The innovative Finnish design producer Fleimio creates inspiring new high-end design furnitures and products for modern living, aiming at getting a foothold for the new Finnish design in Europe. Fleimio (founded 2010) has currently five products that are all designed and manufactured in Finland and traditionally exported from Finland to more than 100 retailers in 18 countries mainly in Europe. Fleimio assortment has been exhibited at several international design fairs and it has obtained good publicity for its products in international interior design magazines and design blogs. However, Fleimio sales are poor.
In Europe, during the past six years of economic recession, the big furniture chains dominate the market with their low-price & high volume approach and become even bigger and small furniture shops, which are the most potential partners for new Scandinavian design furnitures, are suffering from not having enough customer traffic. Additionally, online stores are becoming more and more important sales & marketing channel for furnitures (in Germany furniture websales will increase from current 6% to 15-20% in 2020, source German Furniture Business 2014).
What should be the Fleimio <b>business model</b> in the future? What are the <b>furniture &amp; interior design industry issues</b> that should be considered and what are the <b>internal issues</b> to be taken care of and improved?
Mobiserwiz is a start-up company that aims at making queueing and customer satisfaction survey devices a thing of the past. By utilizing our own patented concept, we will revolutionize customer service experience in brick-and-mortar businesses. With our solution, customers book their service time remotely with their mobile phones, get serviced immediately upon arrival and rate the service experience on exit. Businesses can then collect customer contact information data, user data and raise service efficiency by eliminating excessive customer flow variation.
Case: to find out more about our potential markets, we would like the team to conduct a <b>market survey in e.g. the following three industries (user cases)</b> -trade fairs -retail -public services (such as Kela, the Social Insurance Institution of Finland).
KPMG is a well-known, global brand for high-end professional service providers in audit, tax & legal and advisory. Our services also include e.g. IT and IPBR Advisory, and People & Change Advisory services, which may be less well-known for our potential future employees.

	KPMG HR is responsible for a positive and accurate employer brand message and communication, in cooperation with KPMG marketing communications. KPMG HR team aims for discovering the effective, efficient and innovative means to build the KPMG employer brand in Finland among potential candidates, especially recent graduates. What, When, Where, How - to send a message that will get through, to engage in a dialogue for continuous communications development, to build a meaningful relationship between a future star and KPMG Expected outcome: a research, insight and innovation based approach for KPMG employer brand communication aimed for students and graduates. In addition to the course report, the team is encouraged to offer their artistic insights in documenting the designed approach.
Finnair	Finnair is one of the most innovative, safest and longest-operating airlines in the world. The airline specializes in flights between Asia and Europe. The growing Asian markets, fast flight connections and competitiveness form the foundation of Finnair's growth strategy.
	Case : Digital Localization (specific area focus e.g. China)
	Online markets have evolved rapidly within the last 5 years. New marketplaces have been created, merged, and some ceased to exist. The consumer has gained access to a wealth of options and variety - the discovery and acquisition of new products and services has gone from a brick & mortar world to a digital real-time purchase model faster than many thought.
	To be relevant and to be a true option for Asian (e.g. Chinese) consumers western companies need to understand and have a plan to approach the local market. What are these local habits? How do they differ from European and American consumers' ways of handling online? Are there significant differences in payment methods and habits?
	The aim of this case study is to <b>identify the most significant variations</b> in online commerce within the <b>travel industry</b> , and to come up with tactical solutions on how to <b>best achieve consumers trust and</b> <b>preference</b> in Asian markets, e.g. in China.
Teho-Opisto	Teho-Opisto is a family run business providing college preparatory courses for aspiring artists, designers and architects. We are proud of our high educational standards thanks to all our teachers having Masters' degree in their field together with teaching experience from top Finnish art universities. Besides that, we work hard to make learning both fun and beneficial to studies beyond the entry exams.
	Teho-Opisto Capstone case: Analysis of ongoing marketing activities

	and marketing plan creation. The task is to interview the management team, customers and other stakeholders to understand what marketing activities are currently being organised and what is their performance. All our marketing data will be opened to the team including content marketing data, Google Adwords and other paid marketing data, social media analytics and experiences from direct sales and personal sales. The students should use their expertise and results from the analysis to provide recommendations how Teho-Opisto's marketing should be further developed, what activities could be discontinued and what new marketing channels and activities should be taken into use. Optionally, should the team be interested in, we are happy to provide budget and support running test campaigns to validate new marketing activities the team may recommend to be performed. We expect this exercise provides a thorough overview of marketing activities being performed by a relatively advanced SME with young
	audience that is very active in social media. Additionally, the case team will get first hand experience from running a small business and life of an entrepreneur.
Posti	Posti Group is Finland's leading provider in postal, logistics and e- commerce services. Posti is owned by the state of Finland, which gives us credibility and long-term commitment to our strategy. Business customers account for approximately 96 per cent of our net sales. We operate in 11 countries, employing approximately 23,000 professionals and in 2014 our net sales amounted to EUR 1,859 million. Our mission is to enable a smooth flow of trade and ease the everyday life of our customers.
	On a daily basis people sign-in to numerous online services such as e- mail, social media, online banking and retail services. The number of passwords in social media services has increased from ten to twenty in a very short period of time. For example, there was almost a billion daily sign-ins to Facebook in March 2015. This is only the start for digitalization of services as also eCommerce becomes more and more popular, and the public sector moves its services online. Therefore, in a short period of time the market of <b>authentication has become a</b> <b>changing ecosystem</b> , and there is an interest in customer identification, as well as providing better user experiences. For example, social media logins are one of the metrics that indicate how well service users are known.
	In this environment technology development is bringing new solutions, e.g biometric identification as one of the so called strong authentication solutions, and together with the ongoing law reform they will change the identification ecosystem, which will include banking companies,

	<ul> <li>operators, technology providers, social media companies, network manufacturers, apps vendors, payment service providers and possibly the public sector.</li> <li>The objective of this case is to identify and examine         <ul> <li>on-going and emerging changes in this ecosystem from the present to 2018</li> <li>the roles of ecosystem actors and the relationships between them and customers.</li> </ul> </li> </ul>
Helen	Helen Oy is an energy utility in Helsinki. It has almost 400,000 electricity customers throughout Finland and its district heat covers over 90% of Helsinki's heating needs, and its energy-efficient district cooling is expanding in Helsinki. Helen aims to achieve 100% carbon neutrality in energy production, and its current energy production is awarded as the most efficient in the world. Helen Oy also evaluates new business opportunities where charging of electric vehicles is one of the most interesting growth areas. Today Helen has roughly 40 public charging stations in Helsinki and it sells private charging options. Helen also owns 10% of Liikennevirta which is a Helsinki-based operator company that provides a comprehensive technical platform and related EV charging services.
	Objective for the case:
	Helen would like to evaluate and understand the needs of housing cooperatives regarding charging of electric vehicles. What are the problems for the customer? How should Helen build up its offering? Who are the main competitors? As a result we expect a clear understanding of customer needs and possible first drafts about Helen's service offering. We would like the team, for example, to conduct interviews with (potential) customers and include the ideas of lean philosophy (build-measure-learn) in their way of working.
Are Group	Are is a leading building technology services provider in Finland. Our service offering covers all building services for properties, from the design stage through to high-quality implementation, successful commissioning and continuous upkeep. In addition, our services include property renovation and modernisation, and system and expert services related to property security and energy efficiency. There are approximately 2,800 Are employees in 25 cities and towns in Finland and also in St. Petersburg, Russia. Are Group is a part of the Onvest Group.

	The aim of the project <b>to define the corporate responsibility in Are</b> . The project group should <b>scan the present stage of Are's corporate</b> <b>responsibility, define a realistic target stage for it and create a road</b> <b>map to attain this target stage.</b> The students are encouraged to focus on the project from their own point of view according to their specialties.
S-Group	S Group is a Finnish network of companies operating in the retail and service sectors. It has more than 1,600 outlets in Finland. S Group comprises 20 regional cooperatives and the SOK Corporation along with its subsidiaries. The purpose of S Group's operations is to provide co-op members with competitive services and benefits in a profitable manner. As S Group's co-op member, you are one of the owners of your cooperative and thus entitled to the best benefits from the cooperative and the entire S Group. The S-Etukortti card is a sign of your co-op membership and the key to benefits.
	S Group's case for Capstone students: The retail sector is undergoing its most extensive transformation in decades. Competition is international in all lines of retail trade, and global selections are available online to all consumers. Digitalization is also transforming the retail sector. It is shaping business models and changing consumer behavior in a never-before-seen, irrevocable manner. The S Group case involves <b>increasing our understanding of buying</b> <b>behavior change</b> and exploring the <b>relevance of customer loyalty</b> <b>programs in the digital world.</b>
	<ul> <li>S Group's questions of interest are:</li> <li>What is the significance of retail customer loyalty programs in the digital world and in new type of buying (web and mobile)?</li> <li>What are the forms and contents of customer loyalty programs to appeal to the new digital consumer and, in particular the representatives of Generation Y?</li> <li>Do customer loyalty programs matter anymore?</li> </ul>
VAPO Ventures	Vapo Oy is a leading developer of bioenergy in Finland and the Baltic Sea region, the world's leading peat industry company and one of Europe's largest sawmill industry companies. Our products and services are a key part of Finland's energy make-up and we are a major regional employer throughout Finland. Our business units are Fuels, Heat&Power, Kekkilä Garden and Timber. Peat is our primary raw material. Our turnover is around 500 MEuro/a, and there are about 1000 employees in the group.
	Besides forests, peat is the most common natural raw material in Finland. Today it is used mainly for energy production and as growing

medium. 1/3 of Finland's land area is covered with peat, but only less than 1 % of peatlands are used for production. In Finland peat is classified as a slowly renewable material, but in some countries peat is compared to fossil fuels and in some it is related to biobased products. In Finland the amount of peat grows faster than it is used for production. Usage of peat based products in Europe is currently decreasing due to the limited peat resources outside Scandinavia and Baltic areas, lobbying against peat, and a need to protect the remaining natural wetlands. From another point of view we also know that peat based products can replace raw materials requiring food-chain based resources; thus peat based products or materials may also provide a competitive alternative for customers. Potential tasks for the case team: Because some of our newly developed peat related business ideas are based on international sales, we need to understand B-to-B customers and consumers general awareness, opinions and experience about peat as a raw material and if there are any country specific regulative obstacles for the use of peat. The main focus is in the following countries: Germany, UK, France, Spain and Italy in this order of priority. B-to-B customers can be allocated from chemical, fiber product, industrial filtering, building material and plastic composite industries. A related important topics for us is market communication, if we decide to enter these markets: Communication strategy when marketing and selling peat based products.