

Futuview

4-5 IN A NUTSHELL

Nordic roots, global mindset

6-9 SIMO SAYS

Through a maze of change

10-11 SUSTAINABILITY

The next steps on our net zero journey

12-13 FUTUCARE

Flexible managed services with a smile

14-19 CASE STUDY

Leveraging Finland's most extensive grocery dataset

20-21 HUMAN CARE

Trials of transformation

22-25 FAMILY INTRODUCTIONS

Growth from quality, leadership, and expertise

26-29 ROUNDTABLE

Learning journey across Europe

30-31 MARKET MEGATRENDS

Thrive amidst turbulence with digital innovation



Nordic roots, global mindset

Futurice is an outcome-focused digital transformation company, empowering the world to act. Together with our ecosystem of companies which we call Family, we are able to create even greater value for our clients.

PEOPLE

800+

COUNTRIES

6

NATIONALITIES

63

REVENUE IN 2023

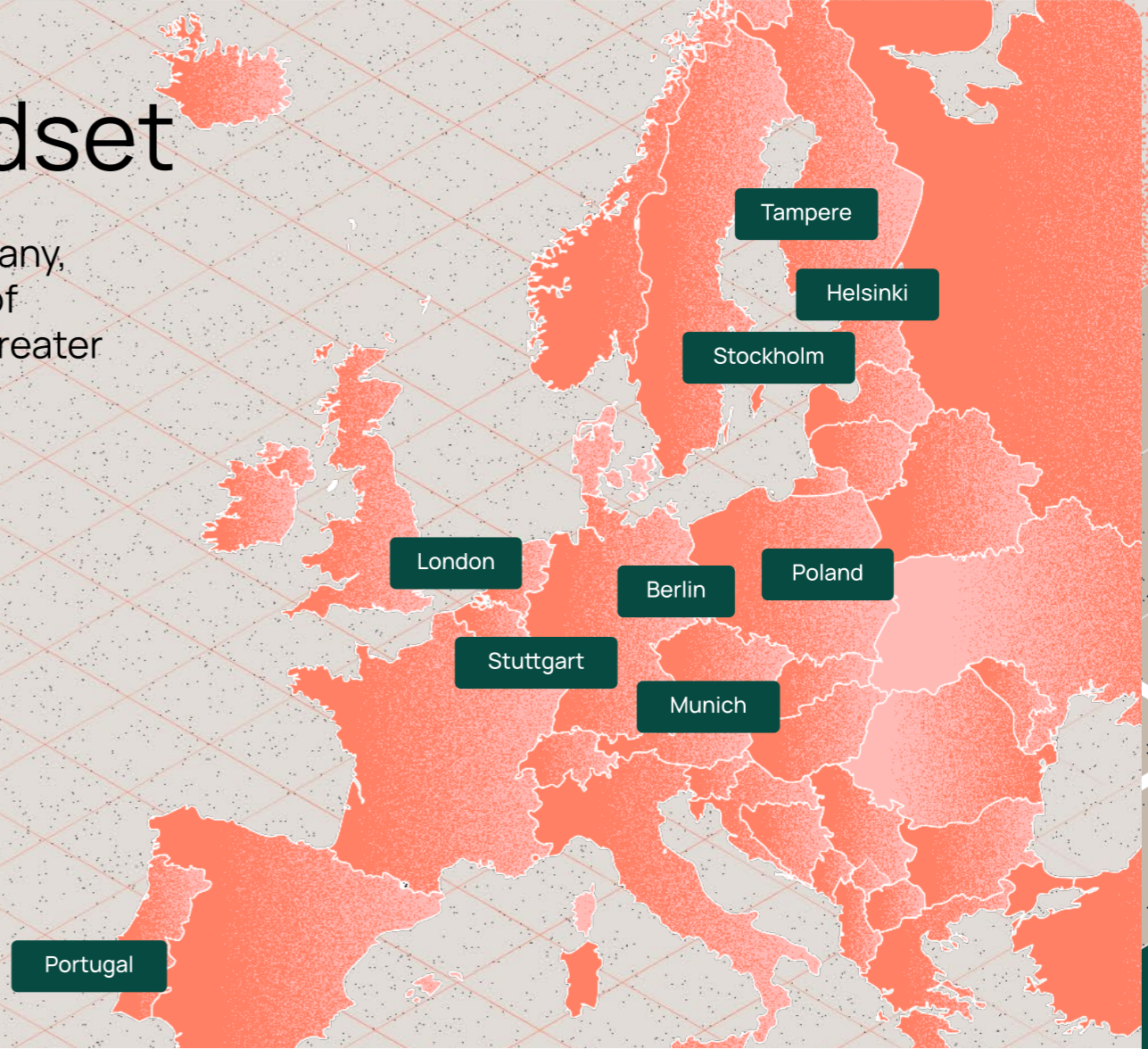
106.6 M€

EBIT IN 2023

1.1 M€

CONS. YEARS OF GROWTH

23



FAMILY OF COMPANIES



Digital commerce consultancy



A Microsoft specialist consultancy



Hand-picked developers with passion and expertise



Future-proof, robust, and secure data solutions



Senior Lead developers, architects and product managers



Interim and fractional executive services



Quality engineering, coaching, and leadership.

Through a maze of change



Navigating a year of resilience and looking forward to sustainable growth.

As we step into 2024, it feels right to reflect on the year that was and to set our sights on the road ahead. 2023 was a roller coaster ride, filled with moments of profitability, unexpected twists and turns, and ultimately, a robust comeback with an annual revenue of 106.6 M€ and 1.1 M€ EBIT.

NAVIGATING 2023 was far from easy sailing. Although the year started on a high note with promising profits, it quickly took a downturn that required us to restructure and implement measures to improve profitability. This was a tough period for every Futuricean, but our ability to adapt, work together, and remain true to our core values steered us through these choppy waters.

A pivotal change in our operations, which led to a notable reduction in internal work, was instrumental in our rebound. This shift didn't just boost our efficiency – it also enhanced our understanding of our business, enabling us to spot and rectify inefficiencies more proactively.

One of the key developments of 2023 was our renewed focus on sales and client engagement, coupled with a clarified value proposition. Our pivot towards client acquisition from talent acquisition sparked a surge in sales activity. This shift allowed us to weave new elements into our offerings, particularly in the area of generative AI. The demand and swift development of genAI have been unparalleled, underlining our capacity to capitalize on macroeconomic trends and cutting-edge technology.

While genAI plays a significant role in Futurice's strategy of being our clients' transformation partner, it's worth pointing out that it's only one of many technologies we utilize. Our approach is full-stack, catering to all our clients' needs – from strategy and renewal to digital solutions and managed services.

One of the highlights throughout the year was our work with energy industry clients and the way we supported the broad energy sector with the green transition and transformed their operations to be more customer centric and data-driven. A great example of this is our collaboration with wind energy company Ilmatar.

We are also very grateful for our long-lasting strategic client relationships such as the product development collaboration with Lassila & Tikanoja, as the returning client base represents over 90% of our total revenue.

“Our approach is full-stack, catering to all our clients' needs.”



“Our long-term ambition is to outperform the average market growth rate.”

all of the seven Family companies, both from a client perspective and in terms of business operations, but also to continue incubating new specialized start-ups.

LOOKING AHEAD at 2024, we anticipate moderate growth for Futurice Group, given the current market volatility. However, we're committed to building a sustainable base to bolster our profitability. Our long-term ambition is to outperform the average market growth rate and match the profitability of our top-performing European peers.

In conclusion, while 2023 presented its fair share of challenges, it was also a year of resilience, adaptation, and growth. As we charge ahead into 2024, we're excited to continue this journey together, leveraging our collective strengths to chart the course to success.

Simo Leisti
CEO, Futurice Group

IN THE wake of the EU directive on accessibility, businesses across Europe face a pressing challenge as they need to ensure that their digital products and services are fully compliant with the regulations. But accessibility isn't merely a regulatory hurdle – it's an opportunity to create exceptional digital experiences that cater to a broader audience and result in measurable business outcomes. This was evident in our work with gaming giant King on their hugely popular Candy Crush Saga. We performed an accessibility audit of the game and facilitated an Accessibility Workshop online.

EVEN THOUGH our year-on-year revenue growth of 2.7% in 2023 was modest compared to previous years, certain areas like managed services as well as data and AI, along with some of our Family companies such as Microsoft specialist consultancy Meltlake, saw rapid growth. However, global market conditions vary. Germany and the UK present challenges due to cautious client investments, resulting in project cancellations and reprioritizations.

In 2023, we also welcomed three new companies to our Family of subsidiaries, all specialized in leadership with a specific focus. Fram Partners connects clients with senior lead developers, architects and product managers. Way Interim provides interim and fractional executive services, whereas Qlarify offers business-driven quality leadership. The incorporation of these specialized companies enriches our offerings and creates cross-functional sales opportunities. Our goal is to foster synergies between

SUSTAINABILITY

The next steps on our net zero journey

As a company, we remain committed to improving our holistic sustainability and helping our people, clients, and society shape a viable future. Keeping with our 4x2 framework, we approach sustainability from the social, environmental, and economic angles.

Our clients' measurable and sustainable business outcomes are our biggest positive lever on the world around us, far exceeding the potential impact of an individual company our size. However, we cannot be perfect in everything at once, so choices must be made. To avoid biases in our thinking, we are collaborating with the Upright Project to gain a science-based overview of our clients' net impact. We seek collaboration in areas where we can focus on work streams that contribute to improving the client's net impact.

To inspire our clients and lead by example, we must continuously improve the sustainability of our operations. In 2023, we started developing our Science-Based Targets (Near-Term & Net Zero). In January, a commitment letter was sent to the Science Based Targets Initiative (SBTi). Even as we worked on clarifying a realistic roadmap and plan for reducing our footprint, we were able to cut down on unnecessary consumption significantly. The plan Futurice has committed to:

Overall Net-Zero Target

Futurice commits to reaching net-zero greenhouse gas emissions across the value chain by 2040 from a 2022 base year.*

Near-Term Target

Futurice commits to reduce absolute scope 1, 2 and 3 GHG emissions 68% by 2030 from a 2022 base year.*

Long-Term Target

Futurice commits to reduce absolute scope 1, 2 and 3 GHG emissions 90% by 2040 from a 2022 base year.*

Other important areas of our sustainability agenda saw less deliberate attention in 2023, but we continued to work on our established social impact initiatives, too.

The Spice Program – first imagined in a pub in 2013 to reward our people's contributions to open source projects in their free time and active since 2014 – logged 3551 hours and paid almost 64,000 euros as volunteering bonuses in 2023. We are also committed to diversity, equity, and inclusion (DE&I) in every aspect of our business to ensure our success and continued ability to offer people a world-class environment to work and grow in, now and in the future.

Flexible managed services with a smile



Joonas Korpela
VP of Managed Services, Futurice

“What is the secret sauce?”

For clients, the teams's delivery model takes the best parts of SRE, DevOps, and ITIL principles. The LiveOps + DevOps delivery model enables both high development speed and first contact resolution with capabilities for fast reaction and resolution times at all times, especially when problems arise and services experience outages or data security issues. Client retention is high.

For people, FutuCare offers a lot of variety and different projects, which, in addition to being challenging, also promotes learning. The team takes care seriously, too, ensuring people's needs are considered when allocating projects and that they get the support they need to cope with the challenges, as mentioned earlier. Cohesion is high on the priority list, with regular get-togethers and sharing, and every half, people topics are a must-have in the team's OKRs.

In other words, the secret sauce consists of Futurice fundamentals: a symbiosis of culture and business plus kickass skills.

FutuCare delivers high-quality continuous and managed IT services that offer proactive maintenance for applications, platforms, and services in our clients' digital portfolios. The team works with client assets in the production environment that no longer require a sizable development team but need continuous access to a smaller team and flexible access to larger teams for further development.

FutuCare, in its present form, started stealthy and small around 2022. Over the last few years, it has rapidly grown into an essential part of our business and our end-to-end offering. It helps us guarantee smooth handovers from development to production. It's not uncommon for one or two original development team members to migrate to FutuCare, too! FutuCare also increasingly cares for applications, platforms, and services designed and built by third parties. For this part of Futurice's business to grow in 2024, winning cases like this is a high priority.

FutuCare is a clear success story. It consistently scores high in client and employee satisfaction.

2023 IN NUMBERS

Team size at the end of the year: **48**

eNPS: **46**

Customer satisfaction: **4.8/5**

Topline growth: **60.98%**



Leveraging Finland's most extensive grocery dataset

K-Hyvinvointi helps customers meet national dietary recommendations through shopping basket data analysis.

In August 2023, Kesko, in partnership with Futurice, launched the first version of the K-Hyvinvointi concept within its popular K-Ruoka application. By analyzing Plussa benefit card data, K-Hyvinvointi integrates customers' details, dietary preferences, and goals into one nutrition index, guiding them toward healthier food options that align with national nutritional guidelines.

Developed in collaboration with renowned nutritionist Reijo Laatikainen from Lääkärikeskus Aava, K-Hyvinvointi is the first service to integrate dietary guidelines and recommendations directly into the digital consumer grocery shopping experience. It is designed with family healthy nutrition goals at its core, offering an easy and intuitive platform for improving nutritional well-being.

Rising costs, changing diets

Rising food prices have significantly affected Finns' shopping habits in recent years. The K-Barometer survey reveals that approximately 22% of consumers have shifted to less healthy eating patterns in response to rising costs. This trend is also reflected in Kesko's sales data, showing an alarming decline when shopping for fruit and vegetables.

The K-Barometer survey highlights that about 78% of respondents who bought less healthy foods were conscious of the negative impact of their choices and concerned about the consequences. The survey also highlights another pressing issue: insufficient physical activity among the population, costing an estimated three billion euros in annual societal expenses.

In response, Kesko – recognized seven times as the world's most responsible grocery store – is taking proactive steps. The company understands the importance of informing its customers about healthier dietary choices. The new feature aligns with Kesko's commitment to addressing societal challenges and its dedication to promoting environmentally sustainable choices vital for overall wellness and health.

Data-driven nutrition

When the development of the K-Hyvinvointi service started in January 2023, Kesko's AI team started by diving deeper into the nutritional analysis of its product database of over 100,000 items.

By leveraging AI and data, K-Hyvinvointi transforms its vast grocery database into a service that empowers customers to make better choices.

Making well-being easy

Kesko serves 1.2 million customers daily at K Group's 1,200 grocery stores and holds Finland's most comprehensive food-related database, the Plussa data. Kesko's customers are highly active, and over 3.3 million Finns use the Plussa card.

Globally, the public's desire to understand overall well-being is growing, and grocery shoppers are especially interested in knowing how their dietary choices impact their health. Kesko's research points out conscious consumption as an emerging trend in dietary and nutritional habits. Simultaneously, there's a growing awareness of data sharing and its implications, and Kesko understands that its customers are actively interested in using this data to improve their lives.

With a grander vision of supporting customers on their journey to greater well-being, Kesko recognized the need to initially focus on its biggest asset – its broad grocery database and active customer base.

The first K-Hyvinvointi concept started as a service that seamlessly integrates the following key elements:

- Customers' grocery shopping data
- Customers' dietary and nutrient goals
- Kesko's extensive product database
- Finland's largest recipe collection
- National dietary guidelines



The Kesko and Futurice teams collaborated closely with nutritionist Reijo Laatikainen and his team of experts at Lääkärikeskus Aava to improve the nutrition information of food items. The primary focus was the development of frameworks and models for more nuanced nutritional information and categorization. The team faced several challenges, such as determining how to build diet attributes – for example, initially, the idea of labeling a banana as a vegan item had not been considered in the database.

The creation of a nutrition index was also a challenge. How to condense numerous recommendations and studies into a single, user-friendly format that allows users, often shopping in a hurry, to understand their nutritional status quickly? Or how to provide options for shoppers that are both appealing and healthy?

In the final product, the developed nutrition index shows each nutritional goal with a symbol and color, and a five-point scale provides an overview visualization of each category's status. At a glance, the user can see, for example, how the goal of eating more fish as a family unit is progressing. For product recommendations, the team used collaborative filtering ("customers who bought similar products to you also bought..."). This helps to find healthier options for the products that the customer is currently buying and which are still interesting to the customer.



Drawing on the data, the team recognized the importance of seasonality when searching for recipes. K-Hyvinvointi uses state-space models to analyze seasonality, ensuring recipe recommendations are personalized and remain relevant year-round in all seasons.

The K-Hyvinvointi feature leverages the existing infrastructure of the K-Ruoka application, which automatically captures shopping data when a customer presents a Plussa card at the cash register. Supervised learning is employed to understand how a customer's purchase history can be used to predict relevant recipes, allowing for the personalization of recipe recommendations to all customers. Upon activating the K-Hyvinvointi feature in the app, the user provides essential background information such as household size, personal diet preferences, nutritional goals, and food preferences.

The service aggregates purchase data from all household members who have linked their cards into one view, forming a basis for analyzing consumption across 12 food categories: Fruits and Berries, Seeds and Nuts, Legumes and Vegetable Proteins, Vegetables, Fish and Shellfish, Sugar, Cereal Products, Dairy Products, Eggs, Butter and Fats, Red Meat, and Salt.

A key element of the K-Hyvinvointi service is its easy onboarding, goal setting, and personalization. Goal setting is simplified upon feature activation, offering three automated options based on historical purchase data. The service also allows users to select the goals they feel are most relevant for them and their families. For those interested in more detailed information, background info on the national dietary goals and the studies behind them is easily available.

User experience was a critical aspect of the development. The goal was to create a seamless user interface for K-Hyvinvointi in an app that hosts multiple other features and information. The user testing group ensured the new feature was integrated smoothly into the K-Ruoka app. It evaluated how information was displayed, determining which details were important and which were less so. Simplifying the information was critical, aligning with Kesko's insight that customers often face time constraints when doing their food shopping.

From a technical implementation perspective, the team used Python for data science, and the models are containerized in AWS. The results are served by an API, where the product and recipe recommendations are calculated in real-time.

Praised for personal service

By leveraging AI and data, K-Hyvinvointi transforms its vast grocery database into a service that empowers customers to make better choices. Users are highly satisfied with the feature's intuitive user experience and personalized shopping and recipe recommendations.

K-Hyvinvointi offers personalized recipe suggestions based on users' purchase histories and diets. Recipes are neatly categorized, enabling users to easily find choices that match dietary needs, whether they're looking for vegetarian, vegan, lactose-free, milk-free, or gluten-free diets. If users want to customize their diet further, they can easily opt out of ingredients and foods they don't like.

Moreover, the personal recommendations feature has attracted significant interest from users. It offers a Netflix-style carousel of suggestions, generating recommendations based on users' food shopping data and assigned goals. Users can easily add recipe ingredients directly to the digital shopping basket. This approach makes achieving nutritional goals – both in terms of shopping for ingredients and preparing meals – efficient and enjoyable.

The K-Hyvinvointi feature is now expanding to include calculations of vitamins and other nutrients based on customer purchase data. For example, it can calculate the amount of vitamin A obtained from consuming one large carrot daily per person and suggest new recipes to improve vitamin A intake. The work of improving well-being and developing better AI-driven tools for it continues.

“It’s great to see how easily the algorithm handles gluten-free requests.”

Customer feedback

GET THE APP

The K-Ruoka app is available on [Google Play](#) and [App Store](#).



HUMAN CARE

Trials of transformation

The challenges we faced in 2023 tested our commitment to our core values and our 4x2 thinking framework.



Our values as a company are care, trust, transparency, and continuous improvement. They were born organically as we worked and grew through learning from failures and successes, mistakes and insights.

Even though we strive for continuous improvement, we have and will face specific challenges that put our company to the test on many levels, including our commitment to the values we have discovered. One such period happened in 2008 when we'd grown to the size where everyone no longer knew everyone else at Futurice. Transparency became a core value as we struggled to maintain the autonomy and the free flow of information that allows intelligent people to make independent decisions. There have been many other such junctures as we've expanded our offering and our international reach, and we talk about them and the lessons learned as a part of our internal folklore.

The year 2023 will become a part of that folklore, a story that illustrates how we've changed and become what we are. Right now, last year's events are too close for objective reflection. We mostly recall the difficult and emotionally fraught decisions resulting in our history's first restructurings. I believe, in time, we will also see how these events drove us forward as a company.

Our concept of what it means to be a human being is the basis of our values and 4x2 thinking framework. All of these have and will continue to mold us. We have no intention of changing these basic building blocks of our company and community as long as we continue to be Futurice. We need to focus on how these fundamentals manifest in our actions. We do not exist in a vacuum. We are not immune to market, geopolitical, and social changes, and just as our business must reflect these changes, so must our culture. In his new book*, Panu Luukka points out that culture is a valuable tool for organizations to achieve success but if business becomes subservient to culture, the organization might not be able to make the changes necessary to succeed – or perhaps even survive.

Our core values put to the test

The year 2023 tested everything – our resilience, the 4x2 thinking framework**, and especially our values.

It's easy to think that care as a value excludes actions like restructuring and laying people off, but as a value, it also relates to caring about the future of the company, all futureceans, and our clients. Care and our conception of it were tested.

When making and communicating difficult decisions, we wondered if our community trusts the people making decisions when no good options exist. Trust was tested.

The biggest threats to transparency are hurry and fear. We had to contend with this as we tried to make sure everyone had enough information to make decisions and understand the reasons for decisions made. Transparency was tested.

Our fourth value – continuous improvement – is related to all the others. We did and will make mistakes. In this case, for example, we failed to make some decisions early enough and, as a result, had to make decisions and communicate about them under pressure, provoking fear and a feeling that we weren't being sufficiently transparent. The important thing is to learn from our mistakes. As a community, we are united by our desire to do just that. We all want to care for our company, people, and clients in good times and bad. Continuous improvement is still being tested, and as I wrote earlier, with time, we will see what we learned.

We started the new year by looking at our culture and the promise we make to our people as a company. The early results from one-on-one interviews and a more general survey indicate that the fundamentals of our culture are robust and not just something for the good times and sunny days.

If we live our values when they are being tested, our culture will help us succeed even as the world around us changes.

Maria Calonius
Global Head of Human Care, Futurice

ADDITIONAL READING

*Panu Luukka: Tulevaisuuskyvykäs organisaatio (Alma Talent, 2024)

** For more information about 4x2 thinking, please visit the Culture section of our [website](#)

FAMILY INTRODUCTION

Growth from quality, leadership, and expertise

Futurice Family is a group of autonomous companies co-founded and majority-owned by Futurice. They all work to support clients with highly specialized services and expertise, enabling businesses to harness the benefits of digital transformation. 2023 marked the birth of three new Family offspring – let's meet them and their proud parents.



Fram Partners are experienced senior software professionals – lead developers, hands-on architects, and product managers – with ambition for great software and focus on value. They join your team to create more value with software and multiply the outcomes of the whole team.

Spearheaded by Futurice alumni **Jari Harjula** and **Paavo Punkari**, Fram Partners found success during their first year with various clients in real estate, travel, and news media businesses.



QLARIFY

Qlarify's mission is to clarify what quality looks like and help clients achieve it. Their unique approach to quality leadership empowers clients to gain a competitive advantage in value creation and risk management across all levels of their organization. More than just consultants, they are partners in the client business's success.

Established by telecommunications veterans **Sami Söderblom** and **Markku Piirtola**, Qlarify is a dedicated team of professionals who identify as quality advocates and promote and facilitate activities that have a positive impact on quality.



WAY INTERIM

Way Interim aims to change the world by leading the way in transforming work and enabling more leaders and top professionals to have unique careers of their own. It is a next-generation network of experts who support clients in their transformation needs by providing experienced interim leaders and experts for demanding business development needs.

Way's co-founders **Mika Repo** and **Riikka Tanner** bring with them a diverse set of skills from a range of industries, including technology giants, banks, retail, telecommunications, media, and consultancies.

Why Family matters

Futerice Family provides an alternative for meaningful entrepreneurial career paths within the Futerice ecosystem for talent both inside and outside of Futerice. We enable entrepreneurial career paths for founders to build the business of their dreams.

Our Family playbook leaves the entrepreneurial autonomy with the founders but supports them through incubation, launch, expansion, and exit via investments, brand and references, contacts and contracts, international sales collaboration and subcontracting, international admin services and facilities, as well as support and advice of like-minded entrepreneurs and business leaders.

The Futerice Family and our wider company ecosystem enable us to be both broad and deep without increasing customer complexity from the partner perspective. In addition to the seven majority-owned Family companies, Futerice's ecosystem also includes business operations digitalization expert Vuono Group, cybersecurity learning platform Cult Security, and contract analysis specialist Fuxia.

Learning journey across Europe

2023 was a bumpy ride, but we made it to the finish line. Futurice country leads in Finland, UK, Germany, and the Sweden reflect on the past year, their key takeaways, and take a look at the road ahead.



From custom to off-the-shelf – thriving against intense competition and embracing opportunities both in public and private

Osmo Haapaniemi, Managing Director, Futurice Finland

2023 WAS a year of rapid changes. The market in Finland shifted from custom software development to demands focused more on business impact, data, and AI. This transition was fast and led to intense competition in both the public and private sectors.

Despite this shift, there was steady demand for productivity programs throughout the year, trending towards off-the-shelf solutions. It was challenging, but we thrived thanks to our strong baseline engagements in private and public sectors as well as data and AI offerings.

I'M PROUD of how we adapted and performed against many of our Finnish peers. One of my proudest moments was seeing how resilient and committed our organization was, despite the challenges.

Highlights include our collaboration with clients like Ilmatar, KONE, and Finnair, which strengthened our position as

leaders in generative AI and data transformation. These successes have also highlighted areas for improvement, such as enhancing our business visibility and nurturing client relationships for long-term success.

THE PAST year reaffirmed that our people and client relationships are Futurice's most valuable assets. Maintaining trust and client satisfaction is a priority, as they can be easily lost and are challenging to regain.

We've learned from our challenges in 2023 and understand the need for disciplined business management, including handling issues collaboratively, ensuring transparency, and dedicating time for discussion. Growth is vital, and a stagnating growth company invites new problems. These lessons will guide us in 2024 and beyond.

LOOKING AHEAD, our 2024 outlook is optimistic. The Finnish market is on an upswing, and our services align well with our clients' evolving needs. We will focus on fostering trust and a positive future outlook among our employees.

Overall, we're confident about our growth and success in the coming years. We aim to leverage market trends, our strong service offerings, and our dedicated people to drive our business even further.



Triumph over challenges – new opportunities across the pond

David Mitchell, Managing Director, Futurice UK

WE WERE amazed by the B Lab Global team as we worked with them on a refresh of a website and system to collect feedback on their new B Corp certification standards. Playing a role in helping gather, translate, and process input from companies all over the world was a privilege, and we were thrilled to be working with an ambitious and like-minded B Lab team.

THE MARKET was tough in 2023, and we learned resilience and togetherness. As a group, we identified ways to broaden our capabilities and grow our culture in ways that helped us secure new business. I'm proud that we secured a number of significant new clients in the UK and the US, and I think we've learned that our company values can be used to enable growth and renewal.

I EXPECT Futurice UK to continue working with a mix of clients on both sides of the Atlantic and increasingly offer a significant data component to our services. The local market is getting – gradually – more confident after a tricky 2023.



Resilience in a shifting market – driving growth in automotive and energy industries

Sven-Anwar Bibi, Managing Director, Futurice Germany

IN 2023, I was amazed by our determined efforts to fight strong headwinds generated by changing market conditions and finally managing to end the year with strong positive signals. We realized the necessity of setting up a more agile and flexible workforce, experiencing firsthand that the local market was becoming more challenging.

The emphasis was on protecting our core talent while remaining lean and responsive to changes. Navigating these organizational and market conditions demanded focus and trust from everyone within the company, as it was hard to clearly identify the path ahead at times.

We managed to stabilize the business through individual dedication, resilience, cultural adhesion, and individual trust across all levels, roles, and locations. This truly was amazing.

WE DECIDED to laser-focus on customer experience in the automotive and energy industries, which was a stretch for us. Futurice Germany has always been quite diverse in our choice of topics, so this decision went against our natural curiosity and explorative energy.

We managed to win new clients in both areas, explore new

market segments and challenge the convention especially amongst energy clients by introducing Futurice's capabilities and skills to the industry. The result makes me proud of the many individuals who have shaped our energy go-to-market and positioned our brand in a challenging and growing market segment.

At the same time our partnership with a leading automotive company opened new avenues of trust, and the opportunity to navigate change showcased – again – our resilience. The high demand in the mobility sector alongside the openness of other stakeholders regarding their restructuring and the request for support was indeed remarkable.

IN THE current economic climate, we must maintain a clear, ROI-driven, and customer-centric approach to gain business. This disruptive environment requires adaptability and agility, necessitating a swift shift from crisis to opportunity, putting stress on individuals and the organization.

Consistency now relies on focus and trust in navigating uncertainties. However, as our clients in Germany face similar challenges, 2024 presents an opportunity for us to offer more strategic and measurable support than ever before, further solidifying our reputation as a trusted partner in difficult times.



Accessibility and adaptability – a year of continuous change and learning

Martta Riihimäki, Managing Director, Futurice Sweden

WHAT AMAZED me during 2023 was the resilience displayed by our people, clients, and the broader market in Sweden.

Despite the challenges posed by the pandemic, the war in Ukraine, and economic uncertainty, companies made tough decisions to ensure financial stability. The past year was one of continuous change and learning opportunities, underscoring the need to balance proactive, long-term strategies while maintaining agility and adaptability to secure long-term success.

I was also impressed by the unwavering interest in new technologies and the opportunities they present. The appetite for digital transformation remained strong, showcasing the forward-thinking nature of businesses in Sweden. It has been inspiring to accompany our clients on this transformative journey and witness their determination to thrive.

ONE KEY learning from 2023 was the necessity for agile and pragmatic processes in the volatile and complex world we operate in. Adaptability and resilience are crucial for survival, surpassing mere strength. Additionally, the cliché that happy people working with happy clients create happy companies holds true, even in challenging times. Trust, belongingness, and pride remain essential elements for success.

At Futurice, our commitment to people, culture, and empowerment has yielded remarkable results. We delivered advanced and forward-thinking solutions for clients, helping revolutionize entire industries. Moreover, our dedicated efforts to promote accessibility have been well-received, showcasing the positive impact of our values. I take pride in our commitment to making a difference for people within and outside our organization.

I MAINTAIN an optimistic outlook for 2024. Generative AI has gained significant traction, and while some companies are leading the way, most are still in the early stages of adoption. To avoid delays, exploring and testing small proof-of-concept cases is crucial. This approach allows for easier expansion and quicker implementation.

In the coming year, I want to see companies prioritize the development of internal tools. While customer experience has traditionally been the focus, balancing internal and external priorities is essential. We can create user-friendly internal workflows and reduce complexity by leveraging generative AI, data, and other technologies.

Overall, I am excited about the potential that 2024 holds. With a continued emphasis on innovation, agility, and a human-centric approach, I am confident that Futurice, our clients, and the local market in Sweden will thrive in the face of future challenges.

Thrive amidst turbulence with digital innovation

In times of trouble, to stay ahead of the curve is not just an advantage – it's a necessity. What are the megatrends that shape our digital tomorrow?



The current economic climate of high inflation and market volatility present unprecedented challenges. Increased input costs and varied consumer spend put pressure on business margins and profitability. However, many companies are able to counter these challenges and invest in digitalization and IT, with a focus on operational efficiencies.

Based on Gartner's forecast*, IT services are set to experience significant growth and become the largest segment of the IT market by 2024. With an expected 8.7% increase in spending that reaches \$1.5 trillion worldwide, the demand for digital transformation is clearly on the rise.

Digital innovation is vital when companies want to develop learner business models and improve their consumer engagement in order to survive and succeed in a turbulent market. As we chart a course towards 2024 and beyond, let's explore the key megatrends that fuel the IT services market.

Embrace the future as AI, data and ML revolution takes center stage

Companies and individuals alike incorporate AI, data and machine learning – specifically generative AI – into their operations at an unprecedented rate. This integration has the potential to redefine the nature and scope of work, with significant applications in complex B2B sales, customer service, and operations. Next, companies will start to shift focus from proof-of-concepts to larger, more integrated work streams to enhance their in-house capabilities.

[READ MORE](#)

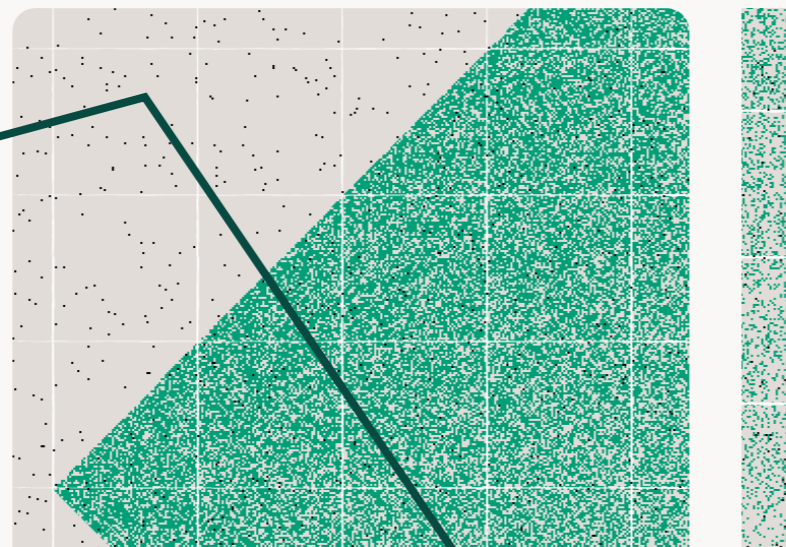
* Gartner Forecast: IT Services, Worldwide, 2021-2027

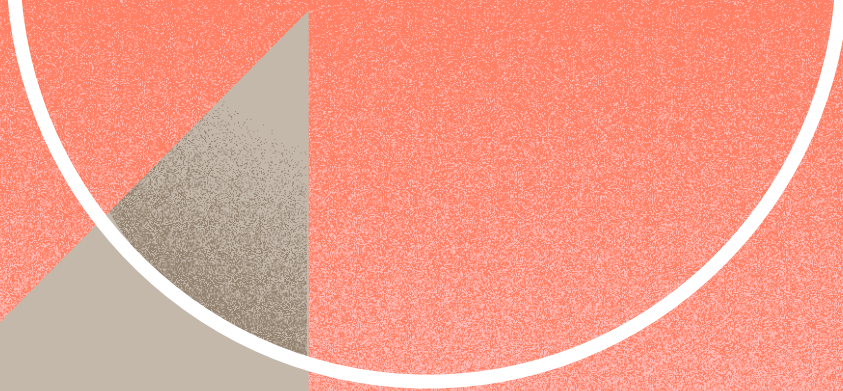
Navigate the digital frontier amidst higher geopolitical tensions

The rise in geopolitical tensions has reshaped the technology and digital sphere. The post-Covid-19 surge in connectivity has raised concerns about foreign technology dependence and national security. Companies are faced with challenges linked to data, technology regulations, compliance, and cyber threats. However, this evolving landscape also presents opportunities, especially in cybersecurity, a field where digital consultancies are invaluable partners.

Ride the regulatory wave and shape a sustainable future

Regulations such as the European accessibility act and the Corporate Sustainability Reporting Directive (CSRD) require companies to navigate increasingly regulatory and data-intensive environments. The CSRD, in particular, represents a significant shift towards a sustainable economy by the EU. It mandates all our corporations to disclose information about their societal and environmental impact, and places financial and sustainability reporting on equal grounds. This directive enhances corporate accountability and ties in with broader sustainability objectives.





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