

Freska

@ Aalto University
International Business & Strategy

Susanna Takkunen / Freska COO



KEY FACTS

1

Freska is the fastest growing professional home services company in the Nordics

→ Launched in 2015 in Finland, - operating in 6 cities across the Nordics

→ Growth 2,5x Year-on-Year: 2017: 4,5 M€, 2018: 10 M€

2

Diversity, inclusion & sustainability at it's core:

→ over 600 employees, from over 70 different cultures (600+ cleaners, 50 office workers)

→ Stable income, fair treatment & inclusivity

3

Truly customer-centric:

→ Over 17k active customers to-date & more than 170 k cleanings performed

→ Subscription play → >90% of customers are subscribers

4

Digital pioneer

→ In-house Team of 15 engineers & product designers decoding data and customer insight to re-engineer a traditional industry → operational efficiency never seen before



Freska in a nutshell

We help our customers to make the most of their time, and our cleaners to access regular, reliable work.



6 cities / 3 countries



600+ cleaners



Over 170 000 cleanings done



17k active customers

<https://www.freska.com>



Cleanings can be purchased from web, ios and android devices



Aalto International Business & Strategy CASE

Sustainability & Freska Culture

“How to build the Freska company culture into a competitive advantage?”



THE FRESKA STORY.



HOW IT ALL STARTED - The founders





THE FRESKA STORY.

HOW IT ALL STARTED

In 2014 three Finnish guys Sebu, Pete & Esa realized that home cleaning was a bit of a chore. Something no-one actually had time for - *but had to be done*. A chore that resulted in - *oh so many - domestic arguments*.

They also realized that there were many companies out there providing this service– but booking and ordering it was a hassle. When you finally built up the courage and picked up the phone to book a cleaning, an immense amount of interviews & questionnaires took place. And even so, no-one could guarantee a service delivery until a few weeks wait.

So they decided to act.

To launch a home cleaning company where all the barriers of entry were cut down to the bare minimum. Making it *easy for anyone and everyone to book a cleaning service whenever they wanted. Without the hassle*.

They recruited their first cleaner. And then the second one. And the third. And soon they discovered that not only were there a lot of customers who were in the need of hired help, but there were also a lot of people out there looking for jobs in this sector – but a place where they were respected for what they did and *where they were treated with dignity and respect*.

The cleaners were happy. The customers were happy. And that is how the business kept growing.

Freska became known for the company where *happiness came first*. And that is how the company excelled.



**"MY MISSION IS TO HELP
PEOPLE TO ENJOY LIFE.
TO EMBRACE WHAT
MATTERS THE MOST.
TO BE HAPPY."**

- Sebastian Heinrichs,
CEO & Co-Founder



OUR VISION.

**To become the leading player in the home services market
in Northern Europe by 2025.**

Freska spreads sheer happiness by making home cleaning accessible to everyone.

One home at a time we bring value to our customers.
We break down barriers, embrace diversity and create jobs with a purpose
while constantly challenging the norm.

We are a people first company leveraging technology
like no-one before.

FRESKA – HAPPINESS FIRST.



OUR PURPOSE.

Freska was created to help ordinary people enjoy everyday life
with easy access to great quality home services
– under one roof.

From the very beginning we understood that the best guarantee for
delivering our promise was ensuring that we had enough
employees to fullfill the job and those employees were happy.

This approach has become our flywheel.

**For us Happy employees means happy customers
- and vice versa.**



OUR VALUES

LOVE...

... by listening to your customers and co-workers, being kind and honest to each and everyone and always trying to solve problems and find solutions for our customers.

MAKE PEOPLE HAPPY...

... by providing a safe and secure work environment and carefully manage supply and demand. By encouraging a healthy lifestyle and balance in life and having fun at work. By collaborating with each other instead of competing.

INNOVATE...

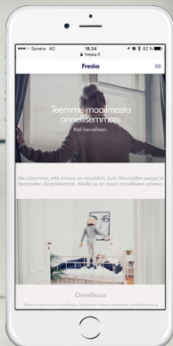
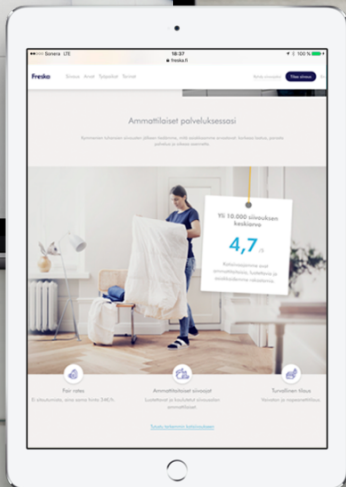
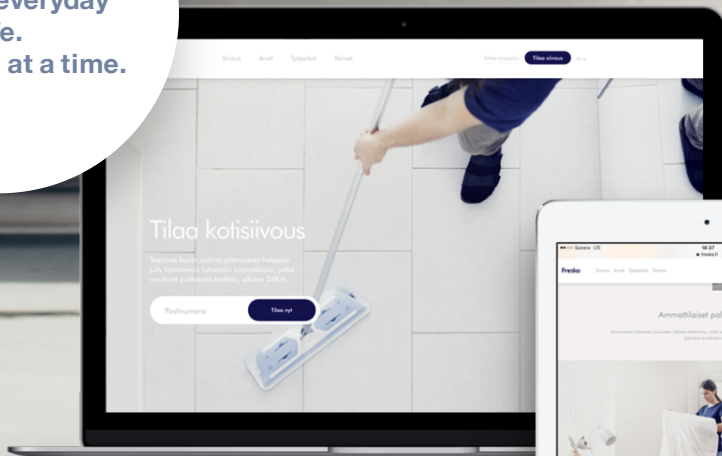
... by changing the game and leading the way, being responsible and doing it right - for longterm decisions instead of shortterm. We are valuedriven and datainformed to be efficient and to develop. Everyone contributes towards common achievements and executes together. We deliver high-quality services and therefore we always need to improve.

ACT RESPONSIBLY...

... by taking action for social responsibility and by integrating new members in the best possible way. By taking collective responsibility towards our customers.

OUR VALUE PROPOSITION

Happier everyday
life.
One home at a time.



Customer proposition

- Reliable
- Accessible
- Sustainable

← Veronica has a history of
195 Bookings and 4,93
Rating Average

Cleaner proposition

- Fair
- Inclusive
- Professional





FRESKA MANIFESTO

We want to change the world by changing the reality of work. We believe in the universal right to thrive in the workplace, by making our people as well as our clients happy. We love to find new solutions to make the world better and new ways to make us better. Because in order to do better, we need to be better. We aim to revolutionize the cleaning industry by innovation, high quality and by restoring pride in the profession. We want to create an environment that helps co-workers, clients and the world we operate in to truly excel and grow. Welcome to Freska. Happiness first.

**WE CHANGE
THE WORLD**



OUR COMPETITIVE EDGE.

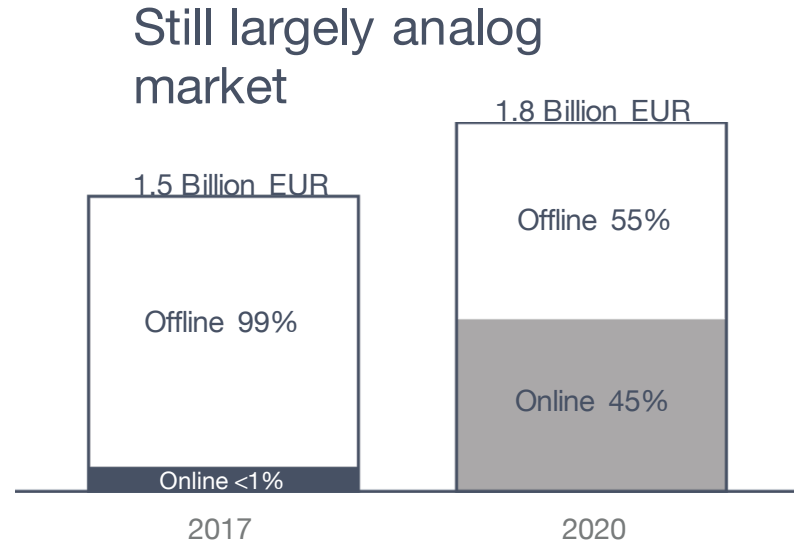


Freska

HUGE MARKET OPPORTUNITY.

Large but highly fragmented market

- Nordics 1,5 BEUR
- +7% y/y
- Largest player < 5% market share
- 90% - 35 000 companies



Sources:

<https://drive.google.com/drive/folders/0B3vAqUpu38mbcUt1QktlcUdGdlE?usp=sharing>



OUR PEOPLE.



The Freska team ready to rock in Slush 2017

The whole Freska office team in May 2018





MEET OUR CLEANERS.

<https://www.youtube.com/watch?v=AnyO33P9D5s>



SUSTAINABILITY.



Real Jobs

- Rigorous selection
- High utilisation
- Self scheduling
- Fair payment
adhering to local labor laws,
collective bargaining
agreements etc.
- Fair working conditions



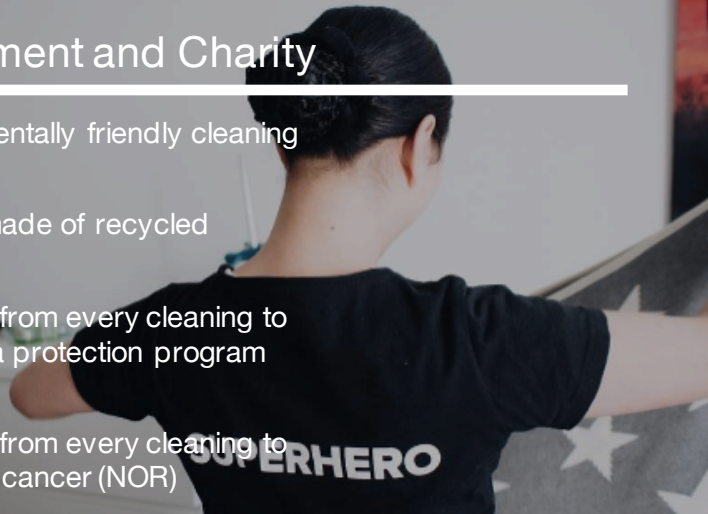
Diversity & Integration

- Supportive community
- Individual coaching and personal development
- Regular social get togethers
- Regular Language training
- Other community activities to be developed



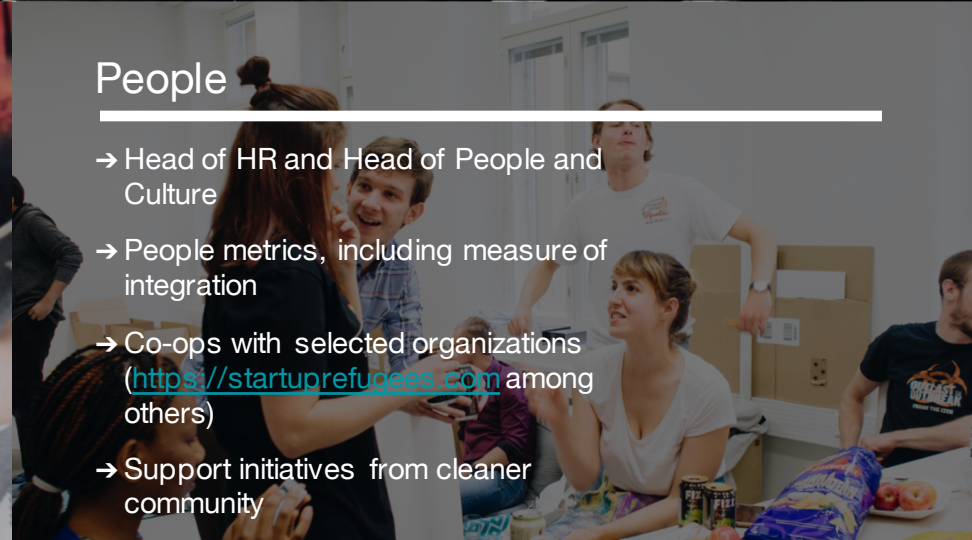
Environment and Charity

- Environmentally friendly cleaning products
- T-shirts made of recycled materials
- Donation from every cleaning to Baltic Sea protection program (FIN)
- Donation from every cleaning to help fight cancer (NOR)



People

- Head of HR and Head of People and Culture
- People metrics, including measure of integration
- Co-ops with selected organizations (<https://startuprefugees.com> among others)
- Support initiatives from cleaner community



BOTH CUSTOMERS AND CLEANERS LOVE FRESKA

Customers

4,71 _{/5} ★

4,71 / 5 star rating
out of 170.000 cleanings

”Booking and paying online and having a nice cleaner that performs well turn up every second week is exactly what I wanted and Freska delivered.”
customer Mikko Rasila, Helsinki

Cleaners

47 NPS*

NPS for cleaners is
outstandingly high

”Freska has stabilized my income, provided me work in the area i want to work in and lets me focus only on the thing I love to do which is cleaning”
cleaner Ramona Segarceanu, Helsinki

*NPS= Net Promotor Score. Universal standardised method to measure satisfaction. Score 50 is considered excellent.

SECRET SAUCE FOR DRIVING GROWTH

PEOPLE

Rigorous Cleaner Selection

Cleaner referral / Online Jobs Boards

Online Application

15 min interview

References checked

Training / Onboarding

3 Trial Cleans

Accept or Reject

Ongoing Cleaner Rating

<5% of cleaners
applicants onboarded fully
automated (except interviews)

TECHNOLOGY

High Utilization

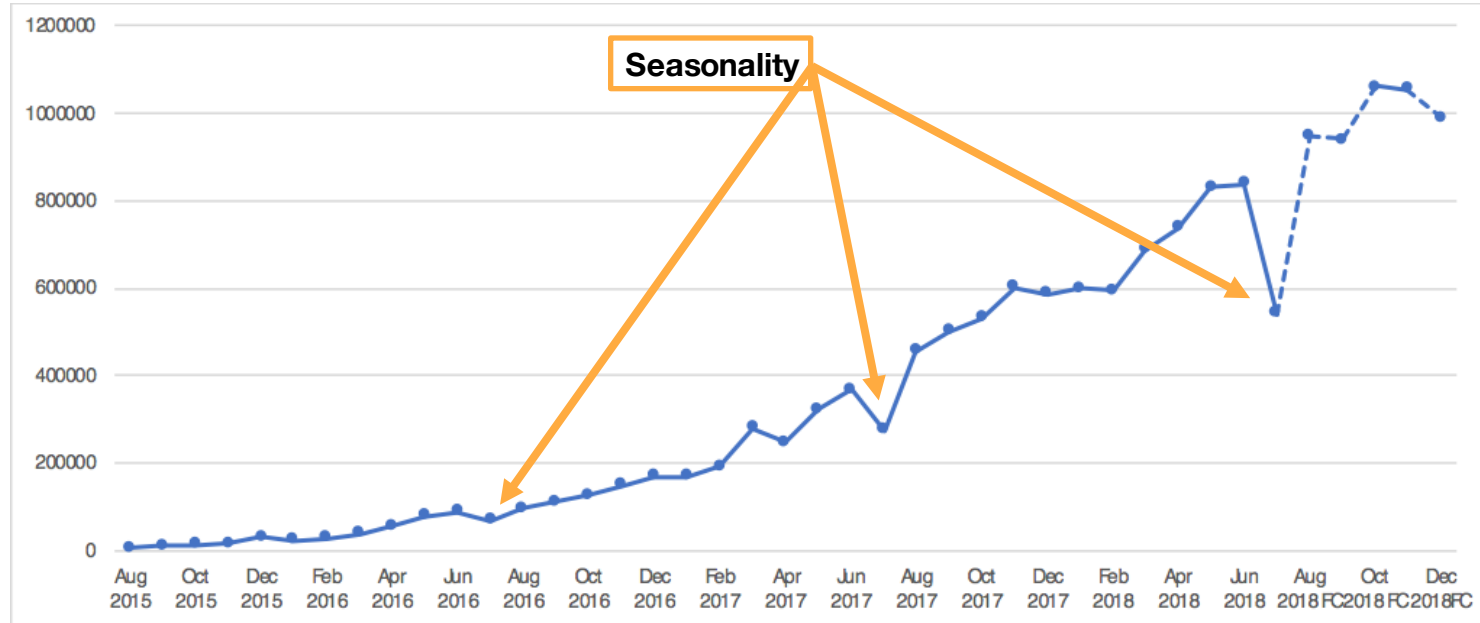
- Balancing ratio between supply and demand
- Matching algorithms to minimize travel time
- Income that the cleaners can live on
- Corporate values that make them stick and a community they enjoy

CUSTOMERS



No Platform Leakage
Five Star Cleaners
Low Cleaner Churn

Freska's topline growth continues strong: last 12 months tripled vs previous 12 months





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“How to build the Freska company culture into a competitive advantage?”



KEY QUESTIONS THE TEAM SHOULD ANSWER

1. COMPANY CULTURE

- What are the key pillars that make for a great company culture (study examples)
- Find examples of companies who have build a competitive advantage through culture

2. FRESKA COMPANY CULTURE & EMPLOYEES

- What do you think are the key pillars of the Freska company culture
- How would the culture become even stronger

3. FRESKA CULTURE & CUSTOMERS

- How could Freska leverage this in communication towards the customers?



THE TASK

- **Study examples of modern companies/ start-ups that have leveraged culture as a competitive advantage**
- **Study online what has been said about Freska**
- **Interview with a Freska Cleaner**

Key Contact: Susanna Takkunen/ COO Freska



THAT'S IT, FOLKS...

GO INNOVATE!

