

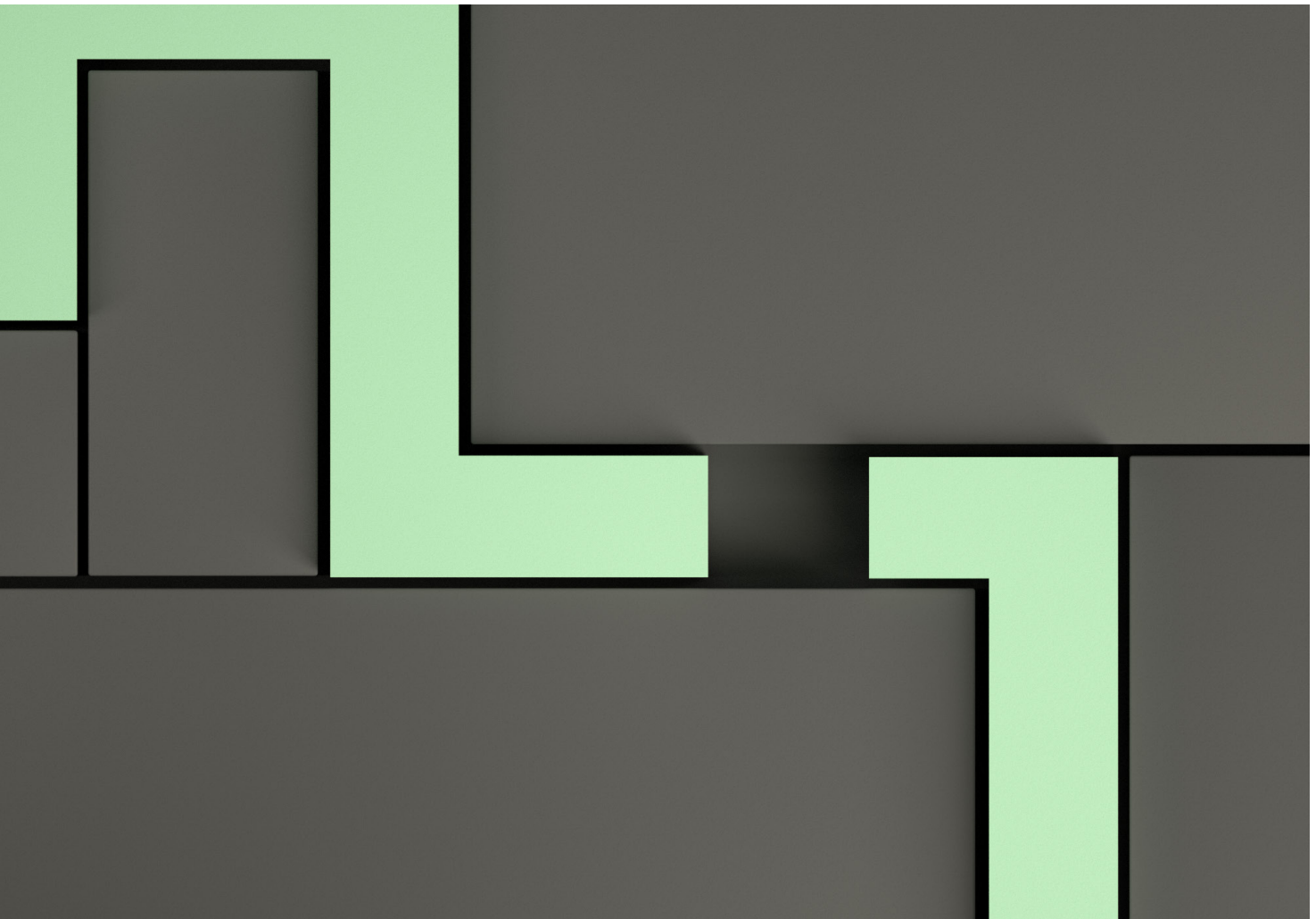
Digital stories from the ground up

Your guide to how organisations achieve
real-world business transformation

An Elsewhen Report by Leon Gauhman
and Yafaa Ahres

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Elsewhen



Driving digital change in your organisation can feel like **exploring uncharted territory**. You strive to make forward progress and reach new landmarks—but you have no proven route map to follow and no trusted guide to help you.

Digital leaders often have a strong vision for what they want to achieve, but lack detailed real-world examples of how other organisations have delivered similar transformation initiatives in practice.

For that reason, we have created this new guide gathering a range of client success stories—showing how Elsewhen helped these diverse organisations deliver positive digital change from the ground up.

Digital stories from the ground up

Your guide to how organisations achieve real-world business transformation

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Transforming to a digital business

The background features an abstract 3D bar chart composed of several vertical columns of rectangular blocks. The blocks are rendered in two shades of green: a darker teal and a lighter, almost white-green. The columns vary in height and are arranged in a way that creates a sense of depth and perspective. The overall aesthetic is clean, modern, and digital.

Digital technology has been a mainstay of most businesses for decades—and yet many everyday business processes have **stayed largely manual.** To do their jobs, employees and business customers send and receive emails, make phone calls, update spreadsheets, and perform other manual tasks.

True digital transformation is about changing your fundamental business processes themselves—to harness the full potential of digital channels, platforms and technologies.

While it may start with a single business process, digital transformation encompasses the integration of digital technology into all areas of your organisation. This will fundamentally change your business operations and how you deliver value to customers.

On a higher level, digital transformation is about driving a cultural change in your organisation—where you constantly challenge the way things are, experiment with new ways of working—and learn valuable insights from your setbacks and successes.

Customer-centricity and user-focus should be at the heart of how you reimagine your processes for digital. You should rethink how to benefit the customer and then realign the value delivery processes with technology—to answer customer needs in the best possible way.

A key aspect of digital transformation is the ability to start replacing manual steps in your business processes with algorithms—automating the steps, rather than requiring a person to undertake that action. This automation could use simple business logic—or apply more advanced machine learning and AI.

The long-term objective of all this is transforming your organisation to become a technology-enabled business. Such digital transformation has already moved ahead widely in recent years, partly as a result of the COVID-19 pandemic. With a large portion of the workforce continuing to work remotely using digital tools, organisations have realised there is no going back on this aspect of digital transformation.

Organisations in all sectors and industries are learning from pioneering tech companies like Amazon, Uber and Netflix. One lesson is that old business models can be disrupted and subverted overnight by new customer-centric digital offerings. Another lesson is around the tremendous efficiency, scalability, agility and innovation that tech-enabled companies have unlocked. Through digital transformation, your organisation can also gain these benefits—and be a competitive data-driven business ready for the future.



Capitalflow

DIGITAL STORY Financial Services

Moving from traditional processes to a digital platform

Financial services firm Capitalflow has become Ireland's fastest-growing alternative lender to SME businesses, serving more than 2000 companies. The business had launched with an attractive offering to customers—but its underlying technology infrastructure was holding it back from the next phase of growth.

The company's lending process was based on a complex mix of manual activities, requiring phone calls, emails, Word files, paper documents, PDFs and spreadsheets. Receiving a customer lending application, assessing this, making a decision and transferring capital could take weeks.

Capitalflow appointed Elsewhen to conduct a review of its current processes and technology to ascertain the best approach to achieve its growth ambitions. Elsewhen worked closely with Capitalflow to create a new technical architecture that would be needed to achieve its ambitious goals.

We gave Capitalflow a complete action-oriented strategy to build its new digital platform. The approach ensured business continuity and minimised disruption during a safe migration of customers onto the new platform.

Our technology assessment provided due diligence for the shortlisted vendors: These new digital infrastructure components are connected using modern APIs and algorithms—so processes and decisions can happen in real-time, rather than taking days or weeks.

Capitalflow now has the strategy for a scalable digital platform to improve customer experience, gain greater market share, better identify market opportunities—and roll out new offerings quickly to take advantage of these.

[Read the case study](#)

Client Worthiness

Risk Profile: 85 Low

Revenue from Client (Last 12 Months): €19,000 | +4.21%

Approved Credit Facility: €230,000 (€20,000 Available) / €650,000

Credit Distribution: Total €230,000, Asset Finance 56%

Type	Loan #	Orig. Sum	Still Due	End Date
AF	#37478	305,000	90,000	01/12/21
AF	#39876	100,000	8,900	15/04/20
CRE	#12862	243,000	131,000	15/05/21

CF Rating: 65 Low

6 Month Rating History: +25%

- Payment Health
- Watchlist Customer
- 2 CCJs Recorded in Past 3 months
- AML Passed
- Recent changes to cashflow
- No Fraud Detected
- KYC Passed

Vision-Net: 67

- 2 CCJs recorded past 3 months
- 5 Year Incorporated
- 200,000 Turnover
- Up to Date Annual Returns

CCR: 6 Outstanding agreements, 3 Missed Payments, 6 Mix of Loans

Other CF Facilities: Total €170K (AF, CRE)

Deals by Region: This Year



DIGITAL STORY Retail

Using digital channels for customer self-service

Selecta is Europe's leading provider of self-service beverage and food vending machines to businesses and venues. The company operates in countries including the UK, Switzerland, France and Sweden, and generates approximately €1.6 billion (£1.4 billion) in annual revenue.

Previously, the majority of Selecta's business customers were ordering equipment and supplies via phone or email. Some territories had experimented with digital channels, but these projects lacked a unified approach, gave a poor user experience and had not achieved much uptake.

Selecta had developed a growing appetite for a new digital self-service B2B2C (business-to-business-to-consumer) channel. However, the business relies on a complex mixture of legacy technology—while acquisitions and a variety of markets operating independently have added to tech debt.

Elsewhen worked with Selecta to create a working prototype platform to build confidence in digital transformation. The team specified the

requirements for a new digital platform enabling business customers to order, configure and manage Selecta products. To ensure a great customer experience aligned with the Selecta brand, we evolved a design that utilised UX best practices and consumer-grade design.

After interviewing key Selecta stakeholders, we considered underlying technologies, proposing and evaluating a range of system architecture options. We explored issues such as cost-effectiveness, resilience, scalability—and how product data would be communicated between Selecta's ERP and CRM and the customer ordering platform. Selecta followed our recommendation of basing the platform on proven SaaS (software-as-a-service) cloud-based technology—ensuring fast development, excellent support and resilient operations.

In just 6 weeks, the team delivered a working digital platform for the UK market as planned. An additional benefit of the project was that we mapped out Selecta's wider technical real estate—a valuable asset for the future rollout of digital across the business. We worked out a plan of action for this process to scale across the Selecta group. With the fully functioning POC in the UK market, they were able to engage other countries and get them excited about the future of digital at Selecta.

[Read the case study](#)



Improving experiences for users and customers

The background of the page is a vibrant teal color. Overlaid on this are several 3D geometric shapes, including rectangular blocks and stepped platforms, rendered in various shades of teal and light green. These shapes are arranged in a way that creates a sense of depth and perspective, with some blocks appearing to be stacked or connected. The lighting is soft, creating subtle shadows and highlights on the surfaces of the blocks.

How can your organisation **transform the digital experience** it provides to customers and employees? The answer is to learn from the power of the latest consumer-grade experiences we are all familiar with outside of the workplace.

Today, business people will rightly expect all their providers to offer the same quality of digital experience as they would enjoy in their personal life as a consumer. From their life outside work, every business person knows how easy and convenient it is to use Facebook, Amazon or Netflix.

So what raises an enterprise digital experience up to the consumer-grade level? Among the key qualities are:

Intuitive

It must be simple and intuitive to use. Today's consumer platforms such as Facebook and Amazon do not require a user manual. The user interface (UI) of successful consumer applications is clear, natural and obvious to explore and operate, with contextual help and support offered automatically as needed.

Accessible

A modern digital experience must enable the user not only to access it via a PC at the office. It must be equally accessible on the move with the user's mobile device, whether via a native app or mobile-optimised website.

Resilient

In the past it was accepted that enterprise systems will sometimes go offline for maintenance or upgrades, or occasionally under severe loads. This kind of performance would be unacceptable in a consumer-grade platform. Business customers and users will now be intolerant if they cannot get tasks done at evenings or weekends—or if there are unexpected outages.

Fast

Business people want to get tasks done quickly, and have no patience for laggy performance, long load times or disjointed user journeys. They are accustomed to consumer-grade experiences—where such issues have been smoothed out through extensive user testing, iterative refinements and intelligent process design.

Personalised

People want an experience that is tailored to their needs, behaviour, likes, dislikes, and individual requirements and use cases. The system should learn and remember the way the user likes to work—not the other way around.

Always up-to-date

Users of consumer-grade experiences expect that any issues will be fixed quickly. They want frequent seamless improvements based on their feedback that occur automatically in the background—not a jarring annual version upgrade.



DIGITAL STORY Telecoms

Building engagement with a better digital experience

Global satellite communications business Inmarsat is a leading provider of data connectivity to maritime, aviation and other industries.

Customers value and depend on Inmarsat's advanced products and services—but they were less satisfied with the legacy manual customer service processes. They encountered a disconnected, disjointed experience when ordering services, requiring a mix of online channels, email and call centre support.

Inmarsat knew they had to make a major business transformation—and provide a digital experience that would put their customer first. Inmarsat's customers wanted to understand clearly what each of the services are, submit and track their orders, and provision services easily—and all of this with a responsive, intuitive, consumer-grade digital experience.

Inmarsat chose Elsewhen as its digital product consultancy and transformation partner. We worked directly with Inmarsat's

project leads, as a key part of the program board to drive the transformation—and collaborated closely with Inmarsat’s existing systems integrators and PMO partner.

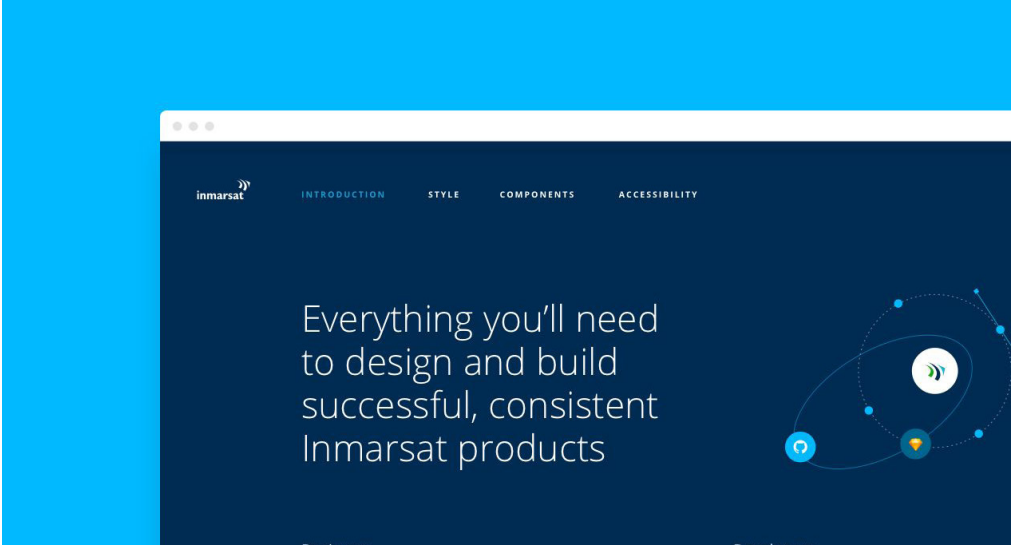
Elsewhen enabled a shift from a standard technology process-focused environment to a modern customer-centric lens. We helped Inmarsat embrace an iterative design approach, placing the customer point-of-view at the heart of the project. We owned the entire customer-facing work stream, maintaining an accelerated pace using iterative sprints for design, build, testing and deployment.

Our designers delivered the end-to-end customer journey lifecycle in an attractive, simple and highly responsive UI, providing a consumer-grade digital experience. We implemented a design system enabling iteration at speed and scale. This empowered the team to quickly refine the customer journey as we received feedback from user testing.

Elsewhen also helped Inmarsat create a new application programming interface (API) for customers to securely connect their own systems to the provider for seamless ordering and provisioning of services.

Inmarsat estimates the digital transformation has already generated multi-million-pound savings in operating expenses—and radically improved both employee and customer experiences.

[Read the case study](#)



inmarsat

INTRODUCTION STYLE COMPONENTS ACCESSIBILITY

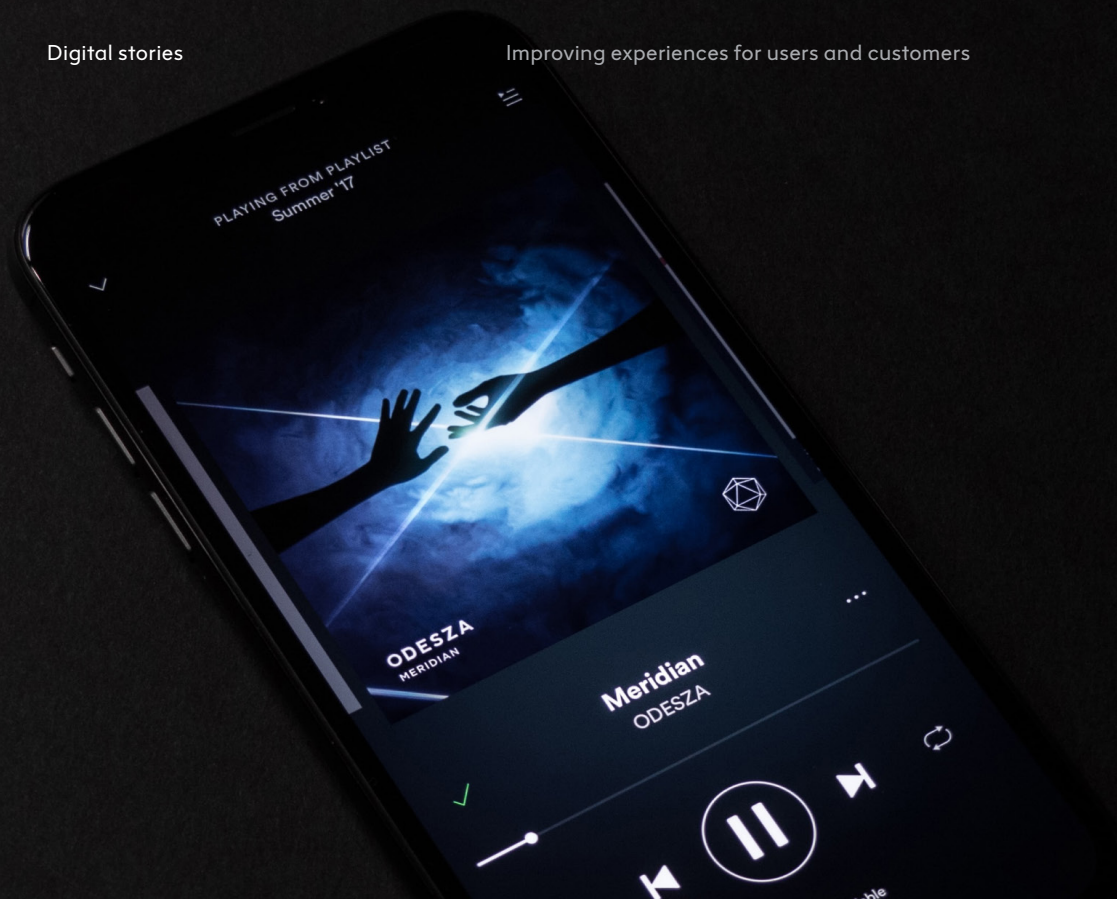
Everything you'll need to design and build successful, consistent Inmarsat products

Designers

This site gives you a visual guide to Inmarsat styles and components, plus a written explanation of the rationale behind our design system. We've also created a sketch file containing all the individual

Developers

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Our design system tracks a live Github repository so that you know you're getting our latest updates and resources to build your product. Use it to populate code snippets (CSS, HTML, JavaScript) so that you know you're getting our latest updates and resources to build your product. Use it to populate code snippets (CSS, HTML, JavaScript) so that you know you're getting our latest updates and resources to build your product.



DIGITAL STORY Media & Entertainment

Understanding the needs of internal customers

Spotify is the world's largest streaming music provider. While music fans are familiar with Spotify's beautifully designed front end and client apps, the business also relies on complex back-end core infrastructure to power its platform.

Spotify's core infrastructure team is responsible for the overall back-end experience for its engineers as they build and scale features and services. With a fast-growing population of multi-disciplinary engineers, the team asked Elsewhen to conduct user-focused research, to help them provide a better experience for these internal customers.

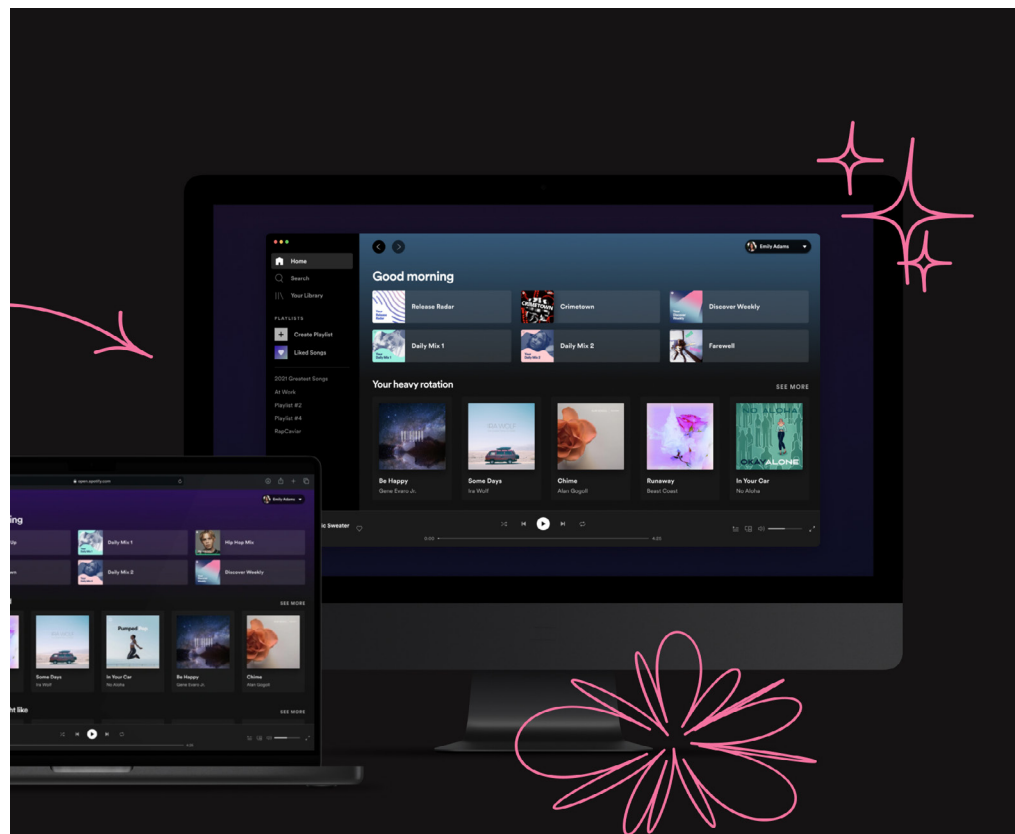
Our team began by immersing ourselves in the Spotify engineering environment to understand the context of the task. We identified and prioritised categories of engineers to target in the research—and then conducted 30 user and stakeholder interviews. To maximise the value of each interview, we created interactive discussion boards in the collaboration tool FigJam, focused on the top user pain points.

We recorded the findings from these interviews into a Notion database, identifying a total of 99 individual user insights, each rated with a 'pain index' score. We then abstracted these to a higher level, clustering and synthesising them into 8 key themes.

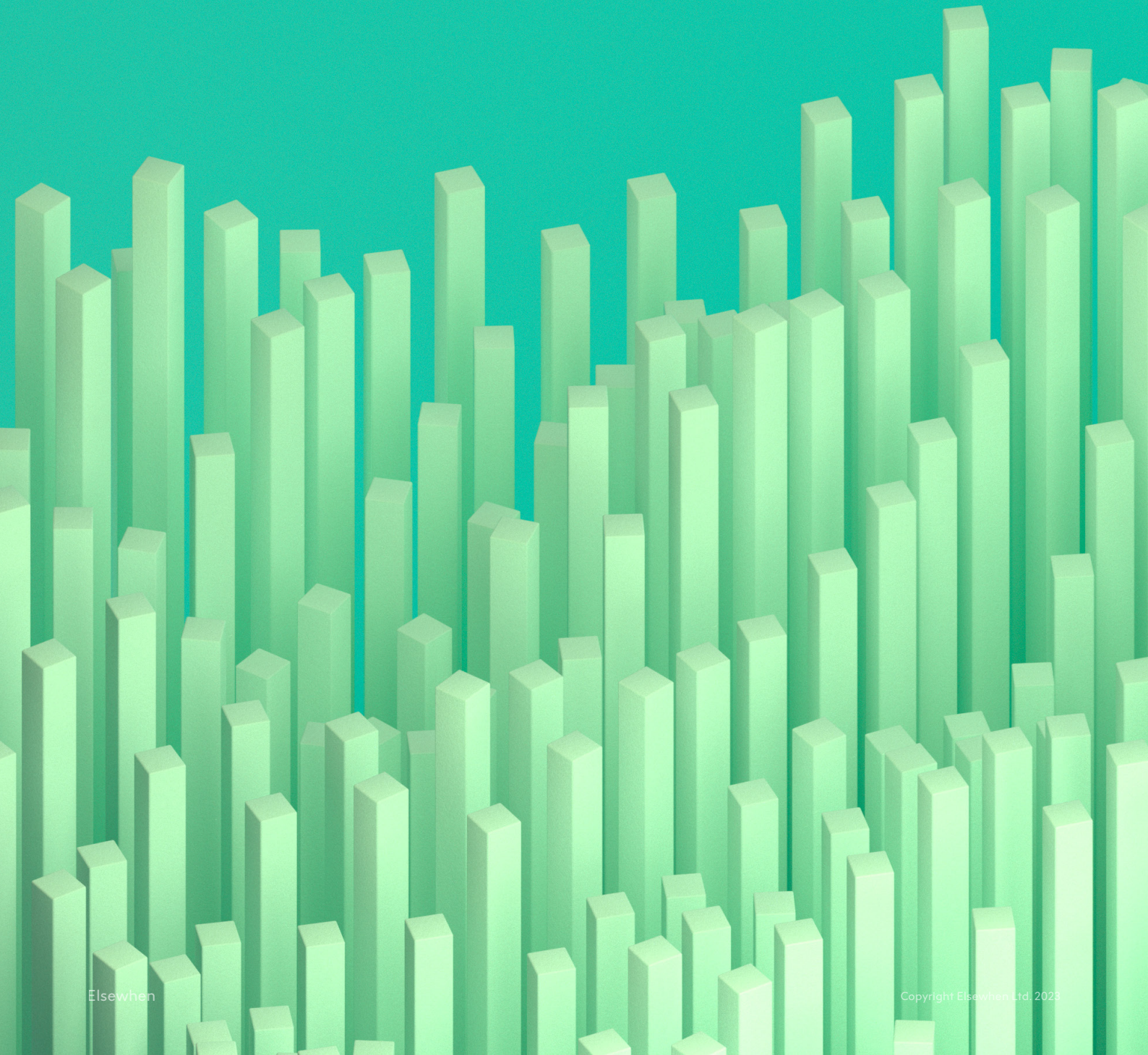
The next phase continued with a prioritisation workshop to identify the highest priority themes. Opportunities to address these issues were rated using the RICE (reach, impact confidence and effort) framework. Elsewhen mapped theme relationships, analysed Jobs To Be Done (JTBD), recorded engineer pain points, and created a detailed core persona of the internal customer.

We concluded the project with further workshops to turn the themes and issues we found into opportunities and OKR (objectives and key results) targets, which Spotify's team could then take forward. Our work helped Spotify visualise the current state of play for their internal customer experience, envisage a picture of a better future—and figure out how to get there.

[Read the case study](#)



Powering workflow and productivity



Increasing your business efficiency and team productivity will typically be among the key anticipated benefits of digital transformation in your organisation. Working with an expert digital consultancy can enable you to **raise productivity in the workplace and beyond.**

New digital processes, services and collaboration tools help your people be more empowered and engaged. You can build a digital business culture combining people, technology, and best practice. You can also increase efficiency, improve performance and enhance the working environment for your employees.

For a more collaborative organisation, you need to equip your people with the right digital processes and tools. You can consolidate data silos, and enable alignment and cooperation across all your teams. Automation of digitised tasks makes processes run faster and more efficiently, with less stress on employees.

Digitising a business process is about more than just 'going paperless' or communicating with your team online. It means applying the capabilities of digital technology to every aspect of that process—and how it serves the user or customer.

A digital consultancy can help you put customer-centricity and user-focus at the heart of how you reimagine your processes for digital. Your consultancy can also help you find and overcome the bottlenecks and blockers in your workflows—conducting user interviews and workshops to identify causes of congestion that may be hindering productivity.

Moving forward, you can rethink how to benefit the user and then realign the value delivery processes with technology—to answer user needs in the most productive way. They can help your organisation increase efficiency and productivity across your product delivery workflows and operations, using agile development and design methodologies.



DIGITAL STORY Media & Entertainment

Enabling more productive teams and removing blockers

Even the most cutting-edge tech companies face productivity challenges, as we discovered during a further engagement with music streaming giant Spotify. To ensure a great customer experience across all platforms and devices, Spotify has a dedicated design team of over 350 people to implement, maintain and continuously improve the design of its products.

Spotify recently initiated a business-wide review of its design work processes to improve productivity. The business needed an in-depth understanding of workflows—to remove bottlenecks for designers, while enhancing productivity and the working experience.

They engaged Elsewhen as a strategic partner to review design workflows—and recommend changes. During the project, we embedded our people into the Spotify design teams—to gain a deep understanding of their real-world processes and how to improve these. Our activity was focused in four main areas.

User research

We conducted interviews with Spotify team members to gain first-hand insight into user needs and working processes.

Process mapping

We mapped out the current product design workflows, and visualised the findings—as a basis for discussion and identification of opportunities.

Service design

We then proposed enhancements to methods, tooling and workflows. All our work was delivered as live and interactive artefacts—captured in Figma, Miro and other collaborative tools.

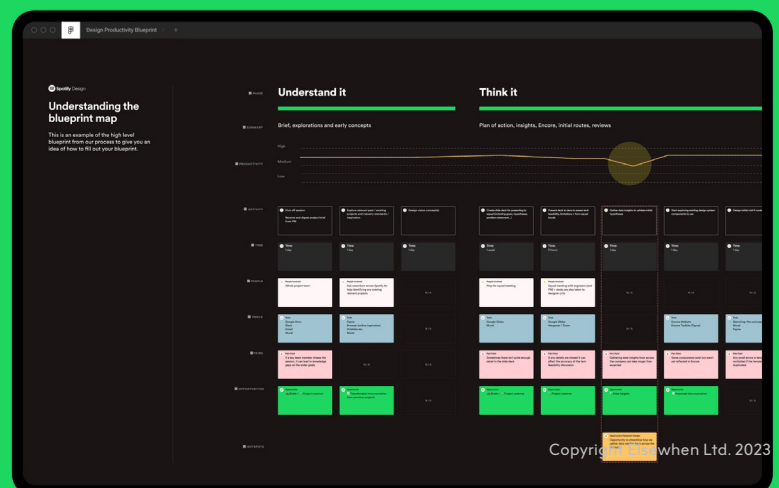
Rapid prototyping

We created digital prototypes to test ideas for improvements in the design workflow. Moving from static mock-ups to clickable prototypes helped the team gain invaluable user feedback. It equipped Spotify with tested ideas ready for further development.

The new service blueprint was a key output of the project. This illustrated the workflow across people, systems and processes—and the areas where research showed opportunities for improvement.

Our research and recommendations enabled meaningful change to help Spotify meet its key objectives—and supported Spotify's target of enhancing employee effectiveness.

[Read the case study](#)





DIGITAL STORY Financial Services

Accelerating digital product delivery and testing

Global payments technology company Mastercard works to make transactions safe, simple, smart and accessible across more than 210 countries worldwide. Mastercard faced a challenge to meet the growing market demand for its prepaid card services. The prepaid card team creates digital products for corporate clients that enable them to run their own prepaid card programmes.

A key problem was that the team's testing process was siloed from the rest of the development process. This lack of visibility and collaboration meant they were unable to respond effectively to demand. The team was also very under-resourced and lacked senior input from the business.

Mastercard engaged Elsewhen as a strategic partner to clarify the underlying symptoms of the problem. We worked to enhance

and accelerate Mastercard's product delivery, user acceptance testing (UAT) and quality assurance (QA) processes.

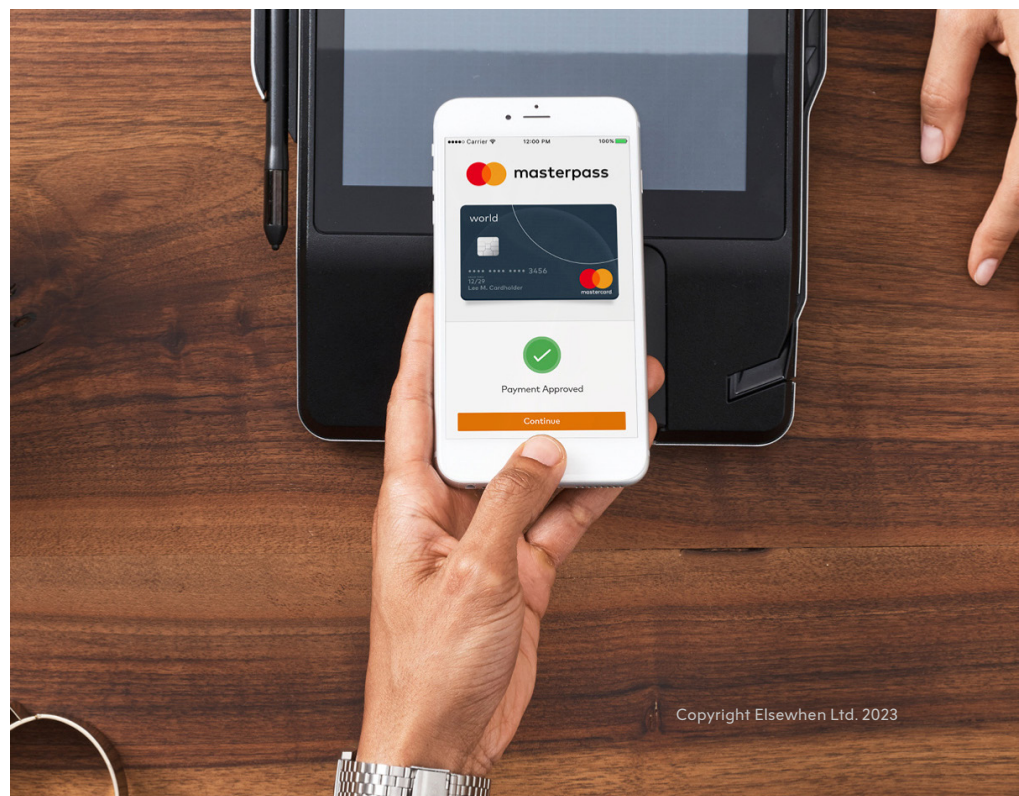
In terms of team structure, we recommended better alignment of UAT with product owners and Scrum teams, with a UAT analyst for every two teams. Our experts clarified how the Agile Scrum process should operate.

We also recommended that Mastercard's teams "shift 'left" along the timeline—starting testing, collaboration and risk assessment earlier in the development process. They also encouraged more automation of testing, rather than the reliance on manual regression testing.

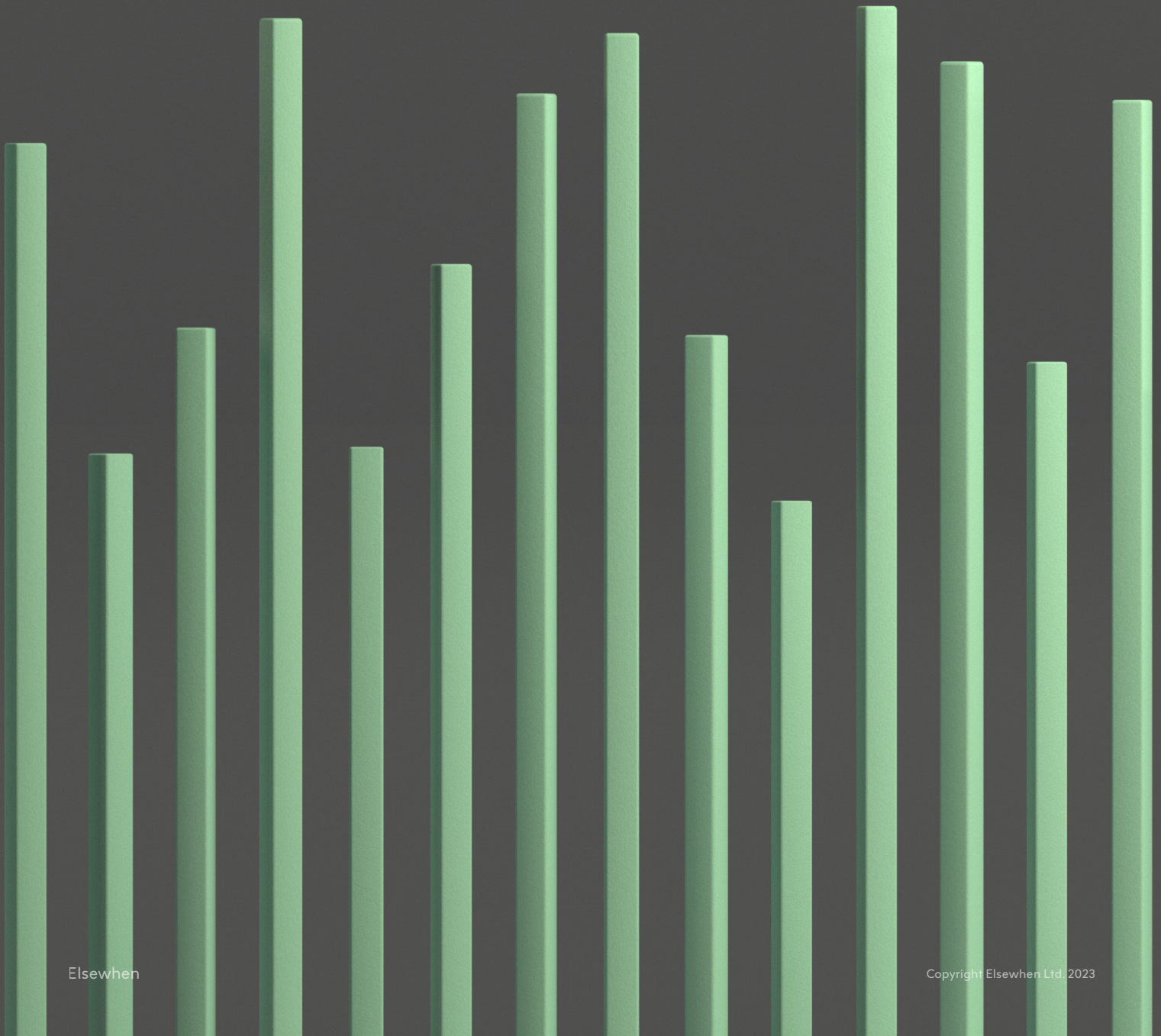
Elsewhen was proactive on Mastercard's team resourcing issues, helping the firm hire the right people—including a senior leader—by putting together a detailed process to follow.

The primary outcome of our work was a much better product process throughout, as well as key improvements to the QA and UAT layers. For example, the introduction of automated end-to-end regression testing has reduced UAT effort by 87.5%,—helping to accelerate delivery and assure quality for Mastercard.

[Read the case study](#)



Unlocking new value from data



Businesses today are creating, accessing and storing **more information than ever before.** This is not only structured data like spreadsheets and databases—but also increasingly unstructured data, streaming in real-time from online transactions, social interactions, and IoT device sensors.

However, on average, up to 73% of all data within an organisation goes unused for analytics (Source: Forrester). This means that most of the potential value in a company's data is never unlocked and utilised.

Conventional data analytics and business intelligence (BI) tools are also not accessible or usable by most business people—or by their customers. So even when potentially valuable data is made available, most people have no easy way to get insights from it.

But this is changing. Progressive businesses are creating a variety of new digital tools and dashboards that make it quick and easy for customers and employees to bring data insights to life.

These self-service analytics tools enable customers or business users to run queries and generate reports themselves via a web browser or mobile app, without needing specialist IT assistance.

Three factors are vital for delivering a successful self-service analytics tool:

Making the right data accessible for analytics

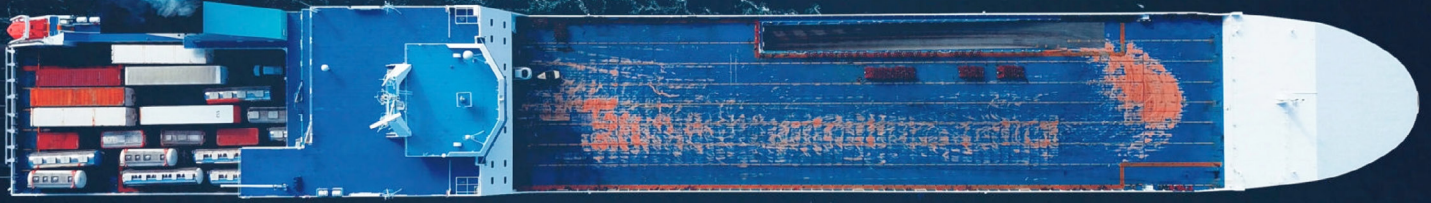
These self-service tools provide a range of basic analytic capabilities, based on an underlying data model. This data has usually been processed, simplified or scaled down, for clarity of understanding and ease of access. Making the right data available to the tool may require consolidation of siloed data sources, real-time data processing, and development of new application programming interfaces (APIs).

Understanding what users want to know

Rather than providing advanced general-purpose analytics, these tools are configured to answer a specific set of questions that users need answers to. For the tool to be truly useful, it must be created based on research and understanding of the most frequent and pressing user needs.

Making insights clear with design and visualisation

The goal of these tools is to deliver insights via an outstanding user experience (UX). Rather than just viewing data in lists and tables, they should provide graphical dashboards and interactive visualisations, to make the meaning and value of the data immediately clear.



DIGITAL STORY Telecoms

Meeting customer demand for data analytics

In a further project for satellite communications provider Inmarsat, we helped them to bring new customer value from their data.

Inmarsat is a leading enabler of data connectivity to the maritime industry. Many fleet owners use Inmarsat's connectivity to enable "smart ship" systems, giving them real-time data on metrics such as vessel location, velocity, engine performance and fuel consumption. However, one area where fleet owners have lacked insight is on connectivity itself. They increasingly want to know how, when and where airtime is used—and to confirm that their connectivity meets Service Level Agreements (SLAs).

Previously, if a customer wanted to understand the connectivity performance for its vessels, Inmarsat would have to manually create a report from its various data logs, requiring cost, time and effort.

Elsewhen worked closely with Inmarsat to create a new customer-facing online analytics tool, providing real-time and historical data insights on the connectivity experienced by each vessel.

Our team identified what relevant data existed—and where it lives in Inmarsat’s systems. We developed a new API that would enable the tool to access the data it needs for analytics. We also consulted with Inmarsat’s customers to determine which insights would provide the most value.

The tool gives Inmarsat’s customers a comprehensive picture of their vessels’ connectivity and airtime usage over a user-specified timeframe. Gaining a visual representation of the status and location of each vessel helps fleet owners understand how connectivity may be affected by geography, weather and other factors. It provides a responsive user interface for display on a range of devices—and is quick and easy to use, even when working with data for very large fleets.

Creating a modern tool and API for visualising connectivity data is enabling Inmarsat to unlock new value for its customers. The anticipated follow-on benefits for Inmarsat include a reduction in manual work to resolve client queries, as well as improved customer satisfaction, loyalty and revenue.

[Read the case study](#)

Current	Last 24 hrs	Expected (30d)
7	24	64

Latest arrivals		
Mossalem Tide	Tidewater Inc	08:15 UTC
Fanning Tide	Tidewater Inc	08:05 UTC
Liquigan Tide	Tidewater Inc	07:15 UTC
Sutton Tide	Tidewater Inc	06:35 UTC
Northern Tide	Tidewater Inc	05:45 UTC



DIGITAL STORY Media & Entertainment

Gaining data insights with an interactive platform

Finecast is a leading player in “addressable TV” advertising. They provide advertising buyers with a single point of access through which to micro-segment and target digital TV audiences with a market-leading degree of accuracy.

Finecast had previously relied on a complex and hard-to-use off-the-shelf tool for campaign audience planning and pricing. The existing approach couldn't scale, as the number of users was limited by the system and the complexity of the experience. It required too many manual steps, slowing down the process and making it prone to errors.

Finecast asked Elsewhen to deliver on its vision to centralise campaign planning, pricing and reporting activities into a single world-class self-service platform—and scale this out across multiple teams and global territories.

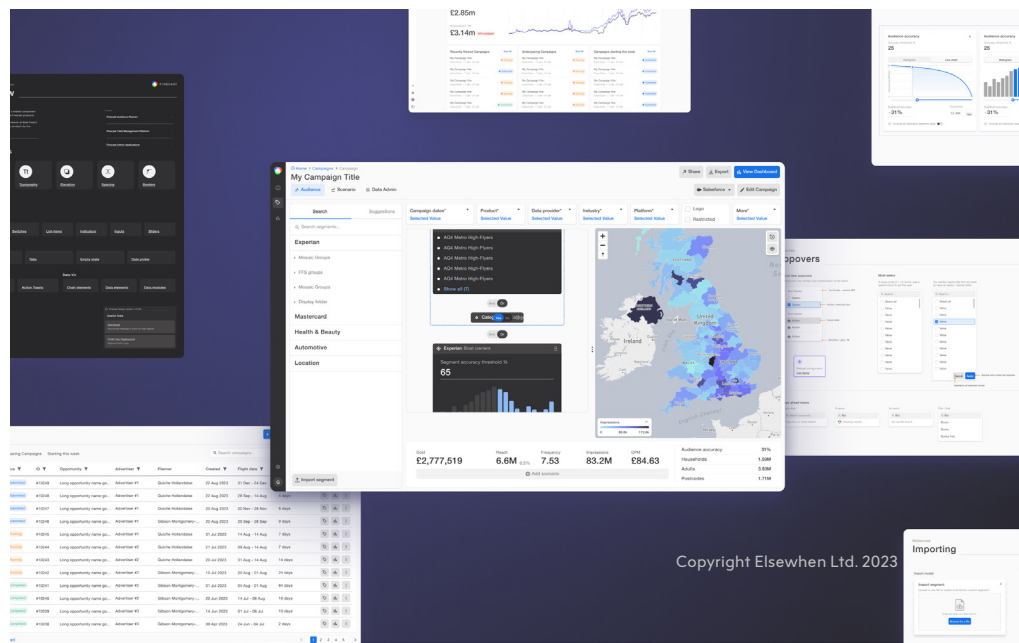
Elsewhen collaborated closely with the Finecast team on the project, using agile ways of working. We mapped out the internal workflow, considering people, processes and tools at a high level—to understand the various tasks, the flow of data through the organisation, and the pains and gains for the people involved. We integrated Finecast's brand throughout, creating a flexible design system and data visualisation interface—productising many of their core operations into intuitive and functional user experiences.

The Elsewhen team created a powerful self-service platform that allows precision campaign audience planning, pricing and reporting to be delivered in an efficient, repeatable and scalable fashion.

The new platform can build advertising campaigns to target ideal audiences, using a range of data sets such as audience identifiers and demographics. It enables clients to plan, schedule and price a campaign, visualising the geographical distribution of the audience on an interactive map—and adapting to fit the available budget.

Scenario mapping and planning functionalities allow clients to see how their campaign can achieve reach and frequency over time. The solution applies machine learning (ML) to analyse, predict and optimise campaign delivery using historical data. The new platform gives Finecast total campaign visibility, full value from their data, and a powerful yet simple and intuitive user experience.

[Read the case study](#)



Designing better digital products

Digital strategy consulting services can enable you to raise productivity in the workplace and beyond. **New digital processes, services and collaboration tools** help your people be more empowered and engaged.

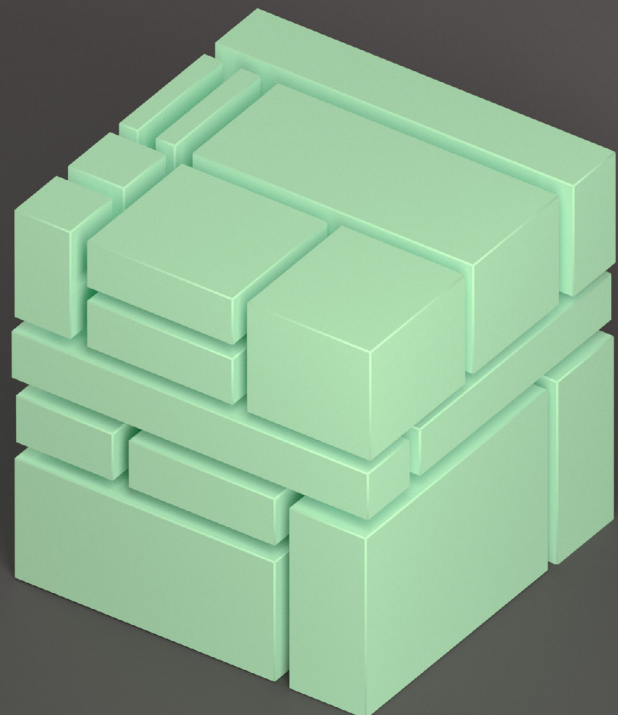
An expert product designer combines the skills of both user interface (UI) and user experience (UX) design. Understanding the objectives and desired functionalities for your product, they will research the needs and pain points of your customers or users, and find ways to address them. Mapping out user journeys and information architecture, they determine how people will engage with your product.

Your designer will then create and test high-fidelity interactive prototypes with users to obtain their feedback. In this way, they shorten feedback loops and can iterate quickly and incrementally. Presenting even a small set of screen designs can make it easier for non-technical stakeholders to imagine a real working product—and provide valuable feedback. This prototyping is also a great vehicle for building positive momentum and buy-in across your organisation.

Expert product designers work closely with engineering colleagues in integrated teams to enable end-to-end product delivery capabilities. They understand the fundamental principles and requirements of both design and engineering—so will never propose solutions that cannot be built.

They will help your organisation create and grow a high-quality design system. This comprehensive tool-set of design standards, assets and resources empowers your organisation to manage design efficiently and consistently, with reusable components and clear guidelines.

An experienced product designer understands that, when it comes to providing great experiences, the demands on organisations are much higher today than ever before. The designer knows that customers and users expect high-quality, delightful experiences—whether they are doing business with you or working for you. For this reason, the product designer will work to help your customers enjoy seamless multi-channel engagements with you that deliver on your brand promise.





DIGITAL STORY Health, Wellness & Fitness

Taking design and user experience to the next level

Magic Mountain is a social fitness and wellness activity app, designed to help people build healthier behaviours through the power of teamwork. The app enables users to set activity-based goals, share them with their team and track progress.

While the concept of ascending a 'fitness mountain' was appealing to users, the visual style of the app was not so popular. The user interface (UI) did not resonate with most of its user base—lacking a premium feel of design maturity and refinement. There were also many instances where the user experience (UX) was complicated and illogical. As a result, the app's user retention rate was dropping to 13% within a month—indicating lack of engagement with the product.

Elsewhen worked to give the Magic Mountain app a fundamental overhaul. In the research and discovery phase, we ran workshops to establish the current status and desired objectives. We conducted

interviews with a range of app users to understand their experiences and opinions. Our team also assessed and prioritised project features in terms of the RICE framework—reach, impact, confidence and effort.

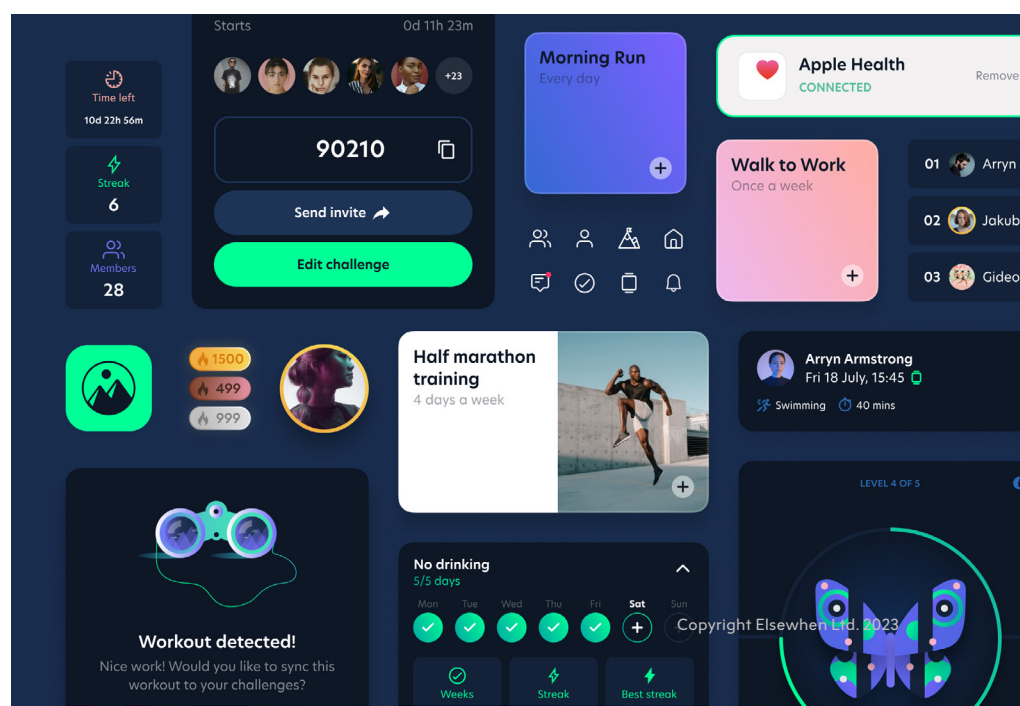
Our design team transformed Magic Mountain's conceptual ideas into a functional product design. Our research into real-world use cases for the app helped us shape and improve user flow.

Elsewhen's work on the new design system, component library and back-end code not only enabled the project to deliver value immediately—but also provided strong technology foundations for Magic Mountain to build on in future.

At the end of the 12-week process, we conducted a design and engineering handover—empowering Magic Mountain to move the app forward in future. We supported them with submissions to app stores and deployment of a new back-end API to the production environment.

Magic Mountain gained a transformed app—in time to demo at their next investor event. They have the infrastructure, tools and understanding to continue on the path we established together. Magic Mountain is now ready for a new phase of growth and investor attention—with an app that's truly fit for the future.

[Read the case study](#)





DIGITAL STORY Gaming

Upgrading digital experience for a multi-brand global business

As a FTSE 100 company in the gaming industry, our client has grown rapidly in recent years. Recent acquisitions mean the company now operates more than 20 brands in multiple territories and languages. A key issue for the business is bringing brand consistency and improved customer experience across the different channels and brands—maintaining best-in-class design consistency while allowing for individual brand values to shine.

In particular, onboarding and payments were seen as needing urgent improvement. The existing user journeys provided a poor UX and prevented many customers from completing signups and transactions.

Elsewhen collaborated closely with the company's Chief Operating Officer and Head of Customer Experience throughout the engagement. Our design teams worked alongside the company's people to share insights and build teamwork. Our discovery stream examined each customer journey at a high level. We also undertook brand discovery—understanding how

to tweak the baseline to each of the particular brand values and needs. We explored how to simplify the journeys using innovative technology, while retaining customer trust.

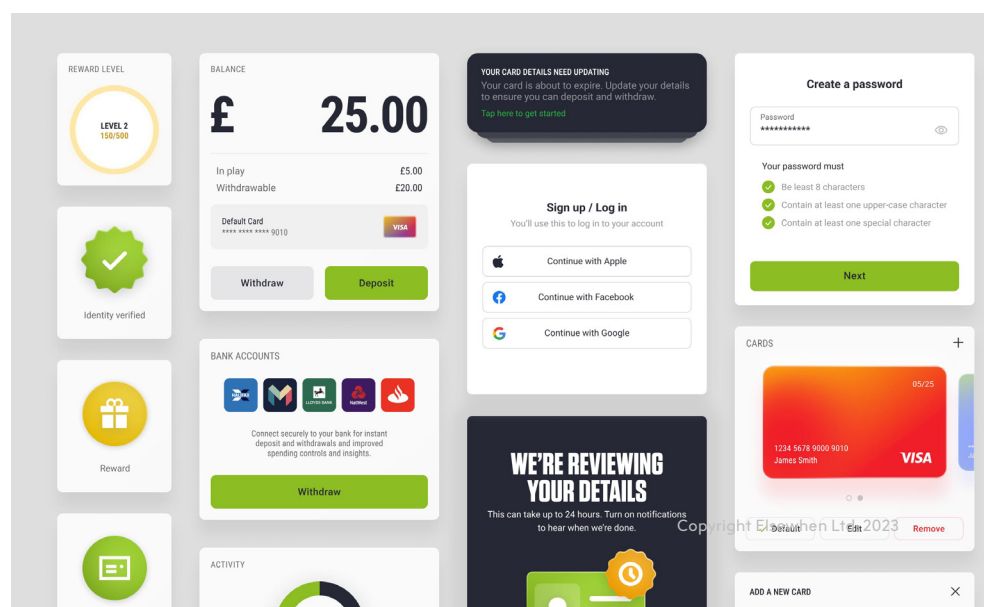
We evaluated assumptions made in designing each high-level journey, testing them with users and key stakeholders. We proposed behavioural “nudges” to encourage conversions—and customer personalisation to create a focused experience. Our team then developed the user journeys in detail, to ensure a seamless handoff to the implementation teams.

We delivered high-fidelity digital prototypes that presented an improved experience for the web. We also delivered a prototype for a new native app, providing a superior mobile experience. We worked across multiple client brands, providing each with a digital design system based on common components.

Our solution improved the onboarding and payments journeys, by embracing them as part of the customer experience, with clear use of the brand voice—rather than treating these activities as preliminary to the experience.

The digital prototypes we created were taken forward by the company for further implementation. The solution was then ready for the company's own teams to roll out easily across all their brands, languages and territories—enabling global customer experience improvements.

[Read the case study](#)





DIGITAL STORY Hospitality

Enabling customer-centric design with user research

Our client, a luxury hospitality group, operates exclusive members' clubs in over 30 locations worldwide. The group provides customers with a mobile app to help them get the most from their club membership. However, the business had identified a variety of problems with the app that needed addressing. The existing app had been developed in-house, and the business wanted Elsewhen to provide an expert outside perspective on the issues.

The app was primarily used by members to make bookings for club restaurants, leisure facilities and accommodation. It also provided members with a variety of content relating to their membership—but the presentation of this content, was confusing and unhelpful, particularly on the app's home screen. The app navigation and structure was hard to understand and use, meaning customer's struggled to find information and make desired actions.

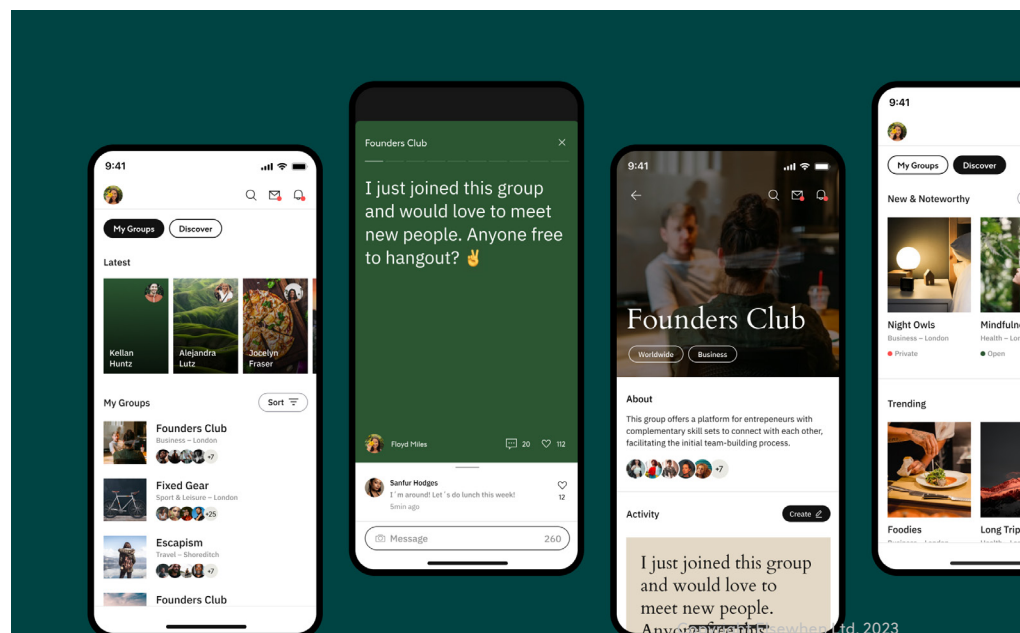
Another aspect of the app needing a rethink was the Connect feature. This had been introduced to encourage members to interact and engage with each other—but the implementation had not been fully worked through, so awareness and usage of the feature was very low.

Elselven worked closely with the group's Chief Technology Officer (CTO) and leadership team to plan and implement a 14-week project to address these high-priority issues with the app. We focused on resetting the core app product and process—to help the client's team work in a more customer-oriented and experiment-led way.

Our team researched and reimagined the key product areas: We designed a new navigation system and coordinated its initial implementation. We identified opportunities to improve the home screen and redesigned the interface to support this. We also worked to understand and improve the member Connect experience, supporting the client's objective to grow user engagement with this feature.

Overall, our work has equipped the client with research, recommendations, prototypes and an implementation plan to overcome its biggest app challenges. We helped them build an evidence-based, experiment-led team culture—where user-testing will be central to any ongoing product improvements.

[Read the case study](#)



Optimising digital solution architecture

For your organisation's people and processes to work effectively, you need to **clearly map out** your digital solution architecture, creating a strong strategic framework. Your solution architecture is a detailed description of your digital products or services, combining guidance from a range of business, information and technical viewpoints.

An expert digital consultancy can help you construct a pragmatic and achievable implementation plan for your digital solutions. This outlines the steps your team will take to achieve your shared goals and objectives. It combines process and action, covering all aspects of the solution—from overall scope and estimated budgets, to the channels, assets, platforms and tools required.

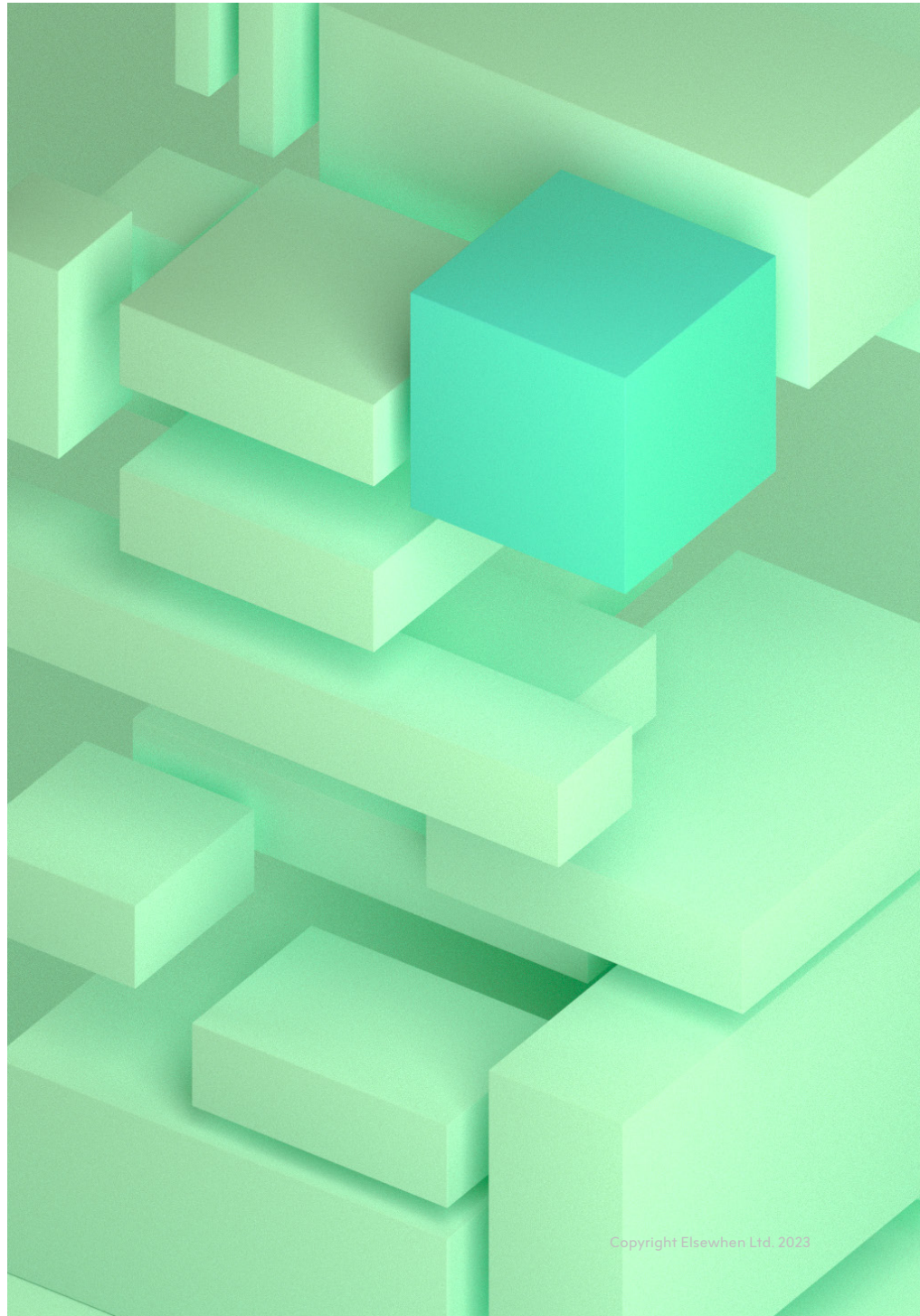
By making a service blueprint of your digital offering, you can visualise the elements and process flow of a digital service in detail. Creating a service blueprint works in two ways. Firstly it gives you a clear picture of the way things are today, so you can identify issues to address. Secondly it enables you to evolve an improved service design, structure and workflow that your team can agree on—before you begin actual development.

Your consultancy can also help you scale up operations beyond the limits of manual human resources. As digital change rolls out across your business, you move towards transforming all your organisation's operations to digital processes.

A digital consultancy helps your organisation successfully move to a transformed operating model, overcoming barriers to scaling

that can hinder digital programmes. They help you see beyond technology aspects, to understand the wider issues of the organisation, such as supporting infrastructure, people, skills and communication.

Driving digital efficiency at scale will enable your organisation to quickly deliver significant customer value, bring agility and resilience to operations, and improve productivity and the working experience for all your employees.





DIGITAL STORY Leisure, Travel & Tourism

Providing cutting-edge performance with legacy systems

Luxury travel booking company Secret Escapes asked Elsewhen to bring its mobile user experience (UX) up to a best-in-class standard—delivering the 'wow factor' that customers expect.

Secret Escapes wanted to transform their mobile touchpoint into a powerful customer conversion engine, ensuring a luxury brand experience—but without requiring changes to the existing business-critical legacy systems that host their fast-changing catalogue of thousands of destinations, partners and offers.

Another key issue to solve was around the resilience of these systems at times of high user traffic. When Secret Escapes sent out its email newsletter, this would cause a sudden spike in user activity. This in turn placed high demand on the application programming interface (API) of their core system, often taking the website and app temporarily offline—an unacceptable situation.

Elsewhen designed and developed a new native app to deliver the best mobile user experience for Secret Escapes customers. At the same time, we knew this would have to work seamlessly with legacy architecture.

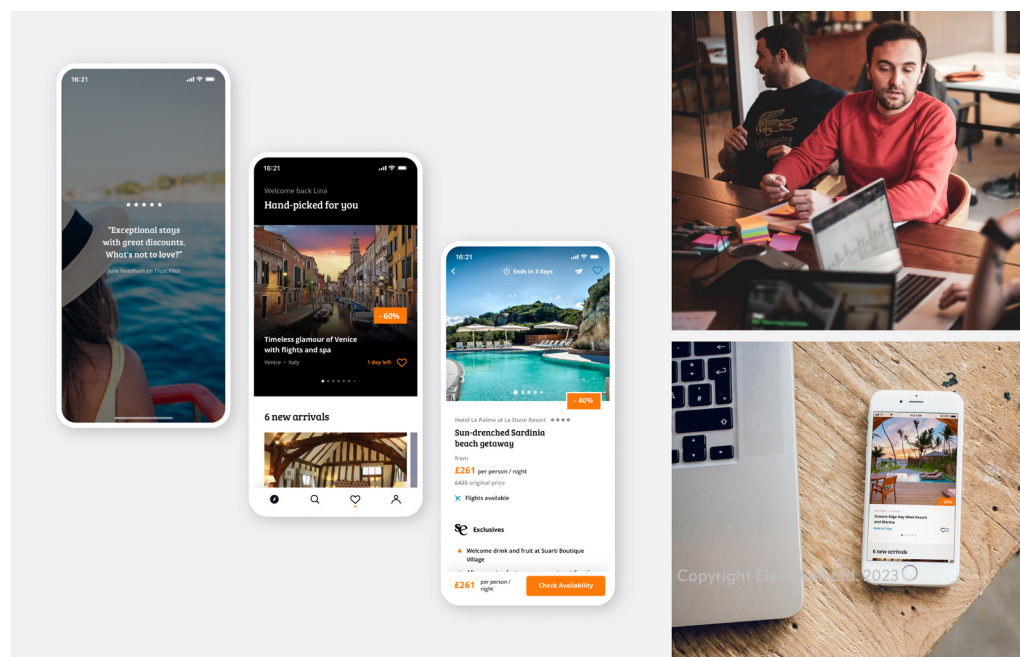
Our team worked directly with the Secret Escapes CMO and CTO, to enable quick decisions, provide full quality assurance (QA) and ensure that our work would 'plug-and-play' seamlessly within their existing product landscape.

Using GraphQL middleware (developed to power giant digital platforms like Facebook), we enabled API queries to be managed more efficiently, overcoming resilience issues and supporting the requirements of a cutting-edge native app.

The brand's new app delivered major improvements for Secret Escapes across a range of metrics. Click-throughs from listings pages to purchasing were increased by 24.4%, while successfully completed purchases increased by 210%. Estimated lifetime value (LTV) of customers using the new app is 25-35% higher than before. While the legacy mobile app had been rated only 1 star on the Apple App Store, our new native app has achieved a user approval rating of 4.8 out of 5 (as of January 2022).

Overall, Elsewhen's work has provided major benefits for Secret Escapes, and is continuing to help the business scale their offering internationally for future growth.

[Read the case study](#)



DIGITAL STORY Media & Entertainment

Scaling solution architecture for improved efficiency

Our client, a leading global media platform, is focused on maintaining its speed of delivery and innovation. It has grown its R&D powerhouse to over 4,000 engineers. The business identified that some of its teams were in a constant state of over-demand by other teams. This congestion of certain teams slows down the organisation, and hinders its ability to innovate and deliver at pace.

With the client planning to double engineering headcount over the next three years, they asked Elsewhen to conduct research into their working practices and tech architecture—to better understand their barriers to execution.

To generate a comprehensive view of the problem, Elsewhen asked leaders about their ambitions and their overview of the implications of congestion. We then conducted interviews with more than 50 key

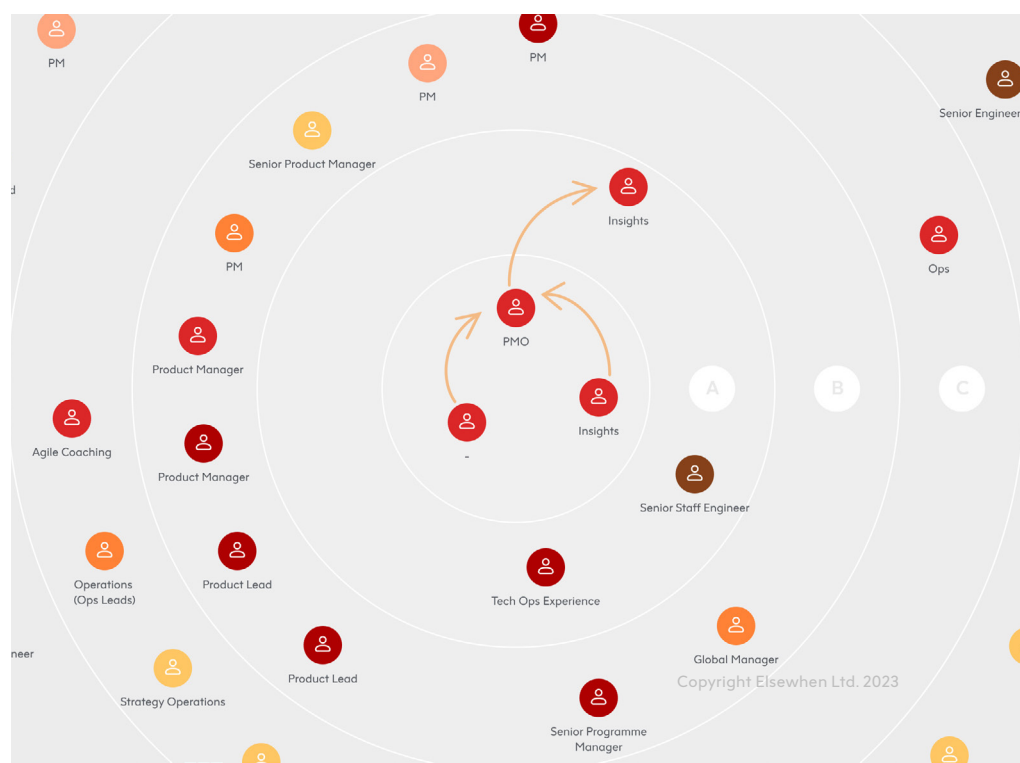
teams and a total of over 250 employees. We learned about their process, pain points and ambitions, with regards to the planning and execution of complex cross-organisational projects.

Based on these interviews, we catalogued and categorised the pain points to identify recurring themes. We visualised these pain points by marking them on a service blueprint to unravel the end-to-end systemic issues affecting throughput.

Visualising our findings as a service blueprint helped shed light on several inherent blind spots. Firstly it created a shared understanding of the big picture. Secondly, it enabled teams to communicate using a common language. Lastly, it made it easier for users to identify cause and effect across the workflow.

We analysed these findings to identify root causes, systemic issues and potential opportunities for valuable process improvements, evaluating expected benefits. Based on the observations we made about people, processes and systems, we then provided hypotheses and recommendations. With clarity on how these components were worsening technical health and throughput, the company was empowered to apply tactics to address the root causes.

[Read the case study](#)



Bringing new digital offerings to market

Your organisation's digital strategy will manifest itself in the delivery of new digital offerings, products and services. Whether you are bringing these to market for your customers or launching them internally to your employees, the process will be similarly challenging.

An expert digital consultancy is a vital resource for your organisation's ability to serve customers and employees with great digital products and services. Through their product delivery expertise, they can help you drive improvement of your business processes and customer experiences. They do the work required to go from strategic thinking and planning—to bringing real digital empowerment for your employees and customers.

An experienced consultancy enables a complete rethink of the products and services you offer to your customers—and the business processes and tools your employees use. Your consultancy can help you bring out the best from your own product teams—and provide experienced personnel to work collaboratively with your people.

They can help you plan and implement a go-to-market (GTM) strategy for your digital product—whether targeting external customers or internal users. This is a tactical action plan outlining the process needed to create and launch your product to customers—and build success in the market. This can apply to launching an entirely new product or service, improving and re-launching an existing offering—or adapting your current product for a new market.



DIGITAL STORY Insurance

Launching an innovative tech-enabled offering

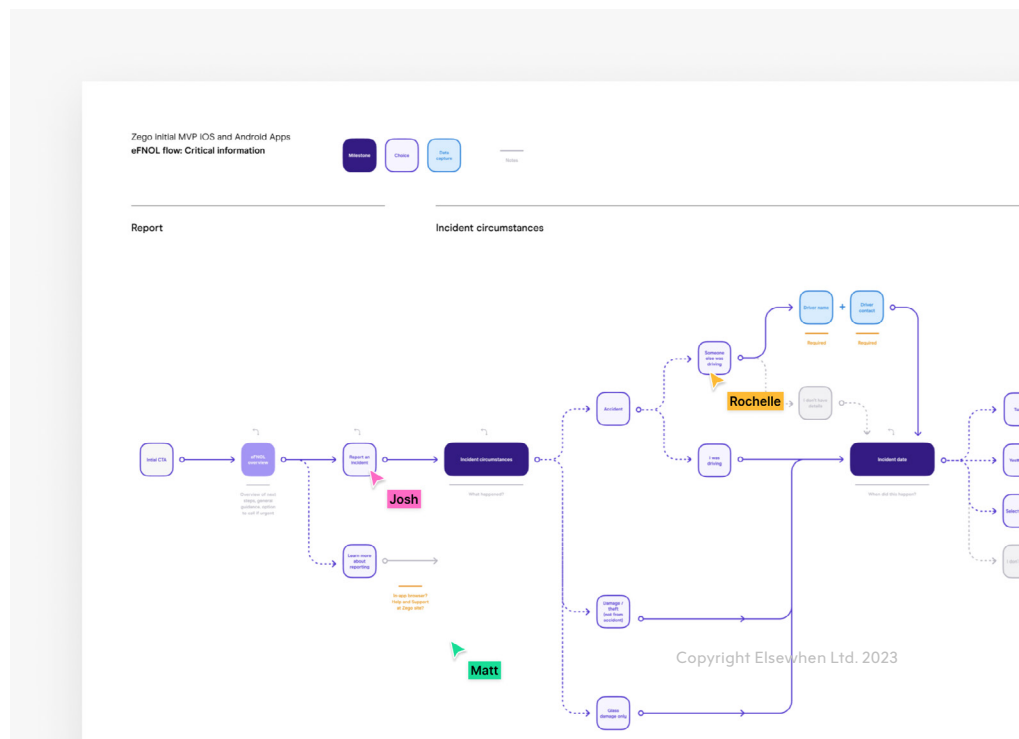
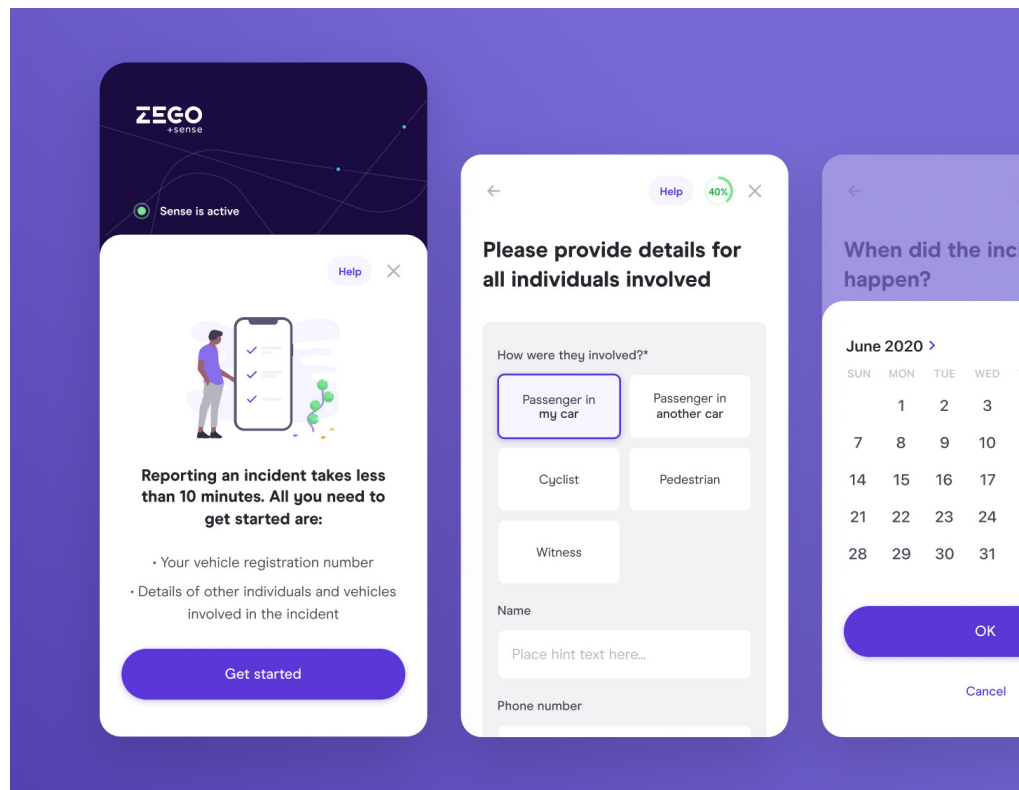
As a digital-first insurance business, Zego has a highly evolved digital strategy—and a belief in the power of data. Its customers include professional drivers of private hire vehicles and food delivery scooters—and it is a preferred insurance partner to Uber, Just Eat and Deliveroo.

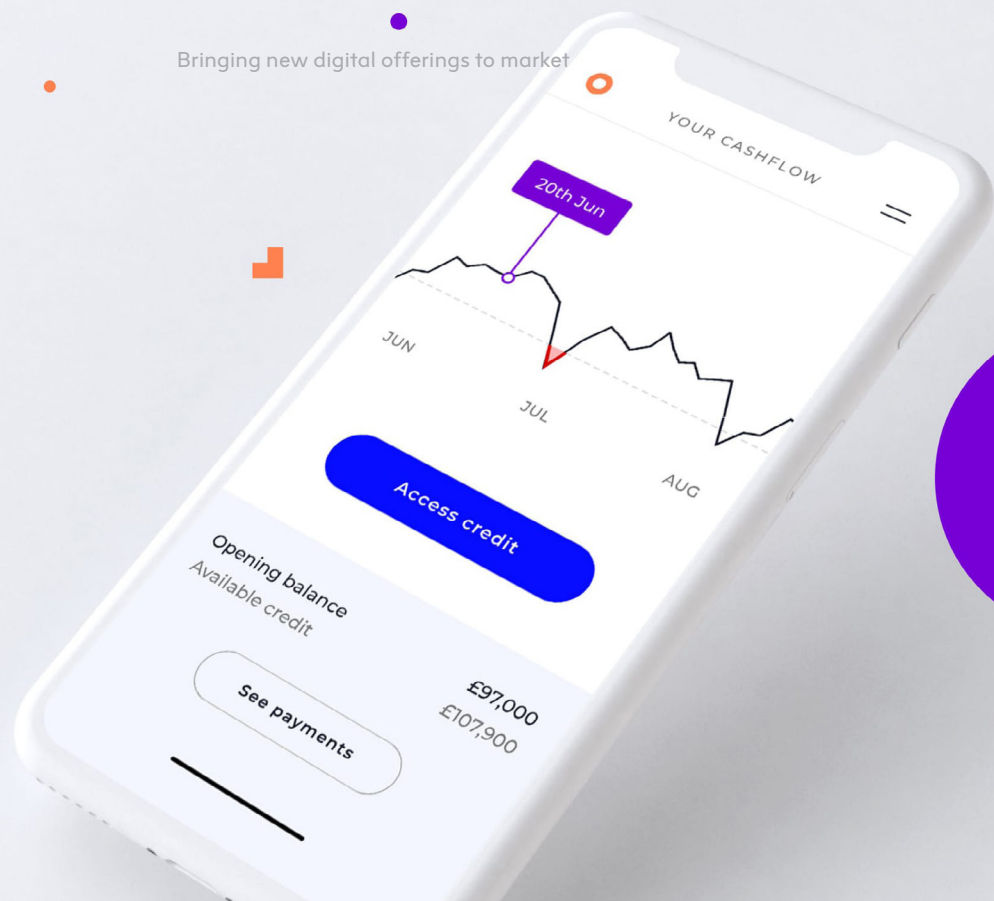
As an evolution of its digitally-enabled offering, Zego wanted to use app-based telematics technology to identify and reduce risk for customers through helping them improve their driving behaviour.

Digital consultancy Elsewhen's strategic work and insights guided the creation and launch of the new Zego Sense telematics app in late 2020. The app enables customers to automatically share driving data. This allows Zego to assess risk more accurately—and consequently offer insurance products to professional drivers at a fairer price.

Elsewhen's delivery of a strategic open market telematics product has helped Zego fulfil its digital strategy and become the UK's first Insurtech 'unicorn'—achieving a business valuation in 2021 of over \$1 billion (£0.7 billion).

[Read the case study](#)





DIGITAL STORY Financial Services

Creating a digital platform to productise expertise and assets

Elsewhen recently worked with a leading private equity firm to help it deliver on its digital strategy. The firm works to build a portfolio of high-growth, sustainable businesses that deliver a compelling proposition—supporting them with expertise and capital to drive growth.

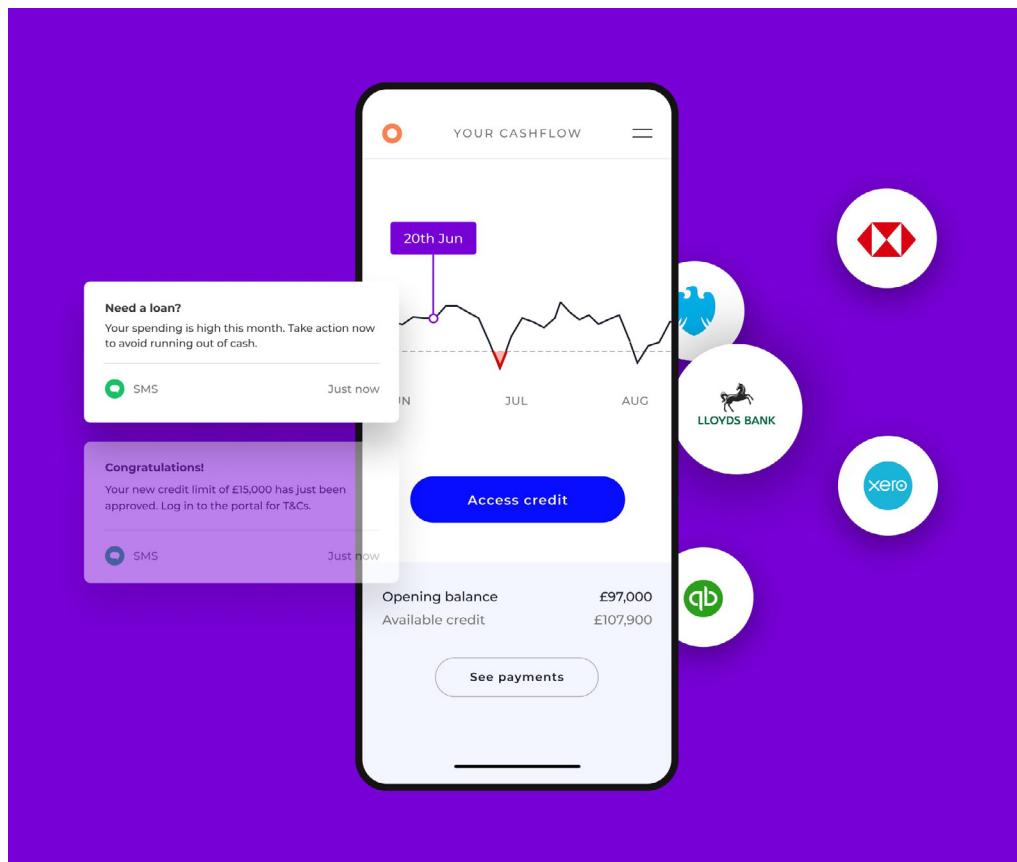
As an evolution of its digital strategy, the firm identified the potential for a new digital service, targeted at SME businesses. Elsewhen worked on a proof-of-concept to develop this in terms of a value proposition, service design and technology strategy—creating a viable digital platform to empower SMEs.

The Elsewhen team visualised a digital 'one-stop-shop' for SME banking and finance. They also identified, assessed and shortlisted technology partners and financial service providers who could enable the platform's core functionalities.

From the end-user perspective of SME businesses, the new platform

will enable them to see into their financial future more clearly. They will be able to take action to avoid running out of cash, easily changing a payment date or amount—while gaining access to credit, loans and other tailored financial services at the right time.

[Read the case study](#)



About Elsewhen

At Elsewhen, we reimagine consulting for the digital age. We are a 65-person digital product consultancy established in 2011 and based in London, UK. We combine strategy, design and engineering into one unified process.

We are independent and have none of the legacy technology, outdated culture, or procedural complexity that comes with being a thousand-person consultancy founded in the previous century.

We help companies tackle new market realities, pinpoint new business possibilities and surpass new customer expectations, and we lead the conversation—whether on technology, design, product or business—sharing our insights and best practices.

We work seamlessly with cutting-edge organisations, and companies that aspire to drive change—delivering best-in-class solutions into business-critical functions. They understand that strategic thinking has to be deeply connected to execution experience—and that achieving lasting change cannot come solely from the boardroom, but also requires on-the-ground transformation.

Get in touch

Let's talk about how Elsewhen can help you achieve your digital ambitions.

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