






Finnair in a nutshell







Economic figures

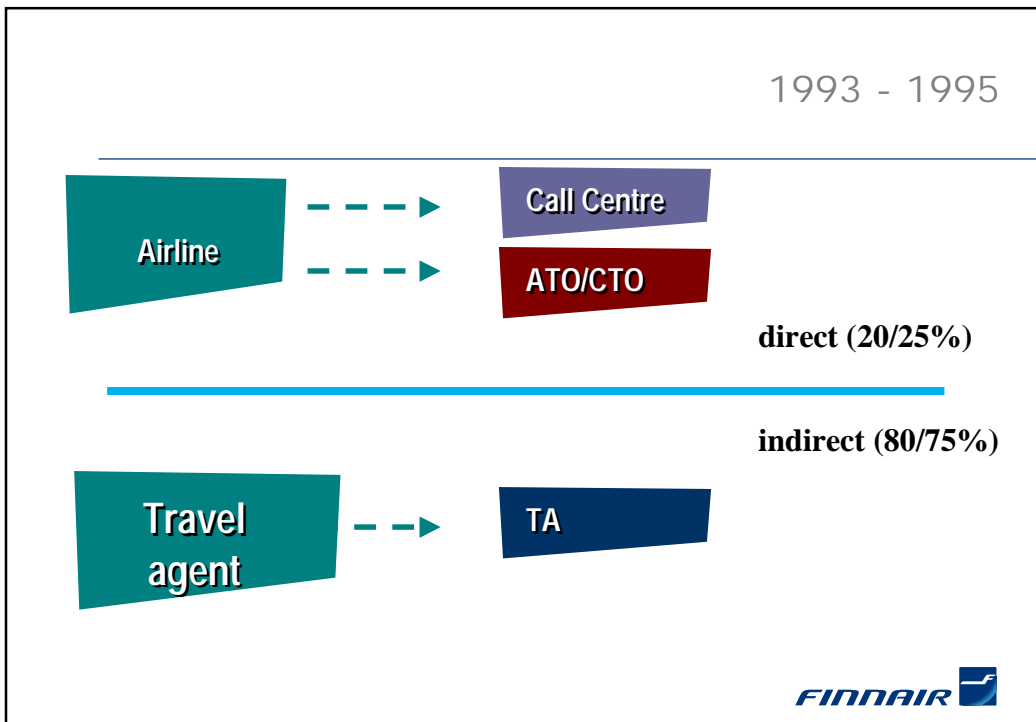
- ✓ Turnover 1,6 MEUR
- ✓ Personnel 11 462
- ✓ Profit 1999/00 50 MEUR
- ✓ 7,7 million passengers, of which 2,9 domestic
- ✓ 2% IT spending

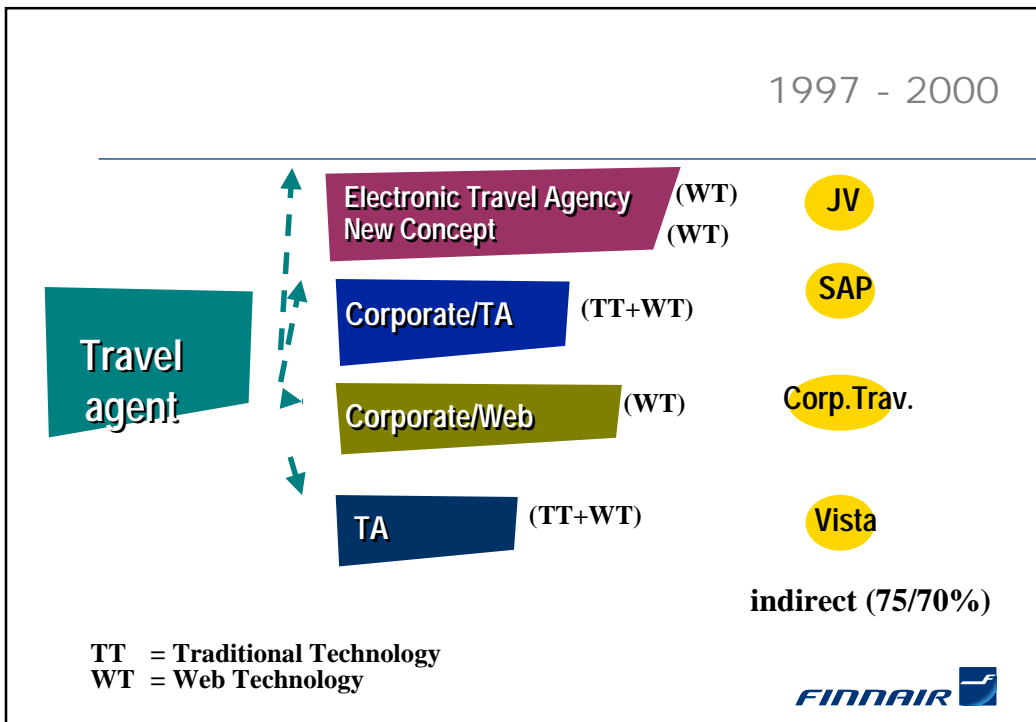
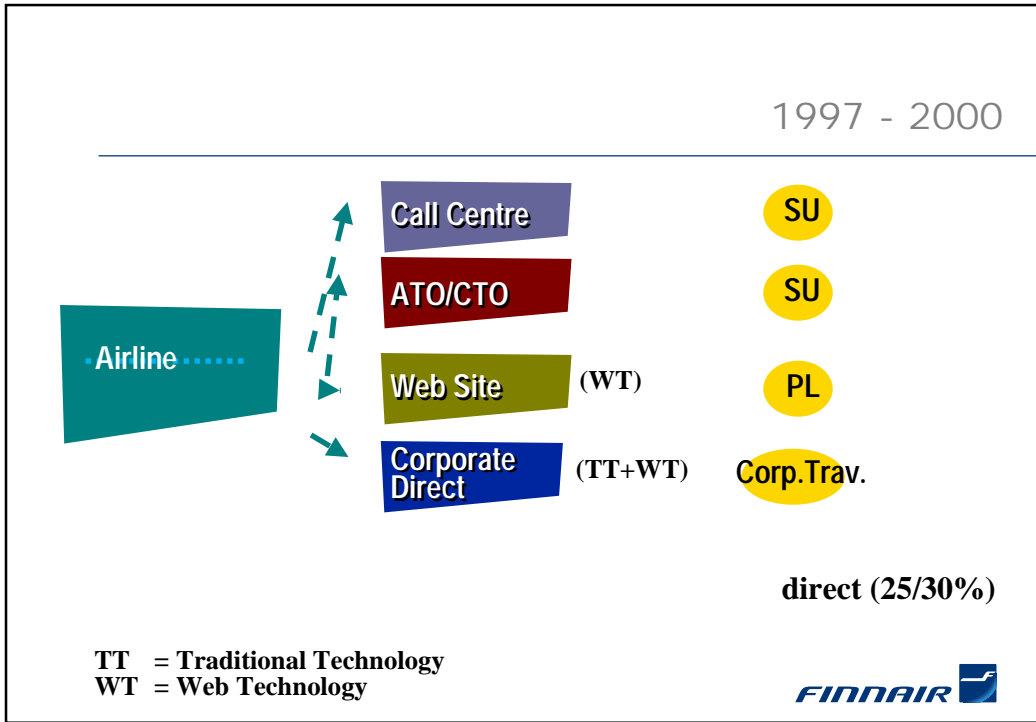
Values

- ✓ Customer based
- ✓ Honesty
- ✓ Sense of responsibility
- ✓ Justice
- ✓ Respect of others



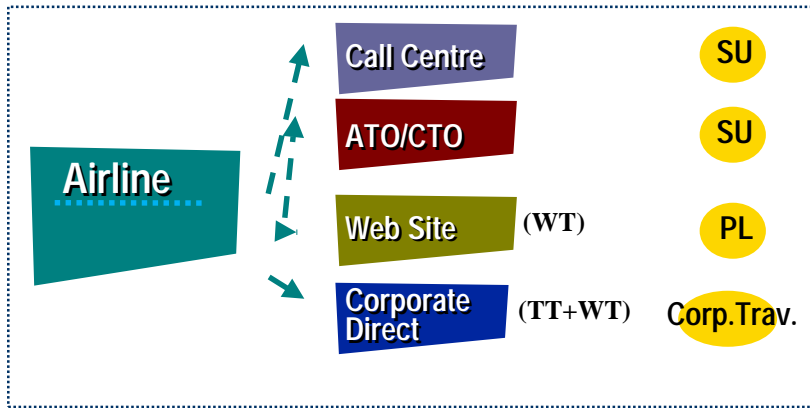








2003 - 2005



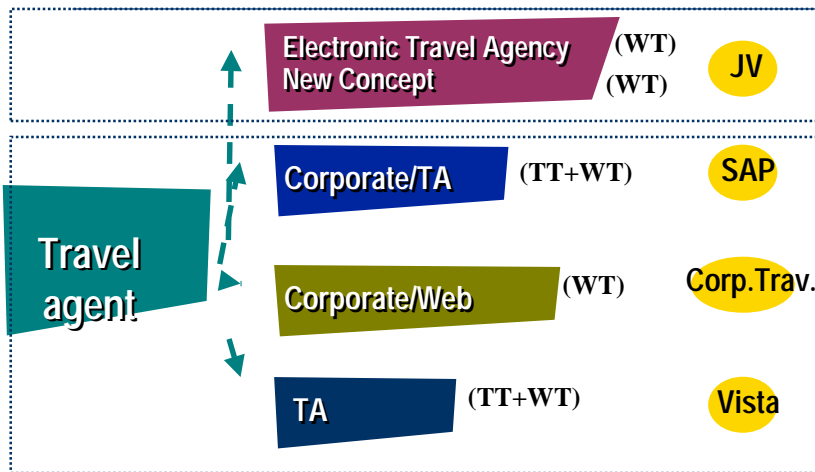
(40%)

direct

TT = Traditional Technology
WT = Web Technology



2003 - 2005



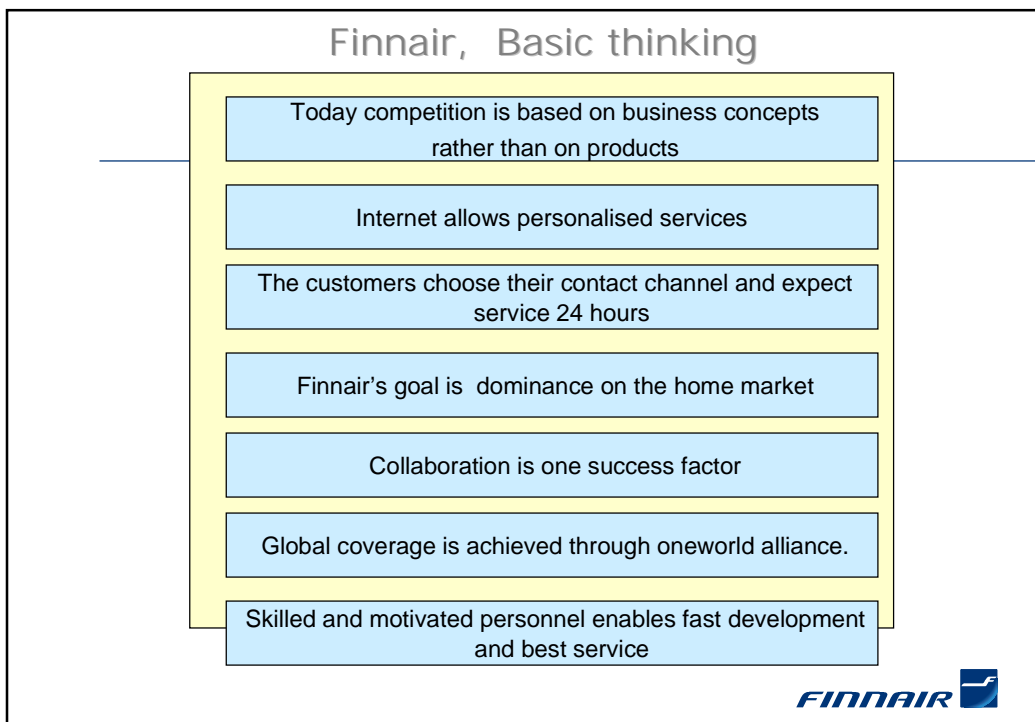
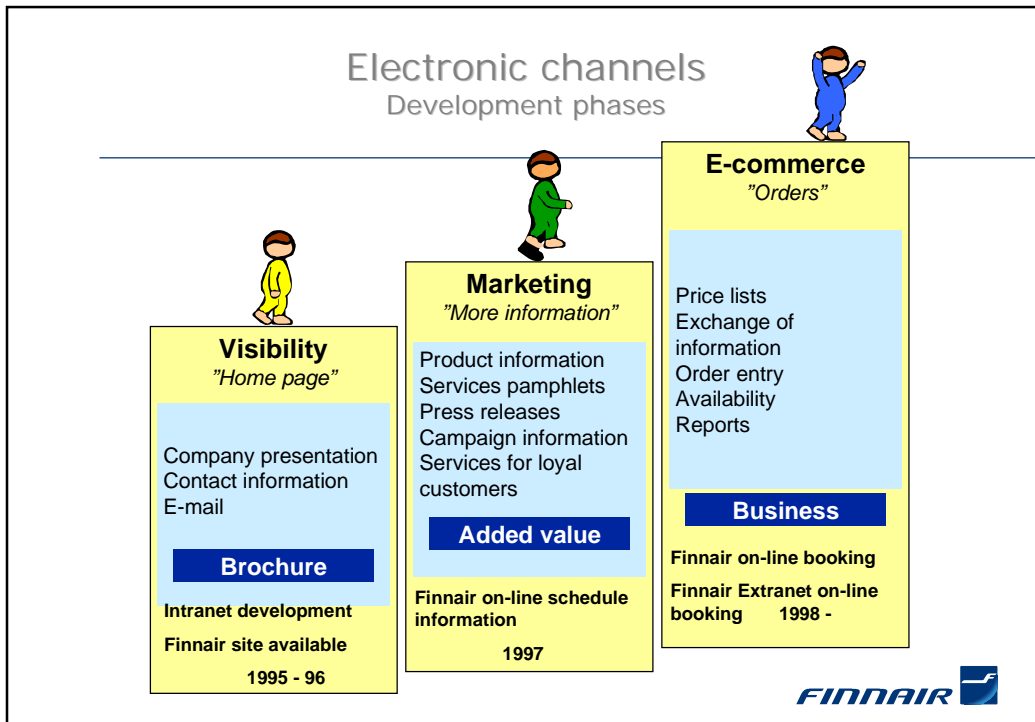
(10%)

(50%)

indirect

TT = Traditional Technology
WT = Web Technology







Finnair Internet Strategy

▲ Initiated by Commercial Automation	10/98
▲ Goal for the project	10/98
▲ Agreed with our Partner to conduct the work	11/98
▲ Interviews	11/98
- Vice-Presidents to Client Manager and customers	
▲ ISM meetings/workshops	11-12/98
Sales, Relationship Marketing, Customer Service, Telephone sales, Marketing,	
▲ Steering Group meetings	01-02/99
▲ Presentation to CEO	02/99
▲ Business case study with recommendation and approval by CEO	04/99



Today

Area	Today
Internet presence	<ul style="list-style-type: none"> ✓ Fragmented ✓ Several stand alone solutions ✓ Overall development is not coordinated
Sales and services process	<ul style="list-style-type: none"> ✓ Several processes ✓ No coordination between different channels
Direct links to customers	<ul style="list-style-type: none"> ✓ Mainly information focus ✓ No targeted offerings ✓ No sensitivity to user profiles (excl. Finnair Plus)
Bypass others in the value chain	<ul style="list-style-type: none"> ✓ Channel strategy does not include the Internet
Develop and deliver new services	<ul style="list-style-type: none"> ✓ Service delivery is not coordinated between channels
Become a dominant player in the electronic channel	<ul style="list-style-type: none"> ✓ The market is open ✓ Finnair does not play a major role on the home market ✓ Cooperation with Oneworld is limited
Internet solution design, development and deployment	<ul style="list-style-type: none"> ✓ Limited resources and knowledge ✓ Ownership spread in the organization
Customer data management	<ul style="list-style-type: none"> ✓ Customer data is spread in many systems ✓ Many data standards in use





From Today to the Target Environment

Area	Today	IMPLEMENTATION PLAN	Target
Internet presence	<ul style="list-style-type: none"> ✓ Fragmented ✓ Several stand alone solutions ✓ Overall development is not coordinated 	IMPLEMENTATION PLAN	<ul style="list-style-type: none"> ✓ One strategy for Finnair ✓ Common feel and touch ✓ Centralized development
Sales and services process	<ul style="list-style-type: none"> ✓ Several processes ✓ No coordination between different channels 		<ul style="list-style-type: none"> ✓ One travel process across all channels ✓ Different customer types are identified and the content and offering are tailored to their profile across all channels
Direct links to customers	<ul style="list-style-type: none"> ✓ Mainly information focus ✓ No targeted offerings ✓ No sensitivity to user profiles (excl. Finnair Plus) 		<ul style="list-style-type: none"> ✓ User sensitive and dynamic services and offerings ✓ The degree of self service is high ✓ Sticky relationships - long term competitive advantage
Bypass others in the value chain	<ul style="list-style-type: none"> ✓ Channel strategy does not include the Internet 		<ul style="list-style-type: none"> ✓ Internet is an integrated part of Finnair's channel strategy ✓ Finnair offers electronic services to selected user groups (travel agents, Corporate key clients, service providers)
Develop and deliver new services	<ul style="list-style-type: none"> ✓ Service delivery is not coordinated between channels 		<ul style="list-style-type: none"> ✓ New services are developed for Internet ✓ Most services are available on the Internet
Become a dominant player in the electronic channel	<ul style="list-style-type: none"> ✓ The market is open ✓ Finnair does not play a major role on the home market ✓ Cooperation with Oneworld is limited 		<ul style="list-style-type: none"> ✓ Finnair is the dominant player on the home market ✓ Finnair is successfully benefiting from Oneworld solutions
Internet solution design, development and deployment	<ul style="list-style-type: none"> ✓ Limited resources and knowledge ✓ Ownership spread in the organization 		<ul style="list-style-type: none"> ✓ Centralized ownership and coordinated development ✓ Own development resources
Customer data management	<ul style="list-style-type: none"> ✓ Customer data is spread in many systems ✓ Many data standards in use 		<ul style="list-style-type: none"> ✓ One customer data base for marketing, sales and service delivery



Finnair and Internet

Drivers for change

- ✓ There are **significant threats to Finnair** both within and from outside the traditional travel industry.
- ✓ **New technological possibilities** enable the development and delivery of new services at a considerably lower cost level.

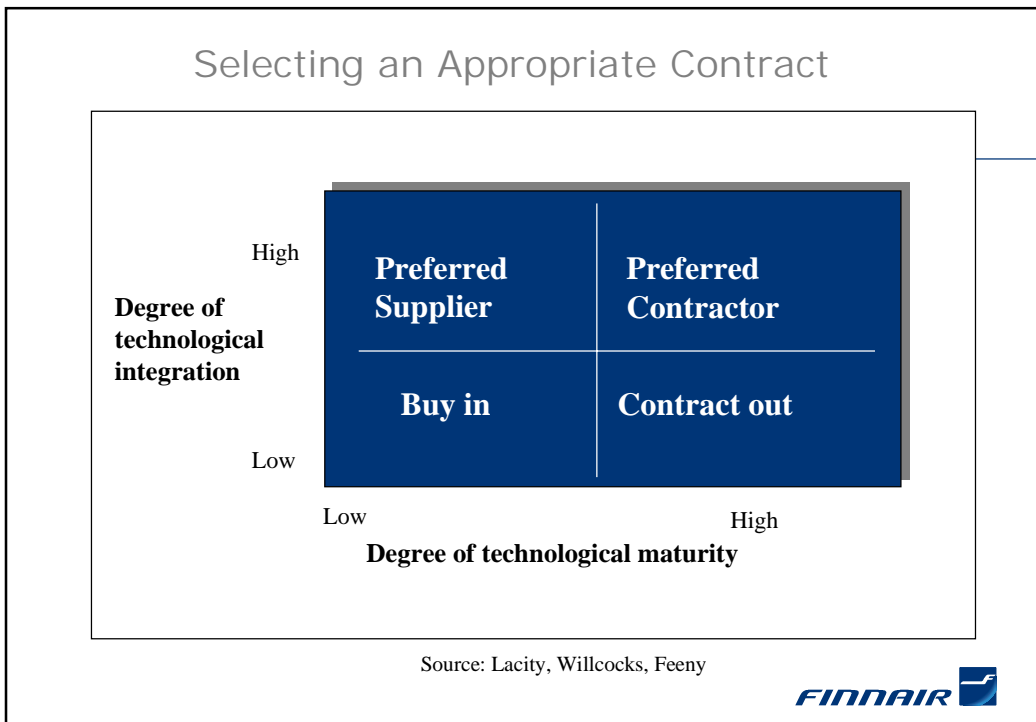
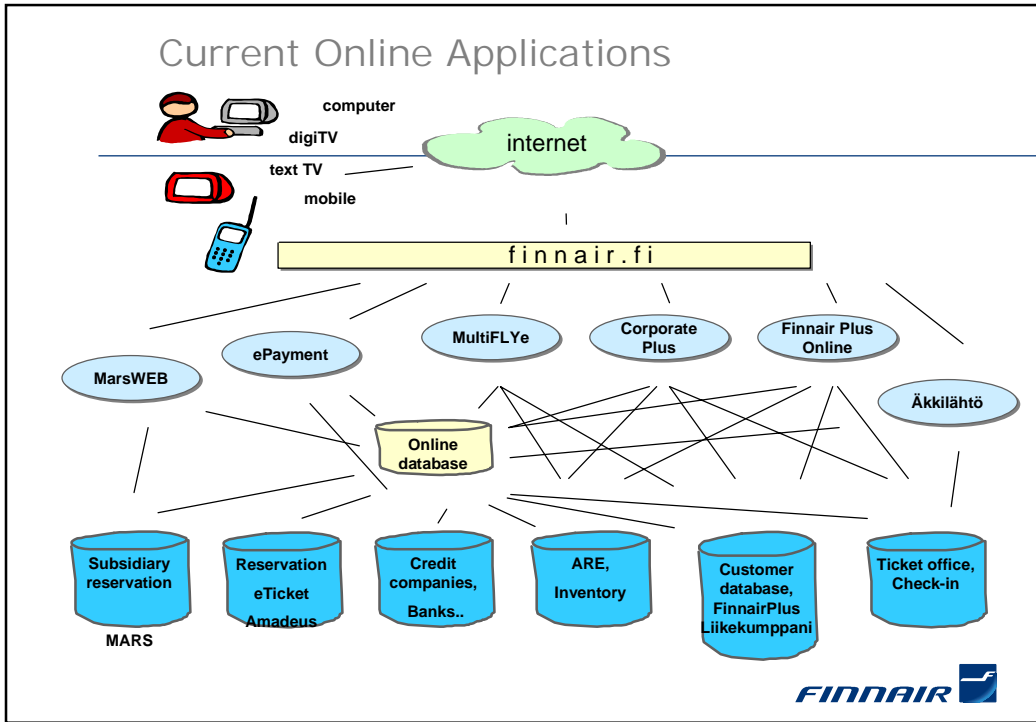
Core strategy

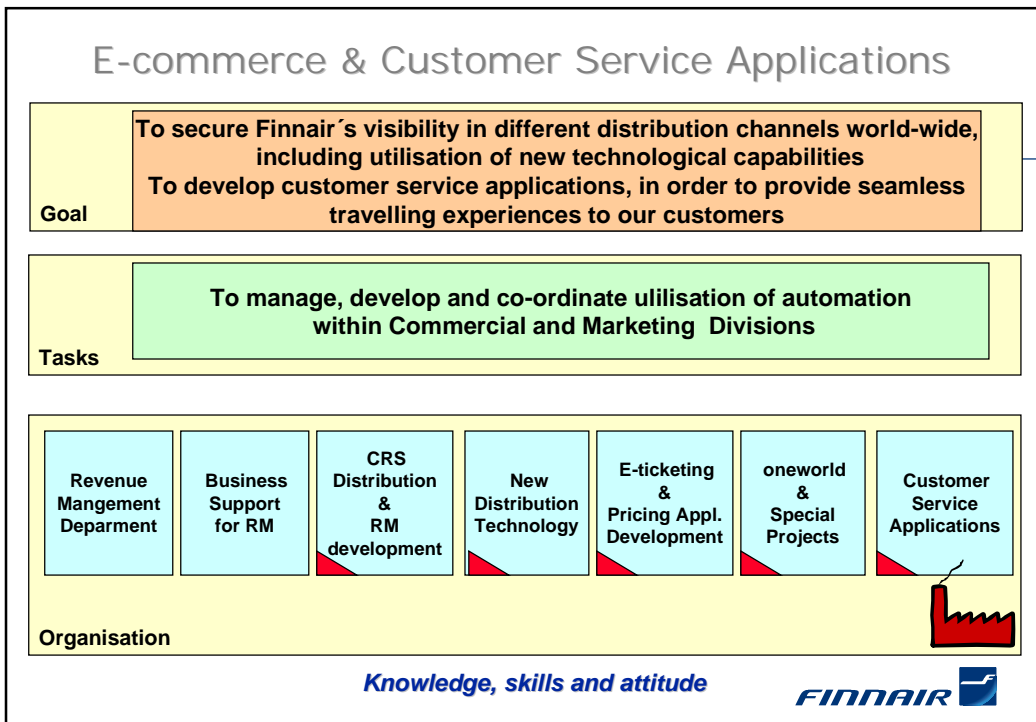
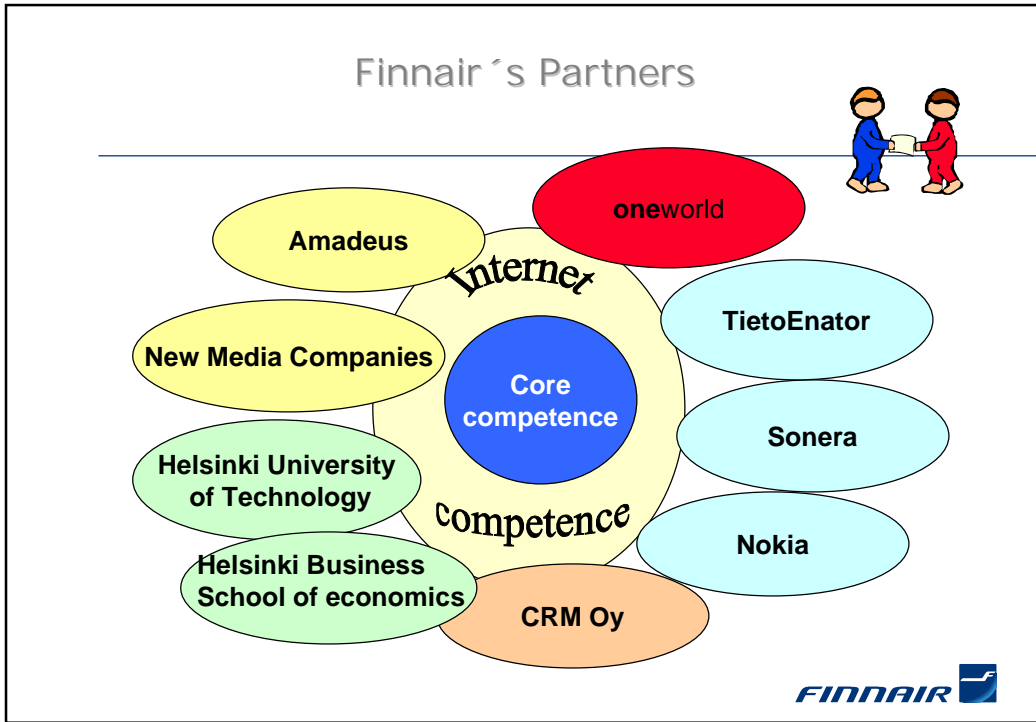
- ✓ There should be **one Finnair Internet strategy with customized views** and services with access control to selected users.
- ✓ Finnair should deploy an **aggressive home market strategy** to capture all travel related traffic into the Finnair site.

Primary means

- ✓ Define and develop **one process that is supported across all channels** first for Finnair Plus members and then gradually to all customer segments.
- ✓ Primary focus should be on **enabling self service capabilities** to enhance the service level and to lower cost.
- ✓ Make **customer data available across all channels** in one customer data base.









Task Descriptions

- ▲ Internet strategy
- ▲ Internet based product and process innovations
- ▲ Internet partnerships and IT co-ordination
- ▲ **Oneworld** co-ordination
- ▲ World-wide online visibility
- ▲ Development project management
- ▲ Development priorities (Task Force)
- ▲ Home and hostile market co-ordination
- ▲ External and Internal communication



Online products

BUSINESS
Class

Business class

- Credit card
- D-class to be included

 **TIISTAIAMUNA**
www.finnair.fi/akkilahdot
VAIN NETISTÄ.

Last minute product

- Credit card
- Based on ARE forecast



Campaign product

- Credit card
- Summer and winter campaigns



MultiFLYe

- Account clients (billing)
- Electronic serial ticket
- To expand to Scandinavia



Finnair Plus -online

- Sign-in required
- To implement award booking



Mobile services

- SMS and WAP
- Timetable, arr/dep
- MultiFLYe (booking, re-booking)
- Several projects



