

“TELIA IS A prominent telecom provider in the Baltics and in Nordics. These days, we use the Lean Service Creation process at a large scale throughout the company, and the importance of the tools have been recognized at the top level. There might be approximately ten LSC programs ongoing in Telia as we speak. And, at the moment we are launching a LSC process that we steer by ourselves. We have created a lot of new competence within the company with LSC and are now able to operate on our own. Obviously, it makes us extremely proud to be able to say that.

My first encounter with the process was the crash course, one day deep dive into the system. It was perplexing at first, and I did not really get it. The concept idea we worked on was something we came up with just to learn the process. The relevance of Lean Service Creation hit me, when we started working on an existing, actual project, a real problem.

At the time of our very first LSC course, the company had launched an inner startup working model with its own management structure and steering group. There were three teams working within that program with lean service creation tools, and I was in one of them. Our aim was to renew some of our key business areas, a b2b network formerly called Datanet. During the program we developed a highly advanced version of it, called Telia SD-WAN, which has turned out to be a huge success in our service offering for b2b clients. To describe it simply: it is a faster and more efficient network for companies for internal use.

Essentially, the Lean Service Creation process made us feel like a real startup within a big

corporation. It spurred a lot of enthusiasm, every team worked hard on their concepts and demos, even competed with each other. The implementation of the demo phase was almost like a game, there was voting and prizes and so on. For us it really worked, it lifted the spirits and brought people together. The collaboration between people who hardly knew each other was superb. All ideas were treated equally, everyone had the courage to speak up.

Iteration was at the core of the project. At each phase, we had the possibility to pivot, change direction if needed. And we did, after a mutual decision. We had an investor meeting regularly, in order to introduce new findings and the assumptions that had changed, new possibilities for piloting concepts, and of course, for feedback. This was very unusual for the corporation. There was nothing formal in the process, and the decision making process differed radically from the traditional one. It was a pure development project backed by the management.

After having finished the LSC course the big question was, how to move on. We had worked our way through the canvases and had come up with the MVP, the pilot. My role was to figure out, how to organize the actual development of the concept after the LSC course was over. More canvases for that phase would have been needed. The solution I came up with, was to go back to the most important achievements we had made in the process, the major findings and slice each one of them into a separate development item to go forward. Recently, as I have heard, Futurice has created more canvases to cover this part of the process as well.