SAVONIA

THESIS - **BACHELOR'S DEGREE PROGRAMME**
SOCIAL SCIENCES, BUSINESS AND ADMINISTRATION

# RE-SHAPING THE STRATEGIC DIRECTION OF KUOPIO ENTREPRENEURSHIP SOCIETY

A DEVELOPMENT WORK

Author: Jade Coatlicue Jiménez Salgado

SAVONIA UNIVERSITY OF APPLIED SCIENCES

THESIS
Abstract

| | | | |
|---|---|---|---|
| Field of Study<br>Social Sciences, Business and Administration | | | |
| Degree Programme<br>Degree Programme in Business Administration, International Business | | | |
| Author<br>Jade Coatlicue Jiménez Salgado | | | |
| Title of Thesis<br>Re-shaping the strategic direction of Kuopio Entrepreneurship Society | | | |
| Date | 17.04.2019 | Pages/Appendices | 92/17 |
| Supervisors<br>Abdelazim Hannoura | | | |
| Client Organisation<br>Kuopio Entrepreneurship Society | | | |


Abstract

The purpose of this thesis was to develop the strategic foundation of Kuopio Entrepreneurship Society (Kuopio ES) by defining its core values, mission, vision and long-term objectives. Moreover, this thesis aimed at tackling the current challenges affecting Kuopio ES: the lack of a common understanding regarding the organisation's operations, the lack of a common vision regarding the organisation's future development, and the lack of continuity caused by the regular change of Kuopio ES's Board. Kuopio ES is a non-profit organisation dedicated to the spread and promotion of entrepreneurship knowledge among university students in the City of Kuopio.

This paper begins by presenting the relevant theory concerning strategic management, strategy development, and the four statements of purpose. Then, it introduces Kuopio ES as an organisation and presents the methodology used for the development of this work. In total, the development work consisted of thirteen meetings held in June – August 2018. The five central themes of the meetings were core values, strategy, mission and vision, long-term objectives and internal structure. The qualitative data required to develop the strategy of Kuopio ES was gathered during these meetings by means of focus group discussions, strategy workshops and interviews. The structure and progress of each of these meetings is meticulously reported and thoroughly discussed in the Development Work and in the Discussion chapters of this thesis.

The outcome of this work was the successful development of Kuopio ES's core values, mission, vision and long-term objectives. In addition to this, other relevant elements defined included Kuopio ES's internal and external environment, customer groups, customer cycle, internal structure, and Activity Plans 2018 – 2021. This thesis tackled the three challenges that affected Kuopio ES's operations, provided the strategic base to guide future work and enabled the organisation to operate in a united manner. A forecast of the expected state of Kuopio ES by the year 2021 is included in the Conclusions chapter. This forecast is based on the strategy developed in this thesis.

The main limitation to this work refers to the limited knowledge that the management team of Kuopio ES had regarding its competitors as well as of its customer groups. Another important limitation refers to the one-sided approach in which the strategy was developed – the opinions of relevant stakeholders were not requested, and thus, were not considered. For this reason, it is essential to conduct further customer research as it will enable the organisation to get a deeper understanding of the needs and wants of its customer groups. It is important to adapt the strategy accordingly in order to achieve better results for the future.



Keywords
Strategy development, entrepreneurship, Kuopio Entrepreneurship Society, non-profit organisation, statements of purpose, Blue Ocean Strategy, Strategy Palette

CONTENTS

1 INTRODUCTION ..... 6
2 STRATEGIC MANAGEMENT ..... 7
2.1 Competitive Advantage and Operational Effectiveness ..... 8
2.2 Defining Strategy ..... 9
2.3 Strategy Development Process ..... 10
2.4 Strategy Development in Different Contexts ..... 12
2.5 Blue Ocean Strategy ..... 16
2.5.1 The Strategy Canvas ..... 18
2.5.2 The Four Actions Framework ..... 19
2.5.3 The Eliminate-Reduce-Raise-Create Grid ..... 20
3 THE FOUR STATEMENTS OF PURPOSE FOR DEVELOPING STRATEGY ..... 21
3.1 The Vision Framework ..... 21
3.1.1 Core Ideolgy ..... 21
3.1.2 Envisioned Future ..... 22
3.2 Core Values ..... 22
3.2.1 Types of Values ..... 23
3.2.2 Risks of Creating a Values Statement ..... 23
3.2.3 The Creating Process of a Values Statement ..... 24
3.3 Mission Statement ..... 26
3.3.1 The Creating Process of a Mission Statement ..... 27
3.4 Vision Statement ..... 28
3.4.1 The Creating Process of a Vision Statement ..... 28
3.4.2 Big, Hairy, Audacious Goal ..... 29
3.5 Long-term Objectives ..... 29
3.5.1 A Vivid Description ..... 30
4 DEVELOPMENT WORK: CASE KUOPIO ENTREPRENEURSHIP SOCIETY ..... 31
4.1 Introducing Kuopio Entrepreneurship Society ..... 31
4.2 Methodology Used for the Development Work ..... 33
4.3 Kuopio ES's Core Values ..... 35
4.3.1 Workshop 1: Discovering Board Members' Personal Values ..... 36
4.3.2 Workshop 2: Selecting Core Values ..... 38

4.3.3 Workshop 3: Final Selection of Core Values ..... 39
4.3.4 Group Discussion 1: Providing Core Values with a Meaning ..... 41
4.4 The Relevance of the Business Environment ..... 42
4.5 Strategy Workshops ..... 44
4.5.1 Workshop 4: An Internal and External Analysis ..... 45
4.5.2 Workshop 5: The Strategy Canvas and the Eliminate-Reduce-Raise-Create Grid ..... 49
4.6 Kuopio ES's Mission and Vision ..... 56
4.6.1 Group Discussion 2: Customer Groups and Customer Cycle ..... 57
4.6.2 Workshop 6: Developing the Vision Statement ..... 61
4.6.3 Group Discussion 3: Developing the Mission Statement ..... 64
4.7 Kuopio ES's Long-term Objectives ..... 65
4.7.1 Group Discussion 4: Activity Plans 2018 – 2021 ..... 66
4.7.2 Group Discussion 5: Drafting Long-term Objectives and Application of Core Values ..... 69
4.7.3 Group Discussion 6: Approving Long-term Objectives and Application of Core Values ..... 71
4.8 Kuopio ES's Internal Structure ..... 72
4.8.1 Group Discussion 7: Defining the General Internal Structure ..... 72
4.8.2 Group Discussion 8: Board Member's Roles and Tasks ..... 75
5 DISCUSSION ..... 78
5.1 Values ..... 79
5.2 Strategy ..... 80
5.3 Mission and Vision ..... 81
5.4 Long-term Objectives ..... 82
5.5 Internal Structure ..... 83
6 CONCLUSIONS ..... 85
REFERENCES AND SELF-PRODUCED MATERIALS ..... 89
APPENDIX 1: INTERVIEW WITH THE 2018 CHAIRMAN OF KUOPIO ES ..... 93
APPENDIX 2: CORE VALUES' MEETINGS – PICTURES ..... 94
APPENDIX 3: INTERVIEW WITH THE EVENT MANAGER OF KUOPIO ES ..... 96
APPENDIX 4: STRATEGY WORKSHOP – PICTURES ..... 97
APPENDIX 5: INTERVIEWS WITH GROUP QUALITY MANAGER OF PONSSE OYJ ..... 100
APPENDIX 6: STRATEGY WORKSHOP – PRE-WORKSHOP TASK FOR BOARD MEMBERS ..... 101
APPENDIX 7: INFORMATION REQUESTED FOR PREPARING THE WORKSHOP ..... 102

APPENDIX 8: MATERIAL FOR THE STRATEGY WORKSHOPS ..... 103

APPENDIX 9. MISSION AND VISION MEETINGS – PICTURES ..... 108

APPENDIX 10: BOARD MEMBER'S LONG-TERM GOALS ..... 110

APPENDIX 11. ACTIVITY PLANS 2018 – 2021 – PICTURES ..... 111

APPENDIX 12. PRELIMINARY VERSION OF LONG-TERM OBJECTIVES ..... 112

APPENDIX 13. PRELIMINARY VERSION OF CORE VALUES APPLIED ..... 114

APPENDIX 14: FINAL VERSION OF LONG-TERM OBJECTIVES 2019 – 2021 ..... 116

APPENDIX 15: FINAL VERSION OF CORE VALUES APPLIED ..... 118

APPENDIX 16: INTERNAL STRUCTURE – PICTURES ..... 120

APPENDIX 17: KUOPIO ES'S ASSOCIATION RULES ..... 121

# 1 INTRODUCTION

This thesis was inspired by the challenges faced by Kuopio Entrepreneurship Society (Kuopio ES), the changing entrepreneurial and international landscape of the City of Kuopio, and the certainty that Kuopio ES can be a leading force in defining Kuopio's international and entrepreneurial future. The 2018 Board of Kuopio ES decided to engage in a development process to define the organisation's core strategic elements as well as its future strategic direction.

The aim of this thesis was to develop the strategic foundation of Kuopio ES by defining its core values, vision statement, mission statement, and long-term objectives. This work analysed both the internal and competitive environment of Kuopio ES; it also defined other elements relevant to the development work: the organisation's internal structure, customer groups, customer cycle, and Activity Plans 2018 – 2021. By engaging in the development process, the management team of Kuopio ES aimed to gain a common understanding regarding the organisation's activities, develop a shared vision regarding the organisation's future, and establish a strong strategic foundation to tackle the continuity problem caused by the regular change of Kuopio ES's Board.

The development work consisted of thirteen meetings held in June – August 2018. These meetings served as the medium to gather the qualitative data required for the development of Kuopio ES's strategy. All meetings were held in the form of strategy workshops or focus group discussions. Each meeting concentrated on one of the following themes: core values, strategy, mission and vision, long-term objectives, and internal structure. In addition to the meetings, interviews were used as a method to obtain further qualitative data utilised to enrich the value of the work. The 2018 Chairman of Kuopio ES, Niko Kosunen, was interviewed to obtain a deeper insight into the organisation's history and the 2018 circumstances. As workshop facilitators, Kuopio ES's Event Manager, Bailey Lähdesmäki, and Ponsse Oyj's Group Quality Manager, Jani Laherto, were interviewed to gain further information regarding the workshops' planning process, execution, and results.

The structure of this paper includes the presentation of the relevant theory on strategic management, strategy development and the four statements of purpose, an introduction to Kuopio ES, a description of the methodology used to develop this work, the detailed reporting of all thirteen meetings, a thorough discussion of all thirteen meetings, and a conclusion. The introduction to Kuopio ES provides an insight into the history of the Entrepreneurship Societies in Finland and focuses on the history of Kuopio ES – from its beginning up to its current state. The methodology concentrates on the describing the qualitative methods used to develop this work: strategy workshops, group discussions, and interviews. The reporting of the thirteen meetings present the way in which each of the meetings developed. The discussion part focuses on evaluating the development process and results obtained from each meeting. When appropriate, the discussion also provides suggestions to alternative ways in which the meetings could have developed. Lastly, the conclusions present, in a concise manner, the results of the development work, evaluates its value, presents its limitations, illustrates the desired impact of this work in the organisation, and proposes measures regarding the actions that should follow it.

# 2 STRATEGIC MANAGEMENT

**Strategic management** can be understood as the managerial decisions and actions taken by an organisation to facilitate competitive advantage and long-term superior performance. (Kong 2007, 5). Strategic management is the process encompassing **strategy formulation, development and evaluation**; it involves managing people, relationships, and resources. (David and David 2016, 33; Johnson, Whittington, Scholes, Angwin, and Regnér 2017, 7) Figure 1 presents the key stages that conform the strategic management process: strategy formulation, strategy implementation and strategy evaluation.

FIGURE 1. Strategic management process (David and David 2016, 33-35)

As presented in Figure 1, the strategic management process includes several steps that involve analysing the environment, obtaining relevant data, defining a strategic model, putting it into action, and modifying it accordingly to the results obtained. Strategic management, in general terms, enhances the processing of quantitative and qualitative data that allow successful decision making in conditions of uncertainty. The successful execution of strategic management enables an organisation to gain and sustain competitive advantage, which is the main aim of the strategic management process. (Kong 2007, 5; David and David 2016, 34.)

The importance of strategic planning is demonstrated by the concrete benefits that its implementation brings to an organisation. Figure 2 presents the benefits of strategic planning to an organisation.

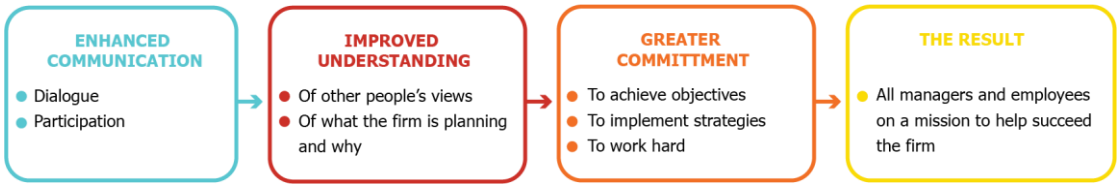



FIGURE 2. Benefits of strategic planning to an organisation (David and David 2016, 44)

The benefits of strategic planning begin by enhancing the communication among the people working in an organisation. Communicating through dialogue and participation enables employees to have a better understanding of each other's views, and of the activities, goals and future direction of the business; being knowledgeable is key to having a greater commitment. (Athapaththu 2016, 126). Having a committed team is essential for business success, more specifically for achieving the organisation's objectives and implementing a chosen strategy. As Willian Furlmer said *you want your people to run the business as it if were their own*. (David and David 2016, 44.)

All the prior mentioned benefits, refer to the non-financial benefits that strategic planning brings to an organisation. Nevertheless, strategic planning also provides financial benefits. These benefits, are reflected on an organisation's sales, productivity and profitability improvements. (Athapaththu 2016, 127).

## 2.1 Competitive Advantage and Operational Effectiveness

The main goal of almost every organisation is to achieve superior performance; sustained superior performance arises from creating sustainable competitive advantages. (Porter 2011, 2; Powell 2001, 875). A competitive advantage is a factor or combination of factors that make an organisation be more successful than its competitors (Aghazadeh 2015, 126). Competitive advantages are characterised by being specific to a time interval. (Soloducho-Pelc 2014, 272). An alternative definition describes competitive advantage as any resource held by an organisation, and desired by the competition. (David and David 2016, 26). Competitive advantage is achieved by constantly identifying differential product strategies, creating and redefining core competencies, acquiring unique technologies, and accumulating intellectual property. (Srivastava, Franklin and Martinette 2013, 48). Achieving competitive advantage is becoming more difficult as the competitive pressures grow, and the resources, technologies and information become more comparable and easy to reproduce. (Soloducho-Pelc 2014, 272). Figure 3 presents the key factors for achieving superior performance and maintaining competitive advantage.

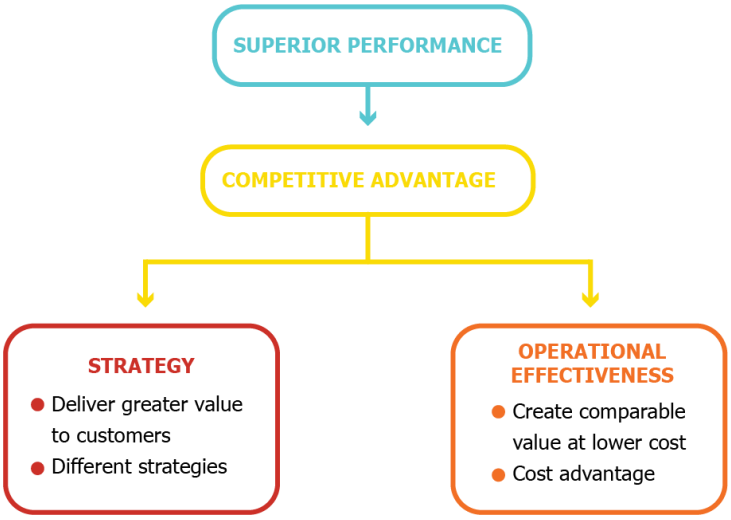



FIGURE 3. Superior performance and competitive advantage – defining factors (Porter 2011, 2)

As presented in Figure 3, competitive advantage can only be achieved through delivering greater value to customers and/or creating comparable value at a lower cost. A company can deliver greater value through an effective strategy; delivering greater value enables an organisation to charge a higher average price per unit. On the other hand, a company can create comparable value at a lower cost through operational effectiveness; greater efficiency translates into lower average unit costs. (Porter 2011, 2.)

Operational effectiveness is a key element to achieve competitive advantage. The difference between operational effectiveness and strategy must be clearly understood in order to gain and sustain competitive advantage. According to Gupta, strategy decides the long-term existence of an organisation, while operational effectiveness allows it to stay afloat. (Porter 2011, 2; Gupta 2017.)

Operational effectiveness refers to performing similar activities better than competitors; this refers to all the practices that enable a company to better use its resources. (Porter 2011, 2). Doing so, allows an organisation to reduce its cost leads and obtain healthier margins – achieving cost advantage. While operational effectiveness leads to improved margins in the short-term, it is not enough to maintain a sustained competitive advantage in the long-term. (Gupta 2017). The two main limitations of operational effectiveness are competitive convergence and the fact that best practices are easy to emulate. (Porter 2011, 2-3). As such, even though constant improvement in operational effectiveness is required to achieve superior performance, it is usually not sufficient. (Porter 2011, 6). For these reasons, operational effectiveness need to be complemented with an appropriate strategy, which refers to delivering greater value to customers. (Institute for Strategy and Competitiveness 2018; Porter 2011, 2-3). Some of the managerial techniques used to gain operational effectiveness include total quality management, benchmarking, outsourcing, reengineering, time-based competition, and motivating employees. (Institute for Strategy and Competitiveness 2018; Porter 2011, 3).

## 2.2 Defining Strategy

Strategy is key to achieving superior performance; as such, strategy is essential to almost any organisation and the people working within it. (Porter 2011, 2; Johnson et al. 2017, 3.) For the private sector, an effective strategy will reflect into customer attraction and translate into higher profits. For the non-profit sector, an effective strategy will facilitate funds attraction and provide the ability to take the best course of action. (Pandolfi, 2011.)

Business strategy is especially important in today's environment, characterized by globalization, economic interconnectedness, changing technologies, highly dynamic markets, and great uncertainty. (Porter 2011, 1; Reeves, Haanæs, and Sinha 2015, 1). In this type of environment, competitors can rapidly copy almost any market position, making competitive advantage temporary at its best. (Porter 2011, 2). For this reason, an organisation must strive to achieve a competitive advantage it can sustain. (David and David 2016, p. 36). Organisations with effective strategies possess competitive advantage. (Pandolfi 2011).

Porter defines strategy as the creation of a unique and valuable position, involving a different set of activities, making trade-offs in competing, and creating fit among a company's activities; Mintzberg claims that it is a pattern in a stream of decisions; Reeves, Haanæs and Sinha explain it as the means to favourable business outcomes; Johnson et al. define it as the long-term direction of an organisation; Kourdi describes it as the plans, choices and decisions used to guide a company to greater profitability and success. (Porter 2011, 4; Mintzberg 2007, 3; Reeves et al. 2015, 1; Johnson et al. 2017, 4; Kourdi 2015, 3.) For this work, strategy will be defined as the choices enabling the creation of a unique and valuable position, and shaping the long-term direction of a business.

McKinsey's **three-horizons of growth framework** (Figure 4) illustrates the importance of having a strategical long-term perspective. This framework defines an organisation's activities, in terms of years, along its three horizons.

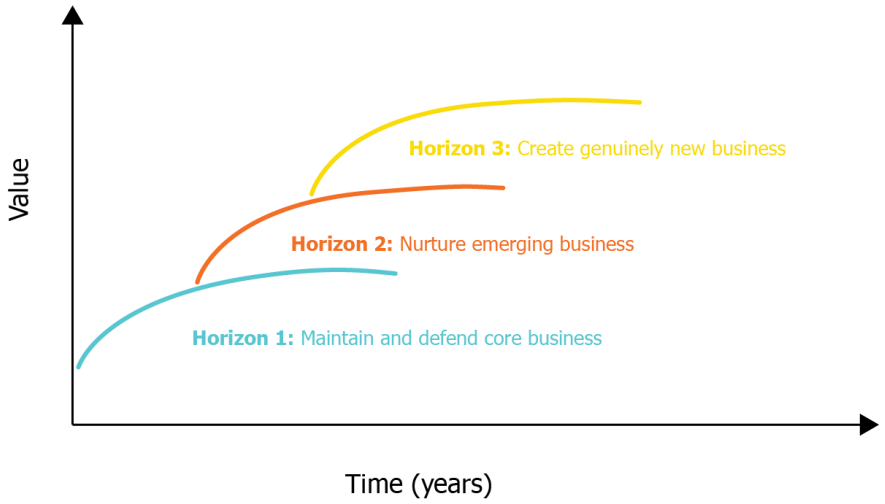



FIGURE 4. Three-horizons of growth framework (Cascade 2018)

Maintain and defend core business refers to the activities which are most closely aligned to the current business. Nurture emerging business involves examining emerging activities that provide new sources of profit. Lastly, create genuinely new business implies introducing entirely new elements to the organisation. (Cascade 2018). The timeframe that each horizon represents varies according to the organisation's industry and environmental conditions. (Johnson et al. 2017, 6). Businesses in complex environments might only be able to plan a year ahead, while businesses in fast-moving consumer goods industries might be able to plan three to five years ahead. (Johnson et al. 2017, 415).

## 2.3 Strategy Development Process

Strategy is often conceived as the result of the plans made by strategic leaders. Under this view, strategy development occurs in two steps: strategy formulation, referring to the goal-setting and planning process of strategy, and strategy implementation, referring to the realisation process of strategy. Mintzberg criticised this conception since it assumes a fully informed leadership and a sufficiently stable environment. Mintzberg and Waters, proposed a wider approach to strategy

development (Figure 5) which is explained in terms of the deliberate and emergent strategy views. (Mintzberg 1978, 964; Mintzberg and Waters 1985, 257; Kopmann, Kock, Killen and Gemünden 2017, 559.)

FIGURE 5. Strategy development process (Mintzberg and Waters 1985, 258)

The intended strategy refers to an organisation's leadership intentions and plans; the realised strategy, on the other hand, refers to the way in which strategy develops in practice. The deliberate strategy view highlights that strategies are realised as planned and intended. A perfectly deliberate strategy must fulfil three conditions: the strategy intentions need to be precisely and fully articulated, all actors of an organisation must have a shared commitment towards implementing the strategy, and the strategy needs to be realised exactly as stated in the organisation's plans. (Mintzberg and Waters 1985, 257-258.) The increased volatility in the business environment complicates systematic strategic planning – a rapid changing environment demands creative and flexible strategies. As such, implementing a perfectly deliberate strategy is highly unlikely. (Grant 2003, 491; Kopmann et al. 2017, 559.) In fact, according to Mankins and Steele (2005), organisations deliver only 63% of the strategies intended value.

The intention that characterises the deliberate strategy development view arise from three different sources: directly from a strategic leader, through a strategic planning process or as an external imposition. (Johnson et al. 2017, 412.) Figure 6 illustrates the deliberate strategy sources of intention.

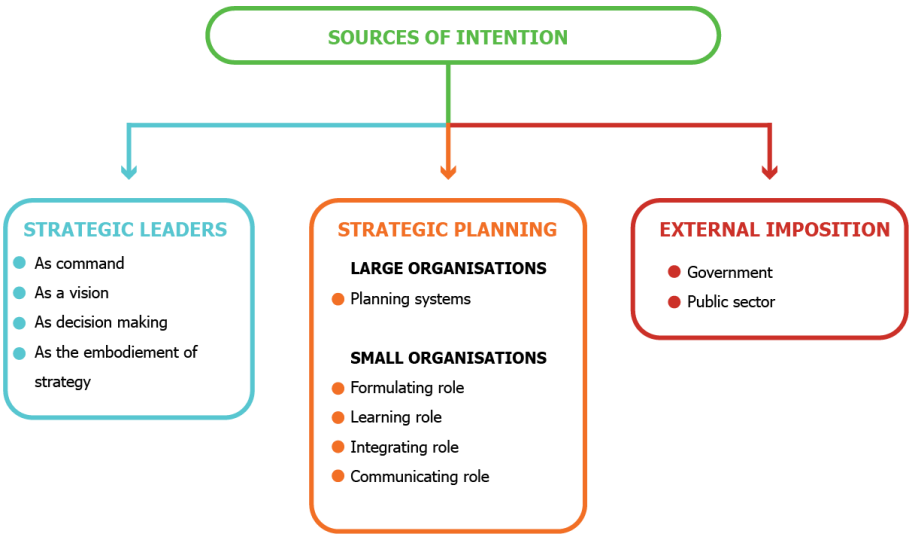



FIGURE 6. Deliberate strategy – sources of intention (Johnson et al. 2017, 412-418)

Contrary to the deliberate strategy view, emergent strategies are not planned; they emerge over time as intentions collide and accommodate in a changing environment (Kopmann et al. 2017, 559; Moore 2011.) Emergent strategies can fall within different views according to how deliberate each one is. The three core views of emergent strategies are logical incrementalism, strategy as the outcome of political processes, and strategy as the outcome of organisational systems and routines. (Johnson et al. 2017, 419.) Figure 7 presents the continuum of emergent strategy development processes.

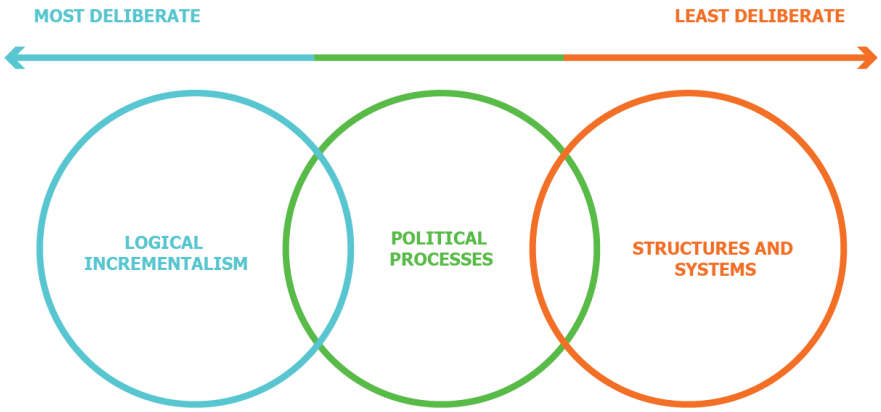



FIGURE 7. A continuum of emergent strategy development processes (Johnson et al. 2017, 419)

While it is true that organisations are unlikely to fulfil the required conditions of a perfectly deliberate strategy, it is also hard to conceive action in the total absence of intention. The deliberate and the emergent strategy portrait extremes of a continuum along in which strategies fall. As such, some strategies may present a deliberate tendency, while others may present an emergent one. (Mintzberg and Waters 1985, pp. 258-259.) According to Küschnerand and Günther (2012), both deliberate and emergent strategies are key to better performance. For this reason, organisations must simultaneously set measures to realise intended strategies, and respond to emergent circumstances. (Kopmann et al. 2017, 559).

## 2.4 Strategy Development in Different Contexts

The current business environment, characterised by rapid change and increasing uncertainty, requires organisations to match their strategies – and formulation process – with the specific conditions presented by the environment in which they operate. (Reeves 2012; Reeves et al. 2015, 1.) Reeves, Haanæs and Sinha proposed a unifying framework to help organisations choose the right approach to strategy for the right business conditions: the Strategy Palette (Figure 8). (Reeves et al. 2015, 5).

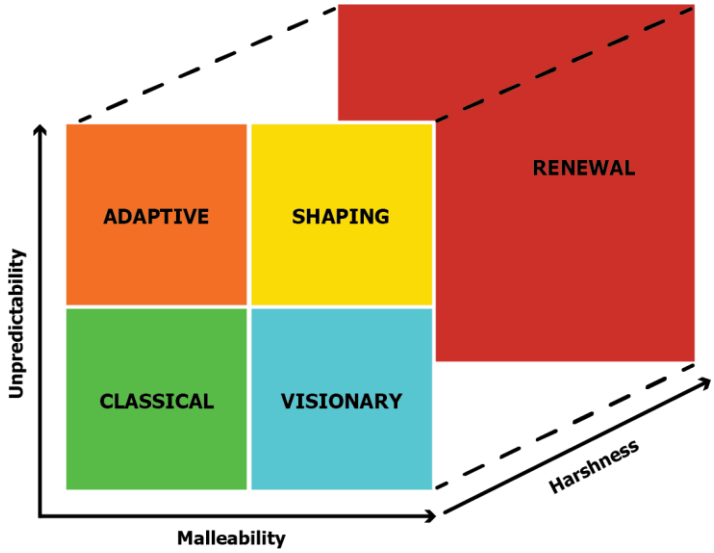



FIGURE 8. The Strategy Palette (Reeves et al. 2015, 7)

The **Strategy Palette** evaluates a business environment according to its predictability, malleability, and harshness. As a result, the framework reveals five different types of environments: classical, adaptive, visionary, shaping and renewal. Each environment demands a specific approach to strategy. (Haanæs, Howard, Jordan and Avagyan 2017.) Table 1 presents the five environments and approaches to strategy.

TABLE 1. The environments and approaches to strategy (Reeves et al. 2015, 6-7)

| Strategy Archetype | Environment characteristics | Overriding principle |
|---|---|---|
| **Classical** | Can be predicted, but cannot be changed | Be big |
| **Adaptive** | Cannot be predicted, and cannot be changed | Be fast |
| **Visionary** | Can be predicted, and can be changed | Be first |
| **Shaping** | Cannot predicted, but can be changed | Be the orchestrator |
| **Renewal** | Resources are severely constrained | Be viable |

Classical environments are stable and predictable in terms of their market competition, market development and market growth. These characteristics enable organisations to maintain, once obtained, competitive advantage. Mature and well-established industries are typical to classical environments; positioning strategies suit best these conditions. (Reeves et al. 2015, 7; Reeves et al. 2015, 32.) Figure 9 presents the approach to strategy used by organisations operating in a classical environment.

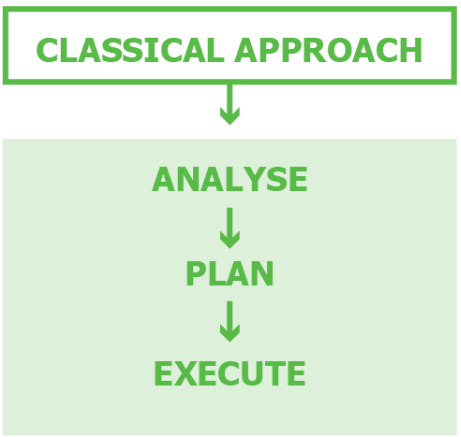



FIGURE 9. Classical approach to strategy (Reeves et al. 2015, 8)

The most suitable frameworks and tools for a classical environment include the Experience Curve by Bruce Henderson, the BCG Matrix by the Boston Consulting Group the environments matrix by Richard Lochridge, and the five forces framework by Michael Porter. (Reeves et al. 2015, 30-31.)

Adaptive environments are characterised by their unpredictability and technological disruption. (Haanæs et al. 2017). Shaping this type of environments its difficult due to constant changes in technologies, customer needs, competitive offerings, and industrial structures. (Reeves et al. 2015, 65-67). To succeed, organisations must be flexible and experimentation-oriented. (Haanæs et al. 2017). Due to the conditions presented by the environment, adaptive organisations often strive to achieve uninterrupted temporary advantage. (Reeves et al. 2015, 10). Figure 10 presents the approach to strategy used by organisations operating in adaptive environments.

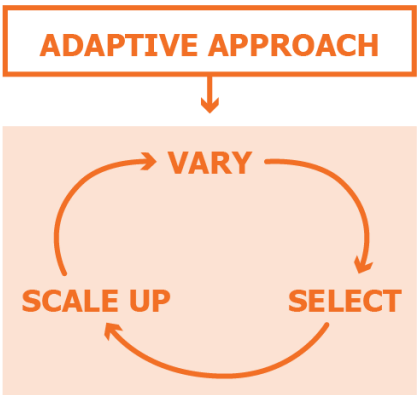



FIGURE 10. The adaptive approach to strategy (Reeves et al. 2015, 10)

The most suitable concepts and frameworks for adaptive environments include the Emergent Strategies by Henry Mintzberg, the Theory of Evolutionary Economics by Richard Nelson and Sidney Winter, Time-based Competition by Tom Hout and George Stalk, Temporary Advantage by Charles Fine, Discovery-based planning by Rita McGrath, and Adaptive Advantage by the Boston Consulting Group. (Reeves et al. 2015, 64).

Visionary environments are meant to create new market spaces or disrupt existing ones. (Reeves et al. 2015, 7). As such, visionary environments display high growth potential, and present few regulatory barriers for innovation. (Reeves et al. 2015, 96). Visionary organisations are confident in their ability to create or re-create a business environment, for instance, by introducing a revolutionary new product or business model, by applying a new technology, or by identifying and addressing an important source of customer dissatisfaction or important need. (Reeves et al. 2015, 11). Figure 11 presents the approach to strategy used by organisations operating in visionary environments.

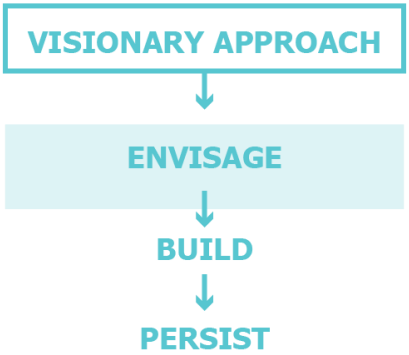



FIGURE 11. The visionary approach to strategy (Reeves et al. 2015, 11)

Some of the theories and concepts suitable to visionary environments include the **Blue Ocean Strategy** by W. Chan Kim and Renée Mauborgne, Disruptive Innovation by Clayton Christensen, and the technique Learning from Mavericks by the Boston Consulting Group. (Reeves et al. 2015, 94).

Shaping environments are malleable and unpredictable – organisations have extraordinary opportunities to lead the shaping or re-shaping process of an entire industry. Collaboration is key to achieve this. (Reeves et al. 2015, 12; Haanæs et al. 2017.) A shaping environment is characterised by unexploited potential, modifiable regulations, and the lack of a dominant player or platform. (Reeves et al. 2015, 123). Figure 12 presents the approach to strategy used by organisations operating in shaping environments.




FIGURE 12. The shaping approach to strategy (Reeves et al. 2015, 12)

Concepts and theories suitable for shaping environments include the Stakeholder Management theory, the concept of Business Ecosystem, the idea of Co-opetition by Adam Brandenburger and Barry Nalebuff, the idea of Open Innovation by Henry Chesbrough, and the concept of Co-creation by C.K. Prahalad and Venkat Ramaswamy. (Reeves et al. 2015, 117-118).

Renewal approaches are applied when an organisation, operating in a harsh environment, decides to re-establish its vitality and competitiveness. (Reeves et al. 2015, 13). Renewal environments are characterised by low or negative growth, internal shocks, external shocks, restricted access to capital, and high viability risks. (Reeves et al. 2015, 150). The harsh conditions often result from a prolonged incompatibility between an organisation's approach to strategy and its operating environment. (Reeves et al. 2015, 13). Alternatively, these conditions may also be caused by severe external or internal shocks. (Reeves et al. 2015, 145-146). Renewal approaches aim to ensure an organisation's survival. (Haanæs et al. 2017). Figure 13 presents the approach to strategy used by organisations operating in visionary environments.

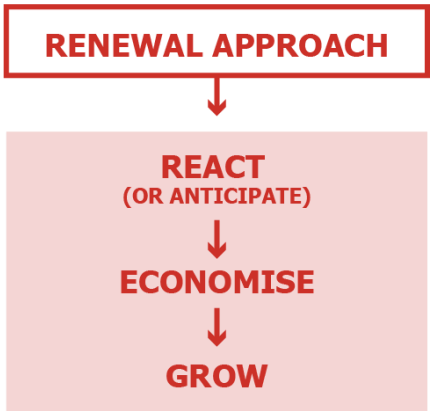



FIGURE 13. The renewal approach to strategy (Reeves et al. 2015, 13)

Concepts and techniques suitable to harsh environments include the Activity-based Costing developed by the US manufacturing companies, the concept of Business Process reengineering by Michael Hammer and James Champy, the concept Delayering by the Boston Consulting Group, and Change Management by John Kotter. (Reeves et al. 2015, 146).

## 2.5 Blue Ocean Strategy

The Blue Ocean Strategy is about creating and capturing uncontested market space. It is based on the idea that market boundaries and industry structures can be redefined. (Blue Ocean Strategy 2018.) The Blue Ocean Strategy considers a market universe formed by two types of oceans: red oceans and blue oceans. The term red ocean is used to refer to all currently existing industries. Contrary to this, the term blue ocean, is used to indicate the unknown market which is composed by all currently non-existing industries. (Kim and Mauborgne 2015, 4.) Table 2 compares the characteristics of red oceans and blue oceans.

TABLE 2. Red ocean strategy versus blue ocean strategy (Blue Ocean Strategy 2018)

| | Red ocean strategy | Blue ocean strategy |
|---|---|---|
| **Market place** | Compete in an existing market place | Create uncontested market space |
| **Competition** | Beat the competition | Make the competition irrelevant |
| **Demand** | Exploit existing demand | Create and capture new demand |
| **Value-cost trade-off** | Make the value-cost trade-off | Break the value-cost trade-off |
| **Alignment of firm's activities** | Align the whole system of a firm's activities with its strategic choice of differentiation or low cost | Align the whole system of a firm's activities in pursuit of differentiation and low cost |

As presented in Table 2, the main differences between red oceans and blue oceans are in terms of the market space, the perception of competition, the treatment of demand, the handling of value-cost trade-offs, and the way of aligning an organisation's activities. In red oceans, the industry boundaries are well-defined and accepted. Thus, competition occurs within the existing market place. Organisations operating in red oceans aim to outperform competitors to obtain a greater share of the existing demand. As markets become crowded, the possibilities for high profits and growth are reduced. Organisations need to create blue oceans to go far beyond competing and obtain new profit and growth opportunities (Kim and Mauborgne 2015, 4-5.)

Value innovation, the cornerstone of Blue Ocean Strategy, focuses on making the competition irrelevant by improving the value delivered to customers and decreasing the costs of an organisation (Kim and Mauborgne 2015, 16). This is possible by excelling on specific success factors where competitors do not perform well, or by creating new success factors that satisfy unrecognised customer needs. (Johnson et al. 2017, 86). Figure 14 presents the differentiation and low-cost dynamics behind the concept of value innovation.

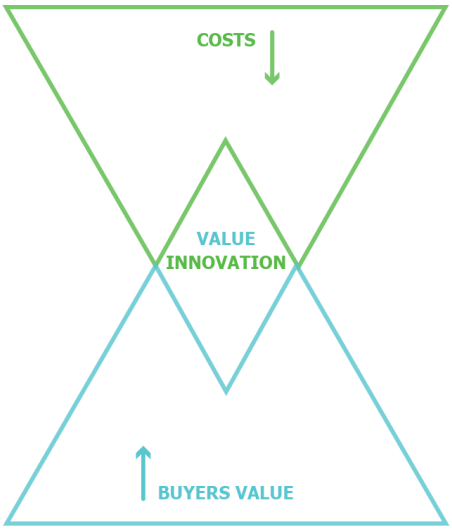



FIGURE 14. Value innovation (Kim and Mauborgne 2015, 17)

Blue oceans are about driving an organisation's costs down while raising value for customers. (Kim and Mauborgne 2015, 16) Blue oceans are defined by the creation of uncontested market spaces. As such, competition is not relevant as the rules of the market are still to be set. Blue oceans are also characterised by the creation of its own demand and, the increased possibilities for highly profitable growth. While some blue oceans are formed well beyond the existing boundaries of an industry, most blue oceans are generated from within red oceans; thus, expanding the existing industry boundaries. (Kim and Mauborgne 2015, 4-5.)

The Blue Ocean Strategy provides three different tools to guide the creation process of blue oceans: the Strategy Canvas, the four Actions Framework, and the Eliminate-Reduce-Raise-Create grid. Each of these tools is further explain in the following sections.

### 2.5.1 The Strategy Canvas

The Strategy Canvas is an analytic and action framework aimed to guide the creation of an effective Blue Ocean Strategy. (Kim and Mauborgne 2015, 27). The Strategy Canvas compares the performance of competitors on specific success factors. This enables an organisation to identify opportunity areas and facilitates the recognition of potential new market spaces. (Johnson et al. 2017, 85). All this information is captured in a graphic form as presented in Figure 15.

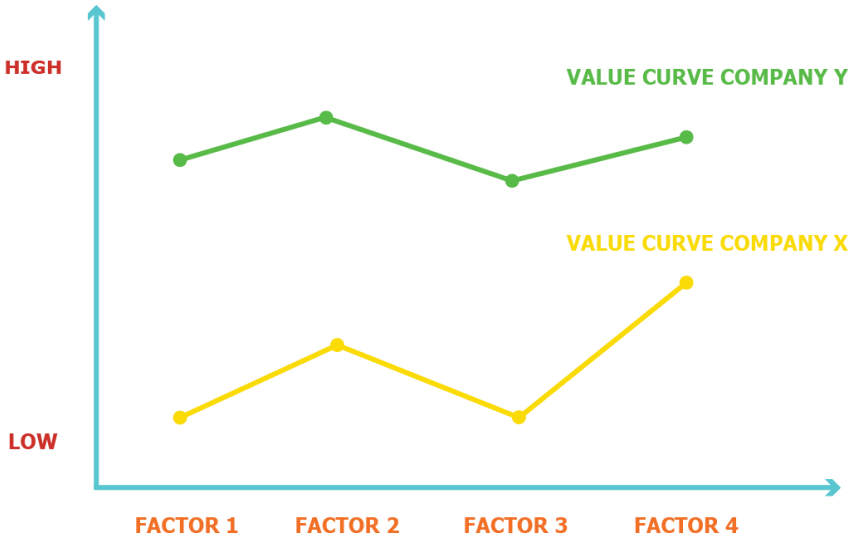



FIGURE 15. The Strategy Canvas (Kim and Mauborgne 2015, 27)

The horizontal axis indicates the factors in which an industry currently competes on and invests in. The vertical axis shows the value level that customers receive across the presented factors. The value curve or strategic profile of an industry results from plotting these elements together in a graph. (Kim and Mauborgne 2015, 27-29.) By definition, the value curve is a graphic representation of customers perception regarding competitors' relative performance across critical success factors. (Johnson et al. 2017, 85).

Modifying a Strategy Canvas requires an organisation to reorient its strategic focus from competitors to alternatives, and from customers to non-customers. This provides a higher understanding to redefine the problem, and reconstruct various customer value elements that reside across the industry boundaries. (Kim and Mauborgne 2015, 30.)

### 2.5.2 The Four Actions Framework

The Four Actions Framework is a tool to aid the reconstruction of customers' value and create an entirely new value curve. (Kim and Mauborgne 2015, 31). The Four Actions Framework is composed by the four key questions presented in Figure 16.

FIGURE 16. The Four Actions Framework (Kim and Mauborgne 2015, 32)

The eliminate and reduce questions provide an insight on how to reduce the cost structure of an organisation; the raise and create questions show how to improve buyer value and create new demand. Altogether, these actions allow a company to recreate buyer value elements across different industries to offer an entirely new experience to customers. (Kim and Mauborgne 2015, 32.)

The eliminate question considers factors which have long prevailed in an industry. Organisations must analyse these factors carefully since they may no longer provide value. The reduce question requires an organisation to consider whether products or services have been overdesigned – resulting in unnecessary increases for the organisation's cost structure. The raise question attempts to discover and remove the compromises that customers are forced to make. Lastly, the create question enables an organisation to discover completely new sources of value. (Kim and Mauborgne 2015, 32.)

### 2.5.3 The Eliminate-Reduce-Raise-Create Grid

The Eliminate-Reduce-Raise-Create Grid is a complementary tool to the four actions framework – fundamental to the creation of blue oceans. The goal of this grid is to encourage action on the four questions to create a new value curve. (Kim and Mauborgne 2015, 37) Figure 17 presents the Eliminate-Reduce-Raise-Create Grid.

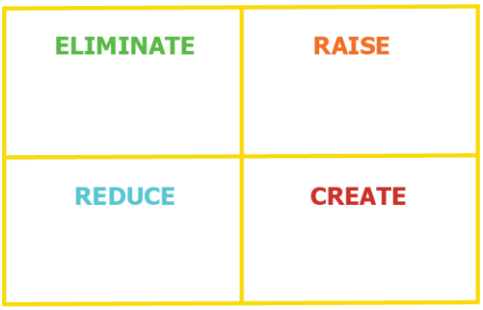



FIGURE 17. The Eliminate-Reduce-Raise-Create Grid

In practise, organisations fill each quadrant according to the identified success factors and other elements recognised through the Four Actions Framework. Doing this, enables organisations to simultaneously pursue differentiation and low-cost, identify where the organisation is putting most of its efforts, engage people in the creative process, and discover the implicit assumptions that the organisation unconsciously make in competing. (Kim and Mauborgne 2015, 37-38).

# 3 THE FOUR STATEMENTS OF PURPOSE FOR DEVELOPING STRATEGY

According to Harvard University's Cynthia Montgomery, the core of a strategy is to define and express a clear and motivating purpose for an organisation. This purpose must to go well beyond profit-maximisation since both, long-term prosperity and employee motivation, demand expressions of purpose. If the stakeholders of an organisation can relate to such purpose, the result is highly motivating. An organisation's purpose is defined through four statements: mission statement, vision statement, corporate values, and objectives. (Johnson et al. 2017, 7-8.)

## 3.1 The Vision Framework

An organisation's vision provides guidance regarding what core to preserve and what future to stimulate progress towards. Collins and Porras suggest a conceptual framework (Figure 18) to define vision, and to provide a practical guidance for articulating one within an organisation. (Collins and Porras 2011, 78).

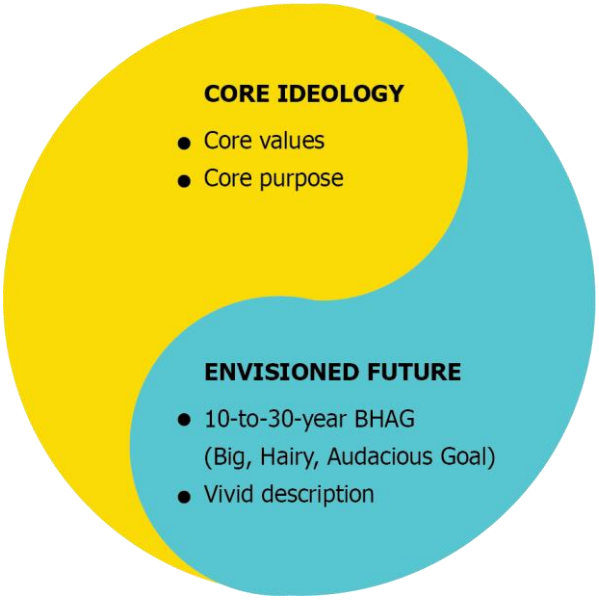



FIGURE 18. The vision framework (Collins and Porras 2011, 82)

A well-conceived vision consists of two major components: core ideology and envisioned future. The core ideology defines what an organisation stands for and why it exists; the envisioned future is what an organisation aspires to become, to achieve, and to create. (Collins and Porras 2011, 78.)

### 3.1.1 Core Ideolgy

The core ideology, formed by an organisation's core values and core purpose, is the most lasting and meaningful contribution provided by those who create visionary companies. An organisation's core ideology defines its enduring character – the prevailing identity of an organisation regardless product or market life cycles, individual leaders, technological changes, and management trends. (Collins and

Porras 2011, 78-79.) The primary goal of the core ideology is to guide and inspire. (Collins and Porras 2011, 91.)

An organisation's core ideology is discovered and comprehended by looking inside it. As such, the core ideology of an organisation needs to be meaningful and inspirational for those working within it. (Stocker 2018.) The most important part of developing a core ideology is to capture the essence of an organisation's core values and core purpose. Thus, the aim is not to create perfect statements but to obtain a deep and authentic understanding regarding the components of an organisation's core ideology. Once this is achieved, an organisation may express its ideology statement in diverse ways, however, always preserving the core meaning. (Collins and Porras 2011, 92-93.)

Successful organisations have a set of core values and a core purpose which remain unchanged, while their business strategies and practices keep adapting to the environment shifts. Differentiating between what should never change and what should be open for change is key for obtaining business success. The dynamic of preserving the core while stimulating progress allows organisations to renew themselves and achieve superior long-term performance. (Collins and Porras 2011, 77.)

### 3.1.2 Envisioned Future

The envisioned future, formed by an organisation's 10-to-30-year audacious goals and a vivid description of what it is like to achieve those goals, is the second component of the vision framework. (Collins and Porras 2011, 94). The envisioned future is the means through which a core ideology translates into tangible objectives. (Stocker 2018). An envisioned future expresses concreteness as something in the future which is visible, vivid, and real. Nevertheless, it also refers to the dreams, hopes, and aspirations for a time which has not arrived. (Collins and Porras 2011, 94.)

Creating an organisation's envisioned future is a creative process that demands confidence and commitment. The creation of an envisioned future cannot be defined as right or wrong: it is not about predicting the future, it is about creating it. Organisations undergoing this process, need to reflect on whether their envisioned future stimulates a momentum in the organisation, and whether it motivates its people. The envisioned future should be so exciting on its own, that it can keep an organisation motivated even if its leaders were to leave. (Collins and Porras 2011, 98-99.)

## 3.2 Core Values

Core values are the essential, enduring, and guiding, principles and tenets of an organisation. (Collins and Porras 2011, 81). The core values of an organisation serve as an organisation's operating instructions; they reflect the attitudes and behaviours that an organisation would desire its employees to have. The aim of core values is to inform, inspire, and instruct the daily behaviour of those inside an organisation. (Yohn 2018.)

An organisation's core values should be chosen regardless of the current environment, competitive requirements, or management trends; core values do not require any external justification – they have an intrinsic value and importance to those working in an organisation. (Collins and Porras 2011, 81). Core values can instantly differentiate an organisation from the competition by clarifying the organisation's identity and serving as a rallying point for its employees. (Lencioni 2002).

### 3.2.1 Types of Values

There are four different types of values: core values, aspirational values, permission-to-play values, and accidental values. It is extremely important to avoid confusion between core values and other types of values. (Lencioni 2002.)

1. The **core values** of an organisation refer to deeply established principles which goal is to direct a company's actions. This type of values cannot be compromised under any circumstances, neither for convenience nor for short-term economic advantage. Usually, core values reflect the values of the founders of an organisation. All in all, core values are one of the key sources for an organisation distinctiveness. For this reason, they must be kept and respected at all costs. (Lencioni 2002.)

2. **Aspirational values** refer to those values that an organisation currently lacks and requires in order to succeed in the future. It is important to carefully manage aspirational values to avoid diluting the core ones. (Lencioni, 2002.) Aspirational values are more suitable as a part of an organisation's envisioned future or as part of its strategy – not as part of its core ideology. (Collins and Porras 2011, 91).

3. **Permission-to-play values** indicate the minimum behavioural and social standards that are required of any employee. These values tend to be similar between companies and do not act as a differentiating factor for an organisation. A good example of a permission-to-play value is the integrity of a person. (Lencioni 2002.)

4. **Accidental values** arise spontaneously and take hold over time. These values are not cultivated by the leadership of an organisation. Instead, they tend to reflect the common interests and personalities of those working in the organisation. At times, accidental values can have a positive impact, for instance, when they create an atmosphere of inclusion. Nevertheless, they can also have a negative impact by foreclosing new opportunities. (Lencioni 2002.)

### 3.2.2 Risks of Creating a Values Statement

Developing and implementing a solid values system demands a significant amount of resources. A well-developed values system may even inflict pain into an organisation. For this reason, companies should carefully consider whether they truly intend to engage in the creating process of a values

system. **Poorly implemented values systems can have a highly negative impact** on an organisation: poisoning an organisation's culture, creating cynical and dispirited employees, alienating customers, and undermining managerial credibility. Moreover, there are the risks of making some employees feel as outsiders, limiting an organisation's strategic and operational freedom, restricting the behaviour of its people, and leaving the leadership open to criticism for even minimal violations to the values. (Lencioni 2002.)

Nevertheless, an organisation that is fully committed and willing to allocate the needed resources to the creating process of a values system will enjoy of an invaluable opportunity as well as of its numerous benefits. (Lencioni 2002.)

### 3.2.3 The Creating Process of a Values Statement

The **creating process of a values statement** will differ from company to company, some may take few days, others may take few weeks. The values statement creative process involves selecting the core values and discussing its interpretation, application and integration into an organisation's processes and culture. (Friedman 2018.) Core values should be enriched with basic definitions to ensure that its aim and meaning is fully understood by all the people working within an organisation. (Lencioni 2002). Usually, organisations have a total of three to five values. Organisations with more than five or six values tend to confuse core values – which remain unchanged – with operating practices, business strategies or cultural norms – which are open to change. (Collins and Porras 2011, 81-82.)

An organisation can benefit from a lasting and positive effect by early developing its core values. (Friedman 2018). The people involved in the creating process will vary according to the organisation's size, age, and geographic dispersion. (Collins and Porras 2011, 83). Defining the core values of an organisation is easier when the team is small – it facilitates consensus attainment. (Friedman 2018). Nevertheless, and applying especially for larger organisations, Collin and Porras recommend the use of what they call a Mars Group. The idea of this concept involves choosing a group of five to seven persons. The selected group would be formed by those who have a deep understanding of an organisation's core values, the highest level of credibility, and the highest level of competency. The aim of the Mars Group is to get a representative slice of an organisation's genetic code to develop an organisation's core values. (Collins and Porras 2011, 83.)

It is vitally important to develop core values as a group and not in isolation. By involving people in the development process, an organisation can discover the individual values that people already have and reveal the core values that an organisation is already living. Values that are revealed in a team are more likely to be unique to an organisation. (Friedman 2018.)

The process for defining the core values of an organisation starts by independently reflecting on the already existing core values and the individual opinions regarding the values systems that would best suit an organisation. There are few questions that facilitate this step. For instance, the team is asked

to reflect on what they value, on the unspoken values that have lead the organisation to where it is today, and on the common characteristics of successful employees. The aim of this is to allow the team to reflect and contribute thoughtfully. (Friedman 2018.)

After this, all the ideas need be collected and organised. One way of doing this is by listing all the proposed values in a whiteboard and requesting the involved people to select the ten values which are the most important to them. It is recommended that this list of values is arranged according to the level of importance. (Friedman 2018.)

Next, the team is required to collaboratively identify a shortlist of values. Doing this requires that each team member expresses the reason for selecting those values and arranging them in that specific order. This can be done in different ways. A method suggested is to assign points to the listed values: the first value is given ten points while the tenth value is only given one. Following this method, allows to create a shortlist of values. Once this is accomplished, the team needs to have an open conversation of what the team values as a company. The goal of this is to discuss and agree on few core values. (Friedman 2018.)

Once a preliminary list of core values is drafted, it is vital that an organisation considers whether those values would be kept even if the circumstances would change or even if the organisation would be penalised for holding these values. If the organisation cannot honestly answer yes, then the discussed value would not be a core one and it should be dropped from consideration. (Collins and Porras 2011, 82.) The three following questions can aid the before mentioned process: Could the selected values be considered as valid as they are today 100 years from now? Would the company hold the selected values even if one or more of them would become a competitive disadvantage? Which core values would each of these persons establish if they were to form an entirely new organisation regardless of its industry? (Collins and Porras 2011, 85.)

It is important to discuss the interpretation and meaning of the core values. Certain value may mean something to one person and a different thing to another person. The goal of this discussion is to have a clear and shared understanding about how the people will see, experience and live those values in the workplace. For this reason, the **wording and interpretation of core values should be very precise.** (Friedman 2018)

The process of drafting, meeting, discussing, modifying and redrafting may need to be repeated several times. The aim is to agree on a set of values and meaning which everyone can fully support. Even if slow, the more thoughtful and intentional this process is, the better for the organisation. (Friedman 2018).

An essential part of the core values creating process is its implementation. As such, the team needs to develop a plan for integrating core values into the organisation. This plan must go beyond posting the values in the common areas. Instead, it should consider the way in which the core values might become part of the organisational culture. The team should discuss, for instance, how could the values

be integrated in hiring practices, orientation and on-boarding, performance bonuses, and promotion opportunities. Lastly, core values are meant to be discussed in a yearly basis in order to explore potential and improved ways to integrate them in the daily operations of an organisation. (Friedman 2018).

## 3.3 Mission Statement

A mission statement is an enduring document of purpose that distinguishes a certain business from others of its type; it is a declaration of an organisation's most fundamental reason for being. The mission statement or core purpose of an organisation is the most visible and public part of a strategic plan and an essential step for the development of objectives, strategies, goals and policies. (Cochran, David, and Gibson 2008, 27-28.) According to Phanuel, mission and vison statements, portray organisational image and uniqueness. As such, mission and vision statements are key tools for communicating an organisation's uniqueness in terms of ownership, resources or environmental circumstances. (Lynch 2000). Opposing this view, Goet (1997) and Simpson (1994) claim that mission – and vision – statements are often generic and not actionable.

Mission statements are one of the most valuable tools available for non-profit organisations. Mission accomplishment, for non profits, is as important as profit attainment for a private organisation. For that reason, non-profit organisations should allocate as much time and energy to developing a strong mission statement as private organisations do for generating sales and profit budgets. (Pandolfi 2011.)

Mission statements tend to be lengthy, ambiguous, and often cannot be used to perform regular and rigorous analysis; mission statements need to be short, memorable and suitable for various stakeholders such as employees, customers, and funding sources. (Pandolfi 2011). Rey, Chinchilla, and Pitta (2017, 47) condense the core characteristics of a mission as being Wide, Inspirational, Service-oriented and Evaluable (WISE). An effective mission statement must be aligned with the organisation's strategy, support the organisation's objectives and be integrated into all managerial systems. Mission statements must also be based in authentic leadership, so that each person is accountable for its own mission while providing support to their colleagues' missions. (Rey et al. 2017, 49.) Mission statements require continuous evaluation to ensure the effective communication of the desired message and feelings to the people working within an organisation. (Cochran et al. 2008, 28)

Effective mission statements contain a clear description of the future direction of an organisation. (Pandolfi 2011). Likewise, an effective mission statement must capture the essence of an organisation and reflect the employees' idealistic motivation for doing work. (Collins and Porras 2011, 85). Phanuel (2012, 98) identified eight common themes regarding what an effective mission statement should contain:

1. Overriding purpose of the organisation
2. Basic beliefs, philosophies, principles, values and aspirations of the organisation
3. Defining organisation's customers

4. Organisation's scope and boundaries in terms of products, markets and geography
5. Organisation's commitment to financial and economic objectives
6. Organisation's commitment to long-term survival and growth
7. Organisation's identity, distinctive capabilities and basis for competitive advantage
8. The way in which the organisation aims to create value for stakeholders

**The primary role of a mission statement is to guide and inspire.** Organisations must have a clear understanding of their purpose in order to make meaningful work, and, as a result, attract, motivate, and retain outstanding people. (Collins and Porras 2011, 90.) Among its numerous functions, a mission statement provides a base for operating an organisation with focus and discipline, directing employee motivation, guiding the allocation of resources, ensuring consistency in decision making, identifying the most suitable options and courses of action, clarifying the reasons in which an organisation differs from its competitors, and enabling to better explain the ways in which an organisation's purpose benefits its target market. (Cochran et al. 2008, 27-28; Pandolfi 2011; Villareal 2017, 65-66.) A well-developed mission statement facilitates the process of strategy formulation, implementation and evaluation. (Cochran et al. 2008, 27-28).

An organisation's mission should not be confused with its specific goals or business strategies. While an organisation's mission should last for at least a hundred years, specific goals and strategies should change several times in a hundred years. Collins and Porras sustain that an organisation's mission can never be reached. Considering this, an organisation can never, then, stop stimulating change and progress. (Collins and Porras 2011, 86.)

### 3.3.1 The Creating Process of a Mission Statement

According to Phanuel (2012, 97), there are two prevailing views regarding the usefulness and impact of mission statements: the one which questions the need for even developing a mission statement, and the one which claims that having a mission statement is beneficial but, using it is even better. Mullane (2002) explained that the biggest debate regarding mission statements focuses on the process followed to develop a mission statement and the way in which this is applied and employed within the organisation. For instance, mission statements are often perceived as a creation from senior management which is exclusively mentioned in annual reports or as a statement positioned in the organisation's walls which is almost immediately forgotten and ignored. All these views highlight and clarify the importance of effectively developing a mission statement which is applicable and align to an organisation's operations.

The creating process of a mission statement may take from few weeks to several months. Nevertheless, a well-crafted mission statement can last numerous years. The process of creating a mission statement is as important as the result obtained. To be useful, a mission statement needs to be complemented with a vision statement, a list of values, goals, principles and objectives. (Pandolfi 2011.)

The five whys is a powerful method for defining an organisation's purpose. The way in which this method operates requires of a descriptive statement and five questions. First the organisation must start by making a descriptive statement such as *We make X product* or *We deliver X services*. After this, the team developing the organisation's mission must ask itself why is that important. This question should be asked at least five times; as more answers are given, the fundamental purpose of the organisation is revealed. (Collins and Porras 2011, 87.)

An alternative approach involves making key questions to the team developing the organisation's mission. These questions aim to help uncover the fundamental purpose of an organisation. For instance, the team can be asked how would they frame the purpose of the organisation so that, if one morning people would wake up with enough money to retire, they would still want to keep working in the organisation. Another question could be, what deeper sense of purpose would motivate people to continuously dedicate its creative energy to the organisation's efforts. (Collins and Porras 2011, 87.)

## 3.4 Vision Statement

A **vision statement** is concerned with **the future that an organisation aims to create.** (Johnson et al. 2017, 8). An organisation's vision should provide an answer regarding what is it exactly that an organisation wants to become. This statement should indicate the organisation's type of business, be short and expressed from a customer's perspective. (David and David 2016, 158-159.) Vision statements provide a basis to set a strategic direction, direct strategic planning, achieve synergy among employees, motivate employees, offer a focal point for an organisation's stakeholders, and promote a sense of shared expectations. (David and David, 2016, p. 163).

### 3.4.1 The Creating Process of a Vision Statement

**Vision statements should be developed in a team**; a shared vision translates into a common set of interests that motivate employees, and set them in an environment of opportunity and challenge. (David and David 2016, 159). The following is **a common approach for creating a vision statement.** The first step is to provide a team with specific materials regarding vision statements to be used as a background information. Next, is to ask each of the team members to independently prepare a vision statement for the organisation. Then, these statements should be discussed and used as a basis to develop a draft version of an organisation's vision statement. After this, the draft version should be distributed to allow for modifications, additions, and deletions. In a following meeting the newly phrased vision is presented and, with the organisation's approval, the vision statement can, then, be set. Sometimes organisations require more than one round for modifying and adapting an organisation's vision; this differs from one company to another. This same method can also be used to develop mission statements. (David and David 2016, 161.)

Organisations are able to develop its vision statements in a variety of ways. Some organisations may utilise discussion groups as the means to develop their vision statements. Other organisations may

opt for inviting **an outside consultant or facilitator** for the same purpose. Alternatively, and with the purpose of avoiding biased views, organisations may trust the task of vision development to **an external person with expertise in creating these types of statements.** (David and David 2016, 161.)

### 3.4.2 Big, Hairy, Audacious Goal

Collins and Porras introduced the term of Big, Hairy Audacious Goal (BHAG) as the means to stimulate progress. A BHAG is meant to be reached within a time frame of 10 to 30 years. BHAGs are clear, tangible, energising, compelling, and highly focused, they serve as a uniting point for action, act as a catalyst for team spirit, engage people, and have a finish line – which allows an organisation to know that the goal has been reached. (Collins and Porras 2011, 94.) Having a time frame of 10 to 30 years, BHAGs can be compared to traditional vision statements – reflecting the future that an organisation aims to create.

Organisations can simultaneously pursue several BHAGs operating at different levels or departments. (Collins and Porras 2011, 95). This is similar to the practise of management by objectives (MBO) proposed by Peter Drucker. (Rey et al. 2017, 46). Nevertheless, it is important to remember that BHAGs are not just simple goals, they are Big, Hairy, Audacious Goals. (Collins and Porras 2011, 99). An organisation's vision requires of a special type of BHAG which applies to the whole organisation, and requires 10 to 30 years of effort to complete. Defining such a BHAG demands thinking far beyond the current capabilities of an organisation and its surrounding environment. A BHAG should not be consider as a sure bet. In fact, a visionary BHAG only has 50% to 70% chances of success. For this reason, it is essential that an organisation puts an extremely high level of both commitment and effort, believing that the set goal can truly be reached. (Collins and Porras 2011, 95.)

BHAGs can be classified in four categories: vision-level BHAGs which can be quantitative or qualitative, common-enemy BHAGs which involve a competitive David-versus-Goliath thinking, role-model BHAGs which suit up-and-coming organisations, and internal-transformation BHAGs which suit large and well-established organisations. (Collins and Porras 2011, 95-96.)

## 3.5 Long-term Objectives

**Objectives** are defined as **statements of specific outcomes that an organisation pursues.** (Johnson et al. 2017, 8). According to the goal-theoretic perspective, objectives need to fulfil the following criteria: be specific and challenging. Specific objectives guide employees' efforts in the appropriate direction allowing them to operate with a clear focus. Moreover, employee performance improves when goals are specific, clear, and independent of a person's interpretation. Another characteristic highlighted by the goal-theoretic perspective is that objectives need to be challenging and difficult. Formulating challenging objectives increases both, the employees' effort, and the results obtained by an organisation. (Gutiérrez, Lloréns-Montes and Bustinza 2009, 155.) Today, in addition of being specific and challenging, well-defined objectives are measurable and consistent. (David and

David 2016, 40). Rey, Chinchilla, and Pitta condense the core characteristics of long-term objectives as being Specific, Measurable, Achievable, Relevant, and Time-bound (SMART). (Rey et al. 2017, 47).

Long-term objectives are fulfilled through the accomplishment of specific short-term objectives. (Prusty, Mohapatra and Mukherjee 2010, 442). Both, long-term objectives and short-term objectives, are vital for business success. (Gray 2016) In a practical setting, organisations seek the opinions of informed people in order to establish its long-term goals. (Prusty et al. 2010, 443). As such, long-term goals are often used as an attempt to define the strategic direction of an organisation, and for this reason, they must be carefully assessed. (Johnson et al. 2017, 6-7). By establishing its long-term goals, an organisation can better-define its short-term efforts, and better-perform its daily operations. (Hagel and Brown 2010).

In general, long-term objectives tend to have a timeline of three to five years. In order to develop their long-term goals, an organisation needs to perform a thorough internal analysis with an emphasis on its core and on the future, it seeks to create. An organisation's long-term goals should reflect the reason the organisation was founded. (Gray 2016.)

Long-term objectives can be defined in four broad areas: service goals, referring to the goals seeking to improve customer satisfaction or customer retention; social goals, referring to the goals that emphasise giving back to the community; profit goals, referring to the goals seeking to maximize the organisation's profits; and growth goals, referring to the goals seeking the expansion of the company. (Gray 2016.)

### 3.5.1 A Vivid Description

A vivid description is the second element that an organisation needs to develop, in order to complete its envisioned future. A vivid description is a vibrant, engaging and detailed text defining the way in which an organisation, its people, and the environment will be once the BHAG is achieved. This can be understood as the process of translating a vision statement from a written form to an illustrated form; creating this picture is vital for making the BHAG tangible in the minds of people. (Collins and Porras 2011, 95.)

Passion, emotion and conviction are essential elements to create the envisioned future of an organisation; appealing to the people's emotions and dreams is a great method to motivate and engage others. An organisation can consider various aspects that may help it define its vivid description. For instance, an organisation may reflect on how should the employees perceive the working place 20 years from now, or what should the organisation have accomplished in the already mentioned timeframe. (Collins and Porras 2011, 97-98.)

# 4 DEVELOPMENT WORK: CASE KUOPIO ENTREPRENEURSHIP SOCIETY

The main goal of this work was to create **a solid strategic foundation for Kuopio ES** by developing its **core values, vision, mission, and long-term objectives.** Doing this demanded having a general understanding of the organisation's internal and external environments. As such, these analyses were included as part of the thesis. The presented work also defined relevant strategic elements such as the organisation's customer groups, customer cycle, internal structure and Activity Plans 2018 – 2021. All in all, the development work consisted of 13 meetings held in June – August 2018.

The 2018 Board of Kuopio ES consisted of one Chairperson and four Board Members: Mr. Kosunen, Chairman; Jade Jimenez, Vice-chairwoman; Kenneth Muhumuza, Secretary; Mrs. Lähdesmäki, Event Manager; and one person performing as the organisation's Marketing Content Manager. The entire Kuopio ES Board was selected as the Mars Group responsible for the development of the organisation's strategic foundation. Nevertheless, throughout the development process only four out of the five Board Members were consistently involved. Even though, the involvement of the full board was desirable, having the participation of the majority of the board was still considered a positive outcome.

## 4.1 Introducing Kuopio Entrepreneurship Society

In 2009, the continuous growth and development of startup activities marked the beginning of a huge startup movement in Finland. The Entrepreneurship Societies (ESs) played an important role spreading awareness regarding these entrepreneurial activities. (Startup Finland 2016). The history of ESs began in 2008, when a university professor told his students that becoming an entrepreneur was the worst decision a person could make. Back then, the Finnish mind-set was not an entrepreneurial one. Convinced that it was time for a change, a group of students from Aalto University decided to start a grassroots movement around entrepreneurship. As a result, Aaltoes, Finland's first Entrepreneurship Society (ES), was founded. (Aaltoes, 2018.)

An ES is **a non-profit organisation dedicated to the development of the entrepreneurial ecosystem of the institution where it is based.** In general terms, the primary function of an ES is **to inspire and provide knowledge to students about entrepreneurship.** (Startup Finland 2016). Kuopio ES, registered in 2011, is one of the nineteen ESs existing in Finland. Kuopio ES is currently based in the Kukkola building of the University of Eastern Finland (UEF). Each year, Kuopio ES is led by a Board who independently, and on a yearly basis, decides on the organisation's best course of action and development path.

Throughout the years, one of the **biggest challenges** for the organisation has been **ensuring its continuity.** Around 2013, the whole Board of Kuopio ES disappeared; this occurred because of different factors, the main one being that Board Members concluded their studies at the university and continued to other projects. Around 2014, a group of students from the UEF decided to revive the organisation. During the following years, this group of students shaped the organisation according

to what they believed was the best for it. Kuopio ES became known among university students as the organisation that would organise hang-outs, and as the place where interesting topics would be discussed. (Kosunen 2018.)

Mr. Kosunen was invited by Tuomas Holma to participate in the events organised by Kuopio ES. Mr. Kosunen, who was at the time a business student at Savonia UAS, enjoyed participating in the events held by the organisation. According to Mr. Kosunen's own words he felt that *something was lacking in the student experience*, and he found the answer by getting involved in the activities arranged by this organisation. Mr. Kosunen described Kuopio ES as a place with a fantastic atmosphere where people could discuss what to do with business ideas, theses, and projects. Naturally, Mr. Kosunen became involved with the activities of the organisation. (Kosunen 2018.)

Kuopio ES started growing in 2015 – 2016 holding its traditional hang-outs and participating in the organisation of events such as Kuopio Design Week. At the time, one of the biggest challenges of Kuopio ES was finding the way to get people involved from Savonia UAS: most of the active people were only from UEF. Mr. Kosunen, being a Savonia UAS student, was a key element for tackling this issue. Mr. Kosunen joined Kuopio ES as an International Coordinator in 2017. (Kosunen 2018.)

In that year, Kuopio ES received the necessary funds to organise a bigger event. The Board of 2017 decided to organise their first accelerator program. The CockPit Accelerator Program was the ultimate result of everything that the previous boards had been building since Kuopio ES was revived as an active organisation. The accelerator consisted of a four-week program that aimed to prepare entrepreneurial teams for future success. The winning team and company was rewarded with a prize of 3000 EUR. As 2017 approached its end, a new board had to be elected. The only member from the 2017 Board that continued to the 2018 Board was Mr. Kosunen; the rest of the 2017 Board Members graduated from university and continued to other projects – some stayed in Kuopio and others moved to different cities. (Kosunen 2018.)

The 2018 Board was characterised by its diversity and by its majority of new members. In terms of nationalities, the 2018 Board had members from Finland, Mexico, Uganda, USA, and Italy. In terms of occupations, the 2018 Board had a graduated business student, a current business student, a physics student, an entrepreneur, and a photographer. Having such a diverse team was incredible. Nevertheless, having three out of the five members of the 2018 Board entirely new to the organisation presented a number of internal challenges namely the lack of a common understanding regarding Kuopio ES's operations, the lack of a common vision regarding Kuopio ES's future development, and the continuity problem caused by the regular change of Kuopio ES's Board Members. Facing this situation, the priorities of the 2018 Board shifted from finding ways to grow the organisation, to getting all Board Members to be in the same page. (Kosunen 2018).

The situation of the 2018 Board provided a unique **opportunity to build and shape the strategic foundation of Kuopio ES.** By engaging in this process, the board would be able to collectively define the purpose and future direction of the organisation. More importantly, defining the organisation's

strategy would provide a solid base to help and guide future boards in the process of developing Kuopio ES. As such, performing this development work should allow future Board Members to easily understand and answer basic questions such as: What is Kuopio ES? What is that which the organisation does? What are the customer groups? And where is the organisation heading?

## 4.2 Methodology Used for the Development Work

The three qualitative methods used to develop the strategy of Kuopio ES were **strategy workshops, focus group discussions, and interviews.** According to the Collins Dictionary (2018), a workshop is defined as a period of discussion or practical work on a particular subject in which a group of people share their knowledge or expertise. The most common **purposes of a workshop** are to **generate new ideas and solutions**, to **reconsider or challenge an existing strategy**, or to **create a new strategy.** (Hodgkinson, Whittington, Johnson, and Schwartz 2006, 484).

Strategy workshops, which often involve taking a group of people away from their ordinary activities to discuss the long-term strategic direction of an organisation, are key elements for the formal process of strategic planning. Strategy workshops tend to be difficult and conflictuous. Nevertheless, and when developed in a thorough and honest manner, strategy workshops can bring alignment and agreements within teams; these are essential for keeping an organisation healthy. (Hodgkinsonet al. 2006, 479.)

A study made by Hodgkinson et al. revealed that strategy workshops are common in the majority of organisations – often held in a yearly basis. This study also highlighted that while most strategy workshops only last a day long, 56.1% of the strategy workshops are part of longer series of workshops which can consist of more than six sessions. The most common reasons for holding strategy workshops include being part of the regular strategy development process of an organisation, as a response to organisational development needs, as a response to a change in organisational structure, or a as a response to a change in the management team. (Hodgkinson et al. 2006, 482-483.) Strategy workshops often make use of strategy concepts, analytical tools, and facilitators to review a strategy, develop a strategy, or plan its implementation. (Johnson, Prashantham, Floyd and Bourque 2010, 1589). According to a study made by Johnson et al. (2010, 1596) the purpose of the strategy workshops need to be clearly communicated to all the individuals participating in them; this is essential to achieve successful outcomes. Strategy workshops were used to develop both, the strategy and core values of Kuopio ES.

A **focus group** discussion implies the existence of **a group of people who are focused on discussing a selected topic.** (Eriksson and Kovalainen 2016, 181). Focused group discussions consist of a group formed by two to ten participants, a facilitator, and a discussion topic. These type of discussions tend to be held in an informal atmosphere in order to encourage participants to express themselves in a freely manner. Focused group discussions are not to be restricted to oral discussions; they may involve other types of tasks such as drawing or painting, pictorial representations and projective techniques. (Edmunds, 2000). The facilitator of focus group discussions can either be the researcher itself or a professional facilitator. The task of the facilitator is both, demanding and

rewarding. In certain situations the age, gender, and experience of the facilitator may be critical to the successful discussion of certain topics. However, this is not always the case. Focus group discussions should, ideally, be tape-recorded and transcribed, or videotaped. (Eriksson and Kovalainen 2016, 188-189.) For this work, all meetings, whether strategy workshops or focus group discussions, and interviews were tape recorded. All the recordings were re-played when writing the Development Work chapter of this thesis as a way to ensure that all the discussed topics and activities were reported in the most detailed and accurate manner.

There are three **different ways to use focus group discussions** in research design: as the **only method**, as part of a **multi-method**, and as a **supplement to a survey.** (Eriksson and Kovalainen 2016, 183). In this work, focus group discussions were used in a very particular form and as a part of a multi-method design. While most focus group discussions are used as method to collect the qualitative data needed to answer a specific research question. In this case, group discussions were used as the means to gather the qualitative data required to develop a specific element of the strategy of Kuopio ES. In other words, each focus group discussion had as a goal the development of a specific element of the strategy of Kuopio ES. The multi-method design used for developing Kuopio ES's strategy involved both, focus group discussions and strategy workshops.

The third and last qualitative method used in this work were interviews. **Interviews** are one of the most common methods for gathering qualitative research data; interviews provide a very efficient and practical way to **gather information that cannot be found in a published manner.** (Cassell and Symon 2004, 11; Eriksson and Kovalainen 2006 ,94). In general terms, an interview consists of a meeting between people in which questions are asked and answered. An interview requires the participation of an interviewer, who is the person that asks the questions, and an interviewee, who is the person that answers the questions. (The Business Communication 2018.) The main goal of a qualitative research interview is to see the research topic from the interviewee's perspective and to understand the reasons driving this particular point of view. (Cassell and Symon 2004, 11).

According to Silverman (2013), there are three types of qualitative research interviews: positivists, which concentrate on obtaining information and facts; emotionalists, which focus on the perceptions, conceptions and emotions of the interviewee; and constructionists, which focus on the meaning formed by the interaction between the interviewer and interviewee. Qualitative research interviews can also be divided according to their characteristics into structured and standardised, guided and semi-structured, and unstructured, informal, open and narrative. (Eriksson and Kovalainen ,93).

In this work, interviews were primarily used as a method to gather information and facts. However, in certain situations the interviews also touched on specific aspects that related to the personal perceptions and experiences of the interviewees. As such, the interviews performed for this development work combined features from both, the positivist and emotionalist types of interviews. The people interviewed for the development of this work were Mr. Kosunen, Mrs. Lähdesmäki, and Mr. Laherto. The formats used to interview Mrs. Lähdesmäki and Mr. Laherto were rather structured

and standardised. However, the format used to interview Mr. Kosunen corresponded to the characteristics of a guided and semi-structured type of interview.

## 4.3 Kuopio ES's Core Values

The **core values** of Kuopio ES were developed in a series of three workshops and one focus group discussion. All pictures taken from the core values' meetings are included in a chronological manner in Appendix 2. Table 3 provides a summary of these meetings including information regarding the type of meeting, purpose, date and time, participants, and facilitator.

TABLE 3. Summary of the meetings for developing Kuopio ES's core values

| Meeting Number | Meeting Information |
|---|---|
| 1 | **Type of meeting:** Core Values – Part 1 – Workshop<br>**Purpose:** Discover the personal values of each of the Board Members<br>**Date and time:** 8 June 2018, 17:00 – 21:00<br>**Participants:** Niko Kosunen, Jade Jimenez, Kenneth Muhumuza, and Bailey Lähdesmäki<br>**Facilitator:** Bailey Lähdesmäki |
| 2 | **Type of meeting:** Core Values – Part 2 – Workshop<br>**Purpose:** Select a maximum of six core values for Kuopio ES<br>**Date and time:** 20 June 2018, 17:30 – 19:30<br>**Participants:** Niko Kosunen, Jade Jimenez, Kenneth Muhumuza, and Bailey Lähdesmäki<br>**Facilitator:** Bailey Lähdesmäki |
| 5 | **Type of meeting:** Core Values Workshop – Part 3 – Workshop<br>**Purpose:** Revise the prior selected values and discuss what they truly mean for the organisation. Make the final selection of Kuopio ES's core values.<br>**Date and time:** 3 July 2018, 12:00 – 13:30<br>**Participants:** Niko Kosunen, Jade Jimenez, Kenneth Muhumuza, and Bailey Lähdesmäki<br>**Facilitator:** Jade Jimenez |
| 6 | **Type of meeting:** Core Values – Part 4 – Group Discussion<br>**Purpose:** Revise the selected values and its phrasing. Have Kuopio ES's values statement ready.<br>**Date and time:** 9 July 2018, 11:00 – 11:45 |

| | |
|---|---|
| | **Participants:** Niko Kosunen, Jade Jimenez, Kenneth Muhumuza, and Bailey Lähdesmäki |

### 4.3.1 Workshop 1: Discovering Board Members' Personal Values

The aim of the first values workshop was to discover each of the **Board Members' personal values**. This is essential since the organisation's values are deeply rooted within the values of its members. Mrs. Lähdesmäki facilitated and created the structure of this workshop. During the interview (Appendix 3), Mrs. Lähdesmäki provided an insight into the workshop planning process. She explained, that developing values through workshops allow all members to participate and be physically together in a given space; this is especially important when dealing with values since they are very personal. In this specific case, being physically together worked the best given the size of the group – based on group dynamics, workshops work better in groups of maximum six persons – and the fact that all members knew each other. Mrs. Lähdesmäki revealed that even though the main goal of this and some of the following meetings was the ultimate development of Kuopio ES's values statement, there were also some hidden goals in performing the workshop in this specific way: to bond as a team, obtain a deeper understanding of each other, and increase the commitment of Board Members towards Kuopio ES. (Lähdesmäki, 2018, June 20.)

This workshop was based on an **image brainstorming method** which involves utilising ready-made images as a channel to identify and share a personal perspective through a less personal medium. The ready-made images utilised in this workshop were from different magazines. Mrs. Lähdesmäki explained her preference for using ready-made images from magazines rather than from the Internet: when people search for ready-made images on the Internet, they already have a preconceived notion of what they are searching for; they start with an idea, instead of with an interpretation. Utilising ready-made images from magazines allows people to reflect and think of what the image represents as well as what it implies. Moreover, the use of ready-made images from magazines opens people's mind to different possibilities and enables them to think more creatively. According to Mrs. Lähdesmäki, it is good to begin a values workshop with something personal given that values in a team are personal; utilising ready-made images facilitates this process. (Lähdesmäki 2018, June 20.) The first values workshop proceeded as described below.

1. **Introduction:** During the introduction part of the workshop, Board Members received a thorough explanation regarding the re-shaping process that Kuopio ES was about to begin. Then, the facilitator explained the aim of this specific workshop and the methods to be utilised.
2. **Key questions:** The key questions provided for the workshop functioned as a starting point to trigger Board Members' creative thinking. These questions were to be considered prior and while engaging in the image brainstorming process. The four questions presented were the following ones: What is important for you? What made you the person you are today? What are your priorities for the future? and How do you make choices?
3. **Image brainstorming:** The image brainstorming process consisted of 30-45 minutes of personal and deep reflection. During this period, Board Members looked through the images of different

magazines, and gave personal interpretations and meaning to those that reflected their own values and persona. To keep all the ideas ordered and avoid mixing thoughts, Board Members were encouraged to write key words about the way in which each image related to them. This process was accompanied by relaxing music, intended to create a supportive atmosphere for creative thinking.

4. **Agreeing on how to proceed:** After the image brainstorming, there were two ways in which the team could continue the workshop. The first option was to have all members present their selected images, explaining the reasons they chose them and the way in which the images reflected their own values and persona. All the presentations were to be listened without interruption. After this, Board Members could begin a discussion. The second option involved having the possibility to discuss at the same time that a member presented its images. In other words, having the chance to interrupt a member's presentation whenever there was a point to be made or a comment to be added. The team agreed to proceed with the first option.
5. **Presenting personal values:** Every member presented the images they selected – one by one. Everyone listened with attention; all presentations were video-recorded.
6. **Closure:** After listening to all presentations, Board Members had the chance to discuss together different topics. For instance, what they learnt about themselves and from each other, and the way in which they felt the workshop method had helped them discover certain characteristics about themselves and what they value. This discussion worked as a closure for the workshop. Before concluding, the facilitator explained the relevance of this workshop and the way in which this would be key for developing the work of the next meeting. Lastly, the team agreed on the date for the next meeting: June 20, 2018.

As mentioned in point 3, during the image brainstorming, all members had the chance to write key words or short sentences that, along with the images, would represent and summarize their own values and persona. Below there is a list containing the key words and sentences that each member highlighted.

- **Niko:** Finland. Great Britain. Sense of humour. China. Different cultures. Internationality. Doing things together. Cats. Technology. Computer Science. Development of societies. Futurism. Relaxed and chill attitude. Childish. Do not seem too serious. Freedom. Being different. Part of the team. Alone. Impossible is nothing.
- **Kenneth:** Supporting others to grow using the knowledge and resources at hand. Teamwork. Friendliness. Keeping focus. Remain competitive. Being dynamic. Stand out. Remain beautiful. Ready to jump. Innovative and creative thinking. A third eye – to consider things with care.
- **Jade:** Finland. Challenges. Courage. Changes. Embracing new. Seeing the core of the people, not just the outer layer. Childish. Serious. Different personalities according to the situation at hand. Self-awareness. Hard work. Humility. Equality. Commitment. Organised. Structural. Accountable. Decision making. Dream big. Diversity. Evolution. The power of doing things together. Family. Happiness. Photography. Details. Professionalism. The beauty of being different. Secure of being yourself. Image and quality. Sustainability. Teamwork. Helping others. Innovation. Creativity. Open mindedness.

- **Bailey:** Taking care of the environment. Health. Cooking. Entertaining. Bringing people together. Networking. Doing things together. Helping people. Diversity of people and their mind-sets. Supporting people. Thinking about the future development of our society. Perspective. Tolerance. Finding the core. Having a good plan and knowing the goal. Having a direction. Balance between action, courage, plan and vision. It is not only about the destination, but about the journey and the learning process. Achievement. Creativity and innovation. Open mindedness. Family. Courage. Desire to move forward.

### 4.3.2 Workshop 2: Selecting Core Values

The aim of the second values workshop was to **select less than five values**, to be taken as a preliminary draft of Kuopio ES's core values – considering the individual characteristics and personal values presented during the first workshop. **Affinity diagrams** were used as a tool to achieve the workshop's primary goal. An affinity diagram is method utilised to gather and organise large amounts of data into groups or themes based on their relationships. (Dam & Siang 2018, October 13). Mrs. Lähdesmäki facilitated this workshop which followed the structure presented below.

1. **Introduction:** The introduction consisted of a quick revision regarding the first values workshop. After this, the aim and the processes to be followed during the second values workshop were presented.
2. **Images organised according to themes:** All the images and ideas developed during the first workshop were spread on top of a table, and organised in a way that images of similar themes would be placed together or near to images of related themes. This process shared similarities with the eventually developed affinity diagrams. Nevertheless, and at this stage of the workshop, the process involved the sole use of images along with already written key words and ideas – not yet concise data.
3. **All images and ideas into key words:** Once all the images were organised according to similar or related themes, the task was to translate all images and ideas into key words. See Picture 1 in Appendix 2. The coloured post-its contained the ideas and key words developed during the first workshop; the small white papers contained the concise key words that were developed based on all ideas and images.
4. **Ordering the key words:** The next step was to order all key words so that those of similar themes were placed near to each other. To do this, all images and post-its were cleared from the table – remaining only the concise key words written on small white papers. See Picture 2 in Appendix 2.
5. **Affinity diagrams and selection:** The aim of this step was to develop affinity diagrams and, find the key words to be taken as the preliminary version of Kuopio ES's core values. This process involved identifying key themes and deciding on the most important key words – those that would resonate the most among others. The whole process consisted of two steps which were continuously repeated until only few words, ideally four, remained on top of others.
    a. The first step was to pick two words; these words were to be next to each other in order to ensure theme similarity.

**b.** The second step required the team to carefully look at both words and discuss which one would they want to keep on top. This decision was based on perceived importance and the way in which the team valued the word at hand. The word that remained on top was considered as the most important, encompassing all the words placed beneath it.

6. **Preliminary version of Kuopio ES's core values:** Even though the goal was to choose less than five values, the team could not decide on eliminating any of the six remaining key words. For this reason, and after a long discussion, the team decided to keep them all – the selected values would be revised once more during the third values workshop. As such, the preliminary version of Kuopio ES's values statement consisted of the following six core values: open mindedness, dream big, courageous, dynamic, approachable, and collaborative. See Picture 3 in Appendix 2. Figure 19 presents the six core values along with their affinity diagrams, which show all the key words placed beneath them.

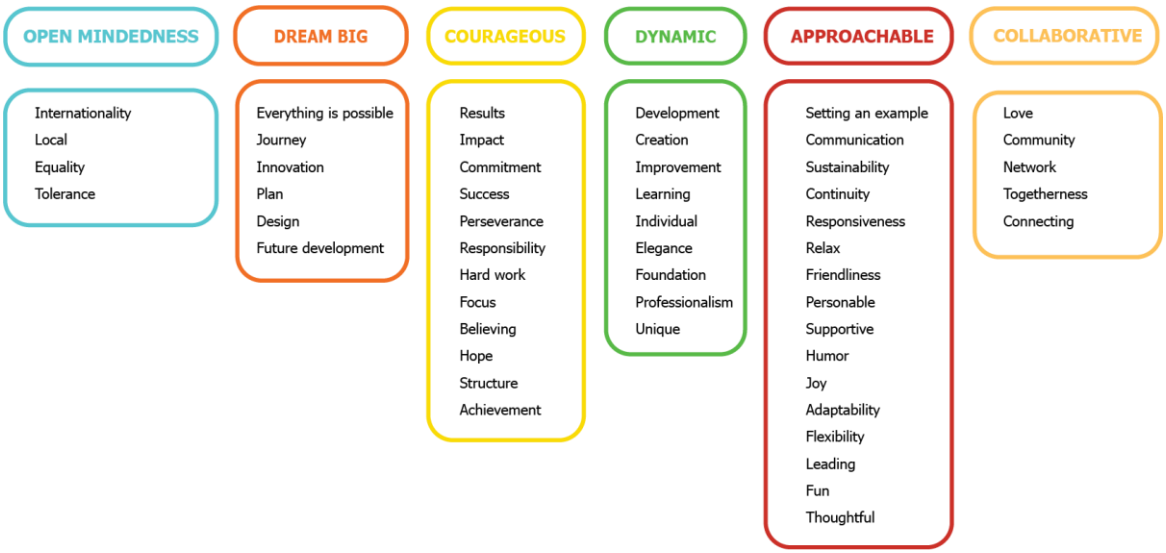



FIGURE 19. The six preliminary-chosen core values presented with their respective affinity diagram

The next meeting for continuing the development of Kuopio ES's core values was agreed only after finalising the two Strategy Workshops. The date for the third values workshop was July 3, 2018.

### 4.3.3 Workshop 3: Final Selection of Core Values

There were almost two weeks time between the second values workshop and the third one. This timeframe was given to allow Board Members to reflect on the six preliminary selected core values. During this time, Board Members were able to consider whether the selected values truly reflected the core values of the team and, thus, of Kuopio ES.

The aim of the third values workshop was to **define each of the values' meaning, and agree on a final list of core values.** Ms. Jimenez facilitated this workshop, which in the end developed as a group discussion. According to Yale Centre for Teaching and Education, discussion methods are a variety of forums for open-ended, collaborative exchange of ideas that allow participants to present

different viewpoints, contribute to others' ideas, and reflect on their own, in a common attempt to increase the knowledge, understanding or interpretation of the discussed matter. (Yale Centre for Teaching and Education 2018) The third values workshop followed the below described structure.

1. **Introduction:** During the introduction, Ms. Jimenez presented the schedule for the workshop. See Picture 4 in Appendix 2.
2. **General talk about the preliminary chosen core values:** At this stage, Board Members carefully reflected on the preliminary chosen core values; most of the discussion focused on discovering potential overlaps between them. For instance, it was found that approachable and collaborative, and courageous and dream big were values that could be merged into single ones. Another big driver of the discussion involved reflecting on the success factors that Kuopio ES had up to this point. This enabled Board Members to recognise that passion and passionate people have been the essence driving the organisation to its current state. Similarly, Board Members recognised that the absence of passion and passionate people is what had previously stopped Kuopio ES from operating as it normally would. Other parts of the discussion focused on questioning the key words selected as core values. For instance, Board Members found that the value of open mindedness could be better and more meaningfully represented by a word such as diversity.
3. **Final list of core values:** After 40 minutes of discussion, the team agreed on four core values: passion, diversity, approachability, and collaboration.
4. **Discussing the meaning of core values:** The next step involved defining the exact meaning of the four core values; in other words, answering to the questions: What do these values mean to us and to the organisation? and How should the values be interpreted and understood by a person new to the organisation? Few examples of the way in which companies, such as Talentree and Oddy Inc, give meaning to their values were presented. See Picture 4 in Appendix 2.
5. **Developing the meaning of core values:** Developing the meaning of core values had as a primary goal to enhance a common understanding about the organisation's values, and prevent misinterpretation. To facilitate this process, the team discussed each of the values at a time and determined few key words to summarize the most important points to be considered when writing the meaning of each value. See Picture 5 in Appendix 2. Figure 20 presents the four chosen core values as well as the key points to be considered for their written interpretation.

FIGURE 20: Kuopio ES's core values and the defining points for their written interpretation

6. **Phrasing values and meaning:** The team agreed that making the final phrasing of the values together would be extremely time consuming. For this reason, and after developing the key points that each value should consider in its written interpretation, Mrs. Lähdesmäki volunteered to create a preliminary version of how the value's meaning would read in the organisation's values statement. This draft would be presented, modified (if needed), and approved during the next meeting to be held on July 9, 2018.

The original plan for the third values workshop considered having a finalised phrasing of the values meaning as well as a part dedicated to discussing values in action – the way in which values would be implemented in the organisation's regular activities. Nevertheless, and due to a tight schedule, this could not be completed in the third meeting – a fourth meeting for values development was arranged.

#### 4.3.4 Group Discussion 1: Providing Core Values with a Meaning

The aim of the fourth values meeting was to have a **finalised values statement** approved by all Board Members. This meeting was developed as a group discussion and had the following structure.

1. **Introduction:** The introduction stage presented the schedule for the day as well as the primary goal of the meeting.
2. **Presenting the preliminary version of Kuopio ES's values statement:** Mrs. Lähdesmäki revealed the preliminary version of Kuopio ES's values statement, which was developed based on the key points agreed during the third values workshop. Mrs. Lähdesmäki read through the whole document at once so that all Board Members could have a general picture of the finalised draft.
3. **Time for discussion and possible modifications:** The discussion part involved going through the values and its respective meaning, one by one. Board Members revised that all key points mentioned during the third values workshop were encompassed in the written explanations. All in all, Board Members agreed with the presented preliminary version of Kuopio ES's core values – there were only minimal modifications made in terms of wording. This stage concluded with everyone's approval of Kuopio ES's values statement.
4. **Finalised version of Kuopio ES's values statement:** Kuopio ES's values statement was finalised with the approval of all Board Members. Kuopio ES's values statement is presented in Figure 21.

**PASSION**

We spread the information and enthusiasm about entrepreneurship to give everyone the opportunity and motivation to become entrepreneurs.

**DIVERSITY**

Our members come from all around the world. We want to share our experience and expertise from various fields with you.

**APPROACHABILITY**

Anyone can come and ask for advice and support from our open community, just have some fun, or help promote entrepreneurship.

**COLLABORATION**

Our network includes all the key players in the area and we work with them to cultivate entrepreneurship at the grass-roots level.

FIGURE 21. Kuopio ES's values statement

## 4.4 The Relevance of the Business Environment

The **business environment** of an organisation can be divided in four layers: **macro-environment, industrial or sector environment, markets and competitors,** and **the organisation itself.** (Johnson et al. 2017, 33) Figure 22 introduces the four layers of a business environment.

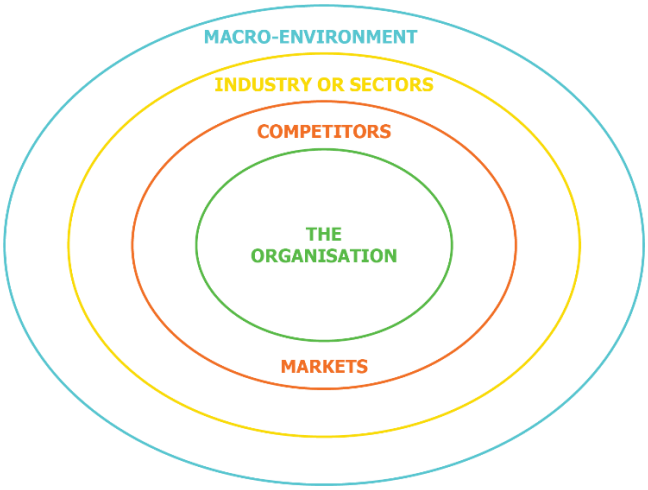



FIGURE 22. Layers of the business environment (Johnson et al. 2017, 33)

There are different tools used to perform the analysis of a business environment; these tools vary according the various business environment layers. The **PESTLE** analysis is a key tool for analysing an organisation's broad macro-environment. (Johnson et al. 2017, 34.) The PESTLE analysis is a

strategic planning tool used to measure the impact of political, economical, social, technological, legal and environmental factors on a given business. One of the main functions of the PESTLE analysis is to capture all potential risks and issues that might threaten the success of a business. (Rastogi and Trivedi 2016, 385.)

**Porter's Five Competitive Forces Framework** is a relevant tool to analyse the environment of a specific industry. Porter's Five Competitive Forces Framework is a management tool used to understand the strategic implications that an industry presents to individual businesses. This framework evaluates the attractiveness of an industry in terms of five competitive forces: competitive rivalry, powerful buyers, powerful suppliers, potential new entrants and substitute products. The collective strength of the forces defines the profit potential of an industry. (Dobbs 2014, 32; Johnson et al. 2017, 63.)

Porter's Five Competitive Forces Framework can be enhanced through the consideration of two additional forces: complements and network effects. (Johnson et al. 2017, 63). The role of complements highlights the importance of driving attention to cooperative factors and not only to competitive ones. (Brandenburger and Nalebuff 1995). Complements are all the organisations that offer a product or service compatible with other product(s) or service(s) produced in a given industry. Complements provide a greater value to customers only if both products are used together. (Wilkinson 2013; Yalcin, Ofek, Koenigsberg and Biyalogorsky 2010, 7). The network effects, on the other hand, happen when the value of a product or service is conditional to the number of users. In a purely network industry, there is no value for a product in the absence of consumers; the value of a product increases according to the number of users. (McIntyre and Subramaniam 2009, 1-2.)

Markets and competitors can be analysed in terms of strategic groups, market segments and the use of the Strategy Canvas. (Johnson et al. 2017, 63)

- **Strategic groups:** According to Porter, a strategic group is defined as a group of organisations pursuing the same or a similar strategy along the strategic dimensions. (Porter 1980, 129). A strategic group analysis offers the possibility to identify whether performance differences, among organisations of a specific industry, can be explained according to the type of strategy followed. (Leask and Parker 2004, 3).
- **Market segments:** Market segments are created by dividing a specific market into different groups of customers according to their needs, characteristics and behaviours. As a result, a market segment consists of a group of people who respond in a similar way to specific marketing efforts. (Kotler, Armstrong, Harris and Piercy 2017, 48.)
- **Strategy Canvas:** The Strategy Canvas is a major diagnostic and action framework tool belonging to the Blue Ocean Strategy. The Strategy Canvas illustrates the current business environment of a given market space, facilitates the understanding of the competitive landscape, and reveals the key factors shaping the development of an industry. (Papazov and Mihayova 2016, 105).

An organisation's own environment is understood through the analysis of its resources and capabilities. Some of the methods used to analyse the resources and capabilities of an organisation include the VRIO analysis, value chain analysis, activity systems mapping, benchmarking, SWOT analysis and strategic-relevance relative-strength analysis. (Johnson et al. 2017, 97; Johnson et al. 2017, 109)

- **VRIO analysis:** Evaluates an organisation's resources and capabilities based on four indicators: valuability, rarity, imitability and organisation. (Ariyani, Daryanto and Sahara 2018, 10).
- **Value chain analysis:** Captures the full range of activities that an organisation conducts to take a product or service from conception to delivery. The value chain analysis divides an organisation's activities in two: primary activities and supportive activities. (Harrison 2018.)
- **Activity systems mapping:** Illustrates, in the form of a diagram, the core competencies of an organisation along with the related management activities and policies that support them. (Sneed and Fairhurst 2010, 151).
- **Benchmarking:** Compares an organisation to its competitors in an attempt to understand current performance. Benchmarking identifies potential performance gaps and opportunities to improve; it also highlights areas of key performance both, of the organisation and of its competitors. (Valdes-Perez 2015). According to Kim and Mauborgne, benchmarking is a tool that generates new ideas for an organisation. However, it does not lead to value innovation. (Sheehand and Vaidyanathan 2009, 13).
- **SWOT:** Identifies the relevant factors that enable an organisation to reach its objectives; it distinguishes the internal and external factors impacting an organisation's ability to compete. Overall, the SWOT analysis considers two organisational and two industrial factors, strengths and weaknesses, and opportunities and threats respectively. A limitation to the SWOT analysis is that it can often generate a list of brainstormed opportunities instead of a thoughtful list of what it is important for an organisation. (Srivastava et al. 2013, 48.)
- **Strategic relevance and relative strength analysis:** Evaluates the organisation's resources and capabilities according to two factors: their strategic relevance (x-axis), as to how important are these factors to an industry, and their relative strength (y-axis), as to how are these factors performing within an organisation. This framework identifies resources and capabilities within four different quadrants: irrelevant resources, superfluous resources, weaknesses, and strengths. (Thylmann 2003.)

## 4.5 Strategy Workshops

There were two strategy workshops dedicated to the careful **analysis and definition of Kuopio ES's competitors, customers, and internal capabilities.** Undergoing this process enabled the team to identify threats and opportunities as well as its own strengths and weaknesses. As the result of these workshops Kuopio ES mapped its competitive environment, developed its Strategy Canvas and compared it to the ones of its main competitors, evaluated its internal capabilities and resources according to relative strength and strategic relevance, created its Eliminate-Reduce-Raise-Create Grid, and developed the foundation for defining their customer groups and customer cycle. Furthermore,

the workshops' discussions allowed Kuopio ES to concretely reflect on the exact range and type of services offered by the organisation. The overall goal of the strategy workshops was to initiate the team on the strategizing process, and trigger a thoughtful process for the team to reflect on different aspects relevant to strategy creation. All pictures taken from the strategy workshops are included in a chronological manner in Appendix 4. Table 4 provides a summary of the strategy meetings, including information regarding the type of meeting, purpose, date and time, participants, and facilitator.

TABLE 4. Summary of Kuopio ES's strategy meetings

| Meeting Number | Meeting Information |
|---|---|
| 3 | **Type of meeting:** Strategy – Part 1 – Workshop<br>**Purpose:** Examine Kuopio ES's competitors, customer groups, and internal strenghts and weaknesses<br>**Date and time:** 29 June 2018, 15:00 – 19:30<br>**Participants:** Niko Kosunen, Jade Jimenez, Kenneth Muhumuza, and Bailey Lähdesmäki<br>**Facilitator:** Jani Laherto |
| 4 | **Type of meeting:** Strategy – Part 2 – Workshop<br>**Purpose:** Develop Kuopio ES's Strategy Canvas and Eliminate-Reduce-Raise-Create Grid<br>**Date and time:** 30 June 2018, 9:00 – 12:00<br>**Participants:** Niko Kosunen, Jade Jimenez, Kenneth Muhumuza, and Bailey Lähdesmäki<br>**Facilitator:** Jani Laherto |

As shown in Table 4, both workshops were facilitated by Mr. Laherto. In an initial interview with Mr. Laherto (Appendix 5), he revealed that the primary goal of these workshops was to enable the team to gain a deeper understanding of the way in which Kuopio ES delivers value to its customers. Mr. Laherto highlighted that the workshops were built around **a high-level strategy framework** and **the blue ocean strategy.** Prior to the workshops, Mr. Laherto provided the team with a small pre-workshop task (Appendix 6) and requested some information for preparing the workshops (Appendix 7).

### 4.5.1 Workshop 4: An Internal and External Analysis

The aim of the first strategy workshop was to obtain a deeper understanding regarding **Kuopio ES's current competitors.** The first strategy workshop followed the structure described below.

1. **Introduction:** Mr. Laherto gave a brief explanation regarding what was going to occur during this and the second strategy workshops. Moreover, he provided the team with the material to be

used throughout the workshops (Appendix 8), and introduced the framework that would guide most of the work to come (Figure 23). See Picture 6 in Appendix 4.

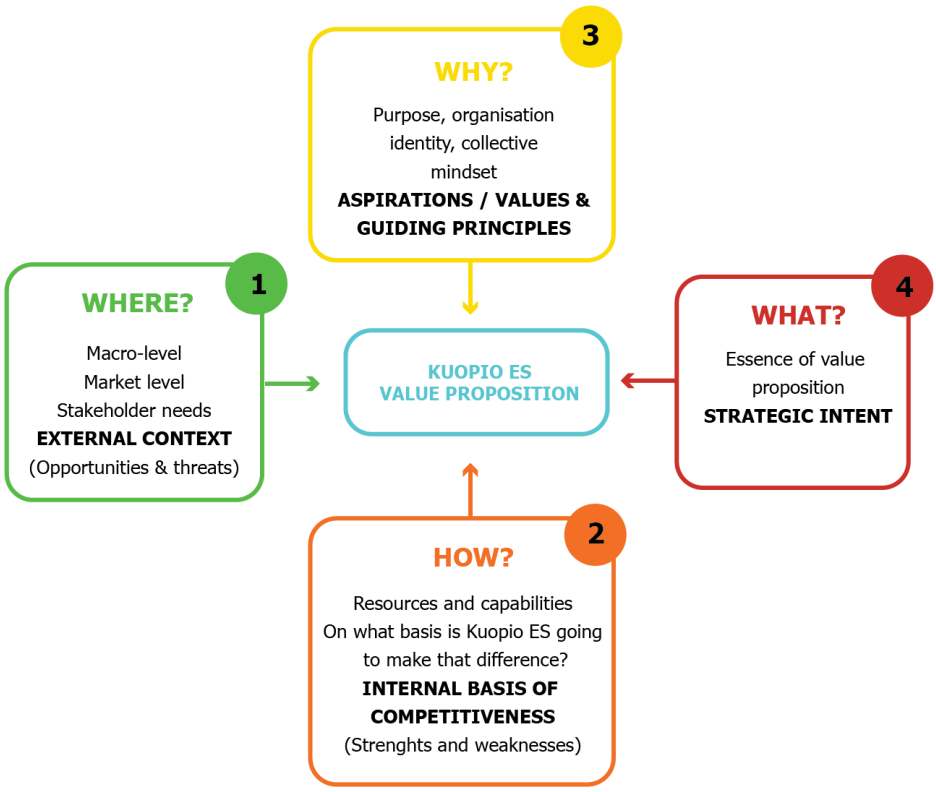



FIGURE 23. The Strategy Framework presented by Mr. Laherto

Mr. Laherto explained that the box number three, presented in Figure 23, would not be handled during the workshops facilitated by him. Instead, the focus would be given to boxes number one, two and four.

2. **Kuopio ES's competitors:** The first step involved defining Kuopio ES's competitors, identifying three critical issues for the organisation (vulnerabilities), three important threats, and three key opportunities. See Picture 15 in Appendix 8, and Picture 8 in Appendix 4. The team had one hour to complete this task.
    a. **Defining the environment of Kuopio ES:** It was quite difficult to identify specific competitors given the local and non-profit nature of the organisation: potential competitors could easily be considered as potential partners. Moreover, and different from cities such as Helsinki where more than one ES operates, Kuopio only has one ES. For this reason, there are no organisations having the same offering as Kuopio ES. As a result, instead of identifying specific competitors, the team decided to map the current environment in which the organisation operates. This environment outlined different competitors of Kuopio ES based on specific offerings i.e. co-working space, events, and funding; or common interests i.e. students, entrepreneurship, and internationality. See Picture 7 in Appendix 4. Figure 24 presents Kuopio ES's competitive environment.

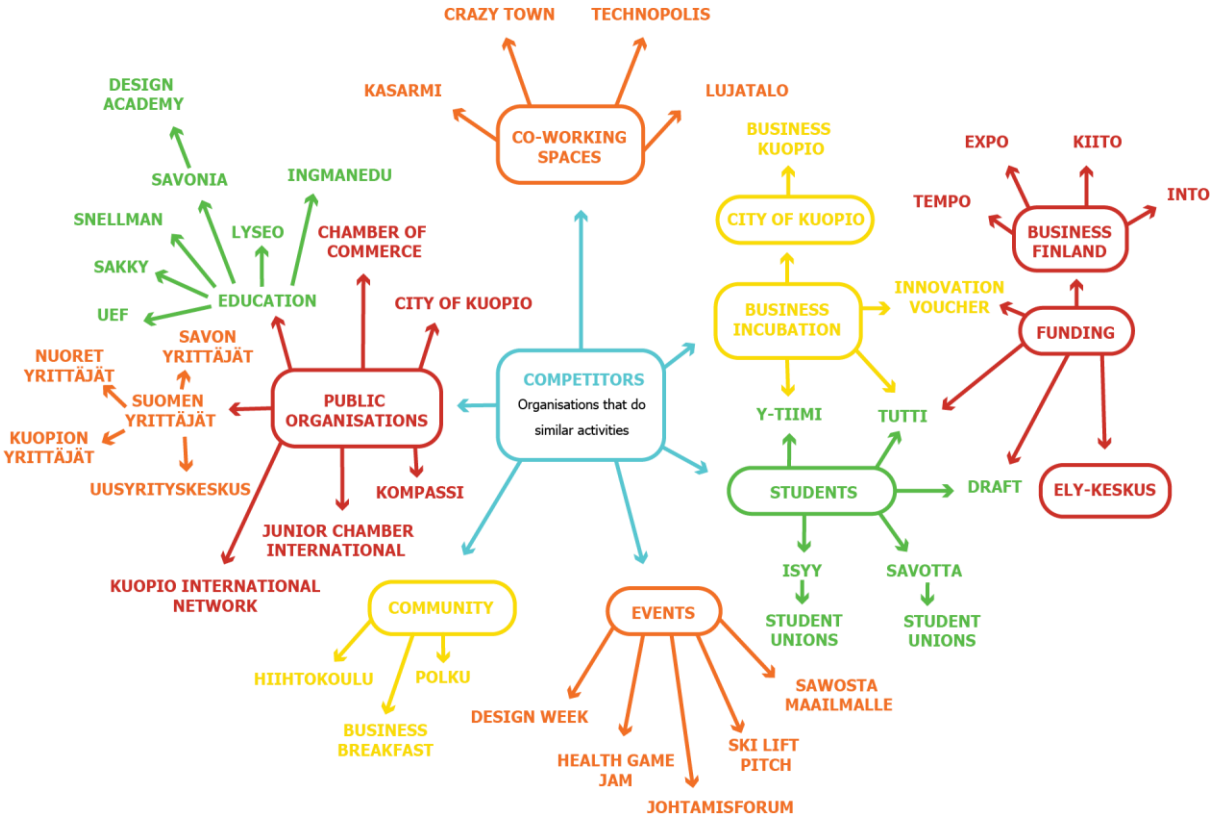



FIGURE 24: Kuopio ES's competitive environment

b. **Defining the customer groups of Kuopio ES:** While going through the defining process of Kuopio ES's competitors, the team had the opportunity to reflect on the specific customer groups that the organisation serves. In a preliminary manner, and requiring further development, the team identified two main customer groups: entrepreneurially-minded students, and entrepreneurially-minded international people. As such, three characteristics were highlighted: international people, students, and entrepreneurship.

c. **Key issues (vulnerabilities) of Kuopio ES:**

   i. **Organisational structure and continuity:** Kuopio ES lacks a solid organisational structure and continuity. Competitors have strong organisational structures that prevent them from disappearing; in other words, such structures enable them to ensure the continuity of the organisation throughout the years.

   ii. **Funding and support:** Kuopio ES is not ready to provide its customers with as much funding and support as other organisations can do.

   iii. **Marketing and outreach:** Kuopio ES currently performs its marketing and outreach activities at a rather low level. Underperforming in these areas hinders the process of building a strong brand and limits the amount of people who are aware of the organisation's existence.

d. **Key threats for Kuopio ES:**

   i. **Limited services:** Up to this point, the services that Kuopio ES can provide to its customers are quite limited. For instance, the type and frequency of events, but especially when referring to funding. As such, customers requiring funding are most likely to reach to competitors.

ii. **Losing members to other organisations:** This is quite clear, losing Kuopio ES's members to competitors threatens the relevance of the organisation as well as its overall existence.

iii. **Market saturation and unclear organisation:** This point refers to the many organisations operating in Kuopio and the rather unclear structure that exists as in terms of the services and support that each organisation offers. This creates confusion among customers; they do not know which organisation to approach for which purpose.

e. **Key opportunities for Kuopio ES:**

i. **International focus:** Most of Kuopio ES's competitors operate fully in Finnish. The international focus of Kuopio ES provides a unique access for international people – understanding internationality as the foreign and local people in Kuopio who are eager to use English as a common language.

ii. **Educational institutions:** This refers to having a wider approach to educational institutions in general. For instance, Kuopio ES could also consider high schools and vocational schools instead of having a sole focus on universities and universities of applied sciences.

iii. **Diversity:** Welcoming diverse members in terms of age, nationality, experience, culture, studies, and professional background.

3. **Non-profit sector case study:** Mr. Laherto presented a case study of a non-profit organisation, Comic Relief, to allow a better understanding of the work that the team would be performing during the last part of the first strategy workshop, and continue during the second strategy workshop. The case study introduced what value delivery is in a non-profit sector and presented the Strategy Canvas of the organisation Comic Relief.

   a. **Explaining key success factors:** The key success factors of an organisation are an essential part of the Strategy Canvas. While introducing the case study, Mr. Laherto explained what an organisation's key success factors are, and the importance they play in delivering a specific value set to customers. The key success factors of Comic Relief were presented during the case study.

4. **Identifying Kuopio ES's key success factors:** The team was given 30 minutes to identify 5 – 12 key success factors of Kuopio ES. The instructions put especial emphasis on identifying currently existing key success factors, preventing the selection of factors that the organisation aimed to develop in the future. The team decided to approach this dynamic in the following way:

   a. **Individual brainstorming:** First, three minutes were given for the individual brainstorming of Kuopio ES's success factors.

   b. **Presenting ideas:** After those three minutes, Board Members presented what each of them considered to be the organisation's key success factors. Developing the dynamic in this way allowed a fruitful discussion and the recognition of common ideas.

   c. **Identified success factors:** In the 30-minute time lapse, the team was able to make a preliminary selection of nine key success factors: diversity, network expansion, identifying with the organisation, cost of membership, member loyalty, internationality, frequency of

events, self-development opportunities, and common co-working space. See Picture 9 in Appendix 4.

5. **Closure:** The team was asked to reflect on the preliminary identified key success factors overnight. Mr. Laherto explained that effectively identifying key success factors demands calming down, relaxing and carefully reflecting on the topic. The second strategy workshop would, then retake this point and develop it further.

### 4.5.2 Workshop 5: The Strategy Canvas and the Eliminate-Reduce-Raise-Create Grid

The aim of the second strategy workshop was to provide the team with a deeper understanding of the **organisation's customers** as well as of the **organisation's internal strengths and weaknesses.** The second strategy workshop developed as described below.

1. **Customers' needs:** The workshop began by drawing attention to the box number two of the strategy framework (Figure 23): internal basis of competitiveness. For this stage, the team worked on the third page of the working material provided on the first strategy workshop. See Picture 16 in Appendix 8. This time, the team had to identify the three most critical issues for customers, three critical threats for the organisation – originating from customers, and three critical opportunities for the organisation – also originating from customers. See Picture 10 in Appendix 4. The team had 30 minutes to complete this task which developed in the following way.
    a. **Defining the customer groups of Kuopio ES:** During the first strategy workshop, the team defined Kuopio ES's customers as entrepreneurially-minded international people and students. Nevertheless, reflecting on this definition re-opened a discussion regarding the most appropriate way for defining and segmenting Kuopio ES's customers. Doing this proved to be quite challenging and revealed the clear need for dedicating a time to thoroughly define Kuopio ES's customer groups – Board Members had slightly different views and understanding regarding the scope of customer groups that the organisation should served. Overall, and focusing on this specific workshop, the team agreed to change the definition of its customer groups from entrepreneurially-minded international people and students, to international people and students interested in entrepreneurship. Moreover, another customer group was formed to target people who shared Kuopio ES's values and an interest in entrepreneurship; this group would encompass all customers which do not necessarily fit within the international people group nor within the students group. Agreeing on the customer groups opened another discussion regarding Kuopio ES's customer cycle. The team agreed to dedicate a separate meeting for the specific discussion and development of Kuopio ES's customer cycle.
    b. **Critical issues for Kuopio ES's customers:**
        i. **Entrepreneurship awareness:** This point refers to the lack of knowledge and understanding regarding entrepreneurship and/or the vast opportunities it offers.
        ii. **Encouragement and support:** Alluding to the little encouragement and support customers receive regarding important entrepreneurial issues such as

having a common co-working space, an environment for growing networks, and opportunities for team formation/expansion.

iii. **Know-how and skills:** Drawing attention to the lack of specific know-how and skills relevant to entrepreneurship.

c. **Developing a deeper understanding about Kuopio ES's customers:** The 30 minutes given for developing the three tasks for this part of the workshop were not enough. Originally, the team was supposed to identify the three most important issues for customers, three critical threats for the organisation, and three critical opportunities. Nevertheless, the team was only able to identify the three most critical issues for customers – presented on the previous point. Given the limited time available for the workshop, the team had to continue to the following parts. It was clear that developing a deeper understanding regarding Kuopio ES's customers was needed in order to fully complete the tasks of this section. The team understood the importance of dedicating additional meetings for the specific discussion of this topic.

2. **Identifying Kuopio ES's key success factors:** For this part of the workshop, the team had to consider the success factors identified during the first strategy workshop, discuss them, and further develop them based on the insights obtained from recognising the three most critical issues of its customers. After discussing, the team recognised a total of thirteen success factors: cost of membership, co-working space, internationality, diversity, approachability, self-development opportunities, development within the organisation, accelerator programs, fun/parties, funding, network expansion, identifying with the organisation, and frequency of events.

3. **Kuopio ES's Strategy Canvas:**

   a. **Kuopio ES's competitors:** The team had to select a specific type of competitors to compare its own value curve against them. A total of four competitors were selected based on the three major interests of Kuopio ES: entrepreneurship, international people, and students. As such, Young Entrepreneurs (In Finnish: Nuoret Yrittjät), and Junior Chamber International (In Finnish: Nuorkauppakamari) were chosen as competitors based on the interest of entrepreneurship; Multicultural Centre Kompassi was chosen as a competitor based on the interest of international people, and the Student Unions were chosen as competitors based on the interest of students.

   b. **Evaluating the value delivery of Kuopio ES against its competitors:** The team assessed the level to which Kuopio ES and its competitors delivered value to customers in the selected thirteen key success factors. See Picture 11 in Appendix 4. This task was to be completed within 10 minutes. Figure 25 presents Kuopio ES's value delivery compared to the value curves of Junior Chamber International and Young Entrepreneurs. Figure 26 illustrates Kuopio ES's value delivery compared to the value curve of Multicultural Centre Kompassi. Lastly, Figure 27 shows Kuopio ES's value delivery compared to the value curve of Student Unions.

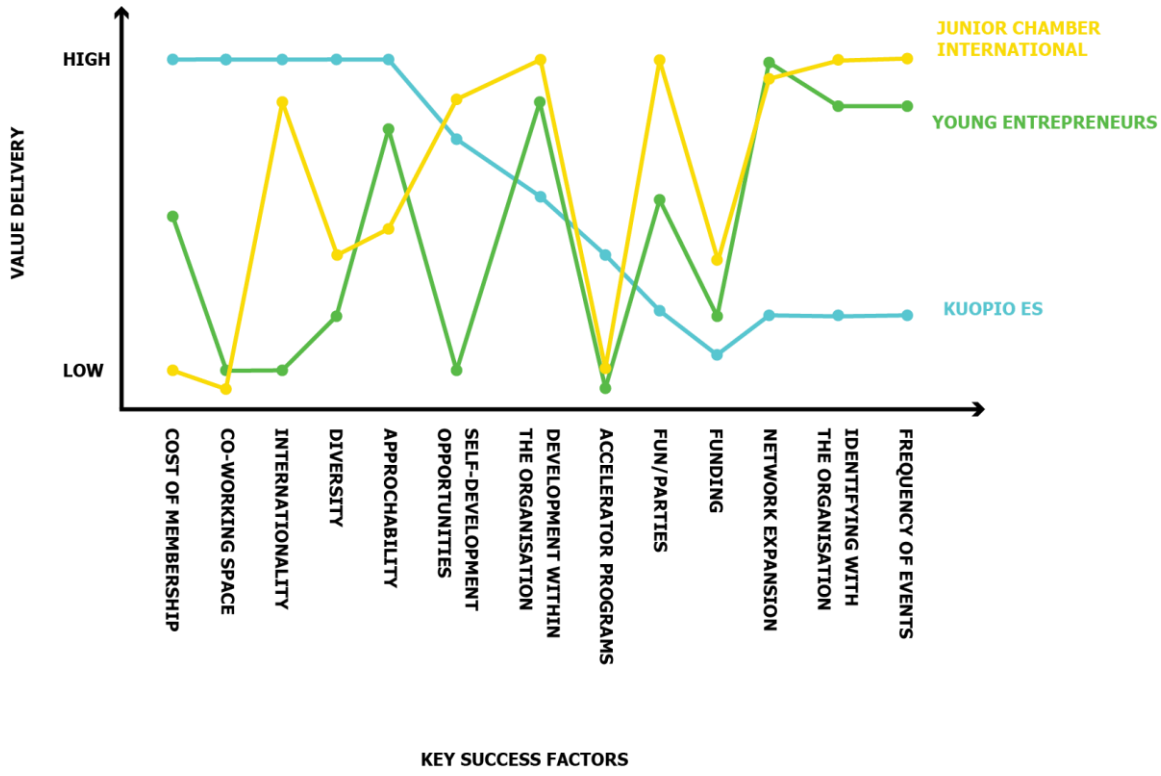



FIGURE 25. Value delivery of Kuopio ES, Junior Chamber International and Young Entrepreneurs

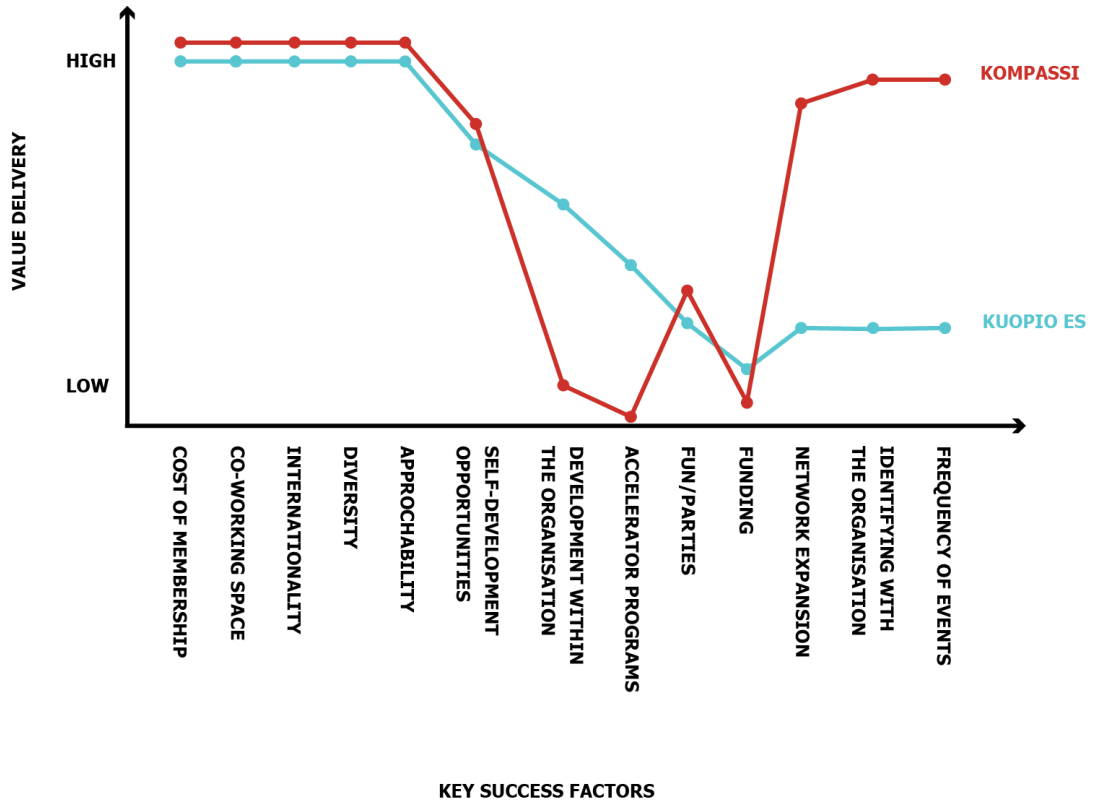



FIGURE 26. Value delivery of Kuopio ES and Multicultural Centre Kompassi

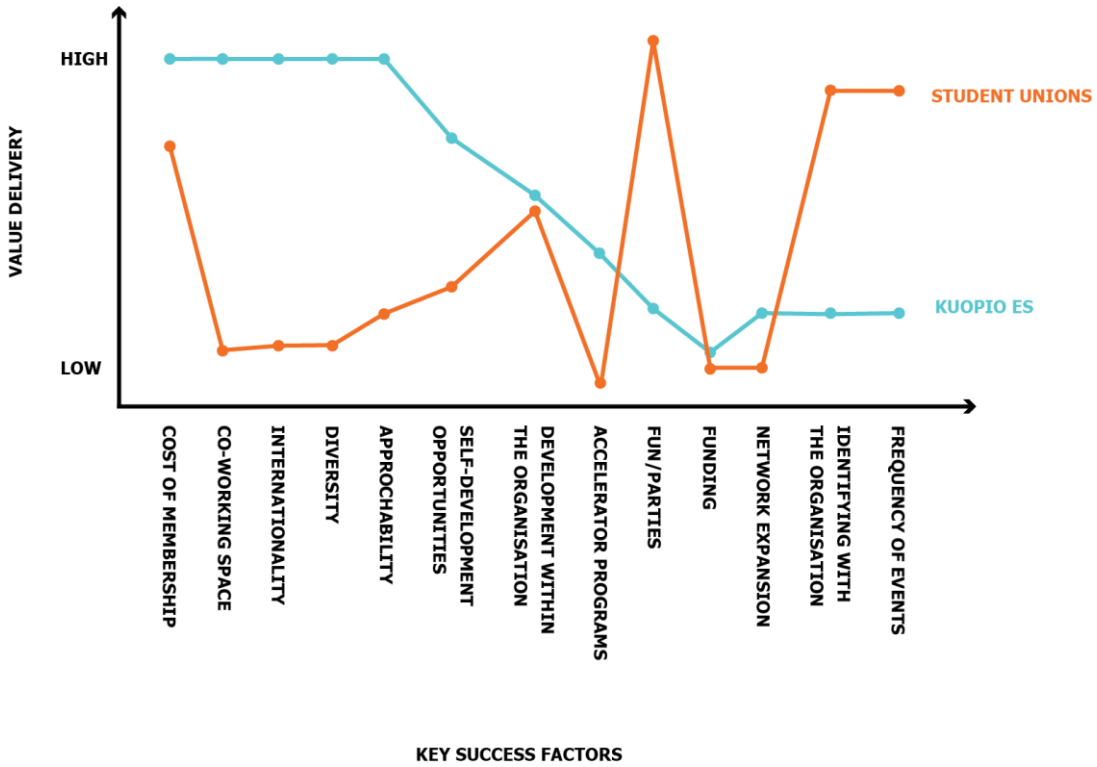



FIGURE 27. Value Delivery of Kuopio ES and Student Unions

Figures 25 – 27, revealed the differentiating and top performing **key success factors of Kuopio ES**: cost of membership, co-working space, internationality, diversity and approachability. On the other hand, the value curve also exposed the **weakest key success factors of the organisation:** fun/parties, funding, network expansion, identifying with the organisation and frequency of events. Being large and well-established organisations, Junior Chamber International and Young Entrepreneurs, performed better on providing opportunities for development within the organisation, expanding networks, and identifying with the organisation. Moreover, both organisations delivered high value in terms of fun/parties and frequency of events (Figure 25). Compared to Multicultural Centre Kompassi, Kuopio ES performed better in terms of network expansion, identification with the organisation and frequency of events. Nevertheless, it was considered that Multicultural Centre Kompassi performed slightly better in what are the strongest success factors of Kuopio ES: cost of membership, co-working space, internationality, diversity and approachability (Figure 26). Lastly, Student Unions performed specifically better in terms of fun/parties, identification with the organisation and frequency of events (Figure 27).

All in all, the strategy canvas allowed the recognition of Kuopio ES's strongest and weakest key success factors; it also provided a clear visualisation regarding Kuopio ES's performance compared to the selected competitors. The strategy canvas also revealed that the accelerator program is a key success factor unique to Kuopio ES. This process enabled the team to start reflecting on the most appropriate actions for the organisation's future and raised questions such as: Which would be the factors to be given the most attention and based on which priority order? Should top performing factors be further strengthen or should more attention be given to the weaker ones? Should the organisation eliminate any of the lowest performing key success factors?

4. **The key resources and capabilities of Kuopio ES:** During this stage, which lasted a total of 35 minutes, the team focused on identifying the key resources and capabilities of the organisation according to two factors: relative strength as in terms of how well is the organisation currently performing, and strategic relevance as in terms of how important is a specific resource or capability for delivering value to customers. Once identified, the organisation's key resources and capabilities were mapped together into a graph divided in four different quadrants: irrelevant resources, superfluous resources, weaknesses, and strengths. See Picture 12 in Appendix 4. Figure 28 presents Kuopio ES's charted resources and capabilities.

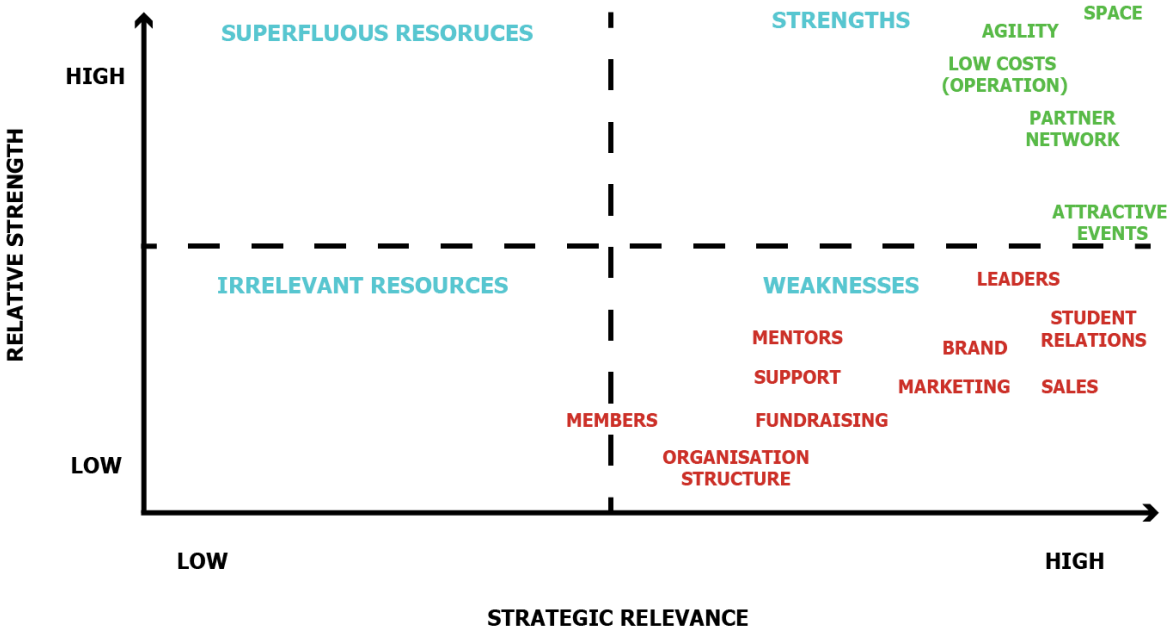



FIGURE 28. Kuopio ES's resources and capabilities based on relative strength and strategic relevance

The team identified and mapped a total 15 resources and capabilities: five strengths and ten weaknesses. None of the resources and capabilities mentioned fell within the quadrants of irrelevant resources or superfluous ones. Overall, this allowed the team to appreciate, in a visual form, what are the areas requiring improvement.

5. **Kuopio ES's Eliminate-Reduce-Raise-Create Grid:** The last part of the second strategy workshop involved the development of Kuopio ES's eliminate-reduce-raise-create grid, a tool to guide concrete actions in an organisation as in terms of the defining the factors to be eliminated, the ones to be reduced, the ones to be raised, and the ones to be created. Knowing the organisation's strengths and weaknesses as well as its key success factors facilitated the grid creation process. See Picture 13 in Appendix 4. The team had a total of 40 minutes to complete this task. Figure 29 presents Kuopio ES's eliminate-reduce-raise-create grid.

| ELIMINATE | RAISE |
|---|---|
| | MARKETING & BRANDING<br>SUPPORT & MENTORS<br>CO-WORKING SPACE<br>PARTNER NETWORKS<br>APPROACHABILITY<br>DIVERSITY |
| **REDUCE** | **CREATE** |
| AGILITY | ORGANISATIONAL STRUCTURE<br>FUNDING<br>MEMBERS<br>SALES<br>FUN LEARNING (EVENTS)<br>STARTUP CREATION |

FIGURE 29. Kuopio ES's eliminate-reduce-raise-create grid

Developing the grid was quite an easy task for the team; this revealed the clear understanding the team had gotten with respect to the factors needing improvement, the ones requiring reducement, and the ones that the organisation itself wanted to create. All factors mentioned in the eliminate-reduce-raise-create grid are further explained in the section below.

a. **Agility:** This factor referred to the easiness with which Kuopio ES could realise new projects, introduce new ideas, and implement changes in the organisation. While this was considered to be a strength, the team also considered that a very fluid organisation may also hinder the effective operation of the organisation. For this reason, Kuopio ES decided to slightly reduce the organisations agility by, for instance, setting a more defined internal structure.
b. **Marketing and branding:** This factor has a big impact in many other areas important to the organisation such as raising awareness about Kuopio ES and creating engagement among current and potential future members. For this reason, this is a factor that demands to be strengthen. Kuopio ES's current marketing and branding operations exist. Nevertheless, they are still considered quite weak given the little resources allocated to this activity, for instance, Kuopio ES's presence in social media remains minimal.
c. **Support and mentors:** A key factor for the organisation is the support that it can provide to its members. This support can take different forms: workshops, conferences, advice, and learning and networking opportunities. As such, the mentors of Kuopio ES have an important role in terms of providing guidance and support. The team considered that this factor requires strengthening given the lack of definition regarding mentor roles and the overall support that the organisation can actually give to its members.
d. **Co-working space:** This is one of the strongest factors of the organisation. Nevertheless, it can still be improved, especially given the new opportunities that the Savilahti Project will bring to Kuopio. For instance, Kuopio ES could have a key role in Savonia's Innovation Space, potentially gaining new spaces for the organisation and its operations.

e. **Partner networks:** This is also one of the strongest factors for Kuopio ES. Currently, the organisation has a clear partner network, but it is not used to its full potential. Strengthening this factor would involve arranging meetings with the current partners to discuss the possibilities for an improved cooperation. On the other hand, the organisation should also consider the opportunity to further expand its partner networks. Doing this can, for instance, raise the chances for getting funds and sponsorships for bigger events.

f. **Approachability:** Kuopio ES is regarded as a quite approachable organisation given the easiness with which members can join and get involved. Nevertheless, the team considered that this factor could be further improved by, for instance, setting office hours.

g. **Diversity:** This is a strong factor for the organisation which can be further improved by reaching to a wider set of groups and audiences. In this way, the organisation can find potential members of diverse fields, with different areas of expertise and a variety of backgrounds that can, in the end, enrich the overall diversity of Kuopio ES.

h. **Organisational structure:** This is a factor which the organisation needs to define. Up to this point, Kuopio ES has operated in quite an open manner: Board Members collectively work for the realisation of projects, without individually having a concrete set of responsibilities. While operating in this way has its own advantages, the team considered that having a more defined structure can improve the effectiveness and ownership of the organisation's achievements.

i. **Funding:** Given the non-profit nature of the organisation, funds are vital for the daily operations of the organisation, and basically for any event the organisation aims to create. For this reason, raising funds needs to be a key activity in Kuopio ES; more funds equal more opportunities to make bigger and better events.

j. **Members:** The team considered that Kuopio ES could improve the tools available for managing and engaging its members, for instance, by creating a members' database, and developing a monthly newsletter.

k. **Sales:** In this case, the sales of Kuopio ES refer to the recruitment of new members into the organisation. Kuopio ES requires having members to exist and acquiring new members to expand. Up to this point, the number of members of the organisation has remained quite stagnant. For this reason, the team needs to concentrate on recruiting new members. This can be achieved though the outreach to different groups, for instance, by presenting the organisation and its activities to different school groups.

l. **Fun learning (events):** Learning is always better when it is fun. For this reason, Kuopio ES will attempt to create opportunities that allow fun learning, such as, themed hangouts conferences, and workshops.

m. **Startup creation:** This factor referred to the need for developing events that enable the creation of startups, for instance, events for team formation, incubator programs, and accelerator programs.

6. **Closure:** The second strategy workshop ended with the development of the eliminate-reduce-raise-create grid which triggered a creative and thoughtful process that allowed the team to reflect on several aspects important to the organisation. For this reason, even when the workshop concluded, the team continued discussing for another 30 minutes on these points. Most of the

discussion that followed focused on brainstorming the exact ways in which the team could effectively deliver the elements presented in the grid. Through this workshop, the team obtained a valuable insight into the **areas requiring immediate development:** defining customer groups and customer cycle, and developing a clear internal structure. As a consequence, the team agreed to hold specific meetings aimed to attend these issues.

## 4.6 Kuopio ES's Mission and Vision

Kuopio ES's **mission and vision statements** were developed in a total of three meetings: one dedicated to the definition of Kuopio ES's customer groups and customer cycle, a second one for the development of the organisation's vision, and a last one for the development of the organisation's mission. All pictures taken from the vision and mission meetings are included in a chronological manner in Appendix 9. Table 5 provides a summary of the mission and vision meetings, including information regarding the type of meeting, purpose, date and time, participants, and facilitator.

TABLE 5. Summary of Kuopio ES's mission and vision meetings

| Meeting Number | Meeting Information |
|---|---|
| 6 | **Type of meeting:** Customers of Kuopio ES – Group Discussion<br>**Purpose:** Define Kuopio ES's customer segments and customer cycle<br>**Date and time:** 9 July 2018, 11:45 – 13:00<br>**Participants:** Niko Kosunen, Jade Jimenez, Kenneth Muhumuza, and Bailey Lähdesmäki<br>**Facilitator:** None |
| 7 | **Type of meeting:** Mission and vision – Part 1 – Workshop<br>**Purpose:** Develop Kuopio ES's vision statement<br>**Date and time:** 13 August 2018, 12:00 – 13:30<br>**Participants:** Niko Kosunen, Jade Jimenez, Kenneth Muhumuza, and Bailey Lähdesmäki<br>**Facilitator:** Jade Jimenez |
| 8 | **Type of meeting:** Mission and vision – Part 2 – Group Discussion<br>**Purpose:** Develop Kuopio ES's mission statement<br>**Date and time:** 16 August 2018, 12:00 – 13:00<br>**Participants:** Niko Kosunen, Jade Jimenez, Kenneth Muhumuza, and Bailey Lähdesmäki<br>**Facilitator:** None |

### 4.6.1 Group Discussion 2: Customer Groups and Customer Cycle

During the strategy workshops, the board recognised the need to hold a meeting specifically for defining Kuopio ES's customer groups and customer cycle. As such, the aim of this meeting was to **define the organisation's customer groups and customer cycle.** This meeting was held right after finalising the last values workshop and developed as described below.

1. **Retaking the groups defined during the strategy workshops:** During the strategy workshops, the team attempted to define the customer groups that the organisation serves. In the first workshop, Kuopio ES's customers were defined as entrepreneurially-minded people and students. Later, in the second strategy workshop, this was changed to international people and students interested in entrepreneurship. This change answered to the possible confusion that the term of being entrepreneurially-minded could create. Moreover, the team added a group of customers who would not necessarily fit within the prior groups but that would share the same values of the organisation. Considering this way of dividing customers served as the first stage to continue the development of Kuopio ES's customer groups.
2. **Defining Kuopio ES's customer groups:** The team discussed the keywords presented by the previous classifications of Kuopio ES's customer groups: international people, students, having an interest in entrepreneurship, and people sharing Kuopio ES's values. These keywords were used as a base for developing the eventual customer groups of the organisation. During the discussion, another customer group emerged: startups and entrepreneurs.
    a. **International people:** Kuopio ES is largely recognised for its internationality; its 2018 Board is composed by people from five different countries: Finland, Mexico, USA, Uganda, and Italy. Given the internationality of the organisation, the use of English as a common language is key to make possible effective communication among members. Considering that one of the organisation's core values is diversity and one of the key success factors is internationality, the team decided to define **international people** as one the organisation's customer groups. In this context, internationality does not exclusively refer to the diversity in terms of nationalities. Instead, it should be understood as the decision and desire of using English as a common language for communicating in the meetings and events held by the organisation. Based on this definition, both local and foreign people who are eager to use English as a common language would fit within this group.
    b. **Students:** Students have been the primary target group of Kuopio ES since its establishment. For the team, it was clear that students would remain being a key customer group for the organisation. Nevertheless, one of the most discussed topics of the meeting concentrated on whether the organisation should limit its focus exclusively to students. What about researchers and faculty members, who would not necessarily be aware of the opportunities that entrepreneurship offers? Or what about those who have a business idea but require a team to develop it? Should these people be excluded simply because they are not students? The team decided that this should not be the case. For this reason, the team decided to have **educational institutions** as another of its

customer groups. Educational institutions would, then, equally include students and faculty members.

c. **An interest in entrepreneurship:** The core of the organisation on itself deals with entrepreneurship. As such, all customer groups of the organisation are required to have an interest in entrepreneurship. This interest can take different shapes from having a clear desire to become an entrepreneur to simply having curiosity to explore all the possibilities that entrepreneurship has to offer. As such, **interest in entrepreneurship** was defined as a common interest to be shared by all the organisation's customer groups.

d. **Startups and entrepreneurs:** Both, startups and entrepreneurs, are groups of special interest to Kuopio ES. Nevertheless, the team had to carefully reflect on how much value could the organisation bring to these customers, given the services it offers and the resources it has. Through previous experiences, such as the Cockpit Accelerator Program organised in 2017, it became clear that the organisation had a limited ability to provide value to well-established startups and entrepreneurs. For this reason, the team decided to limit its customer group to **entrepreneurs and startups** in their beginning stage. Well-established startups and entrepreneurs would still play a key role for the organisation, but not necessarily as direct customers – probably more as in terms of partners given that the organisation would still require and benefit greatly from their support.

e. **People sharing Kuopio ES's values:** When discussing this point**,** the team agreed that people sharing our values would most likely fall within one of the previously defined customer groups. For this reason, there was no extra customer group established to encompass people who exclusively shared the organisation's values.

3. **Kuopio ES's customer groups defined:** All in all, the team defined three customer groups for Kuopio ES: educational institutions, international people, and startups and entrepreneurs. All customer groups share the characteristic of having a common interest in entrepreneurship. See Picture 19 in Appendix 9. Figure 30 presents Kuopio ES's customer groups.

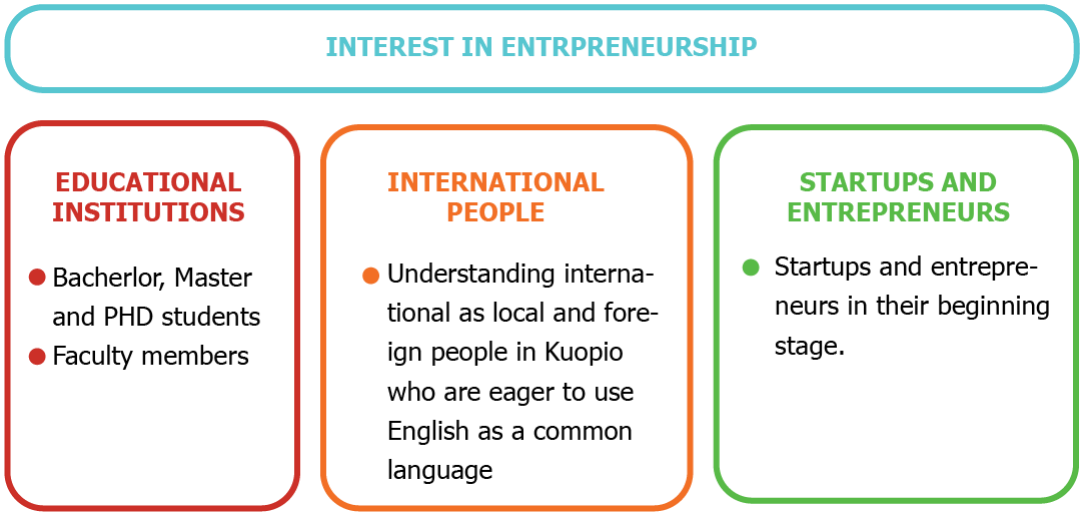



FIGURE 30. Kuopio ES's customer groups

4. **Shaping Kuopio ES's customer cycle:** Defining Kuopio ES's customer cycle involved different steps: identifying the organisation's activities, determining the transformation of the customers as they move across the organisation's different activities, spotting the diverse opportunities offered to customers, and connecting all the previous mentioned points to form the customer cycle.
    a. **Organisation's key activities:** Kuopio ES's main activities could be broadly divided into outreaching activities and the organisation of events. The aim of the **outreaching** activities is precisely to let customers know that Kuopio ES exists, and inform them about the services offered by the organisation. The arrangement of different **events** is, then, what the organisation does in order to provide its services: hang-outs, workshops, themed meetings, accelerator programs, networking events, etc.
    b. **Transformation of customers from stage to stage:** The very first stage will consider a person who is not aware of the organisation's existence. As, such the first step in the customer's cycle would be to become **aware** of what Kuopio ES is, what it stands for, and what it has to offer. Knowing this, allows the customer to discover whether or not there is an interest in the organisation; an **interest in entrepreneurship**. If there is an interest in entrepreneurship, the customer will probably want to **participate** in the activities organised by the organisation. By participating in the organisation's events, the customer becomes **involved**. The type and level of involvement will then depend on what the organisation has to offer. If the organisation's offering does not provide value to the customer, the customer will most likely **leave** the organisation, ending at this point its customer cycle.
    c. **Opportunities offered to customers:** This stage considers customers who are aware of what the organisation has to offer, have a clear interest in entrepreneurship, and have decided to get involved through participating in the organisation's events. The level of involvement is, then, defined by the different opportunities offered by the organisation. The team considered that the level of involvement can be classified into four types: **recurrent participants**, **active members**, **board members**, and **mentors**. Recurrent participants would remain at the lowest level of involvement while Board Members would remain at the highest.
        i. **Recurrent Participants:** People interested in exclusively participating in the events organised by the organisation.
        ii. **Active Members:** People who want to support Kuopio ES's activities through an active and practical participation; this type of involvement considers participating at one or more stages that go from the planning phase to the execution phase of different activities.
        iii. **Board Members:** People who take leadership roles in the organisation; they are the people responsible for the short- and long-term operations of Kuopio ES.
        iv. **Mentors:** Kuopio ES also provides the opportunity to those with more expertise to become mentors at the organisation in order to support customers who may require guidance primarily on entrepreneurship and on establishing their own business.

d. **Connecting the dots:** Once the team identified all of the most important elements in the customer's cycle, it was time to assemble it together. See Picture 20 in Appendix 9. Kuopio ES's customer cycle is presented in Figure 31.

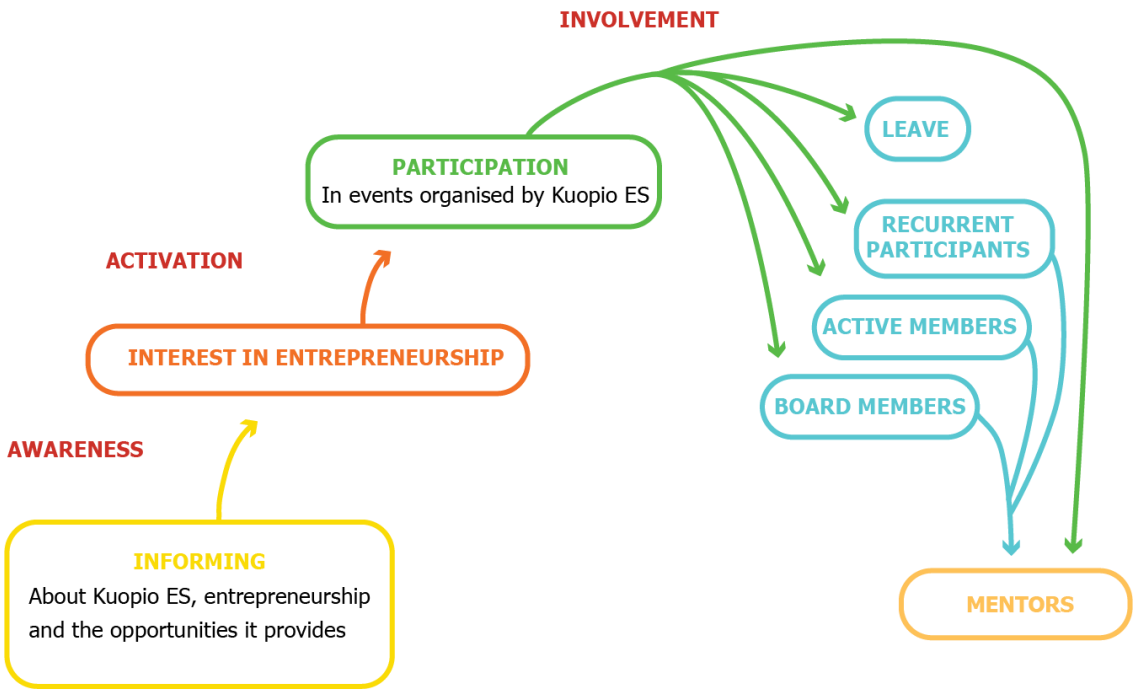



FIGURE 31. Kuopio ES's customer cycle

Kuopio ES's customer cycle begins by **informing** potential customers about Kuopio ES, entrepreneurship and the opportunities it provides. The informing part can take the shape of actual meetings, where representatives of Kuopio ES directly talk to an audience, or other efforts aimed to help customers find information about the organisation and its activities, for instance, Kuopio ES's Facebook page and official webpage. The informing phase allows customers to become **aware** of the organisation. Then, they can decide whether or not they are interested in what the organisation does. People who have **interest**, will most likely attend the events organised by Kuopio ES. **Participating** in events for the first time allows customers to evaluate whether or not the organisation provides them with the value they need. Based on this, customers can continue the cycle in different ways: they can **leave**, given that the organisation did not provide them with the desired value, or they can remain involved in different ways, such as **recurring participants**, **active members**, **board members**, or **mentors**.

e. **Closing the cycle:** This remained as a task to be developed in the future. It would be very important to close the cycle, for instance through creating an alumni platform. Nevertheless, the team recognised that choosing the correct form for closing the cycle requires knowing and understanding customers better. Rushing this type of decision may limit the development of more effective tools to serve this purpose.

f. **Closure:** Having a clear understanding of Kuopio ES's customer groups and customer cycle, enabled the team to have a smooth transition to the mission and vision development work. The meeting concluded by agreeing on the date for the next meeting, which would focus on the development of Kuopio ES's mission and vision.

### 4.6.2 Workshop 6: Developing the Vision Statement

The main goal of this meeting was to **develop Kuopio ES's vision statement.** This meeting was initially planned as a workshop but eventually developed as a group discussion. The structure followed during the first mission and vision meeting is presented below.

1. **Introduction:** The meeting began by presenting the different steps that needed to be completed during this and the next meeting to successfully develop Kuopio ES's mission and vision statements. See Picture 21 in Appendix 9. This first meeting would solely focus on the development of Kuopio ES's vision. The original plan for the first mission and vision workshop involved: revising Kuopio ES's current what, why and how; explaining the concepts of vision and mission; brainstorming Kuopio ES's vision statement; identifying key points; evaluating key points; and phrasing a final version of Kuopio ES's vision. As previously mentioned, the meeting did not fully follow this structure. After identifying the key points, the meeting continued as group discussion instead of as workshop.
2. **Revising Kuopio ES's current what, why and how:** Before starting with the individual brainstorming of Kuopio ES's vision, the team revised the organisation's current what, why and how. The aim of doing this activity was to highlight and rescue important aspects which were already developed. At the same time, the team could identify elements that have changed and others which they would rather omit.

    a. **WHAT:** The current WHAT of Kuopio ES read as follows:

    *Ideas + **innovative people** + enthusiasm = bright future*

    *Kuopio Entrepreneurship Society is an entrepreneur and student driven entrepreneurship **community**. We enhance entrepreneurial culture and multidisciplinary interaction between, **entrepreneurs, schools and students**. We encourage people to refine their ideas, and we create an **atmosphere** to unleash hidden potential.* (Kuopio Entrepreneurship Society 2018.)

    Some of the keywords that the team truly liked were innovative people, community and atmosphere. One of the elements which had changed was in terms of the main customer groups which currently would not encompass only entrepreneurs, schools and students, but educational institutions, international people and, startups and entrepreneurs in the beginning stage. Lastly, a concept which resonated the most during the discussion was to create an international community.

**b. WHY:** The current WHY of Kuopio ES read as follows:

*There has been a growing interest towards entrepreneurship among **students** in higher education. Our purpose is to serve the **entrepreneurial-minded** with powerful insights, skills & **connections** that inspire, motivate and help them to create new businesses. We are part of the movement towards a more **innovative**, **creative**, **entrepreneur-friendly** and **economically healthy Finland**.* (Kuopio Entrepreneurship Society 2018.)

This time, the team truly liked the concepts of entrepreneurial-minded, connections, innovative, creative, and economically healthy Finland. The team regarded the word entrepreneurial-minded as the one encompassing the main target groups of Kuopio ES. On the other hand, the team noticed again that the focus remained on students; this is something which the team aimed to change. Moreover, important concepts such as internationality and open-mindedness were still lacking.

**c. HOW:** The current HOW of Kuopio ES read as follows:

*To accomplish this, we arrange events related to **entrepreneurship**. **Collaboration** is an essential part of our operations. Not everything can be learned in school, so we arrange different kinds of events for networking and encouraging people to take the next step. If you have ideas for the community, contact us without hesitation!* (Kuopio Entrepreneurship Society 2018.)

Here, the team showed an especial interest in the words collaboration and entrepreneurship. The relevance of collaboration was not surprising, as the team had also set collaboration as one of the organisation's core values. On the other hand, the team felt that the entrepreneurship events were a concept which needed to be further defined in order to be more explanatory.

3. **Explaining vision and mission:** The concepts of mission and vision were explained in a broad way before starting the brainstorming of Kuopio ES's vision. In general terms, the vision was explained as being the big dream which would inspire and give direction to the organisation; in other words, the ideal future toward which the organisation would be moving. Then, the mission was explained as the why or the core purpose for which the organisation exists. A key point for differentiating a mission from vision was to remember that mission on itself is actionable and it is something that would hardly change over time. On the other hand, vision is something that the organisation aims to accomplish in the future – sooner or later the visions are achieved and other visions are created. Also, the vision of an organisation can change as the environment changes or as major changes occur.
4. **Brainstorming Kuopio ES's vision:** Board Members were given five minutes to individually brainstorm Kuopio ES's vision. The results of this brainstorming process were the following ones:

a. **Niko's vision:** Building an entrepreneurially and internationally open-minded Finland/Savo. Building an internationally, creative, and economically healthy Finland.
b. **Jade's vision:** Kuopio is the home of international and entrepreneurially-minded people who strive for a better and sustainable future as well as for an economically healthy Finland. Making Kuopio to be recognised in the Nordics as a city where people want to be given the entrepreneurial and international nature of the city.
c. **Bailey's vision:** Cohesively bring together all the organisations around Finland to be the nucleus of the ecosystem. Be the place for information and training about entrepreneurship. Create a sustainable open community of fun and development. Free co-working space. Be the organisation responsible for cultivating entrepreneurship in educational institutions, for students, staff and other faculty members.
d. **Kenneth's vision:** Kuopio where every entrepreneur enthusiast is prepared to unleash the hidden potential in order to build a sustainable future.

5. **Identifying key points:** Some of the keywords identified from the individually developed visions were: community, and international and entrepreneurially-minded people. As such, it became clear that the team's big dream was to create a community of international and entrepreneurially-minded people. Nevertheless, one of the biggest topics of discussion was deciding on the extent to which the vision should aim: city level, regional level, or country level. It was noticed that while some of the visions had a really small focus, others aimed at having an impact at a higher scale, for instance, in the Nordic countries. After enough discussion, the team decided to start small and target the vision to a city level – Kuopio.
6. **Phrasing Kuopio ES's vision:** Phrasing the organisation's vision involved deepening on specific aspects of the vision, for instance, what kind of community would the team aspire to create. Would it be an open community, a dynamic community, or an innovative community? In the same way, the team thoroughly discussed the characteristics of the envisioned future. The words which resonated the most were: creative, sustainable, innovative, inspiring, and cohesive.
7. **Kuopio ES's preliminary vision:** The team agreed on a preliminary vision for Kuopio ES. This vision was only the preliminary version of it since the team wanted revise it again during the next meeting. The team also wanted to ensure that both mission and vision would nicely connect to each other.

   ***Preliminary vision:*** *A supportive community of international and entrepreneurially-minded people who strive for a creative, collaborative and sustainable Kuopio.*

8. **The role of Kuopio ES in the entrepreneurial ecosystem:** The time reserved for developing Kuopio ES's vision was one and a half hours. Nevertheless, the team managed to develop it within only one hour. For this reason, the team agreed to use the time left to start discussing Kuopio ES's mission. Before that, however, the team decided to talk about the current and future role of Kuopio ES in the entrepreneurial ecosystem. The team created a descriptive statement of the place that Kuopio ES would like to be.

***Descriptive statement:*** *Be the place that inspires, supports and creates a network with entrepreneurially-minded people – including international talents and educational institutions*.

While developing this statement brought clarity as in terms of defining the type of place which Kuopio ES would aspire to be in the future, it also brought confusion given that this statement could also be taken as the vision statement of Kuopio ES. Moreover, developing this statement highlighted the importance of developing measurable and specific goals that would enable the organisation to eventually reach the envisioned future.

9. **Closure:** Both, the preliminary vision and the descriptive statement remained as possible options for Kuopio ES's vision. The team agreed to make a final decision during the next meeting which was agreed on August 16, 2018. For the next meeting, and in order to use time more efficiently, the team agreed to meet with ready-drafted versions of Kuopio ES's mission as well as with a list of long-term goals.

### 4.6.3 Group Discussion 3: Developing the Mission Statement

The goal of the second mission and vision meeting was to **develop Kuopio ES's mission statement** and make a **final decision regarding the vision statement.** In addition to this, and as agreed in the previous meeting, Board Members would also present a list of long-term objectives which would serve as a base for developing the final list of the organisation's long-term objectives. The list comprising all the presented long-term objectives can be found in Appendix 10. Besides presenting this list, the focus of this meeting remained on developing and finalising Kuopio ES's mission and vision statements. The second mission and vision meeting developed as described below.

1. **Purpose of this meeting:** This meeting began straight to the point which was developing Kuopio ES's mission statement. It was clear that the meeting would develop as a group discussion so no other specific structure was provided. Considering that Board Members were given the task of developing their individual missions prior to the meeting, the meeting began with the immediate presentation of each of them.
2. **Presenting the individually-drafted mission statements:** Board Members presented their individually-drafted mission statements and list of long-term objectives (Appendix 10). The latter, will be excluded from this meeting and retaken in the appropriate one.
    a. **Bailey's mission:** Be the centre for international and educational institutions on entrepreneurship.
    b. **Niko's mission:** Encourage academic and international entrepreneurship.
    c. **Jade's mission:** Inspire, support and connect the current and future entrepreneurs in Kuopio.
    d. **Kenneth's mission:** Stimulate the interest of entrepreneurship in educational institutions and build a positive international network to share ideas.
3. **Identifying keywords:** Some of the keywords identified were entrepreneurship, international, educational institutions, and stimulate. The latter also revealed a new word: cultivate – first stimulate and then cultivate.

4. **Phrasing Kuopio ES's mission statement:** Putting the keywords together allowed the team to phrase Kuopio ES's mission in a rather easy manner. Some of the questions asked during the discussion were: What does the organisation do? For whom does the organisation do that? What kind of term would be suitable to simultaneously refer to students and faculty members?
5. **Kuopio ES's mission statement:** After a thorough discussion, the team agreed on a final mission for Kuopio ES.

***Mission: To stimulate and cultivate entrepreneurship for the international and academic talents.***

6. **Kuopio ES's vision statement:** Knowing the mission of Kuopio ES, allowed the team to look again at the two visions proposed during the first mission and vision meeting. The team decided to keep the descriptive statement for internal use – a statement that would serve the board to remember the place that Kuopio ES should be for its customers: a place that inspires, supports and creates a network with entrepreneurially-minded people. The preliminary version of Kuopio ES's vision remained as the organisation's vision, suffering only minor changes: supportive was replaced with the word dynamic.

***Vision: We envision a dynamic community of international and entrepreneurially-minded people who strive for a creative, collaborative and sustainable Kuopio***

7. **Closure:** All members were pleased with the outcome of the meeting: developing the final versions of Kuopio ES's mission and vision statements. The team agreed to continue the development work by defining the organisation's activities for the autumn and the next three years.

## 4.7 Kuopio ES's Long-term Objectives

Kuopio ES's **long-term objectives** and **Activity Plans 2018 – 2021** were developed over the course of three meetings. The board based most of the work developed for defining Kuopio ES's long-term goals on **McKinsey's three-horizons of growth framework.** All pictures taken from the long-term objectives meetings are included in a chronological manner in Appendix 11. Table 6 presents a summary of the meetings held to develop Kuopio ES's long term meetings, including information regarding the type of meeting, purpose, date and time, and participants.

TABLE 6. Summary of meetings held to develop Kuopio ES's long-term objectives

| Meeting Number | Meeting Information |
|---|---|
| 9 | **Type of meeting:** Activity plans 2018 – 2021 – Group Discussion<br>**Purpose:** Develop a plan for the activities of the organisation. These plans considered a three-year framework (2019 – 2020) + the plans for the Autumn 2018<br>**Date and time:** 20 August 2018, 16:00 – 18:30<br>**Participants:** Niko Kosunen, Jade Jimenez and Kenneth Muhumuza |
| 12 | **Type of meeting:** Long-term goals and values applied – Part 1<br>**Purpose:** Develop the long-term goals of Kuopio ES. Define the exact way in which the long-term goals and activities will support the organisation's core values.<br>**Date and time:** 29 August 2018, 11:30 – 15:30<br>**Participants:** Niko Kosunen and Jade Jimenez |
| 13 | **Type of meeting:** Long-term goals and values applied – Part 2<br>**Purpose:** Final adjustments to the organisation's long-term goals. Approve the long-term goals of the organisation as well as the way in which core values will be applied.<br>**Date and time:** 30 August 2018, 19:20 – 20:30<br>**Participants:** Niko Kosunen, Jade Jimenez, and Kenneth Muhumuza |

### 4.7.1 Group Discussion 4: Activity Plans 2018 – 2021

The aim of this meeting was to **develop Kuopio ES's activity plans** for the period 2018 – 2021. Overall, the team put a special emphasis on developing in detail the activities for the Autumn 2018. The activities for the years 2019 and 2020, were broadly drafted, and as for the year 2021, the team only defined one big event. The meeting for developing Kuopio ES's plans for 2018 – 2021 developed as described below.

1. **Activities Autumn 2018:** The activities for the Autumn 2018 were planned in detail. Doing this was possible given that the realisation of all planned activities fell entirely within the hands and capabilities of the current board. Making the plans for the Autumn 2018 occurred in three different steps. First, the team considered all the organisation's must-have activities; in other words, all activities which the organisation must arrange or must attend. These activities were considered a must either because the continuity of the organisation depended on them, or because the organisation had already made an agreement to participate or arrange certain events. Then, the team brainstormed, additional activities which would be of key importance for the strategic success of the organisation. Lastly, the team defined all other activities which would not necessarily have to be arranged during the autumn, but, if arranged, would translate into a highly

positive impact for the organisation. See Picture 22 and 23 in Appendix 11. Figure 32 presents Kuopio ES's planned activities for the Autumn 2018. Must-have or essential activities are marked in green, important activities are marked in orange, and good-to-have activities in red.

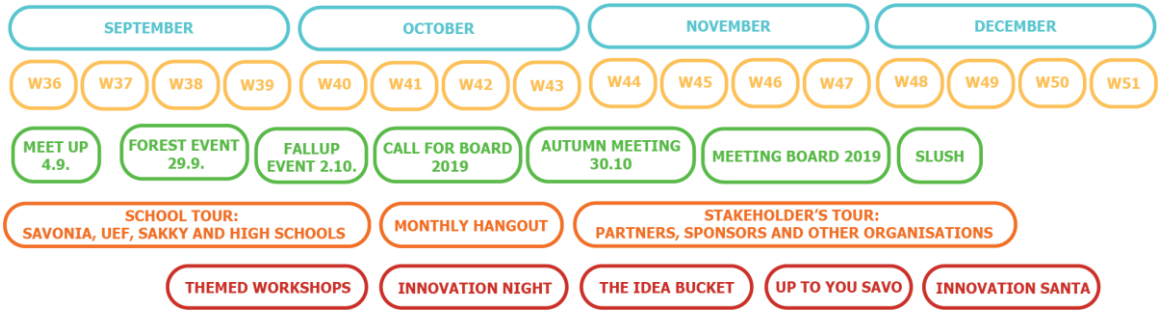



FIGURE 32: Kuopio ES's activities for the Autumn 2018

a. **Essential activities:**
   i. **Meet up:** During this meet up, Kuopio ES will present the new strategy and autumn plans to current and past members.
   ii. **Forest event:** This is a fully new concept for an event to be organised in collaboration with Young Entrepreneurs. In brief, the event involves walking into the forest while listening to an entrepreneur's story. Once in the forest, participants could drink coffee and eat sausages while enjoying a perfect opportunity to network in a unique environment.
   iii. **Fallup event:** A business conference organised for students by AaltoES in Helsinki. Kuopio ES was invited to attend the event.
   iv. **Call for the 2019 Board:** The call for the 2019 Board needs to be realised prior to the Autumn meeting, where the 2019 Board is elected. The aim of this call is to encourage members to apply as candidates to the future board.
   v. **Autumn meeting:** This is one of the two compulsory meetings that Kuopio ES organises annually. The 2019 Board of Kuopio ES is elected during this meeting.
   vi. **Meeting with the 2019 Board:** This meeting is organised with the current and future Board Members. The aim of this meeting is to ensure a smooth transition from the current board to the future one.
   vii. **Slush:** The world's leading startup event held in Helsinki. All the Finnish Entrepreneurship Societies are invited to the event. For this reason, Kuopio ES will also participate in it.
b. **Important activities:**
   i. **School tour:** A key activity to create awareness about Kuopio ES and its activities. The school tour, as its name implies, involves visiting schools to present the organisation.
   ii. **Monthly hangouts:** One of the most traditional activities of Kuopio ES. The monthly hangouts aim to serve as a space for members to network and exchange ideas.

iii. **Stakeholder's tour:** Also, a key activity for Kuopio ES. The stakeholder's tour serves three purposes: raise awareness regarding the organisation among all the other stakeholders excluding educational institutions, connect with the current partner and sponsors of the organisation, and grow the partners' network of Kuopio ES.

c. **Good-to-have activities:**

i. **Themed workshops:** The themed workshops, meetings held on a specific topic, aim to provide a higher value for members. The themed workshops intend to attract participants interested in specific entrepreneurial topics.

ii. **Innovation night:** An entirely new concept which provides the opportunity to spend a relaxed night talking about entrepreneurial issues. This would be the perfect opportunity for members with busy schedules to enjoy of an evening of full of networking and engaging conversations – sometimes the toughest problems are solved and the craziest ideas are developed when creative minds come together.

iii. **The idea bucket:** This is another entirely new concept which aims to present business ideas to an audience willing to join a team. The concept of the idea bucket is to form teams eager to work towards the development of a business.

iv. **Up To You Savo:** This is an event organised by Savonia University of Applied Sciences. Kuopio ES has the opportunity to help organise the future Up To You Savo.

v. **Innovation Santa:** This event intends to mix the traditional pre-Christmas parties with a touch of innovation and entrepreneurship.

2. **Activities 2019 – 2021:** Differing from the rather detailed activities planned for the Autumn 2018, the activities for the period 2019 – 2021 were only developed in broad terms. The reason for this was that the actual realisation of such activities would entirely depend on the decisions, capabilities, and resources of the future boards. As such, the team decided to solely set the most relevant events which the current board would envision for the future years. See Picture 23 in Appendix 11.

a. **2019 – 2020:** For this period, the team proposed having a focus on the development of three main events: the idea bucket, which is an event intended to form teams; an incubator program, to define the business ideas of the previously formed teams; and an accelerator program which, as its name implies, would aim to accelerate the already developed business ideas. The development of these three events will highly depend on the resources and capabilities of Kuopio ES's future boards. It may be that the three events could already be held during 2019, and repeated in 2020. Alternatively, 2019 could exclusively focus on the development of these concepts, and 2020 to the actual execution of them.

b. **2021:** The most ambitious event for 2021 is to organise the Savo Business Forum. This event would be a huge business conference organised in Kuopio. To understand this concept better, the team referred to it as Kuopio ES's version of Helsinki's Slush.

3. **Closure:** The meeting concluded as the team finished shaping the activity plans for the period 2018 – 2021. The next step in the development work was to define the organisation's long term objectives.

### 4.7.2 Group Discussion 5: Drafting Long-term Objectives and Application of Core Values

The aim of the first long-term objectives and values applied meeting was to **develop the preliminary version of Kuopio ES's long-term goals**, and draft the way in which **core values** would be **reflected in the organisation's long-term objectives, events, and daily activities.** This meeting was held only between the Chairman and Vice-chairwoman. The team decided to do it this way in order to operate in the most efficient possible way. The work developed by the Chairman and Vice-chairwoman would only be a preliminary version of the final work, which would need to be approved by the majority of the board during the second long-term objectives and values applied meeting.

The development of Kuopio ES's long-term objectives was defined, utilising McKinsey's three-horizons of growth framework, for a three-year period: 2019 – 2021. The team had two driving reasons for keeping the planning exclusively to a three-year period:

- First, there are currently no official rules that require future boards to operate based on the plans of the previous board. As such, each new board can take into consideration the suggestions and plans from the previous board but is totally free to plan its own activities.
- Secondly, the organisation still lacks a deep understanding of its customers and major stakeholders. As such, the plans and strategy of the current board will need to be tested in order to confirm that the strategy developed does answer to the needs of customers and stakeholders. If proved wrong, the strategy will need to be modified accordingly.

The structure of the first long-term objectives and values applied meeting developed as described below.

1. **Revising the individually developed long-term goals:** The Chairman and Vice-chairwoman utilised the individually developed long-term goals (Appendix 10), presented during the second mission and vision meeting, as a base for developing the full list of long-term objectives.
2. **Brainstorming long-term goals:** The first step was to take all the individually developed long-term goals and brainstorm all other relevant goals to the organisation. The brainstorming process did not take into consideration a specific year for the goals, since these would be arranged according to a specific period during the next step. As such, the main idea was to reveal all possible relevant objectives to the organisation.
3. **Arranging the goals along the three-year framework:** Having a pool of all long-term objectives allowed the team to both, evaluate and arrange them along the three-year framework. For what concerned to events, the team also developed a broad classification according to the

number of participants: Mini event (0-12 participants), Small event (12-30 participants), Medium event (30-90 participants), and Large event (90+ participants)

a. **2019:** Developed in a very detailed manner. Focused mainly on the arrangement of small and frequent events and considered the development of bigger concepts, such as the incubator program and Savo Business Forum. Special attention was given to the organisational development of Kuopio ES. Additional, equally relevant aspects, included spreading awareness about entrepreneurship among customer groups, developing a better understanding of the needs and wants of the community, and expanding the organisation's partners network.
b. **2020:** The 2020 long-term objectives focused on concretising previously developed concepts as the incubator program, developing new concepts as the accelerator program, and continue the development of the Savo Business Forum – the organisation's biggest goal and event for 2021. The long-term goals of 2020 included, offering internships, setting office hours, defining and establishing the organisation's place within Savilahti and Kuopio's entrepreneurial ecosystem, increasing cooperation, growing partner networks, developing measures to ensure the organisation's continuity, and increase the number of events held in English in Kuopio.
c. **2021:** The organisation's central focus for 2021 is making Savo Business Forum a reality. Other general, highly important, objectives included having a well-developed and established brand, having a larger member database, and increasing the percentage of events held in English in Kuopio.

4. **Preliminary version of long-term objectives:** The full preliminary version of all long-term objectives can be found in Appendix 12. This list would be revised, modified and approved during the second long-term objectives and values applied meeting.
5. **Values applied:** In this part, the team used the Activity Plans 2018 – 2021, the preliminary version of the long-term objectives (Appendix 12), and the organisation's internal structure to define the exact way in which Kuopio ES's core values would be applied and reflected. Overall, the team identified that core values would be applied and reflected in three major areas: its events, objectives and internal operations.
    a. **Events:** As its name implies, this area would encompass all events arranged by the organisation which would support one or more core values.
    b. **Objectives:** This area included all objectives that supported one or more core values.
    c. **Internal operations:** This area contained all agreed measures related to the way in which core values are or would be applied to Kuopio ES's internal operations.
6. **Preliminary version of values applied:** The preliminary version of values applied can be found in Appendix 13.
7. **Closure:** The meeting concluded as both, the preliminary version of long-term objectives and the preliminary version of values applied, were drafted. All this work would be presented, modified and approved during the next, and last, meeting to be held on August 30, 2018.

### 4.7.3 Group Discussion 6: Approving Long-term Objectives and Application of Core Values

The goal of the second long-term objectives and values applied meeting was to **revise, modify and approve the final version of Kuopio ES's long-term objectives 2019 – 2021,** and the **application of core values in the organisation's events, objectives and internal operations.** This meeting developed as described below:

1. **Revising the preliminary version of Kuopio ES's long-term objectives:** The meeting began by presenting the long-term objectives developed during the first long-term objectives and values applied meeting. The dynamic developed in the following way:
    a. **Presenting individual objectives:** Objectives were read out loud one at a time.
    b. **Discussing individual objectives:** Each objective was discussed among Board Members.
    c. **Modifying individual objectives:** In the same way, each objective was modified as required by the team.
    d. **Approving individual objectives:** Each objective was phrased to its final form and approved by the team. Only after approving one objective, the team would move to the next objective on the list – repeating the steps a-d until finalising all of them.
    e. **Adding individual objectives:** Relevant long-term objectives, which were not mentioned in the preliminary version of Kuopio ES's long-term goals, were included on the list. After this step, the team officially completed the final version of Kuopio ES's long-term objectives 2019 – 2021.

    One of the biggest additions to Kuopio ES's long-term objectives was the creation of Tribe Kuopio. During past meetings, especially during the strategy workshops and internal structure meetings, the team discussed the possibility of transforming Kuopio ES into Tribe Kuopio – an organisation which would be similar to Tribe Tampere. Tribe Tampere is an open community consisting of people dedicated to serve Tampere startup and entrepreneurial ecosystem. (Tribe Tampere 2018) This idea of Tribe Kuopio would, however, need to be further discussed and developed in future meetings which fall out of the scope of this development work.
2. **The final version of Kuopio ES's long-term objectives:** The final version of Kuopio ES's long term objectives can be found in Appendix 14.
3. **Revising the application of Kuopio ES's core values:** The dynamic for revising the application of Kuopio ES's core values followed the same dynamic as for the long-term objectives.
    a. **Presenting individual measures:** All measures referring to the application of Kuopio ES's core values were presented one at a time.
    b. **Discussing individual measures:** All measures were discussed among Board Members.
    c. **Modifying individual measures:** Modifications to specific measures were done whenever required.
    d. **Approving individual measures:** Individual measures were approved one at a time. Only after approving one measure, the team would move to the next one on the list – repeating steps a-d until finalising all of them.

e. **Adding individual measures:** Relevant measures, which were not mentioned in the preliminary version regarding the application of Kuopio ES's core values, were included to the list. After this step, the team officially completed the final version regarding the application of Kuopio ES's core values.

4. **The application of Kuopio ES's core values:** The final version about the application of Kuopio ES's core values can be found In Appendix 15.

## 4.8 Kuopio ES's Internal Structure

The team recognised the need for **defining the organisation's internal structure** during the strategy workshops. Moreover, the importance of having a clear internal structure was reaffirmed when discussing the future call for the 2019 Board of Kuopio ES during the Activity Plans 2018 – 2021 meeting. The internal structure of Kuopio ES developed in two meetings. All pictures taken from the internal structure meetings are included in a chronological manner in Appendix 16. Table 7 presents a summary of these meetings, including information regarding the type of meeting, purpose, date and time, and participants.

TABLE 7. Summary of the meetings held to develop the internal structure of Kuopio ES

| Meeting Number | Meeting Information |
|---|---|
| 10 | **Type of meeting:** Internal Structure – Part 1 – Group Discussion<br>**Purpose:** Develop the internal structure of Kuopio ES: Advisiory Board, Board and Mentors.<br>**Date and time:** 23 August 2018, 19:30 – 21:00<br>**Participants:** Niko Kosunen, Jade Jimenez, and Kenneth Muhumuza |
| 11 | **Type of meeting:** Internal Structure – Part 2 – Group Discussion<br>**Purpose:** Agree on the Board's final internal structure. Define the exact roles and tasks of Board Members.<br>**Date and time:** 27 August 2018, 15:30 – 17:00<br>**Participants:** Niko Kosunen, Jade Jimenez, and Kenneth Muhumuza |

### 4.8.1 Group Discussion 7: Defining the General Internal Structure

The goal of this meeting was to **revise Kuopio ES's current internal structure** and **define the key components for Kuopio ES's future internal structure.** See Picture 24 in Appendix 16. The meeting developed as described below.

1. **Current structure of Kuopio ES:** The meeting began with a brief explanation about the way in which Kuopio ES had been operating up to this point. In general terms, the structure of Kuopio ES had been quite open, having all Board Members share common responsibilities regardless of

the position or board title that each of them had. While there is nothing wrong with having an open structure in an organisation, the team had to reflect on whether this type of structure best served current purpose of Kuopio ES – the answer was negative. Even though an open structure might have worked for previous boards, it did not serve the needs of the current one. For this reason, the team decided that having a more concise structure for Kuopio ES would be desirable and needed. In addition to this, the team also recognised that the organisation lacked a detailed knowledge and understanding regarding each of the board positions. For this reason, the team also agreed to develop an overview of the tasks expected from each board position.

2. **Relevance of having a more defined structure:** The team's goal is not to fully restrain the flexibility and agility of the organisation; the main goal is to provide a more defined structure that allows the organisation to operate more effectively and efficiently. Having a more defined structure can also help ensure the continuity of the organisation. Moreover, defining the structure of Kuopio ES can also be an asset to recruit future potential candidates to the board with no prior board experience or understanding regarding the responsibilities and tasks that being a Board Member entails.
3. **Legal structure of Kuopio ES:** According to the association rules of the organisation (Appendix 17), Kuopio ES must have a Chairperson, a Vice-Chairperson, a Secretary and a Treasurer. The Chairperson and Vice-Chairperson must be chosen from within the Board – both must be Board Members; the Secretary and the Treasurer can be chosen from outside the organisation or from within the board – they do not necessarily need to be Board Members. Kuopio ES's board can have a maximum of five Board Members in addition to the Chairperson. These five members are considered **permanent members**. In addition to the five permanent members, Kuopio ES can have up to two substitute members. Kuopio ES's association rules also indicate the existence of support and honorary members.
    a. **Support members:** Any person, company, association or other entity that wishes to support the purpose and function of the association may be accepted as a support member. According to the association rules, support members are required to pay a membership fee, but do not have the right to vote.
    b. **Honorary Chairperson and honorary members:** The honorary Chairperson and honorary members are persons who have greatly promoted and supported the activities of Kuopio ES. The honorary Chairperson and honorary members are not required to pay a membership fee, nor do they have the right to vote.
4. **Board of Advisors:** The idea of having a Board of Advisors comes from the need to tackle the problem of continuity, the need to make Board Members feel more accountable for the organisation's success, and the desire to provide Board Members with an incentive to do a better work. A Board of Advisors could be described as a more refined version of the honorary Chairperson and honorary members described in the association's rules. The Board of Advisors would, ideally, be formed by persons and representatives of organisations relevant to Kuopio ES and Kuopio's entrepreneurial landscape.
    a. **Preliminary structure:** The preliminary structure of the Board of Advisors considered having a total of six members: a representative from the UEF, a representative from Savonia UAS, a representative from the City of Kuopio, a representative from the

Federation of Finnish Enterprises (In Finnish: Savon Yriittäjät), an investor, and an entrepreneur.

b. **Relevance of having a Board of Advisors:** The team considered three key aspects which supported the idea for having a Board of Advisors: improve credibility, expand networks, and ensure the organisation's continuity.

c. **Roles of the Board of Advisors:**

   i. **General advice:** As its name implies, one of the main roles of the Board of Advisors would involve providing the board with a general advice regarding the organisation's activities and plans. The Board of Advisors would not have decision making power; in other words, Board Members would make the final decisions regarding the organisation's eventual course of action – taking into consideration the advice given by the Board of Advisors.

   ii. **Activity reports:** Kuopio ES's board is responsible for presenting the organisation's activity plans and objectives to the Board of Advisors. Board Members are also responsible for providing quarterly reports regarding the organisation's activities to the Board of Advisors. The team considered that having these responsibilities would make Board Members feel and be more accountable for the organisation's success – they would need to report their activities to the Advisory Board in a quarterly manner.

   iii. **Certificates:** Another role of the Board of Advisors would involve signing the certificates of Board Members, once they conclude their period of operations. This would work as an incentive for Board Members to do a better work – knowing that at the end of their period each would receive a valuable certificate for the work performed, signed by key representatives of Kuopio ES and Kuopio's entrepreneurial landscape.

d. **Key concerns:** One of the key concerns for the team, regarding the creation of a Board of Advisors, was the risk of appearing as a too bureaucratic organisation. For this reason, Kuopio ES's board decided to be extremely careful when planning the way in which the Board of Advisors' role is communicated within the organisation and to external parties.

5. **Mentors:** Kuopio ES currently has and has had mentors. Nevertheless, the actual role of a mentor has not been defined. There are currently no terms or guidelines regarding the responsibilities or tasks of mentors. The team considered that mentors could be relevant actors to provide Kuopio ES's customers with the appropriate guidance and support. The team decided to organise a future meeting with the organisation's current mentors to collaboratively develop the role, tasks, and responsibilities that a Kuopio ES mentor should have.

6. **The Board of Kuopio ES:** Lastly, the team discussed in general terms the structure of Kuopio ES's board. As mentioned before, and according to the rules, Kuopio ES must have a Chairperson, a Vice-Chairperson, a Secretary and a Treasurer. Besides these roles, Kuopio ES can have two additional Board Members with titles defined by the board itself. The two common titles in Kuopio ES's boards have been marketing coordinator, and event coordinator. The team decided to carefully define the role of the Chairperson, Vice-chairperson and each of the Board Members during the second internal structure meeting.

a. **Working groups:** The team also brainstormed the general idea of having working groups. These working groups would be formed by active members. The idea of having active members divided in working groups is to have a more concise structure and a more focused approach to know who is performing which task within the organisation. Moreover, active members could specifically apply to be part of the working groups which seem the most interesting to them. Active members can apply to be part of one or more working groups according to their individual capabilities and interests. The board decided to further develop the concept of the working groups during the second internal structure meeting.

7. **Closure:** The development of the Kuopio ES's internal structure would be continued during the second internal structure meeting. More specifically, the team decided to focus on defining the roles of each of the Board Members and the tasks that each position entails.

### 4.8.2 Group Discussion 8: Board Member's Roles and Tasks

The goal of the second internal structure meeting was to **define Kuopio ES's board positions, tasks** and the **role of the working groups.** See Picture 25 in Appendix 16. This meeting developed as described below.

1. **Defining the most important positions for the organisation:** The meeting began by immediately retaking on the points of the first internal strategy meeting. As such, the first task was to define the most important roles for the organisation. Besides having a Chairperson, Vice-chairperson, Secretary and a Treasurer, the team decided to define the positions for the two additional members of the board. These positions were defined as outreach and marketing, and events coordination. The team also decided to change the name of the Treasurer to a more descriptive one: finance and fundraising.
2. **Defining the tasks for each position:** The next step was to define the tasks of each of the Board Members. One of the key concerns while defining this was to avoid overloading one position with many tasks. For instance, outreach and marketing were perceived as too big tasks to be put together. Nevertheless, the team recognised that given the current size of the organisation this may not be a big problem. The internal structure of the organisation would, however, need to be rethought and modified as the organisation grows. This, to specifically avoid putting too many responsibilities to only one person. At this point, is where the working groups also become a very important asset: task distribution.
    a. **Chairperson and Vice-chairperson:** Both, chairperson and Vice-chairperson were put at the same level. The way in which each of them distributes the task will depend on what they decide among them.
        i. Presiding meetings
        ii. Leading, supporting and guiding the board
        iii. Responsible for strategy implementation
        iv. Work closely with finance & fundraising
        v. Representing Kuopio ES

vi. Responsible for developing Kuopio ES's newsletters
vii. Responsible for conflict management
viii. Responsible for reaching annual objectives

**b. Secretary:**

i. Managing the meetings: arranging meetings, sending the notice for meetings, publishing the agenda, and taking the minutes
ii. Responsible for the internal communications
iii. Managing the members register
iv. Coordinating daily activities
v. Representing Kuopio ES
vi. Responsible for sending satisfaction surveys in a quarterly manner

**c. Finance & fundraising:**

i. Budgeting
ii. Managing accounts
iii. Responsible for fundraising activities
iv. Handling of reimbursements
v. Invoicing
vi. Responsible for developing quarterly reports

**d. Outreach & marketing:**

i. Branding
ii. Developing Kuopio ES's materials
iii. Responsible for content development
iv. Market research
v. Managing social media channels
vi. Responsible for outreach (tours, engagement, places to speak, etc.)

**e. Events coordination:** An important notice for the events coordination was that bigger events would have their own head-organisers. In other words, events coordination would not be responsible for the full arrangement of all events. As its name implies, it will simply be responsible to coordinate them. Smaller events, however, can fully be arranged by events coordination.

i. Brainstorming of event ideas
ii. Concept development
iii. Scheduling events
iv. Arranging venues
v. Inviting and reaching to potential participants
vi. Overall coordination of events

3. **The role of working groups:** Working groups are available to each of the Board Members, excluding the Chairperson and Vice-chairperson. As agreed in the first internal structure meeting, working groups would be formed by the organisation's active members (support members). The main goal of having working groups is to have a more structured organisation, and offer a more concise pool of possibilities to potential applicants. As such, potential applicants would have a clear idea of the tasks to be performed. For instance, a person applying to the outreach and

marketing group can expect to perform tasks specifically related to marketing and outreach. Active members would have the possibility to apply to one or more working groups according to their own interests and capabilities. The recruitment of people to the working groups can occur in two different ways.

a. **Personal network:** Board Members can personally invite people from their network to be part of the working groups.
b. **Application process:** People willing to be part of the working groups can directly send an application to be part of them.

4. **Kuopio ES's internal structure:** All in all, Kuopio ES's internal structure would be composed by an Advisory Board, a group of Mentors, a Chairperson, a Vice-chairperson, four Board Members, and four working groups. Figure 33 presents an overview of Kuopio ES's internal structure.

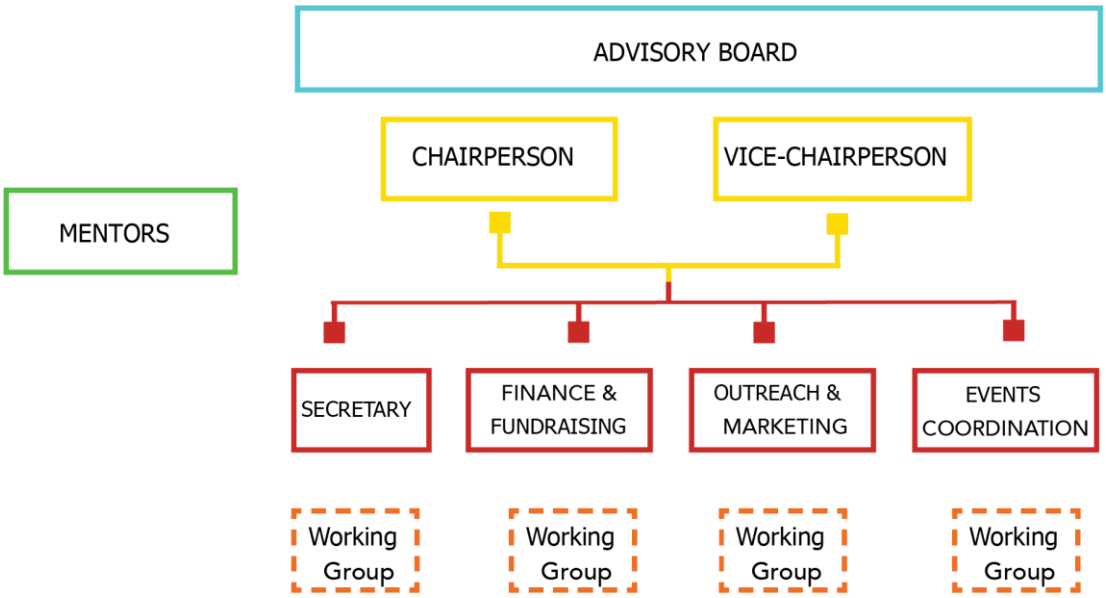



FIGURE 33. Kuopio ES's internal structure

# 5 DISCUSSION

The main goal of engaging in this development process was to create a solid and strong strategic foundation for Kuopio ES. To do this successfully, the current environment of the area in which the organisation operates – Kuopio – was taken into consideration. The Strategy Palette proposed by Haanæs, Reeves and Sinha was used as a base to define the best approach to strategy. It was identified that Kuopio ES currently operates within a visionary environment, which is characterised by its high malleability and low unpredictability; Kuopio's entrepreneurial and international environment can be described as a highly malleable and predictable one. This argument is supported by several events occurring in Kuopio throughout the past two years: Aisti – A Cultural Kiss, organised annually since 2016; Design Week Kuopio, organised annually since 2016; Ski Lift Pitch, organised annually since 2017; CockPit Accelerator Program, organised in 2017; From Savo to the World (In Finnish: Sawosta Maailmalle), organised annually since 2017; Kuopio International Network, an organisation that started operating in 2018; Savonia's New Bachelor Programs in English, which began in 2018; Kuopio Draft Program, which started in 2018; the Savilahti Project; and the 2030 Strategy of the City of Kuopio. Based on these events, it can be claimed that the entrepreneurial and international environment of Kuopio is currently being shaped by several stakeholders. It can also be claimed that the direction towards which the city is moving, is rather predictable. For this reason, this work applied an approach to strategy which would suit the current environment of Kuopio ES – a visionary environment.

Haanæs, Reeves, and Sinha (2015) propose different strategic approaches suitable for a visionary environment: Blue Ocean Strategy, Disruptive Innovation and Learning from the Mavericks. This thesis utilised the tools proposed by Blue Ocean Strategy, namely the Strategy Canvas and the Eliminate-Reduce-Raise-Create Grid. These elements would be key to guide the development of Kuopio ES's strategy.

The original plan for developing Kuopio ES's strategy considered a total of ten meetings. Nevertheless, this had to be modified according to team's needs: one additional meeting was required for developing the core values, another meeting was required to define the organisation's customer groups and customer cycle, and two more meetings were needed to develop the organisation's internal structure. Notice that the fourth values meeting, and the customer groups and customer cycle meeting were both held on the same day. As such, the whole development work involved a total of thirteen meetings. The strategy development process proposed by Mintzberg and Waters was clearly reflected on the way in which Kuopio ES's strategy developed. In this case, there was an initial plan for developing the strategy (deliberate plan) which had to be adjusted according to emergent factors; the result of the deliberate and emergent plans was the realised process followed to develop Kuopio ES's strategy.

All meetings were either developed as workshops or as group discussions. Only the strategy workshops were held with the participation of an external facilitator. All other workshops were held by people who simultaneously facilitated and participated in the development work. It was proved

that certain parts of the strategy would have been developed in a more efficient manner if an external facilitator would have been present. Examples of this were the mission and vision meetings. Having an external facilitator would have enabled the team to stay focused and avoid having discussions going in circles.

The **development work** was **carried out solely by Board Members**, which were defined as the **Mars Group** for this project. Ideally, the development work would also have considered the participation of other key stakeholders. Nevertheless, there were several reasons that prevented this from happening. First, there was an evident lack of clarity and understanding among the majority of Board Members regarding the core purpose of the organisation: What exactly is Kuopio ES? Who exactly are its customers? And what services does the organisation concretely offer? Secondly, the development process demanded to hold physical meetings that required the constant involvement and participation of the people involved in the developing process. Lastly, it was considered that the development work would be carried out in a more efficient manner if the Mars Group remained small – it is more feasible to reach a common agreement. For all these reasons, the development work was performed with the exclusive participation of Board Members. It is clear that this decision would also limit the extent to which some of the developed work would address the actual needs and wants of key stakeholders. For instance, the long-term goals of the organisation and the Strategy Canvas could have been enriched and better developed through the involvement of other relevant stakeholders. Nevertheless, there were other aspects which could entirely and successfully be developed with the sole participation of Board Members: core values, mission, and vision. In the end, some of the aspects considered in this work will need to be further developed and enriched through the involvement of the appropriate stakeholders.

## 5.1 Values

The development of Kuopio ES's **core values** was originally planned to occur in a total of three meetings. This schedule had to be modified. Instead, the development of the values occurred along four meetings. This exemplified the concept of **emergent strategy** occurring already in the planning phase.

Developing values is such an important matter than it cannot be rushed. If done, the results would not be the best ones. As such, the team responsible for developing the organisation's strategy decided to dedicate as much time as the process would demand – this was an extremely important decision. The six values selected on the second meeting changed in the third meeting, and still, during the third meeting, the team struggled to define the exact meaning of each of the core values – a fourth meeting was clearly needed.

Kuopio ES's core values were developed in a thorough way, starting from personal values, to defining the values' meaning, and to specifying the way in which each value would be applied and reflected in the organisation's long-term objectives, events, and internal operations. In the end, giving the required time to the process of developing core values allowed the team to create a values statement

which truly reflected the essence of the Board Members and, as such, of Kuopio ES. Besides developing a values statement, undergoing this process allowed the team to know more about each other, and allow them to bond in a deeper way as a team.

## 5.2 Strategy

The **strategy workshops** were essential for the successful development of all other strategic elements. Engaging in these workshops allowed the team to have a clear idea and understanding regarding the **current internal conditions** of the organisation as well as of the **external environment** in which it operates. The strategy workshops revealed the limited clarity that existed regarding the organisation's customer groups, internal structure, and services offered. Acknowledging this enabled the team to arrange all the additional meetings required to fully develop the desired strategic foundation for the organisation. There were three additional meetings: one for defining the customer groups and customer cycle, and two for developing the organisation's internal structure.

The strategy workshops were based on a **high-strategy framework** and made specific use of the tools presented by the **Blue Ocean Strategy:** The **Strategy Canvas** and the **Eliminate-Reduce-Raise-Create Grid.** The way in which Mr. Laherto structured the workshops allowed the team to identify the strengths, weaknesses, opportunities, and threats of the organisation. The analysis of the Kuopio ES's business environment remained at a competitive level and an internal one – no macro-environment analysis was performed. Overall, the workshops made an excellent work at getting the team started with the strategizing process.

During the workshops, the team showed a very good understanding in terms of the organisation's **internal resources and capabilities.** Contrary to this, one of the biggest challenges was to define the competitive environment and main competitors of Kuopio ES. This was a particularly difficult task given the non-profit nature of the organisation: it is easy to perceive competitors as potential partners, and not necessarily as competitors.

One of the main limitations of the strategy workshops referred to the **limited knowledge** that Board Members had with respect to the **organisation's competitors and the organisation's own customer groups.** As such, all the work developed relied entirely on the current knowledge and perception of Board Members. For this reason, it is highly important to **make future research involving the most relevant stakeholders** that would enable the team to ratify or modify accordingly the developed strategy – more specifically its Strategy Canvas. During the different interviews, both, Mr. Kosunen and Mr. Laherto agreed with this point. (Kosunen 2018, October 5; Laherto 2018, June 30.)

Throughout the process, the importance of having a **diverse team** was clearly demonstrated. While some situations demanded the skills of Finnish-speaking and more experienced members, some other situations took advantage of the insight provided by less experienced members who are currently enrolled as students in educational institutions.

## 5.3 Mission and Vision

The organisation's **customer groups and customer cycle** were defined prior to developing Kuopio ES's mission and vision statements. Holding a specific meeting for discussing customer groups and customer cycle enabled the team not only to clarify Kuopio ES's customer groups, but to redefine them. Up to this point, the main target groups of Kuopio ES were students. This changed during this meeting. Kuopio ES's customers were set to be **educational institutions, international people,** and **entrepreneurs and startups in their beginning stage.** The team believed that the environment in which the organisation operates allowed for such a change: a small increasingly international city, and the Savilahti Project. Expanding the organisation's customer groups will also bring new challenges to the organisation, namely managing the internal resources in such a way that allows the organisation to effectively serve all of its newly defined customer groups.

Developing the customer cycle enabled the team to carefully reflect on the activities of the organisation and the way in which each of these would take the customer from one phase to another in the customer cycle. Moreover, undergoing this process highlighted the **need for developing value propositions** specifically targeted to faculty members, international people, mentors, entrepreneurs, and startups. This, given that the customer cycle developed during the meeting considered mainly the conditions and process that the student customers of the organisation would follow. Even though some characteristics may be shared between the different customer cycles, the team considered that having a special customer cycle for each type of customer would provide the organisation with a better understanding on how to arrange the organisation's activities to reach and serve all of the intended customer groups.

The customer cycle developed during this meeting had an important limitation: the cycle remained open. The team considered of vital importance finding a suitable approach to effectively **close the customer cycle.** Some of the ideas brainstormed during the process included creating an alumni platform. Nevertheless, the team considered that in order to close the cycle, the organisation must first gain a better understanding of their customers' needs and wants. This would allow the team to find the most appropriate and effective method to close the customer cycle.

In general terms, developing the **mission and vision statements of Kuopio ES** was a rather easy process, which eventually became a little confusing and complicated. It was easy because most Board Members shared quite similar ideas. For developing the vision, there was a common agreement on creating a community of entrepreneurially-minded people that had an impact on a greater scale. Similarly, for developing the mission, the team clearly agreed that the organisation's core related to inspiring and supporting entrepreneurship among the community. The biggest discussion topics were: defining the geographic extent to which the organisation aimed to have an impact on – at a city, regional, or national level –, choosing the correct words to successfully express and communicate the desired message, and deciding how long-term should the vision be – a too long-term vision made the dream seem quite overwhelming, but keeping it not so far away from the present made it seem rather dull and unambitious.

The process of developing the mission and vision became a little confusing and complicated because the team would often find itself discussing a topic in circles or over the same idea. In the beginning, the mission and vision meetings were planned to be developed as workshops. Nevertheless, as the team began working on the vision statement, it seemed that developing the work as a group discussion would be a far better choice. Once both statements were finalised, and the processes of how the meetings developed was revised, it seemed again that having the meetings as workshops would have been the best choice – keeping the team focused, avoiding having points going in circles and saving an important amount of time for the team, especially since Board Members shared, in general terms, similar ideas for the organisation's mission and vision since the very beginning.

The mission and vision topics are so sensitive and relevant to an organisation that it is very easy to get deeply involved in the discussion. For this reason, the best choice would have probably been to have an external facilitator or, at least, a more experienced one who could efficiently and simultaneously facilitate the workshop while participating in the development of the work. Even though the meetings ultimately developed as group discussions, all the team was extremely pleased with the results: all Board Members considered that the developed mission and vision truly expressed the organisation's essence and purpose as well as the plans that the Board had for its future. As such, having an external or more experienced facilitator would mainly have served the purpose of keeping the discussions focused, and enabling the team to reach the end results in a faster manner. Moreover, an external facilitator could also have provided feedback on certain issues which are not necessarily always perceived by the people involved in the discussion.

## 5.4 Long-term Objectives

Kuopio ES's long-term objectives were developed in accordance with McKinsey's three-horizons of growth framework. The team decided to keep the organisation's long-term goals not too far away from the present time. As such, the team developed the organisation's long-term goals over a three-year framework: horizon one, maintain and defend core business, would refer to the goals set for 2019; horizon two, nurture emerging business, would refer to the goals set for 2020; and horizon three, create genuinely new business, would refer to the goals set for 2021. This decision was based on all the development and work that the organisation had to do in the short-term to be successful in the long-term. In other words, the team considered that it did not make much sense to plan five to ten years ahead, when a great extent of the organisation's future depended on rather short-term concrete actions. For instance, the team must obtain a deeper understanding of their customer's needs and wants to reaffirm or modify accordingly the organisation's strategy – more specifically its Strategy Canvas and Eliminate-Reduce-Raise-Create Grid. Additionally, the team had to perform extensive outreaching activities to recruit new members to the organisation, and develop its member register. Moreover, the team would have to develop measures to enable future boards to continue with the developed strategy – currently, each new board is able to decide and define its own strategy; there is no rule that would make future boards follow the strategy proposed in this work.

Kuopio ES's long-term objectives were developed in three different stages. First, Board Members were asked to individually develop their long-term objectives for the organisation. Then, the Chairman and Vice-chairwoman used the individually-developed long-term goals as well as their own input to draft a preliminary version of the long-term goals for the organisation – taking into consideration the three-year framework 2019 – 2021. Lastly, the preliminary version was revised, modified and approved by all Board Members. The team decided to develop the organisation's long-term goals in this specific way for different reasons. First, to ensure all Board Members input was considered. Then, to ensure the most efficient use of time. Lastly, to consider all Board Members in the process of modifying and approving the final version of the long-term goals.

The objectives set for 2019 were developed in a very detailed manner and focused specifically on setting and strengthening the strategic position of the organisation: maintain and defend core business. The objectives set for 2020 explored specific measures to grow the organisation in terms of its members and in terms of having fully new concepts for events: nurture emerging business. The objectives set for 2021 were broader and included organising Savo Business Forum – an entirely new, major, and large event for the region – and concretising the idea of Tribe Kuopio: create genuinely new business. Considering the vision framework proposed by Collins and Porras, Savo Business Forum could be considered as Kuopio ES's big, hairy, audacious goal.

The definition of the long-term goals 2019 – 2021 was enhanced by the development of the Activity Plans 2018 – 2021. The Activity Plans, as its name suggests, contained all the specific events and activities which the organisation would aim to perform in the future. The Activity Plans put a major focus on all the activities considered for the Autumn 2018. The activity Plans for 2019 – 2021 were developed in a broader manner.

## 5.5 Internal Structure

The main purpose of creating Kuopio **ES's internal structure** was to develop a general **outline of the organisation's structure** and fully **define the roles and tasks of Board Members.** By doing this, the team aimed to improve the internal and external understanding regarding the structure of the organisation, enhance members' commitment towards the organisation, test a new and more defined organisational structure, provide more value to customer groups, and ensure the continuity of the organisation.

In terms of defining the general structure of the organisation, the team proposed two main changes: the creation of an Advisory Board and the establishment of Working Groups. The idea of having an Advisory Board was to improve credibility, expand networks, ensure continuity, and enhance the commitment of Board Members towards the organisation. One of the biggest concerns of setting an Advisory Board was to appear as a rather bureaucratic and hierarchical organisation. For this reason, the team decided to carefully plan the way in which the role of the Advisory Board is communicated internally and externally. The idea of the Working Groups considered, on the other hand, offering a more concrete field of possibilities for people who want to be more actively involved in the

organisation. Moreover, operating through Working Groups would allow Board Members to have greater control and support in their own areas – each Board Member would be responsible for leading and managing the activities and people of its own Working Group.

During the internal structure meetings, the team also defined the **Board Members' positions and tasks.** As such, the team decided to modify the title of the Treasurer to a broader and more descriptive one: Finance and Fundraising. Moreover, the team defined two other official titles for Board Members: Outreach and Marketing, and Events Coordination. The team developed general guidelines to describe the exact tasks that each of the positions entailed. One of the main concerns was to achieve a balanced work division – avoid overloading a specific member with tasks. The team considered that the task division was rather fair, especially at this point, when the organisation is still operating on a small scale. As the organisation grows, the organisation's internal structure will need to be adapted and modified according to future needs.

Overall, there were no major disagreements concerning the development of the new structure. The process developed in a smooth manner and, in the end, Board Members agreed that having a newly developed structure would enable the organisation to put it to a test and adapt it according to the organisation's conditions. For instance, the developed structure took as granted that the future board will have six Board Members. However, this does not necessarily mean the organisation will necessarily have six applicants to the board – the 2018 Board had only five members. The new structure also considered having a number of Active Members forming part of the different Working Groups. Nevertheless, the Board will need to first work on its outreach activities to get enough applicants or people willing to be part of the Working Groups.

All in all, the idea of defining a new structure for the organisation was simply to provide a general outline of the way in which the organisation could operate. As such, future boards would have something to start with and make the necessary modifications to suit the needs at hand. The team believed that it is better for upcoming boards to have something more structured to start with, rather than having a significantly open and undefined structure to begin.

# 6 CONCLUSIONS

In 2018, the conditions of Kuopio ES presented a **clear need for the development of a well-defined and solid strategy.** The reasons driving this need corresponded to the external and internal environment of the organisation. Kuopio ES was naturally positioned as an organisation with the potential for playing a key role in defining the way in which the entrepreneurial environment of the City of Kuopio could develop. This characteristic was very important given the changes that the city's entrepreneurial and international environment presented during the past years: a constant increase in the number of international and entrepreneurial events taking place in the city. Nevertheless, before Kuopio ES could impact the direction in which the city's international and entrepreneurial landscapes could develop, it had to address the **internal challenges** it faced and which hindered its effective operation: the **lack of a common understanding regarding the organisation's activities**, the **lack of a shared vision**, and the **lack of continuity.**

The purpose of this thesis was to tackle the previously mentioned challenges by re-defining the strategic direction of Kuopio ES. This was done through the development of the organisation's **core values, mission, vision, and long-term objectives.** Additionally, this work included a deeper analysis of the organisation's **competitive and internal environment.** Moreover, and as the work progressed, few meetings were held for the specific discussion and development of the organisation's **customer groups, activity plans, and internal structure.** Taking into consideration the entire strategic management process, the work developed in this thesis focused primarily on the strategy formulation stage and developed some of the elements belonging to the implementation stage: **organisational structure and annual objectives.**

The development work consisted of thirteen meetings held in June – August 2018. All meetings were either develop as **strategy workshops** or as **focus group discussions.** During the development process, it was noticed that some of the meetings could have probably been developed better as workshops and with the participantion of an external or a more experienced facilitator. Even though not every meeting required the presence of an external facilitator, the benefits of having one were clear. First, it enabled the team to stayed focused on the task at hand. Secondly, it provided the team with the opportunity to get relevant feedback regarding the development and outcomes of the workshop as well as of other critical issues noticed during it.

The creation of Kuopio ES's strategy began with the development of the organisation's **core values.** This process started by considering the personal values of Board Members and developed them until the organisation's core values were fully defined. Core values were provided all the time needed for their successful development – this included arranging additional meetings whenever required. Moreover, core values were provided with **descriptive texts of their meaning** to prevent misinterpretation. Most importantly, every other strategy element was developed taking into consideration the chosen core values. At the end of the development work, a specific meeting was dedicated to revise and define the way in which **core values** were to be **applied and reflected in the organisation's long-term objectives, activities, and internal operations** (Appendix 15).

The result was the development of core values that were effectively reflected and applied in the organisation as a whole; all Board Members identified themselves and supported the selected chosen values:

- **Passion:** We spread the information and enthusiasm about entrepreneurship to give everyone the opportunity and motivation to become entrepreneurs.
- **Diversity:** Our members come from all around the world. We want to share our experience and expertise from various fields with you.
- **Approachability:** Anyone can come and ask for advice and support from our open community, just have some fun or help promote entrepreneurship.
- **Collaboration:** Our network includes all the key players in the area and we work with them to cultivate entrepreneurship at the grass-roots level.

The strategy workshops were used to analyse the **internal and external environment** of the organisation. This required identifying the type of environment in which Kuopio ES operates. Using the **Strategy Palette**, Kuopio ES's environment was recognised as a **visionary** one – characterised by its **low unpredictability and high malleability.** In this case, the general direction in which the **entrepreneurial and international environments of Kuopio** will develop is highly defined by projects such as the Savilahti Project, and plans such as the 2030 Strategy of the City of Kuopio. Even though the general direction is set, the precise and practical manner in which these environments will develop is still being discussed. As such, Kuopio ES has a fantastic opportunity to play a key role in **defining the way in which these environments will develop** for the customer groups that the organisation serves.

The strategy workshops provided an insight into the external and internal environment of Kuopio ES. Externally, the **opportunities and threats** were identified; the competitive environment was analysed through the use of the **Strategy Canvas**. Internally, the **strengths and weaknesses** were identified, the **capabilities and resources** evaluated, and the future actions were established through the use of the **Eliminate-Reduce-Raise-Create Grid**. Moreover, the strategy workshops were important to expose the areas that required immediate attention: **customer groups and internal structure.** Overall, the strategy workshops served as a way to provide the internal and external context needed to develop the rest of the strategy elements.

The **customer groups** of Kuopio ES were defined prior to developing the mission and vision. ESs have typically focused on university students as their main customer group. Kuopio ES decided to expand its customer groups to three: **educational institutions**, encompassing students and faculty members; **international people**, encompassing international students and non-student people; and **startups and entrepreneurs in the beginning stage.** All these groups share a common interest in entrepreneurship. Besides defining the customer groups, the team also developed the **customer's cycle.** This cycle, however, still needs to be completed by identifying the best way to close it. Doing this effectively requires further research and a deeper understanding of the organisation's customer groups.

The defining process of the **vision and mission statements** developed in a smoothly manner. The Board Members shared a number of common ideas for Kuopio ES since the very beginning. The main challenges concerned agreeing on the geographic extent for which the vision should aim, choosing the appropriate wording, and remaining focused on the task – often the same topic was discussed in circles and, at moments, the difference between mission and vision was confused. In the end, all Board Members were satisfied with the vision and mission statements that were created. The mission statement of Kuopio ES is ***to stimulate and cultivate entrepreneurship for the international and academic talents***; the vision statement is ***a dynamic community of international and entrepreneurially-minded people who strive for a creative, collaborative and sustainable Kuopio.***

Prior to developing the organisation's **long-term objectives**, the team defined the detailed **action plans** for the last four months of 2018 and the general plans for the period 2019 – 2021. Having a clear perspective of what the organisation expected to accomplish in the next four months served as a starting point for the development of the long-term goals. The long term-goals were developed based on **McKinsey's three-horizons of growth framework.** The long-term goals encompassed a three-year period: 2019 – 2021. Planning anything ahead was not feasible since the organisation had yet to perform important research of their customer groups and, based on that, evaluate the appropriateness of the strategy. Modifications to the strategy would be performed according to the results obtained from the research and evaluation. The long-term objectives 2019 -2021 are presented in Appendix 14.

Lastly, Kuopio ES's **internal structure** was re-defined. The work focused on outlining the general structure of the organisation, and introduced new elements such as the **Board of Advisors** and the **Working Groups.** The **Board positions**, as well as the **Board tasks**, were defined in a detailed manner. This, with the intention of providing a clear base of what each of the positions entails. This does not mean that Board Members are exclusively restricted to the defined tasks; this is something that can be discussed and modified according to the preferences of the Board Members in function.

The **value of the work developed** was extensive. Developing the strategic foundation of Kuopio ES was truly needed, not only to tackle the identified challenges but to be able to operate as a united and successful organisation. The result of this work translated into a team sharing the same core values and objectives, a common vision, and a well-understood purpose. Developing this foundation will also enable future members to better understand the core of the organisation and allow them to easily answer the question: What is Kuopio ES?

All measures proposed in this work aim to transform Kuopio ES in a three-year period. Figure 34 presents a forecast of the **expected state of Kuopio ES by the year 2021.**

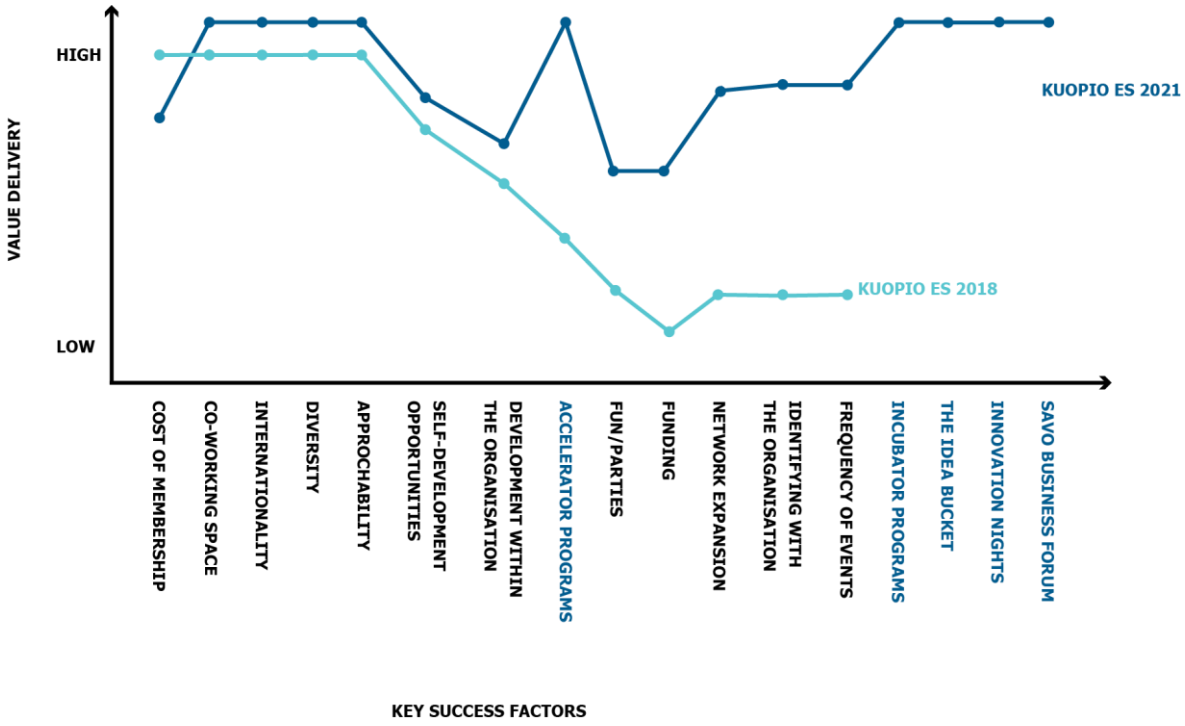



FIGURE 34. Kuopio ES's forecast for 2021

As presented in Figure 34, Kuopio ES expects to improve its performance in numerous aspects. Moreover, it proposes to create new markets by providing **entirely new opportunities** to its customers: **incubator programs, the idea bucket, innovation nights,** and the **Savo Business Forum.** In addition to this, Kuopio ES aims to offer **accelerator programs** – just as it did in 2017.

The **main limitations** to this work include the **one-sided approach** used to develop the strategy, and the **limited knowledge** that Board Members had of Kuopio ES's competitors and customer groups. As such, the whole strategy was fully developed based on the perspective and understanding of Board Members. While some aspects of the strategy can be fully developed without the participation of external parties, such as the core values and mission statement, other aspects could have been further improved if the opinion of relevant stakeholders would have been requested. It is clear that **the organisation needs to perform further research to acquire a better understanding of the needs and wants of its customer groups.** Doing this will enable the organisation to adapt its strategy accordingly and achieve better results in the future.

REFERENCES AND SELF-PRODUCED MATERIALS

AALTOES. 2018. Aaltoes. [accessed November 30, 2018]. Available from: https://www.aaltoes.com/

AGHAZAEH, H. 2015. Strategic Marketing Management: Achieving superior business performance through intelligent marketing strategy. 11th International Strategic Management Conference 2015. Terhan: University of Theran.

ARIYANI, W., DARYANTO, A., and SAHARA. 2018. Operationalization of Internal Analysis Using the VRIO Framework: Development of Scale for Resource and Capabilities Organization (Case Study: XYZ Company Animal Feed Business Unit). Asian Business Research Journal 3 (1), 9 – 14.

BLUE OCEAN. 2018. What is Blue Ocean Strategy? [accessed December 4, 2018]. Available from: https://www.blueoceanstrategy.com/what-is-blue-ocean-strategy/

BRANDENBURGER, A. & NALEBUFF, B. 1995. The Right Game: Use Game Theory to Shape Strategy. Harvard Business Review. [accessed November 30, 2018]. Available from: https://hbr.org/1995/07/the-right-game-use-game-theory-to-shape-strategy

ATHAPATHTHU, H. 2016. An Overview of Strategic Management: An Analysis of the Concepts and the Importance of Strategic Management. International Journal of Scientific and Research Publications 6 (2), 124 – 127.

CASCADE. 2018. McKiney's Three Horizons of Growth Can Help You to Innovate. [accessed October 12, 2018]. Available from: https://www.executestrategy.net/blog/mckinseys-three-horizons-of-growth/

CASSELL, C. & SYMON, G. 2004. Essential Guide to Qualitative Methods in Organizational Research. London: SAGE Publications Ltd.

COCHRAN, D., DAVID, F., and GIBSON, C. 2008. A Framework for Developing an Effective Mission Statement. Journal of Business Strategies 25 (2), 27 – 39.

COLLINS DICTIONARY. 2019. Definition of "workshop". . [accessed March 4, 2019]. Available from: https://www.collinsdictionary.com/dictionary/english/workshop

COLLINS, J. & PORRAS, J. 2011. Building Your Company's Vision. In: HARVARD BUSINESS REVIEW PRESS. HBR's 10 Must reads on Strategy. Boston: Harvard Business Review Press. (Original work published 1996)

DAM, R. & SIANG, T. 2018, October 13. Affinity Diagrams – Learn How to Cluster and Bundle Ideas and Facts. [accessed November 9, 2018]. Available from: https://www.interaction-design.org/literature/article/affinity-diagrams-learn-how-to-cluster-and-bundle-ideas-and-facts

DAVID, F. & DAVID, F. 2016. Strategic Management: A Competitive Advantage Approach, Concepts and Cases (16th ed.). Harlow: Pearson Education Limited.

DOBBS, M. 2014. Guidelines for applying Porter's five forces framework: a set of industry analysis templates. Competitiveess Review 24 (1), 32 – 45.

EDMUNDS, H. 2000. Focus Group Research Handbook. New York: McGraw Hill.

ERIKSSON, P. & KOVALAINEN A. 2016. Qualitative Methods in Business Research (2nd ed.). London: SAGE.

FRIEDMAN, A. 2018. How to Establish Values on a Small Team. [accessed April 13, 2018]. Available from: https://hbr.org/2018/04/how-to-establish-values-on-a-small-team

GOET, P. 1997. Mission impossible. Journal of Business Strategy 14 (1), 2.

GRANT, R. 2003. Strategic planning in a turbulent environment: evidence from the oil majors. Strategic Management Journal 24 (6), 491 – 517.

GRAY, C. 2016. How to develop long-term goals and short-term objectives that work together. [accessed October 28, 2018]. Available from:

https://businesspropel.com.au/dashboard/strategy/vision-goals/articles/how-to-develop-long-term-goals-and-short-term-objectives-that-work-together

GUPTA, R. 2017. Two Sides of a Coin: Strategy and Operational Effectiveness. [accessed November 30, 2018]. Available from: https://www.entrepreneur.com/article/302782

GUTIÉRREZ, L., LLORÉNS-MONTES, F. and BUSTINZA, O. 2009. Six sigma: From a goal-theoretic perspective to shared-vision development. International Journal of Operations & Production Management 29 (2), 151 – 169.

HAANÆS, K., HOWARD, H., JORDAN, J., and AVAGYAN, K. 2017. Your Strategy Needs a Strategy. [accessed December 3, 2018]. Available from: https://www.imd.org/research-knowledge/articles/your-strategy-needs-a-strategy/

HAGEL, J. & BROWN, J. 2010. Pulling for the Long Term. [accessed November 12, 2018]. Available from: https://hbr.org/2010/11/pulling-for-the-long-term

HARRISON, K. 2018. What Is a Value Chain Analysis? [accessed December 3, 2018]. Available from: https://www.businessnewsdaily.com/5678-value-chain-analysis.html

HODGKINSON, G., WHITTINGTON, R., JOHNSON, G., and SCHWARTZ, M. 2006. The Role of Strategy Workshops in Strategy Development Processes: Formaility, Communication, Co-ordination and Inclusion. Long Range Planning Journal 39, 479 – 496.

INSTITUTE FOR STRATEGY AND COMPETITIVENESS. 2018. Operational Effectiveness vs. Strategy. [accessed December 1, 2018]. Available from: https://www.isc.hbs.edu/strategy/business-strategy/Pages/operational-effectiveness-vs-strategy.aspx

JOHNSON, G., PRASHANTHAM, S., FLOYD, S., and BOURQUE, N. 2010. The Ritualization of Strategy Workshops. SAGE Journals 31 (12), 1589 – 1618.

JOHNSON, G., WHITTINGTON, R., SCHOLES, K., ANGWIN, D., and REGNÉR, P. 2017. Exploring Strategy: Text and Cases (11th ed.). Harlow: Pearson Education Limited.

KIM, W. & MAUBORGNE, R. 2015. Blue Ocean Strategy, Expanded Edition: How to Create Uncontested Market Space and Make the Competition Irrelevant. Boston: Harvard Business Review Press.

KONG, E. 2007. A review of the strategic management literature: the importance of intellectual capital in the non-profit sector. Ontario: McMaster University, 1 – 26.

KOPMANN, J., KOCK, A., KILLEN, C., and GEMÜNDEN, H. 2017. The role of project portolio management in fostering both deliberate and emergent strategy. International Journal of Project Management 35 (4), 557 – 570.

KOSUNEN, N. 2018, October 5. Chairman. [Interview.] Kuopio: Kuopio Entrepreneurship Society.

KOTLER, P., ARMSTRONG, G., HARRIS, L. and PIERCY, N. 2017. Principles of Marketing (7th ed.). Harlow: Pearson Education Limited.

KOURDI, J. 2015. Business Strategy: A guide to effective decision-making (3rd ed.). London: Economist Books.

KUOPIO ENTREPRENEURSHIP SOCIETY. 2018. Kuopio Entrepreneurship Society – Community of thinkers and doers! [accessed August 13, 2018]. Available from: http://www.kuopioes.fi/

KÜRSCHNER, S. & GÜNTHER, T. 2012. Design parameters of the strategic planning process and organizational performance – a quantitative analysis of empirical research. Journal für Betriebswirtsch 62 (1), 5 – 44.

LAHERTO, J. 2018, June 29. Group Quality Manager. [Interview.] Kuopio: Ponsse Oyj.

LAHERTO, J. 2018, June 30. Group Quality Manager. [Interview.] Kuopio: Ponsse Oyj.

LEASK, G. & PARKER, D. 2004. Strategic groups, competitive groups & performance within the U.K. pharmaceutical industry: Improving our understanding of the competitive process. Birmingham: Aston Business University.

LENCIONI, P. 2002. Make Your Values Mean Something. [accessed June 20, 2018]. Available from: https://hbr.org/2002/07/make-your-values-mean-something#comment-section

LYNCH, R. 2000. Corporate Strategy. Harlow: Pearson Education.

LÄHDESMÄKI, B. 2018, June 20. Event Manager. [Interview.] Kuopio: Kuopio Entrepreneurship Society.

MANKINS M. & STEELE R. 2005. Turning Great Strategy into Great Performance. [accessed December 3, 2018]. Available from: https://hbr.org/2005/07/turning-great-strategy-into-great-performance

MCINTYRE, D. & SUBRAMANIAM, M. 2009. Strategy in Network Industries: A Review and Research Agenda. Journal of Management 20 (10), 1 – 24.

MINTZBERG, H. 1978. Patterns in Strategy Formulation. Management Science 24 (9), 934 – 948.

MINTZBERG, H. 2007. Tracking Strategies: Towards a General Theory. Oxford: Oxford University Press.

MINTZBERG, H. & WATERS, J. 1985. Of strategies, Deliberate and Emergent. Strategic Management Journal 6 (3), 257 – 272.

MOORE, K. 2011. Porter or Mintzberg: Whose View of Strategy Is the Most Relevent Today? [accessed December 3, 2018]. Available from: https://www.forbes.com/sites/karlmoore/2011/03/28/porter-or-mintzberg-whose-view-of-strategy-is-the-most-relevant-today/

MULLANE. 2002. The mission statement is a strategic tool: when used properly. Management Decision 40 (5), 448 – 455.

NODA, T. & BOWER, J. 1996. Strategy Making as Iterated Process of Resource Allocation. Strategic Management Journal 17, 159 – 192.

PANDOLFI, F. 2011. How to Create and Effective Non-Profit Mission Statement. [accessed July 10, 2018]. Available from: https://hbr.org/2011/03/how-nonprofit-misuse-their-mis

PHANUEL, W. 2012. Of Mission and Vision Statements and Their Potential Impact on Employee Bahaviourand Attitudes: The Case of A Public But Profit-Oriented Tertiary Institution. International Journal of Business and Social Science 3 (14), 95 – 109.

PORTER, M. 1980. Competitive Strategy: Techniques for Analyzing Industries and Competitors. New York: Free Press.

PORTER, M. 2011. What is Strategy? In: HARVARD BUSINESS REVIEW PRESS. HBR's 10 Must reads on Strategy. Boston: Harvard Business Review Press. (Original work published 1996)

POWELL, T. 2001. Competitive advantage: Logical and philosophical considerations. Strategic Management Journal 22 (9), 875 – 888.

PRUSTY, S., MOHAPATRA, P., and MUKHERJEE, C. 2010. GOS tree (Goal–Objective–Strategy tree) approach to strategic planning using a fuzzy-Delphi process: An application to the Indian Shrimp Industry. Technological Forecasting and Social Change 77(3), 442 – 456.

RASTOGI, N. & TRIVEDI, M. 2016. PESTLE technique – a tool to identify external risks in construction projects. International Research Journal of Engineering and Technology 03 (01), 384 – 388.

REEVES, M. 2012. Does Your Strategy Match Your Competitive Environment? [accessed December 3, 2018]. Available from: https://hbr.org/2012/08/does-your-strategy-match-your-competitive-envrionment

REEVES, M., HAANÆS, K. and SINHA, J. 2015. Your Strategy Needs a Strategy: How to Choose and Execute the Right Approach. Boston: Harvard Business Review Press.

REY, C., CHINCHILLA, N., and PITTA, N. 2017. Objectives are SMART, Missions are WISE: Employees with Purpose. IESE Insight Review (33), 45 – 51.

SHEEHAN, N. & VAIDYANATHAN, G. 2009. Using a value creation compass to discover "Blue Oceans". Strategy & Leadership 37 (2), 13 – 20.

SIMPSON, D. 1994. Rethinking mission and vision. Planning Review 22, 911.

SILVERMAN, D. 2013. Doing Qualitative Research. London: SAGE.

SNEED, C. & FAIRHURST, A. 2010. From the boardrooms to the farmers' markets. Using activity system mapping to explore a farmers' market competitive advantage. Journal of Agriculture, Food Systems, and Community Development 1 (1), 149 – 160.

SOLODUCHO-PELC, LETYSJA. 2014. Competitive advantage: the courage in formulating objectives and expansiveness of a strategy. 10th International Strategic Management Conference. Wroclau: Wroclau University of Economics.

SRIVASTAVA, M., FRANKLIN, A., and MARTINETTE, L. 2013. Building a sustainable competitive advantage. Journal of Teachnology, Management and Innovation 8 (2), 47 – 60.

STARTUP FINLAND. 2016. Student-run Entrepreneurship Societies. [accessed November 30, 2018]. Available from: http://www.startupfinland.com/societies/

STOCKER, D. Vision, Values and Purpose according to Collins and Porras. [accessed December 4, 2018]. Available from: http://www.stockerpartnership.com/blog/vision-values-and-purpose-according-to-collins-and-porras/

THE BUSINESS COMMUNICATION. 2018. What is interview? Types of interviews. [accessed March 4, 2019]. Available from: https://thebusinesscommunication.com/what-is-interview-types-of-interviews/

THYLMANN, O. 2003. Analyzing Resources and Capabilities. [accessed December 2, 2018]. Available from: https://blog.thylmann.net/analyzing-resources-and-capabilities-822b36b76af7

TRIBE TAMPERE RY. 2018. Tribe Tampere. [accessed November 10, 2018]. Available from: https://tribetampere.com/

VALDES-PEREZ, R. 2015. Smart Benchmarking Starts with Knowing Whom to Compare Yourself To. Harvard Business Review. [accessed December 1, 2018]. Available from: https://hbr.org/2015/10/smart-benchmarking-starts-with-knowing-whom-to-compare-yourself-to

VILLAREAL, M. 2017. *Mission, Vision & Values Resource Tool Kit*. Mr. V. Consulting Services.

WILKINSON, J. 2013. Complementors (Sixth Force of Porter's Five Forces). The Strategic CFO. [accessed November 30, 2018]. Available from: https://strategiccfo.com/complementors-sixth-force-of-porters-five-forces/

YALCIN, T., OFEK, E., KOENIGSBERG, O., and BIYALOGORSKY, E. 2010. Complementary Goods: Creating and Sharing Value. New York: Columbia Business School.

YALE CENTRE FOR TEACHING AND EDUCATION. 2018. Discussion Methods. [accessed November 10, 2018]. Available from: https://ctl.yale.edu/resources/teaching-techniques-and-methods/discussion-methods

YOHN, D. 2018. Ban These 5 Words from Your Corporate Values Statement. [accessed June 20, 2018]. Available from: https://hbr.org/2018/02/ban-these-5-words-from-your-corporate-values-statement?referral=03759&cm_vc=rr_item_page.bottom

# APPENDIX 1: INTERVIEW WITH THE 2018 CHAIRMAN OF KUOPIO ES

Date: 5 October 2018

Time: 19:30 – 20:50

Location: Kukkola building – Yliopistonranta 1 L Kukkola, 70210, Kuopio

Interviewer: Jade Jimenez

Interviewee: Niko Kosunen

**PERSONAL QUESTIONS**

1. How did you got to know about Kuopio ES?
2. Why and how did you got involved?
3. Please describe your journey in Kuopio ES as International Coordinator in 2017 and Chairman in 2018
    a. Please describe how was Kuopio ES's landscape in 2017
    b. Which did you consider to be the organisation's success factors or strengths and which were the biggest challenges?
4. Why did you decide to continue in Kuopio ES after 2017?
5. How would you describe Kuopio ES's condition when the board changed (2018)?
    a. What were the biggest success factors or strengths and which were the biggest challenges?
6. What was your opinion regarding making this thesis on Kuopio ES?
    a. Do you consider that the organisation needed to undergo this process?
    b. Did you have any expectations?
    c. Why do you think Kuopio ES did not have this strategy developed?

**ABOUT THE PROCESS**

7. How was the process of strategy formation?
8. Was there anything special or surprising that you noticed throughout the process?

**ABOUT THE RESULTS**

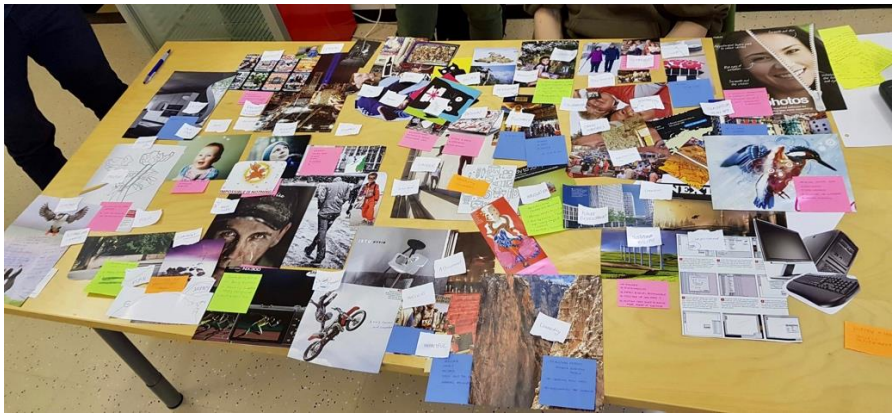
9. How do you feel about the new strategy?
10. What are the current biggest strengths for the organisation (after developing the strategy)?
11. What do you think are the biggest challenges for the future?
12. Where there any limitations throughout the process which you would like to highlight?

**ABOUT KUOPIO ES**

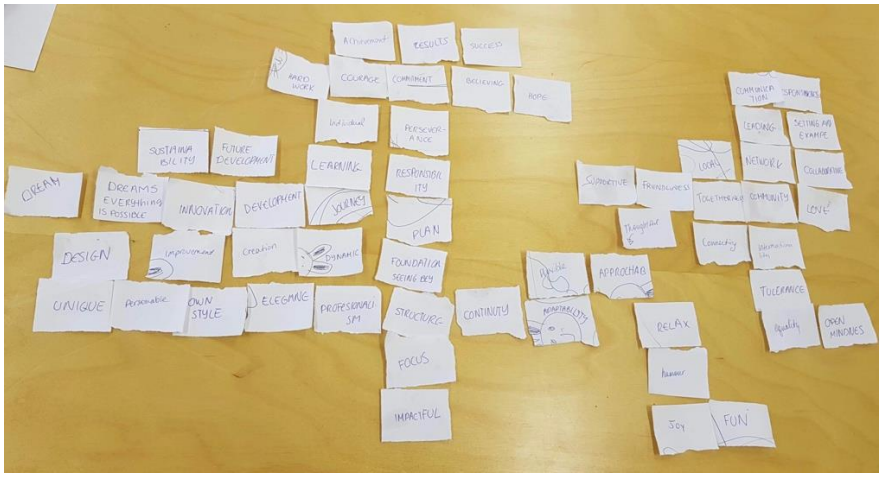
13. What is the relevance of Kuopio ES in Kuopio?
14. How is Kuopio ES performing compared to other entrepreneurial societies in Finland?

APPENDIX 2: CORE VALUES' MEETINGS – PICTURES

**CORE VALUES: PART 2**



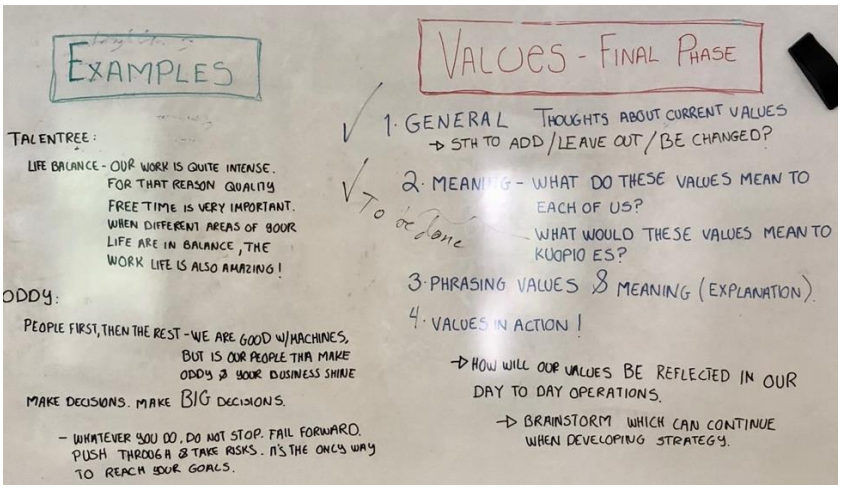
PICTURE 1. All images and ideas organised according to themes, and translated into key words (Jimenez 2018-06-20)



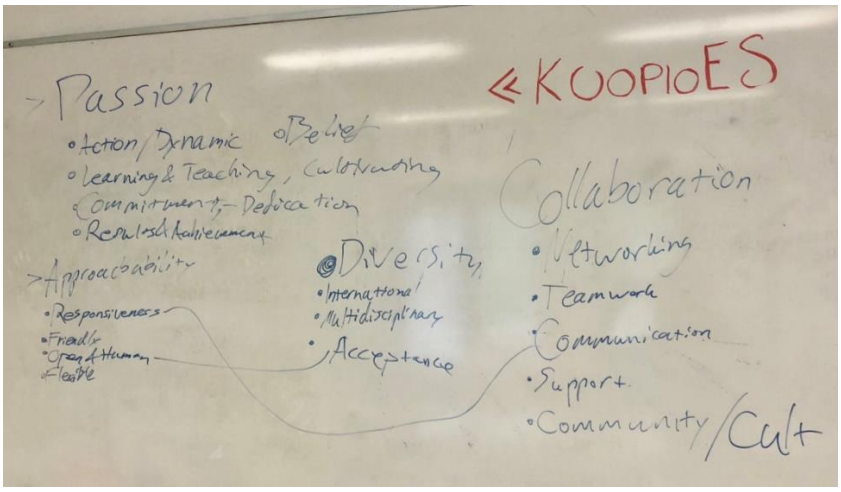

PICTURE 2. Key words organised according to similar themes (Jimenez 2018-06-20A)

PICTURE 3. Kuopio ES's six preliminary-chosen core values (Jimenez 2018-06-20B)

**CORE VALUES: PART 3**




PICTURE 4. The schedule for the meeting and examples of the meaning given by Talentree and Oddy Inc to some of their own values (Jimenez 2018-07-03)




PICTURE 5. Kuopio ES's core values and key words (Jimenez 2018-07-03A)

# APPENDIX 3: INTERVIEW WITH THE EVENT MANAGER OF KUOPIO ES

Date: 20 June 2018

Time: 17:15 – 17:30

Location: Kukkola building – Yliopistonranta 1 L Kukkola, 70210, Kuopio

Interviewer: Jade Jimenez

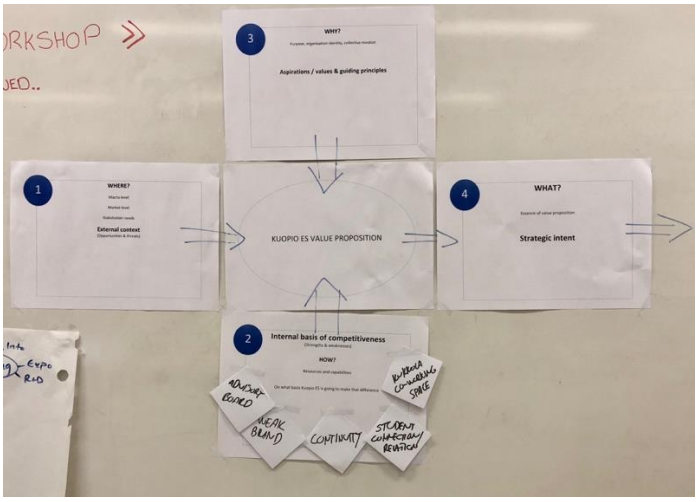
Interviewee: Bailey Lähdesmäki

**Questions:**

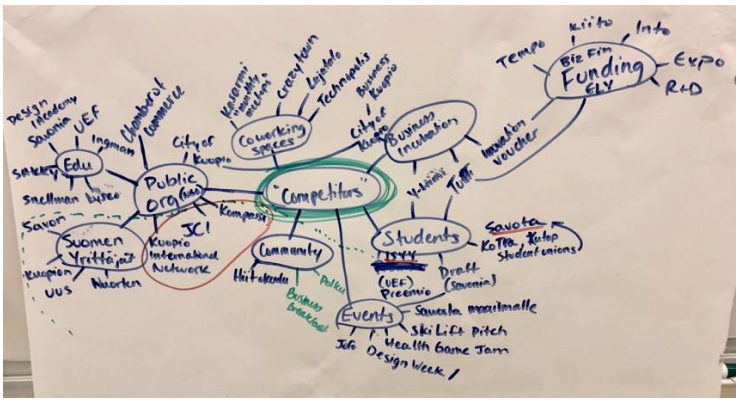
1. How did you plan the values workshops?
2. What are the different methods used for developing the core values of an organisation?
3. Please describe the structure of the workshop
4. Why did you choose these specific methods to develop the workshop?
5. Which are the objectives of the workshop?

# APPENDIX 4: STRATEGY WORKSHOP – PICTURES

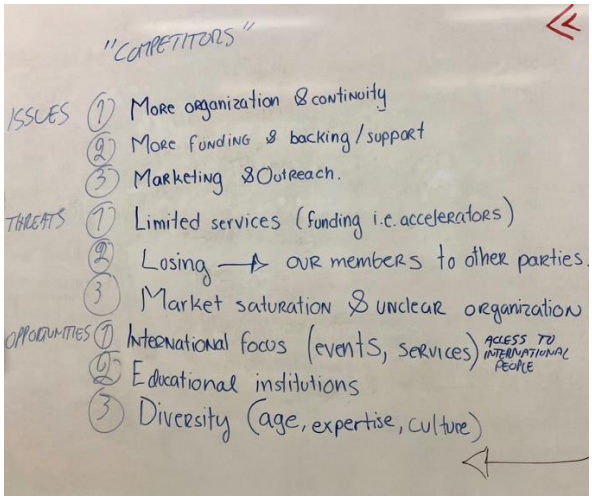
## STRATEGY: PART 1



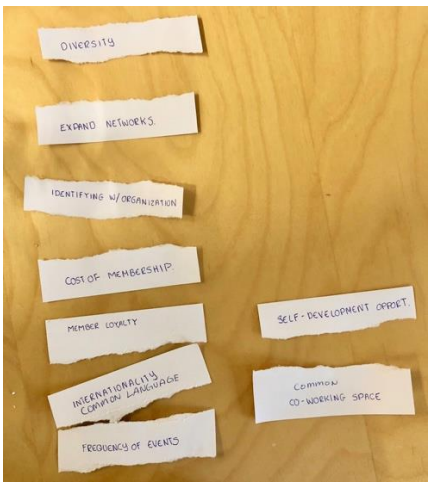

PICTURE 6. The Strategy Framework presented by Jani Laherto (Jimenez 29-06-2018)




PICTURE 7. Kuopio ES's competitive environment (Jimenez 29-06-2018A)

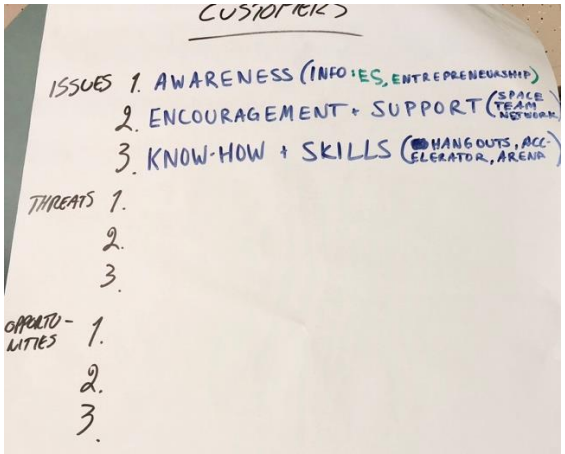



PICTURE 8. Kuopio ES's key vulnerabilities, threats and opportunities (Jimenez 29-06-2018B)

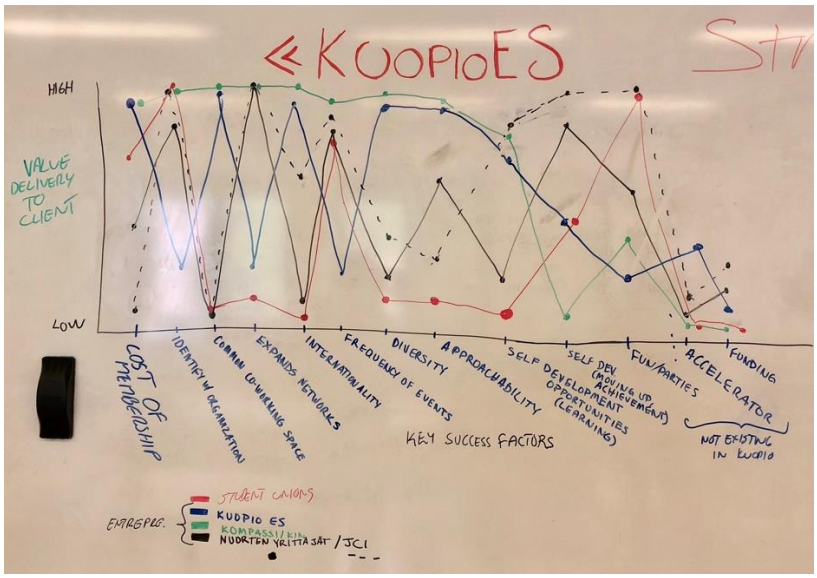



PICTURE 9. Preliminary selection of Kuopio ES's key success factors (Jimenez 29-06-2018C)

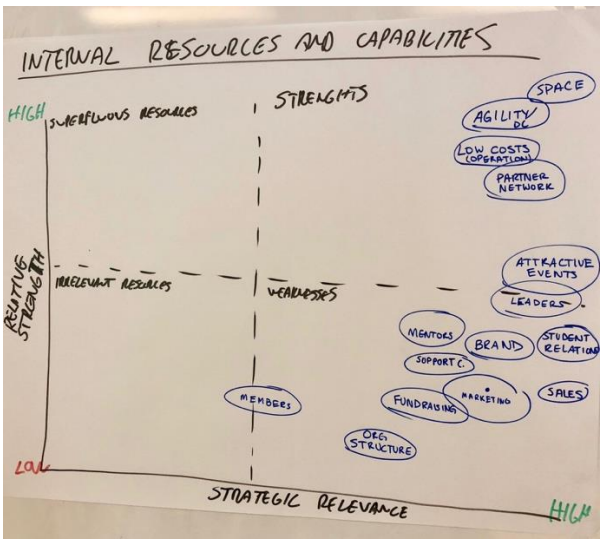
**STRATEGY: PART 2**



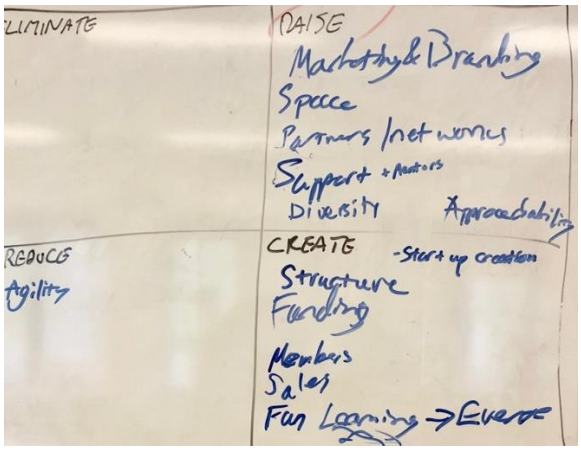

PICTURE 10. Key issues for Kuopio ES's customers (Jimenez 30-06-2018)




PICTURE 11. The Strategy Canvas of Kuopio ES and its key competitors (Jimenez 30-06-2018A)




PICTURE 12. Kuopio ES's resources and capabilities based on relative strength and strategic relevance (Jimenez 30-06-2018B)




PICTURE 13. Kuopio ES's eliminate-reduce-raise-create grid (Jimenez 30-06-2018C)

# APPENDIX 5: INTERVIEWS WITH GROUP QUALITY MANAGER OF PONSSE OYJ

**Initial interview**

Date: 29 June 2018

Time: 14:45 – 15:00

Location: Kukkola building – Yliopistonranta 1 L Kukkola, 70210, Kuopio

Interviewer: Jade Jimenez

Interviewee: Jani Laherto

1. How did you plan the strategy workshops?
2. Please describe the structure of the workshop
3. Which are the objectives of this workshop?

**Final interview**

Date: 30 June 2018

Time: 12:00 – 12:15

Location: Kukkola building – Yliopistonranta 1 L Kukkola, 70210, Kuopio

Interviewer: Jade Jimenez

Interviewee: Jani Laherto

1. Was there anything that the team performed especially well?
2. Were there any weaknesses or aspects which the team should improve?
3. What were the limitations of the workshop?
4. Did you have to modify, at some point, the structure which you had planned for the workshop?
    - If yes, then, why?

# APPENDIX 6: STRATEGY WORKSHOP – PRE-WORKSHOP TASK FOR BOARD MEMBERS

**Think about these:**

- **COMPETITORS**
  - What kind of other options there are for Kuopio ES members (customers)?
  - Where competitors are not good?
  - Where they are good?

- **STAKEHOLDERS** - (customers and key players, the university at least)
  - What do they require from Kuopio ES?
  - What people are looking from this kind of service providers when they are: a) thinking to be an entrepreneur, b) being in startup stage, c) being in gazelle stage?
  - What are customers' biggest frustrations?

- **KUOPIO ES INTERNAL COMPETITIVENESS**
  - What are Kuopio ES's key resources and capabilities to succeed?
  - In what condition these are to confront the competitors?
  - How Kuopio ES is performing for fulfilling customer needs?

# APPENDIX 7: INFORMATION REQUESTED FOR PREPARING THE WORKSHOP

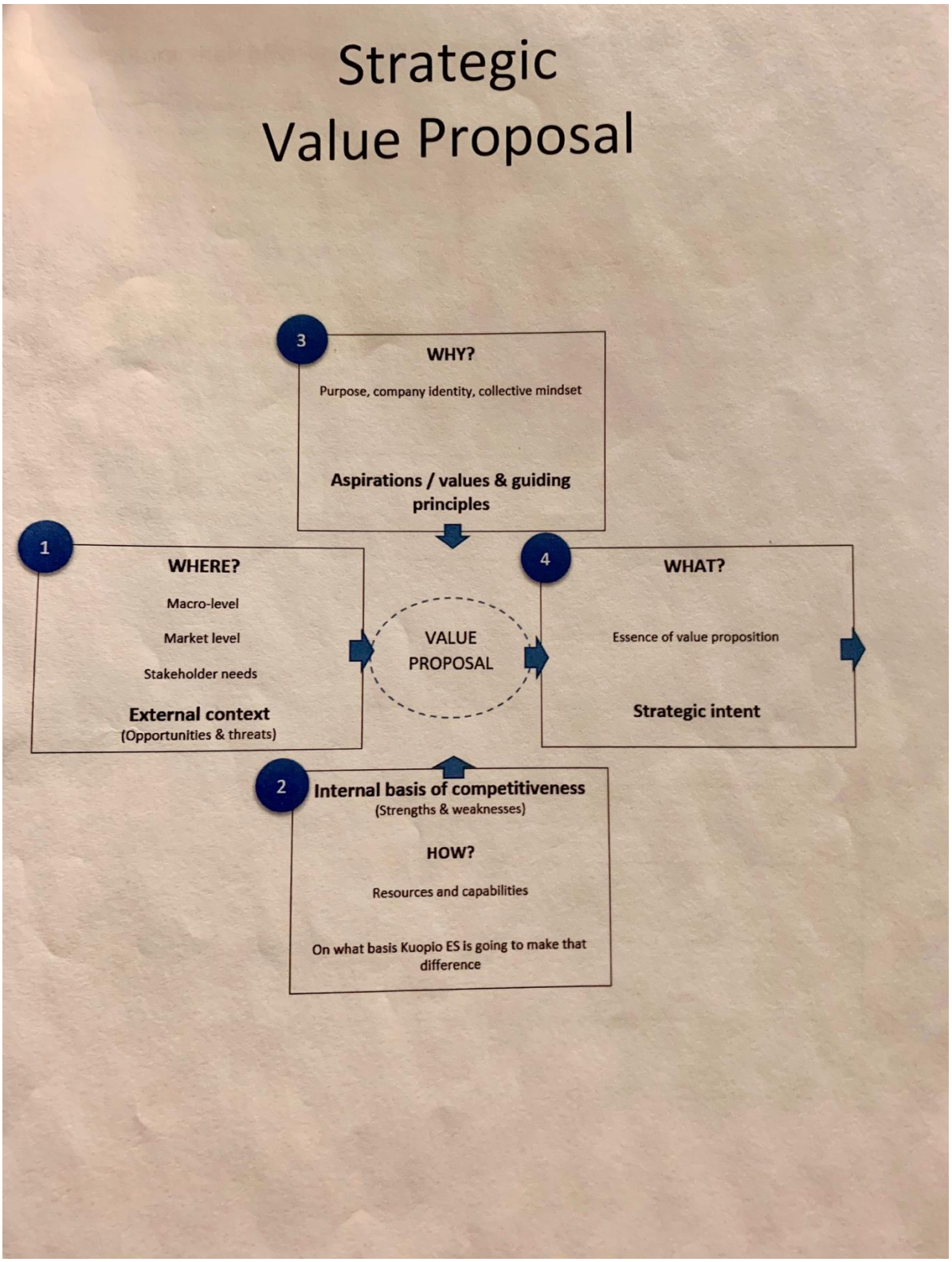
**Information requested:**

5. What is the **sector** where Kuopio ES is operating?
6. What is the **market** where Kuopio ES is?
7. What kind of **services** Kuopio ES provides?
8. Where Kuopio ES operates (geography)?

**Answers provided:**

1. Kuopio ES currently operates in the public tertiary sector. Voluntary sector.
2. Kuopio ES is in the international student, entrepreneurial market.
3. Office space for student start-ups at Kukkola, hang out events, open community for people with interest in entrepreneurship, and spreading awareness regarding the start-up possibilities in Kuopio.
4. In Kuopio.

APPENDIX 8: MATERIAL FOR THE STRATEGY WORKSHOPS




PICTURE 14. First page of the material provided by Mr. Laherto (Jimenez 29-06-2018D)

## Competitors: their offerings and the competition

| Some questions to open this area: | |
|---|---|
| • Who are our competitors today? | • What critical threats are emerging from our competitors? |
| • What do we know about them? | • How quickly are these evolving? |
| • What don't we know about them? | • Which are really critical ones? |
| • What is their competitive offering? | • How we are protecting ourselves? |
| • What do we know about their competitive offering? | • Where are we most vulnerable in views of our competitors' offerings? |
| • What do we know about customers' perception of our competitors' offering? | • What new, potential opportunities are there to our competitors? |
| • What makes it better to ours offering? | |
| • How are our competitors offering changing? | |

| 1. COMPETITORS | |
|---|---|
| 1. The three most **critical ISSUES / VULNERABILITIES** at this area. | 1. |
| | 2. |
| | 3. |
| 2. Three **critical THREATS** originating from the competition. | 1. |
| | 2. |
| | 3. |
| 3. Three **critical OPPORTUNITIES** appearing from this area. | 1. |
| | 2. |
| | 3. |

PICTURE 15. Second page of the material provided by Mr. Laherto (Jimenez 29-06-2018E)

Customer: Customers' needs

| Some questions to open this area: | |
|---|---|
| • Who are our customers?<br>• Who are our biggest customers? What and how much they buy? | • What makes us the supplier of choice in our customers' eyes? |
| • What are their needs; how well are these understood by the customer? | • What is the nature of the relationship with our customers'? |
| • How well do we understand our customers and their needs? | • How we are strengthening our preferred customer position? |
| • How are both customers and their needs changing? | • What new opportunities are there to our customers? |
| • What makes us special in the eyes of our customers? | • What entirely new, emerging customer segments might we be targeting? |
| • Where have we failed in meeting customers' needs? | |

| 2. CUSTOMERS | |
|---|---|
| 1. The three most **critical ISSUES / VULNERABILITIES** at this area. | 1. (INFORM, ENCOURAGE & SUPPORT ENTREPRENEURSHIP) |
| | 2. |
| | 3. |
| 2. Three **critical THREATS** originating from the customers. | 1. |
| | 2. |
| | 3. |
| 3. Three **critical OPPORTUNITIES** appearing from this area. | 1. |
| | 2. |
| | 3. - |

PICTURE 16. Third page of the material provided by Mr. Laherto (Jimenez 29-06-2018E)

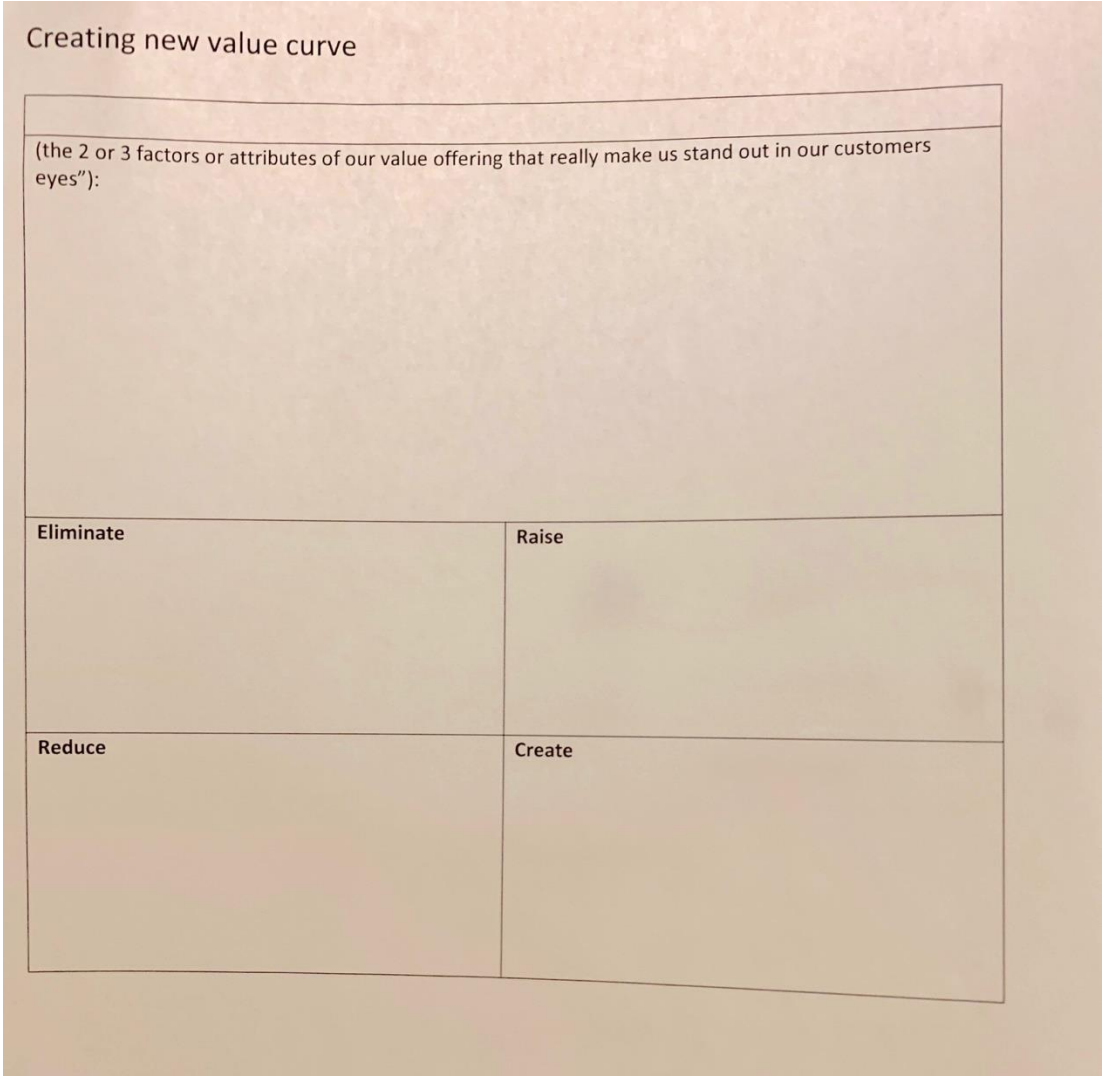
## Internal capability

*An organisation has a competitive advantage when it achieves a consistent pattern of superior returns for its shareholders, or when it is able to do something unique that its competitors cannot easily copy. Look competitive advantage through roles, resources and practices.*

| **Some questions to open this area:** | |
|---|---|
| • What are our most critical resources / capabilities? | • What we have to do internally to make to get desired impact; what is most important in our organization to "getting our act together"? |
| • To what extend are these enabling us to achieve a position of competitive advantage? | • Which critical few issues, is resolved in the way we mobilize our resources, would make a substantial difference to our competitiveness? |
| • What critical organizational factors enable us most towards achieving competitive advantage? | • What is hindering us to from resolving these? |
| • What hinders (blocks) us most to achieve desired outcomes? | • How we remove these and promote smooth running organization? |

| **3. INTERNAL CAPABILITY** | |
|---|---|
| 1. The three most **critical ISSUES / VULNERABILITIES** at this area. | 1. |
| | 2. |
| | 3. |
| 2. Three **critical THREATS** presenting in this area. | 1. |
| | 2. |
| | 3. |
| 3. Three **critical OPPORTUNITIES** presenting in this area. | 1. |
| | 2. |
| | 3. |

PICTURE 17. Fourth page of the material provided by Mr. Laherto (Jimenez 29-06-2018F)



Creating new value curve

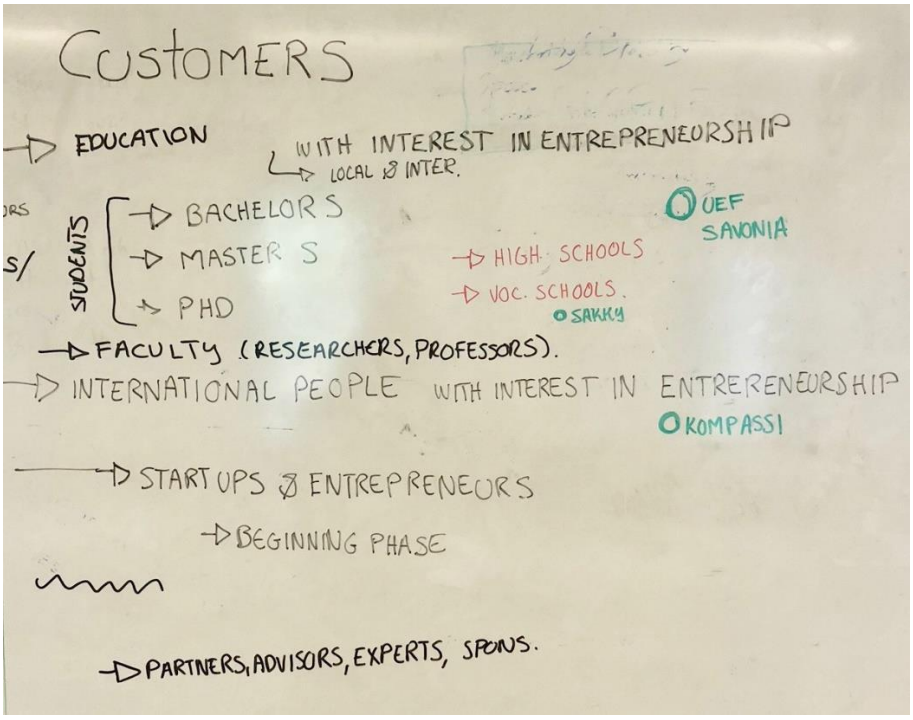
(the 2 or 3 factors or attributes of our value offering that really make us stand out in our customers eyes"):

| Eliminate | Raise |
|---|---|
| Reduce | Create |

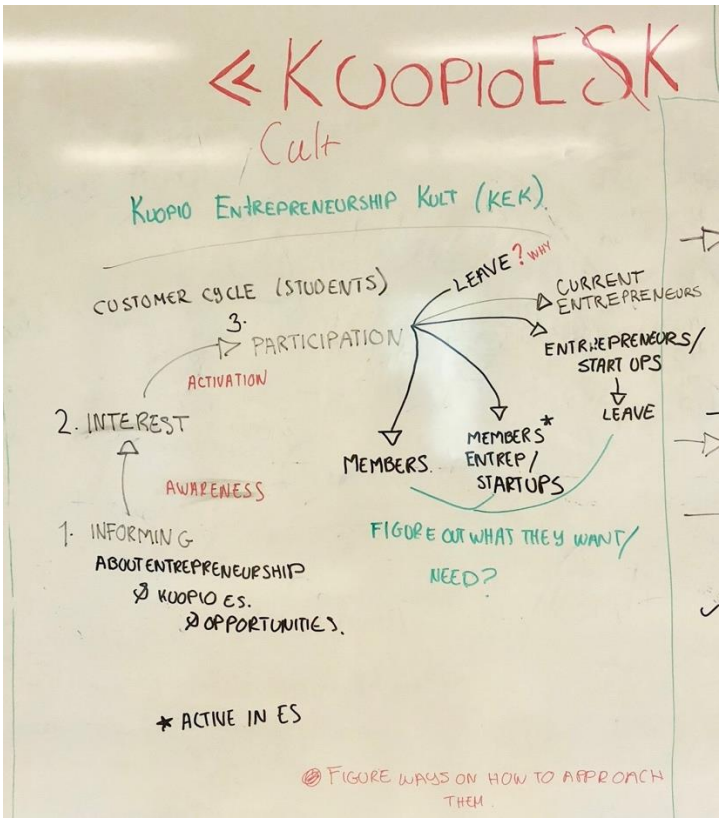
PICTURE 18. Fifth page of the material provided by Mr. Laherto (Jimenez 29-06-2018G)

APPENDIX 9. MISSION AND VISION MEETINGS – PICTURES

**CUSTOMER GROUPS AND CUSTOMER CYCLE**

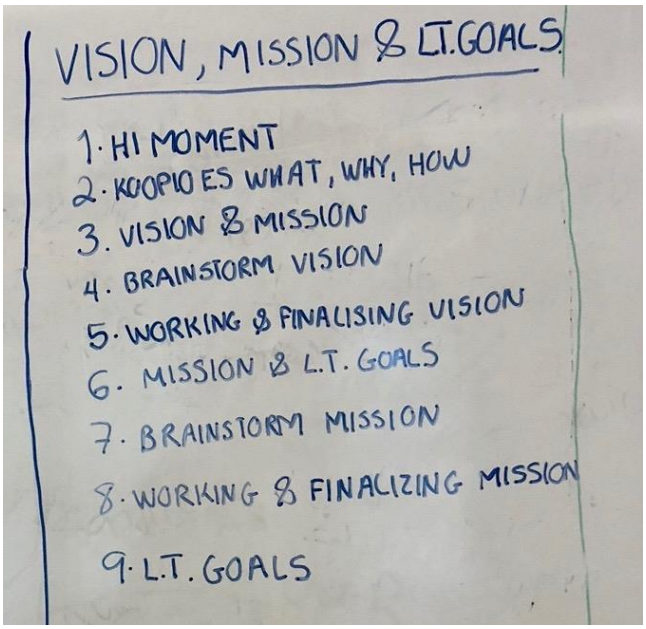



PICTURE 19: Kuopio ES's customer groups (Jimenez 09-07-2018)




PICTURE 20: Kuopio ES's customer cycle (Jimenez 09-07-2018A)

**MISSION AND VISION – PART 1**




PICTURE 21: Steps to complete Kuopio ES's mission and vision (Jimenez 13-08-2018)

# APPENDIX 10: BOARD MEMBER'S LONG-TERM GOALS

**Bailey:**

1. Build up a clear structure of the Tribe in Kuopio.
2. Improve cooperation.
3. Concretely and in an organised fashion cultivate the entrepreneurial mindset in educational institutions.
4. Increase the acceptance and valuation of international talents.
5. Increase in the percentage of events that are providing English support.

**Niko:**

1. To maintain a network encompassing all academic institutions and international entrepreneurs of the Savo area.
2. To organise regular events to spread the spirit of entrepreneurship in the Savo area.

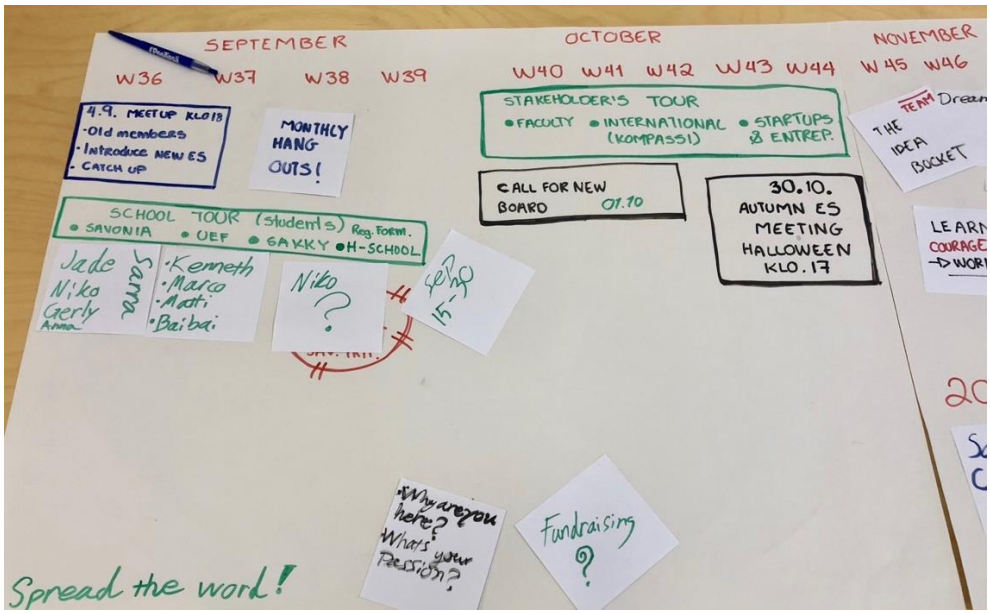
**Kenneth.**

1. Educate students in the many aspects of entrepreneurship.
2. Stimulate multidisciplinary participation and interaction between students, entrepreneurs, and researchers.
3. Facilitate the establishment of strategic alliances.
4. Cultivate the entrepreneurship skills and values among international talents.

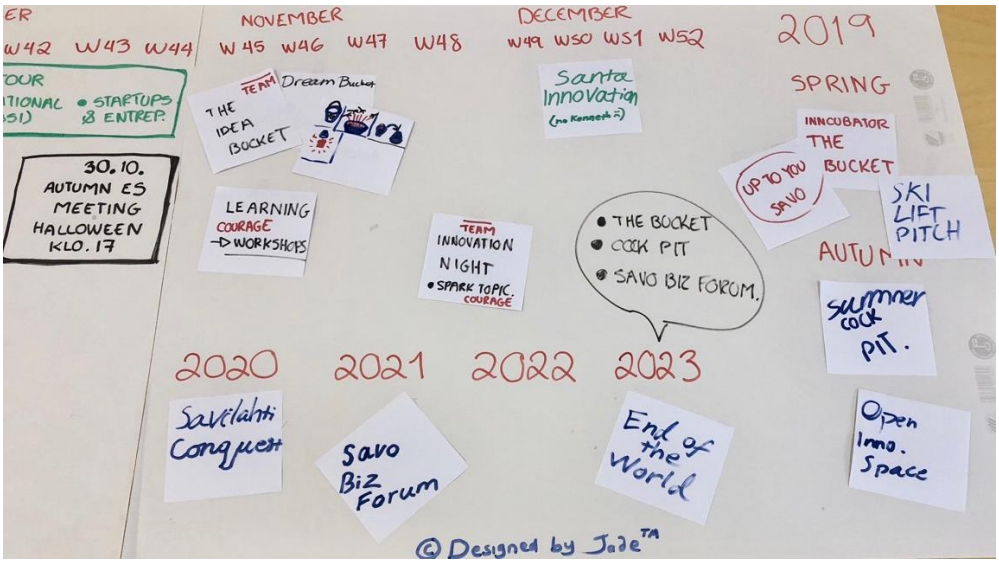
**Jade:**

1. Have X number of members (% of international people, % of academic talents, % of startups and entrepreneurs) to promote the diversity of our members and ensure all target groups are being reached.
2. Have X number of active members by X date.
3. Organise a Savo Slush or our very own big event.
4. Have X amount of number of teams formed. Create stories about this.
5. Measure the organisation's impact through satisfaction surveys among members.
6. Measure the way in which the organisation is growing the partner networks (partners and sponsors)
7. Get customer reviews to the Kuopio ES webpage and Facebook page.

APPENDIX 11. ACTIVITY PLANS 2018 – 2021 – PICTURES




PICTURE 22. Kuopio ES's Activity Plans 2018 – 2021 (Jimenez 20-08-2018)




PICTURE 23. Kuopio ES's Activity Plans 2018 – 2021 (Jimenez 20-08-2018A)

# APPENDIX 12. PRELIMINARY VERSION OF LONG-TERM OBJECTIVES

**Type of event:** Mini (0-12 participants), Small (12-30 participants), Medium (30-90 participants), and Large (90+ participants)

**LONG-TERM OBJECTIVES 2019**

1. Regular events
    a. Hangouts (small, monthly)
        i. Themed hangouts
    b. Collaborative meetings and events with partners (small, twice per season)
    c. Up to You Savo – New concept (large, annually)
    d. Workshops (small, bimonthly)
    e. Innovation nights (mini, once per season)
    f. The idea bucket (small-medium, annually)
    g. Incubator program – concept development
    h. Savo Business Forum – concept development
2. Spread awareness of entrepreneurship among international- and academic- talents
    a. School tours for students and key stakeholder's
    b. International inclusion i.e. visit the Multicultural Centre Kompassi
    c. Partnership with Young Entrepreneurs (In Finnish: Nuoret Yrittäjät)
    d. Participation in Slush, Fallup and Shift
3. Further organisational development
    a. Develop the value proposition for entrepreneurs, students, faculty members, mentors, and international non-student people.
    b. Updating the official website
    c. Developing and establishing the Advisory Board
    d. Communications and marketing i.e. newsletters, social media channels, organisation's material
    e. Members database
        i. Develop a members' database
        ii. Recruit active members to the working groups
        iii. Member database with at least 50 members
    f. Teambuilding days for the new board
4. Maintain and expand partner networks
5. Develop a better understanding of the needs and wants of the community
    a. Surveys
    b. Feedback of events
    c. Stakeholder's interviews
6. Activate Savonia Innovation Space (New building in Savonia)

**LONG-TERM OBJECTIVES 2020**

1. Medium and large events
    a. The idea bucket (small-medium, annually)
    b. Incubator program (small, annually)
    c. Accelerator program – concept development
    d. Savo Business Forum – concept development
2. Possibility to offer internships
3. Having office hours
4. Defining Kuopio ES's place within Savilahti
5. Being an active and recognised organisation within Kuopio's entrepreneurial ecosystem
6. Grow cooperation with partners
7. Grow our members network
    a. A minimum of 200 members in the Kuopio ES's database
        i. Attempting to have members of all of the customer groups
8. Develop measures to ensure the continuity of the organisation
9. Increase the percentage of events held in English in Kuopio

**LONG-TERM OBJECTIVES 2021**

1. Medium and large events
    a. The idea bucket (small-medium, annually)
    b. Incubator program (small, annually)
    c. Accelerator program (small, annually)
    d. Savo Business Forum (large, annually)
2. Have an established and strong brand
3. Minimum of 400 members in Kuopio ES's database
    a. Having all customer groups represented
4. Increase the percentage of events held in English in Kuopio

# APPENDIX 13. PRELIMINARY VERSION OF CORE VALUES APPLIED

**PASSION**

1. **Events:**
    a. Workshops that touch on passion themes i.e. self-awareness
    b. Innovation nights where topics of major interest are discussed
    c.
2. **Objectives:**
    a. Aim to provide internships. Interns would be able to develop on the areas they feel most passionate about
3. **Internal operations:**
    a. Organisational development
        i. Commitment to the organisation by performing tasks people feel passionate about
        ii. Every member will at least perform one of the tasks he/she is the most passionate about
        iii. Ensure the continuity of the organisation by recruiting members with passion to develop Kuopio ES's activities

**DIVERSITY**

1. **Events:**
    a. Tours to spread awareness about entrepreneurship among Kuopio ES's main customer groups (different fields and different backgrounds)
        i. School tour
        ii. Stakeholders' tour
2. **Objectives:**
    a. Members database
        i. Having representation from all customer groups
        ii. Following trends on which groups are the strongest and directing efforts to reach the weakest or lowest groups represented
3. **Internal operations:**
    a. Operating in a bilingual manner: English and Finnish
    b. Welcoming a wider range of members by holding the organisation's activities and events prominently in English – with the possibility of using Finnish whenever needed

**APPROACHABILITY**

1. **Events:**
    a. Monthly hangouts: casual events open to everyone in the community
    b. Support the generation and development of innovative ideas, and team formation through events such as the idea bucket, the incubator program, and the accelerator program
    c. Spread awareness among the international- and academic talents and invite them to participate in Kuopio ES's activities i.e. school tour and stakeholders' tour

2. **Objectives:**
    a. Develop Kuopio ES's approachability and attractiveness to customers
        i. Develop the value proposition for key stakeholders, such as entrepreneurs, faculty members, mentors, and international non-student people
    b. Further develop and update Kuopio ES's official webpage
    c. Improve Kuopio ES's communication and marketing, for instance, newsletters and social media channels
    d. Develop a better understanding of the needs and wants of the community
    e. Office hours for Kuopio ES

3. **Internal operations:**
    **a.** Improve the responsiveness of the organisation to key stakeholders
        **i.** Facebook page current response rate is 70%

**COLLABORATION**

1. **Events:**
    a. Collaboratively organising events with key partners
    b. Participating in major events organised by partners and other relevant stakeholders i.e. Ski Lift Pitch, Slush, Shift
2. **Objectives:**
    a. Define the role of mentors and Advisory Board
    b. Maintain and expand partner networks
    c. Activate Savonia Innovation Space
    d. Offer internships
3. **Internal operations:**
    a. Internal collaboration among members and working groups
    b. Teambuilding days for the board

# APPENDIX 14: FINAL VERSION OF LONG-TERM OBJECTIVES 2019 – 2021

**Type of event:** Mini (0-12 participants), Small (12-30 participants), Medium (30-90 participants), and Large (90+ participants)

**LONG-TERM OBJECTIVES 2019**

1. Regular events: aimed to cultivate entrepreneurship
    a. Hangouts (small, monthly)
        i. Themed hangouts (bimonthly)
    b. Collaborative meetings and events with partners (small, twice per academic semester)
    c. Up to You Savo – New concept (large, annually)
    d. Workshops (small, bimonthly)
    e. Innovation nights (mini, once per academic semester)
    f. The idea bucket (small-medium, annually)
    g. Incubator program – concept development
    h. Savo Business Forum – concept development
2. Spread awareness of entrepreneurship among international- and academic- talents
    a. School tours for students and key stakeholder's
    b. International inclusion
        i. Introducing Kuopio ES to Multicultural centre Kompassi and other international organisations
    c. Partnership with Young Entrepreneurs (In Finnish: Nuoret Yrittäjät)
    d. Participation in entrepreneurial and networking events i.e. Slush, Fallup and Shift
3. Further organisational development
    a. Develop the value proposition for entrepreneurs, students, faculty members, mentors, and international non-student people.
    b. Update and redesign the official website
    c. Develop and establish Kuopio ES's Advisory Board
    d. Develop Kuopio ES's marketing and communications material i.e. newsletters, social media channels, leaflets
    e. Membership and member database
        i. Develop a member database
        ii. Develop the criteria and benefits for members
        iii. Recruit active members to the working groups
        iv. Member database with at least 50 members
    f. Teambuilding days for the new board
    g. Consistent reporting and sharing of events
    h. Open and consistent reporting and archiving of internal communication
4. Define, maintain and expand partner networks
5. Develop a better understanding of the needs and wants of the community
    a. Surveys

    b. Feedback of events
    c. Stakeholder interviews
6. Activate Savonia Innovation Space (New building in Savonia)
7. Develop the concept of Tribe Kuopio

**LONG-TERM OBJECTIVES 2020**

1. Medium and large events
    a. The idea bucket (small-medium, annually)
    b. Incubator program (small, annually)
    c. Accelerator program – concept development
    d. Savo Business Forum – concept development
2. To have the capacity to offer internships
3. To be able to offer compensations to members
4. To be able to hire at least one person to work in Kuopio ES's office
    a. Have office hours
5. Defining Kuopio ES's place within Savilahti
6. Be an active and recognised organisation within Kuopio's entrepreneurial ecosystem
7. Grow cooperation with partners
8. Grow our members network
    a. A minimum of 200 members in the Kuopio ES's database
        i. Attempting to have members of all of the customer groups
9. Develop measures to ensure the continuity of the organisation
10. Increase the percentage of events held in English in Kuopio
11. Build a clear structure for Tribe Kuopio.

**LONG-TERM OBJECTIVES 2021**

1. Medium and large events
    a. The idea bucket (small-medium, annually)
    b. Incubator program (small, annually)
    c. Accelerator program (small, annually)
    d. Savo Business Forum (large, annually)
2. Have an established and strong brand
3. Minimum of 400 members in Kuopio ES's database
    a. Having all customer groups represented
4. Increase the percentage of events held in English in Kuopio
5. Concretise the establishment of Tribe Kuopio

# APPENDIX 15: FINAL VERSION OF CORE VALUES APPLIED

**PASSION**

4. **Events:**
    a. Workshops that touch on passion themes i.e. self-awareness
    b. Innovation nights where topics of major interest are discussed
    c.
5. **Objectives:**
    a. Aim to provide internships. Interns would be able to develop on the areas they feel most passionate about
6. **Internal operations:**
    a. Organisational development
        i. Commitment to the organisation by performing tasks people feel passionate about
        ii. Every member will at least perform one of the tasks he/she is the most passionate about
        iii. Ensure the continuity of the organisation by recruiting members with a passion to develop Kuopio ES's activities

**DIVERSITY**

4. **Events:**
    a. Tours to spread awareness about entrepreneurship among Kuopio ES's main customer groups (different fields and different backgrounds)
        i. School tour
        ii. Stakeholders' tour
5. **Objectives:**
    a. Members database
        i. Having representation from all customer groups
        ii. Following trends on which groups are the strongest and directing efforts to reach the weakest or lowest groups represented
6. **Internal operations:**
    a. Operating in a bilingual manner: English and Finnish
    b. Welcoming a wider range of members by holding the organisation's activities and events prominently in English – with the possibility of using Finnish whenever needed

**APPROACHABILITY**

4. **Events:**
    a. Monthly hangouts: casual events open to everyone in the community
    b. Support the generation and development of innovative ideas, and team formation through events such as the idea bucket, the incubator program, and the accelerator program
    c. Spread awareness among the international- and academic talents and initiate them to participate in Kuopio ES's activities i.e. school tour and stakeholders' tour

5. **Objectives:**
    a. Develop Kuopio ES's approachability and attractiveness to customers
        i. Develop the value proposition for key stakeholders such as, entrepreneurs, faculty members, mentors, and international non-student people
    b. Further develop and update Kuopio ES's official webpage
    c. Improve Kuopio ES's communication and marketing, for instance, newsletters and social media channels
    d. Develop a better understanding of the needs and wants of the community
    e. Office hours for Kuopio ES

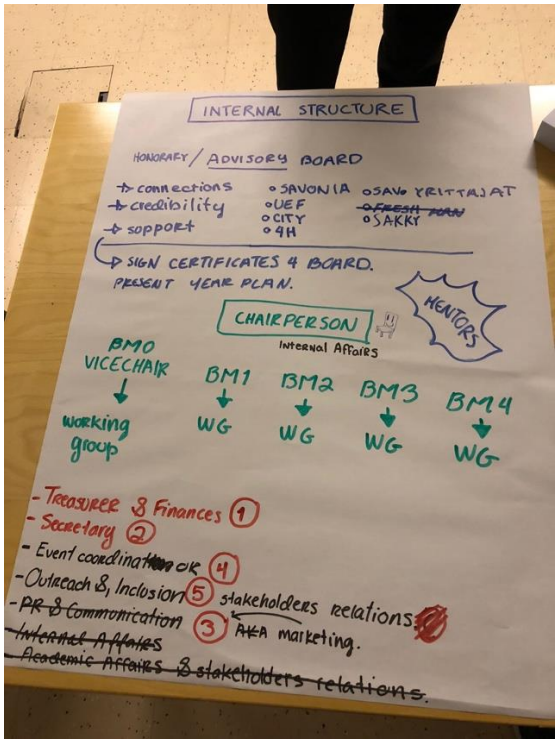
6. **Internal operations:**
    **a.** Improve the responsiveness of the organisation to key stakeholders
        **i.** Facebook page current response rate is 70%

**COLLABORATION**

4. **Events:**
    a. Collaboratively organising events with key partners
    b. Participating in major events organised by partners and other relevant stakeholders i.e. Ski Lift Pitch, Slush, Shift
5. **Objectives:**
    a. Define the role of mentors and Advisory Board
    b. Maintain and expand partner networks
    c. Activate Savonia Innovation Space
    d. Offer internships
6. **Internal operations:**
    a. Internal collaboration among members and working groups
    b. Teambuilding days for the board

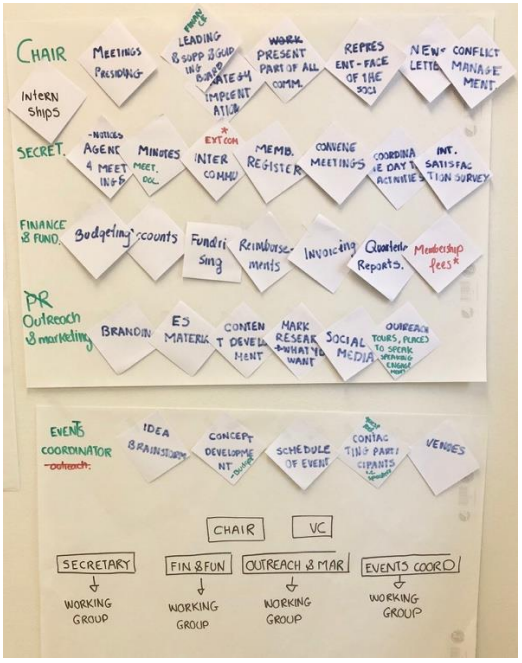
APPENDIX 16: INTERNAL STRUCTURE – PICTURES

**INTERNAL STRUCTURE: PART 1**




PICTURE 24. Kuopio ES's internal structure (Jimenez 23-08-2018A)

**INTERNAL STRUCTURE: PART 2**




PICTURE 25. Board Member's tasks and Kuopio ES's internal structure (Jimenez 27-08-2018A)

# APPENDIX 17: KUOPIO ES'S ASSOCIATION RULES

**Kuopio ES's Association Rules were retrived directly from the Finnish Patent and Registration Office**

**26.09.2011 Voimassaolevat säännöt**

**1. Yhdistyksen nimi ja kotipaikka**

Yhdistyksen nimi on Kuopio Entrepreneurship Society, sen kotipaikka on Kuopio ja sen virallinen kieli on suomi.

**2. Tarkoitus ja toiminta**

Yhdistyksen tarkoituksena on edistää yrittäjyysmyönteistä kulttuuria ja kasvuyritystoiminnan yleisiä edellytyksiä, vaalia yrittäjähenkeä, ja toimia jäsentensä yhteistyöelimenä.

Tarkoituksensa toteuttamiseksi yhdistys järjestää kokouksia, koulutusta, tapahtumia, kilpailuja, illanviettoja, opintomatkoja sekä keskustelu-, tiedotus- ja seminaaritilaisuuksia sekä tekee aloitteita ja esityksiä viranomaisille ja harjoittaa alan julkaisutoimintaa.

Yhdistys pitää yhteyttä yliopistoihin, korkeakouluihin, opiskelijajärjestöihin, yrityksiin sekä muihin sidosryhmiin. Lisäksi yhdistys julkaisee tarvittaessa lehtiä, oppaita tai muita yrittäjyyteen liittyviä julkaisuja ja tiedotteita.

Toimintansa tukemiseksi yhdistys voi ottaa vastaan lahjoituksia ja avustuksia sekä testamentattuja varoja. Lisäksi yhdistys voi toimeenpanna rahankeräyksiä, arpajaisia, huvitilaisuuksia ja muita vastaavia tapahtumia hankittuaan asianmukaiset luvat.

**3. Jäsenet**

Yhdistyksellä voi olla varsinaisia jäseniä, kannatusjäseniä sekä kunniapuheenjohtajia ja kunniajäseniä. Yhdistyksen varsinaiseksi jäseneksi voi liittyä jokainen, joka hyväksyy yhdistyksen tarkoituksen ja säännöt. Kannatusjäseneksi voidaan hyväksyä jokainen henkilö, yritys, yhdistys tai muu yhteisö, joka haluaa tukea yhdistyksen tarkoitusta ja toimintaa. Kannatusjäsenillä on velvollisuus maksaa jäsenmaksua, mutta kannatusjäsenillä ei ole äänioikeutta.

Kunniapuheenjohtajaksi tai kunniajäseneksi voidaan hallituksen esityksestä yhdistyksen kokouksessa kutsua henkilö, joka on huomattavasti edistänyt ja tukenut yhdistyksen toimintaa. Kunniajäsenillä ja kunniapuheenjohtajilla ei ole äänioikeutta. Kunniapuheenjohtajilla ja kunniajäsenillä ei ole velvollisuutta maksaa jäsenmaksua.

Jäsenet hyväksyy yhdistyksen hallitus.

**4. Jäsenen eroaminen ja erottaminen**

Kaikilla jäsenillä on oikeus erota yhdistyksestä ilmoittamalla siitä kirjallisesti hallitukselle tai sen puheenjohtajalle taikka ilmoittamalla erosta yhdistyksen kokouksessa merkittäväksi pöytäkirjaan.Hallitus voi erottaa jäsenen yhdistyksestä, jos jäsen on jättänyt täyttämättä ne velvoitukset, joihin hän on yhdistykseen liittymällä sitoutunut tai on menettelyllään yhdistyksessä tai sen ulkopuolella huomattavasti vahingoittanut yhdistystä tai ei enää täytä laissa taikka yhdistyksen

säännöissä mainittuja jäsenyyden ehtoja.Yhdistyksen jäsenyys on voimassa liittymishetkestä seuraavan kalenterivuoden loppuun asti. Liittymiskauden jälkeen jäsenyys on voimassa kalenterivuoden kerrallaan. Kannatusjäsenyys on voimassa kalenterivuoden kerrallaan. Kunniajäsenyys on ikuinen.

**5. Liittymis- ja jäsenmaksu**

Yhdistykseen liittyminen onnistuu täyttämällä yhdistyksen liittymiskaavakkeen tai ottamalla kirjallisesti yhteyttä sihteeriin. Liittyminen jäseneksi onnistuu läpi vuoden. Yhdistyksen jäsenyys tulee uusia täyttämällä liittymiskaavake tai ilmoittamalla jäsenyyden uusimisesta yhdistyksen sihteerille.Varsinaisilta jäseniltä ja kunniajäseniltä ei peritä liittymis- eikä jäsenmaksua. Kannatusjäseniltä perittävän jäsenmaksun suuruudesta päätetään vuosittain yhdistyksen syyskokouksessa.

**6. Hallitus**

Yhdistyksen asioita hoitaa hallitus, johon kuuluu syyskokouksessa valitut puheenjohtaja ja 3-5 muuta varsinaista jäsentä. Tämän lisäksi valitaan 0-2 varajäsentä.Hallituksen toimikausi on kalenterivuosi. Hallitus valitsee keskuudestaan varapuheenjohtajan sekä nimeää keskuudestaan tai ulkopuoleltaan sihteerin, rahastonhoitajan ja muut tarvittavat toimihenkilöt.

Hallitus kokoontuu puheenjohtajan tai hänen estyneenä ollessaan varapuheenjohtajan kutsusta, kun se katsoo siihen olevan aihetta tai kun vähintään puolet hallituksen jäsenistä sitä vaatii.

Hallitus on päätösvaltainen, kun vähintään puolet sen jäsenistä, puheenjohtaja tai varapuheenjohtaja mukaan luettuna on läsnä. Hallituksen kokouksiin voi osallistua myös etänä. Hallituksen kokouksen voi järjestää myös sähköpostikokouksena. Äänestykset ratkaistaan yksinkertaisella äänten enemmistöllä. Äänten mennessä tasan ratkaisee puheenjohtajan ääni, vaaleissa kuitenkin arpa.

**7. Yhdistyksen nimen kirjoittaminen**

Yhdistyksen nimen kirjoittaa hallituksen puheenjohtaja, varapuheenjohtaja, sihteeri tai rahastonhoitaja kuitenkin heistä aina kaksi yhdessä.

**8. Tilikausi ja tilin-/toiminnantarkastus**

Yhdistyksen tilikausi on kalenterivuosi, joka on myös tilintarkastajien/toiminnantarkastajan toimikausi.Tilinpäätös tarvittavine asiakirjoineen ja hallituksen vuosikertomus on annettava tilintarkastajille/toiminnantarkastajalle viimeistään kuukautta ennen kevätkokousta. Tilintarkastajien/toiminnantarkastajan tulee antaa kirjallinen lausuntonsa viimeistään kaksi viikkoa ennen kevätkokousta hallitukselle.

**9. Yhdistyksen kokoukset**

Yhdistys pitää vuosittain kaksi varsinaista kokousta.

Yhdistyksen kevätkokous pidetään helmi-huhtikuussa ja syyskokous syys-joulukuussa hallituksen määräämänä päivänä.

Yhdistyksen kokouksissa on vain jokaisella varsinaisella jäsenellä yksi ääni. Kannattavalla jäsenellä sekä kunniajäsenellä ja kunniapuheenjohtajalla on kokouksessa läsnäolo- ja puheoikeus.

Ylimääräinen kokous pidetään, kun yhdistyksen kokous niin päättää, kun hallitus katsoo siihen olevan aihetta, tai kun vähintään yksi kymmenesosa (1/10) äänioikeutetuista jäsenistä sitä vaatii. Kokous on pidettävä kolmenkymmenen vuorokauden kuluessa siitä, kun vaatimus sen pitämisestä on esitetty hallitukselle.Yhdistyksen kokouksen päätökseksi tulee, ellei säännöissä ole toisin määrätty, se mielipide, jota on kannattanut yli puolet annetuista äänistä. Äänten mennessä tasan ratkaisee kokouksen puheenjohtajan ääni, vaaleissa kuitenkin arpa.

**10. Yhdistyksen kokousten koollekutsuminen**

Hallituksen on kutsuttava yhdistyksen kokoukset koolle vähintään seitsemän päivää (7) ennen kokousta jäsenille postitetuilla kirjeillä, sähköpostitse tai yhdistyksen kotisivuilla.

**11. Yhdistyksen kevät- ja syyskokoukset**

Yhdistyksen kevätkokouksessa käsitellään seuraavat asiat:

1. Kokouksen avaus
2. Valitaan kokouksen puheenjohtaja, sihteeri, kaksi pöytäkirjantarkastajaa, jotka toimivat tarvittaessa myös ääntenlaskijoina.
3. Todetaan kokouksen laillisuus ja päätösvaltaisuus
4. Hyväksytään kokouksen työjärjestys
5. Esitetään tilinpäätös/toiminnantarkastus, vuosikertomus ja tilintarkastajien/toiminnantarkastajan lausunto
6. Päätetään tilinpäätöksen vahvistamisesta ja vastuuvapauden myöntämisestä hallitukselle ja muille vastuuvelvollisille
7. Käsitellään muut kokouskutsussa mainitut asiat

Yhdistyksen syyskokouksessa käsitellään seuraavat asiat:

1. Kokouksen avaus
2. Valitaan kokouksen puheenjohtaja, sihteeri, kaksi pöytäkirjantarkastajaa jotka toimivat tarvittaessa myös ääntenlaskijoina.
3. Todetaan kokouksen laillisuus ja päätösvaltaisuus
4. Hyväksytään kokouksen työjärjestys
5. Vahvistetaan toimintasuunnitelma, tulo- ja menoarvio sekä kannatusjäsenten liittymis- ja jäsenmaksujen suuruus seuraavalle kalenterivuodelle
6. Valitaan hallituksen puheenjohtaja ja muut jäsenet seuraavalle toimikaudelle
7. Valitaan yksi tai kaksi tilintarkastajaa/toiminnantarkastajaa ja heille varatilintarkastajat/varatoiminnantarkastajat
8. Käsitellään muut kokouskutsussa mainitut asiat

Mikäli yhdistyksen jäsen haluaa saada jonkin asian yhdistyksen kevät- tai syyskokoukseen käsiteltäväksi, on hänen ilmoitettava siitä kirjallisesti hallitukselle niin hyvissä ajoin, että asia voidaan sisällyttää kokouskutsuun.

**12. Sääntöjen muuttaminen ja yhdistyksen purkaminen**

Päätös sääntöjen muuttamisesta ja yhdistyksen purkamisesta on tehtävä yhdistyksen kahdessa (2) kokouksessa vähintään kolmen neljäsosan (3/4) enemmistöllä annetuista äänistä. Kokousten tulee

olla vähintään kolmen viikon päässä toisistaan. Kokouskutsussa on mainittava sääntöjen muuttamisesta tai yhdistyksen purkamisesta.

Yhdistyksen purkautuessa käytetään yhdistyksen varat yhdistyksen tarkoituksen edistämiseen purkamisesta päättävän kokouksen määräämällä tavalla. Yhdistyksen tullessa lakkautetuksi käytetään sen varat samaan tarkoitukseen.

**13. Ohjesäännöt**

Näitä sääntöjä täydentävillä ohjesäännöillä voidaan antaa täsmentäviä määräyksiä yhdistyksen toiminnan kannalta tärkeinä pidettävistä asioista.

Ohjesäännöt ja niihin tehtävät muutokset on hyväksyttävä yhdistyksen kokouksessa vähintään kahden kolmasosan (2/3) enemmistöllä annetuista äänistä. Ohjesäännöt tulevat voimaan heti, kun ne on yhdistyksen kokouksessa hyväksytty.