times of change. Forenom is the strongest Nordic company in the field of apartment accommodation. In addition to its offices in Finland, it operates in Stockholm, Oslo and Copenhagen. Forenom is part of Barona Group, and it also owns the Friday Flats service, which is based on the sharing economy, as well as Fisso Oy, which specialises in property investment. Forenom is a stable growth company that values every one of its 270 employees. In 2016, Forenom accommodated 80,000 travellers and expects net sales of EUR 60 million for the year.*

### COMMITMENT WAS THE DECISIVE FACTOR IN CHOOSING A PARTNER

Trainers' House and Forenom have been working together for five years. In 2016, Forenom wanted to strengthen the company's market position by improving customers' experience throughout various phases of customer service.

"We want to offer customers the same, high-quality service experience regardless

of the country, channel or touchpoint. We are seeking genuine competitive advantage in a highly competitive field specifically by providing an uncommonly good customer experience. In the space of a year, we almost doubled the number of employees we have, so it is important to mould and strengthen our way of operating," says Jenni Määttä, Service Director at Forenom.

Forenom was faced with an additional challenge: due to the nature of the business, the person who pays is not the person who visits.

"From the very start we made it clear that the most challenging aspect would be cascading the strategy. When we were selecting a partner, Trainers' House was the most impressive and they had the strongest commitment to implementation and ensuring success," says Laura Similä, Business Development Manager at Forenom.

### CONVINCING WORKING METHOD

"We had not specifically defined what should happen in each customer encounter or how different touchpoints should be managed. We also lacked a service identity to form the basis for our actions," Määttä comments.

Trainers' House did comprehensive background work to gain an understanding of the starting point. The background work involved clarifying customers' expectations.

Trainers' House's team interviewed buyer and visitor customers from various segments and also stayed in Forenom's properties themselves. A large number of Forenom's own personnel were also included. "Throughout the collaboration, employees were involved in generating ideas and participating – not the management. We selected employees with experience and insight into everyday work to attend the workshops. The enthusiasm and motivation began during the joint workshops," Similä continues.

A team of people from Forenom's various areas was assembled to do further work on the principle observations from the background work. The team worked with Trainers' House to build Forenom's service identity and customer path, from marketing through to maintaining and expanding customer relationships. The service identity was ultimately constructed around three themes that are important to Forenom: together, the friendliest, the easiest.

The customer's path and the service identity were presented to the organisation's supervisors. Trainers' House trained personnel on the skills to implement the service path and identity in phases in each supervisor's part of the organisation.

### INSPIRED BY A SHARED GOAL

"The new model was warmly received by our own personnel, and it has been successfully cascaded throughout the organisation in record time. The teams now have a better under-

standing of what other people are doing and how their own work affects the customer experience. Employee satisfaction has improved. We have highlighted individual successes and every action has been made transparent. We openly praise colleagues and give positive feedback. The amount of feedback has increased considerably. Customer satisfaction has also improved from 87% to 91%. When our own people are enthusiastic about working towards growth, this also shows up in the figures," Määttä comments.

"We held joint events where we freely generated ideas, but we also thought about how the final implementation would go. We did not let our thoughts become unrealistic or impossible to implement. If we had set out to realise a service identity and customer path alone, we may have got lost along the way. Now we have a partner accelerating our actions, we achieve more and we do it faster.

A further factor in our success was that the entire organisation was openly involved and the goal was shared by everyone. The customer experience did not become a detached project or a job for a separate group of consultants. We had fun throughout, and the fact that the organisation is able to be open shows that our partner has done something right. We have also visited other companies to present the project we carried out," Similä says.

"We are now cascading our new way of working into other countries, such as Norway, Denmark and Sweden," Määttä concludes.

# FORENOM



CUSTOMER SATISFACTION  
**87% → 91%**

IMPROVED  
EMPLOYEE SATISFACTION

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Trainers' House

Jenni Määttä  
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