

# Managing a new generation marketing agency

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## BACHELOR THESIS | ABSTRACT

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Managing a new generation marketing agency

There is a new generation's marketing agency operating in the Tampere region. This marketing agency distinguishes itself from other marketing agencies by offering a wider range of products including anything from graphic design to business consulting and design. The organization takes the customer's comprehensive needs more into consideration and, in addition, operates as a consultant and a marketing partner.

The marketing agency was founded in 2009 which makes it relatively new. Mainly all of its employees are working in their first actual job, thus creates challenges in the management. Due to the large service range that is offered within the organization, there has to be different kinds of experts from different fields. Moreover, managing a team which consists of creative and non-creative workers can be challenging.

The purpose of the thesis is to find out what challenges this new concept, new generation's agency brings along especially in regards to management wise. There are problems in the internal processes and communication in the organization and external help is welcome.

The main objectives of this thesis are to find out how to motivate the employees and how to make them more committed to the organization. A qualitative research was completed in the form of an open-end questionnaire by face to face interviews. Both the answers and all of the interviewed personnel of this organization were analyzed anonymously. The purpose of the study is to give as much in-depth information as possible to the organization about better management of their employees.

Surprisingly, many of the employees are not aware of the reasons for their motivation. This is one of the key findings of the study and the employees prefer the motivation to come from outside e.g. from the management. The organization's strategy leans on the expertise of the employees and everyone seems to have their own view how things should be taken care of. Therefore, the organization is missing a collective business strategy and this causes internal challenges. Furthermore, the graphic workers struggle with schedules and do not manage to keep their creativeness alive with the current leadership of the organization. Thus, management should do something about this to create the profit making and motivation of the employees. If the employees' personal preferences were noted and taken into better consideration, it would make them more committed.

Keywords: New Generations' Marketing, Management, Commitment, Motivation.

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# 1 INTRODUCTION

## 1.1 Thesis Background

The thesis is a result of seeking for problems and issues which rises when leading a new generation's marketing agency. Nowadays markets have changed and marketing has had to change along with it. Later in the thesis there will be gone through the basis of traditional marketing and how does new generation's marketing differ from that. In a new generation's marketing agency the leader faces a lot of difficulties such as motivating different kind of people. Motivation theory from Abraham Maslow is used as a theoretical framework for this study to understand how human's motivation works. In this case, in the new generation's marketing agency there are creative people as graphic designers and art directors, there are sales personnel doing systematic sales and then there is the management. So it basically consists of three different types of people. For the company to stay profitable everyone has to sell, that creates some problems because how does it fit to everyone's job description. In general, creative workers are weaker in systematic selling. Also some issues rises when leading an agency this small, having under ten employees. The leader has to maximize the use of every employee; everyone has to be able to at least sell the products or services they are in the process of making. Does this pushing towards profit kill something on the other end? Do the creative employees stay creative and do they have enough time to absorb new trends in the graphic field?

There are a few marketing strategies that marketers use in traditional marketing. 'The 'Four Ps' or the 'marketing mix' is a cliché with every marketer. Formulated by Jerome McCarthy, the 'Four Ps' refers to the four factors that a marketer has to consider before launching a product or offering a service. The marketing mix comprises of Product, Price, Promotion and Placement' (Blackwell, 2006). The first thing to consider is the production and management of the product. The product needs a good and catchy name and also packaging is very important. When a customer sees the appearance of the product that is when the so called first impression is made. The marketers need to think the actual benefit in the product the customers are gaining. Something very important too is when the customer has the product

what does the company provide after? Are there help service, warranties or instructions. These are the factors that influence the satisfaction of the customer.

Secondly there has to consider the best possible price for the product. Pricing itself is something easy to change and modify but actually fixing the perfect price on a long run is fairly challenging. Every service or a product needs to have a price. It is the amount of currency you pay for an intangible or tangible. Price is what really contributes revenue in concrete.

The third of the marketing mix is the placement or distribution of the product, how and through what channels it reaches the consumers (Blackwell, 2006). It explains the choices that a company does and the motions a company goes through when it brings its services and products to the consumer. On smaller scale place can be the actual location a: shop what you set up or where you sell your products. The fourth part of the marketing mix is the promotion of the product, how to promote it to the consumers through advertising etc. Promotion means what is done when reaching the customers. It means communicating their message through media or personal sales for example.

In traditional marketing, the market is segmented into many segments depending on geographic, demographic, psychographic and behavioral variables. Each segment is homogenous and responds in a particular way to a particular marketing strategy. A product is aimed at a particular segment and it is launched only after thorough market research and consumer research on the segment (Blackwell, 2006 page 1). Segmentation is one of the basic things in traditional marketing. You divide your market in to different segments and then decide the best marketing means to the target audience. The book *Principles of Marketing*, 2001, defines marketing management as: “the analysis, planning, implementation and control of programs designed to create, build and maintain beneficial exchanges with target buyers for the purpose of achieving organizational objectives.”

When the world shifts gears and operates in a faster pace, it is advisable for us also to follow its lead and take up the trend. Traditional Marketing fails to work in today's world. The brand recall is very minimal as the customer is exposed to a variety of brands. Moreover, as every other brand is as good as its competitor, there is no particular reason for the consumer to opt for a particular brand (Jeff Blackwell, 2006). In today's world it's not only about making a deal or a sell. It's also about making the customer feel better and satisfying his or her needs.

One of the interviewees said it very concisely ‘what worked yesterday in marketer’s world shouldn’t work tomorrow’. New generations marketing is all about selling mental images and visualizations. There are so many products out there on the market that customers have more than enough of variety where to choose from and too many products to fulfill their needs. Sometimes new generations marketing is about selling products where there is no actual need for them. That makes it somewhat different from traditional marketing.

## **1.2 Chapter structure**

The purpose of the thesis is to find out problems in the internal operations in this new generation’s marketing agency and to find out the employee’s opinions concerning what motivates them and makes them commit to the organization. The objective is to give insight for the management about the employee’s preferences so that the organization would be as good from the inside as it looks from the outside and with the aim of being more profitable.

The thesis has been structured in a way that first there is an introduction to the business idea of the New Generation’s Marketing Agency and a comparison to more traditional marketing. Subsequently there is the theory and framework for the thesis followed by the introduction of the research. After this is the analysis of the interviewee’s answers presented in the end of the thesis followed by the development suggestions part.

## **1.3 Methodology**

The thesis is based on a qualitative and descriptive research. The qualitative method was chosen because the qualitative research aims to gather in-depth information and understanding of employee’s behavior. Qualitative research method answers mainly how and why something is done instead of just what, when and where. (Kotler; Armstrong;& Saunders, 2001) The research was done through open-ended questionnaire and the answers are analyzed later in the thesis. The questionnaire and the answers can be found in the appendix section of the thesis. Often open-ended interview tells more about the interviewee and gives a larger picture of the situation including emotions and feelings instead of just yes and no answers. (Desai, 2002)

A questionnaire is a frequent form of a market research. It ensures the consistency of the answers and the efficient analysis. The format of the questionnaire is determined on by the collected data and the analysis method. Quantitative surveys usually have very carefully structured questionnaires that can be analyzed with a computer, while qualitative surveys mainly have a limited number of interviews with an unstructured questionnaire which is most often going to be analyzed manually. When I set my research questions, I decided to do a qualitative research because I needed to get the interviewees to answer their own opinions and give me honest answers in their own words. Personal interviews are often used techniques in qualitative researches. (Belk, 2006)

Doing a marketing research was something crucial for the thesis because without the interviewee's answers there would have been no data to base the assumptions and conclusions on and therefore no thesis either. Chris West defines Market research in his book as "The use of a defined set of qualitative or quantitative research techniques to obtain data which describes and analyses markets or potential markets" (Chris West, Marketing Research, 1999). Normally when people hear market research the immediate connotation is surveys or interviews. Market research is something that any firm or organization can use to their advantage. It is no longer considered something that is just nice to know but nowadays it is an essential part of making a marketing plan.

The questionnaire will be carried out through open-end interviews. Everyone who is going to be interviewed is working in a new generation marketing agency so everyone will have good grounds to answer. Everyone will be asked the same questions and everyone will be let answer openly. The respondents are working in different positions and to get a comprehensive understanding of the leadership in a new generation marketing agency the respondents are responsible of different areas and have very different job descriptions.

A dictaphone is used in the interviews to collect the respondent's answers and also they are written down for as an appendix to the thesis. From the interviews there will be raised descriptive themes to figure out the present state. The interview will be done anonymously so that the respondents will have a confidential atmosphere to answer. Neither the names of the colleagues nor the will be mentioned.

The questionnaire is easy to conduct because it is organized during lunch hours or after work.

Some interviewees might not know what to answer thus not all of the questions are answered.

## **2 RESEARCH PLAN**

### **2.1 Focus of the research**

Nowadays markets have changed so much that along that the marketing agencies have had to change as well. I will be introducing a new concept or more likely of a business idea in my thesis that two people started 2005. That is a new generations marketing agency and I will be focusing on the challenges it's managing and leadership brings along. In addition what kind of problems arises when engaging the employees to organizations operations and to the organization itself. Given the assumption that a marketing agency is only profitable and a functioning organization when its employees are committed to it. The other sub question of my thesis is how to motivate different kind of employees in a new generation's marketing agency. 'There is one thing the next generation of marketers need to know, that is that you can't just be a marketer anymore. At one time "you could be a functional expert in one very narrow area of marketing tactics" said Tom Collinger, associate dean and department chair – Integrated Marketing communications at the Medill School Northwestern University. "Back in the day, if you were a director or data marketer or PR Specialist, that was enough." Tomorrow's marketers will have to be well- rounded multi-disciplinarians who understand not only creative, but also digital marketing, social media and new technologies – and how those all complement one another – as well as how to back up a plan with data and analytics.' (Morrison, 2012)

### **2.2 Concept and Theories**

The new generation marketing means the marketing perspective that takes the customer's needs comprehensively into consideration. This is something of a unique theory since it is operating in one Marketing Agency and it consists of the expertise employees have in that agency. The concept is constantly developing.



### **2.3 Research Questions**

The main research question that is set for the thesis is what challenges relate to the management of a new generations marketing agency? The first sub question is how to motivate employees in a new generations marketing agency when they are positioned differently and have various job descriptions. The second sub question is how to make these employees commit to the new generations marketing agency more. The following questions are based on my own experiences and ideas. Swanson said that nne might believe that the purpose of the management is to motivate the employees and enhance their individual development. It is part of the truth however the individuals need to understand that they have to work on the system as well. Individuals still have the responsibility to motivate themselves and seek for places to receive motivation. (Richard A. Swanson, 2009)

## **3 THEORETICAL BASE FOR THE THESIS**

Motivation is in the key role of this thesis. The management of this company needs to get to know way how to motivate their employees. Abraham Maslow created a theory of human motivation called the hierarchy of needs. He used the terms physiological, safety, belongingness and love, esteem, and self-actualization needs to describe the pattern that human motivations generally move through. (Dewey, Maslow's Motivational Psychology, 2007)

According to Dewey Maslow devised a pyramid-shaped diagram to express his ideas. At the bottom he put the base or biological needs. At the top were higher-level, spiritual or existential needs. In between was a range of other needs. As each lower need is satisfied, Maslow argued, the next higher level becomes more compelling. (Dewey, Maslow's Pyramid, 2007)



(McLeod)

Dewey explains the pyramid of needs so that first are biological needs like eating and sleeping, on the bottom level. All humans must have those things, if nothing else. Next are security or safety needs: having a place to stay, knowing where your next meal is coming from, and avoiding danger. Then comes love or love and belongingness—the need to affiliate with other humans. Maslow put love below the next level, which he labeled esteem. Maslow reasoned that it was possible, indeed common, to have love in relationships that did not promote esteem. In a good love relationship, growth of self-esteem is fostered. In a poor relationship, growth of self-esteem may be stunted as one party tries to keep the other insecure and dependent. In that sense, love or relationship needs are easier to achieve than self-esteem needs. The fifth level is self-actualization. You can go through all the other levels and still feel empty. You can have a big house, a high-paying job, a spouse, children, lots of self-esteem, but be unfulfilled. This would indicate, in Maslow's scheme, that the first four levels of needs are met but the fifth and highest is not yet recognized. (Dewey, Maslow's Pyramid, 2007)

#### **4 UNFOLDING THE CONCEPT OF THE ORGANIZATION**

The business idea and concept of this new generation's marketing agency was originally defined because of a change in working environment and markets. The operations are based on the fact that marketing acts need to be done efficiently, rationally and so that they generate

profit. One metaphor to demonstrate this idea is that you can't kill a mosquito with a shot gun. The concept is wrapped around the expertise of the founders and personnel and that is something that differentiates this new generation's agency from normal marketing agencies. The expertise means broad and advanced understanding of business strategies and planning marketing acts on a perspective for long run. The key thing or the main idea is to not always maximize the budget but to optimize the actions. Though the quality might not be always the only thing to bear in mind, sometimes other means are needed. The ability to change and react quick are very crucial and the ability to be one step ahead of the competitors. To do long-lasting marketing actions with the understanding of today's market.

Segmenting as it was taught in the 1980's doesn't apply anymore or at least according to this marketing agency and their core thinking it doesn't. They believe the segments need to be created and defined by themselves and determine the target audience not just divide the existing segments and conquer. The spectrum of people is enormous and of course according to industry the segmenting somewhat varies like for instance in the airline business. The importance of the segment is not the size but the quality and the extra value you can provide for the customer that represents your segment is important. The idea behind this concept is that this marketing agency sells what the customers really needs and grows along with the customer. They believe that if you provide growth for your customers and grow along with them you will get your cut too and prosper.

This marketing agency is a new generation marketing agency which specializes in business and marketing planning, high quality graphic design and also modern web solutions. The best way to describe the thinking in the company is to perform and operate only goal oriented. It is established to provide end-to-end solutions which means everything from planning to execution and also marketing services in different communication channels hence the new way of thinking about segmenting explained in the previous chapter. How it differentiates itself from other more traditional marketing agencies is through its main services. Of which the first is to be a road-to-market partner. Meaning that people with only a business idea or a product without well defined markets looks for a marketing partner and this agency operates as a comprehensive partner and launches the new product or service and takes care of everything in between the beginning and market launch. Or in some cases they finance the business so that it ends up on the markets. This is something that traditional marketing agencies don't include in their services.

Being a development or a creative partner is also services this agency provides. It can operate as a developer for a new product or service which for example needs to be productized. Or it can operate as a creative partner only creating ideas or projects or for a longer marketing strategy for a company. Creating ideas or individual marketing events or acts is something normal marketing agencies do but it is the partner part that is somewhat unusual. The duration for customer relationships for this agency is approximately from one to three years. For a normal marketing agency the duration of customership is something from three months to a year. This marketing agency in question operates as a partner and often as a crucial part of the organization too.

Being a business partner is one of the main services this new generation's marketing agency offers. It means literally guiding, creating or consulting with business plans and the developing of them. This is one of the main things how this company differentiates itself from other traditional marketing agencies. Normally, there is not that business understanding that you can take in to consideration the whole company and its operations comprehensively in a marketing agency. Due to this reason too the customerships are significantly longer than normally in marketing agencies.

Developing businesses demands a different kind of understanding than just marketing and with the team work that is possible. A development partner is not just developing the product or its target audience. It could be also developing the channels through which the product is marketed. The main idea is to develop the actual business. For example when the customers products are so popular that sales expand substantially and the taking care of the business and marketing gets less attention they need somebody from outside to help out. This is where this new generation's marketing comes in to the picture. They make long term marketing plans taking into consideration the business side of the company too and develop its operations and how the company looks from the outside. A lot can be done with marketing the brand image for example. It is crucial meaning how the customers see the company and it can't be seen from the outside that the organization is not taken properly care of because they are only selling. Also dividing the products into categories and making it clearer for the customers to perceive the products and eventually buy them is something how the marketing agency can develop the customers business.

Being a marketing partner means the most traditional way of dealing with customers in the marketing field. It means being responsible for the whole marketing planning and execution according to the strategy set with the client company. Normal marketing agencies do singular or a couple marketing events or acts but being a partner is not that common. What this new generations' marketing agency does, is e.g. when a big listed company wants to outsource its marketing it can work as a sort of an in-house marketing agency and carry the responsibility for the whole marketing. Being responsible for the whole marketing is not common the most traditional way is for the client to set its own marketing targets and strategies and then only by the implementation from a marketing agency. In some cases marketing agencies do operate in the part where the ideas are generated but mainly it is just doing a web site or leaflets or some other print materials.

This particular new generation's marketing agency is a business and marketing partner for companies with a desire to grow and to develop. This differentiates the company from normal marketing agencies because the variety of business field is so broad and comprehensive. A more traditional marketing agency's customers operate often on one or two different business fields for example in the welfare sector but in this new generation's marketing agency there is no division within the industries where customers operate in. If you operate on just one field of business as a marketer, your clients use the same weapons against each other. This new generation's marketing agency has customers that are start-ups or small and medium sized companies with a need to outsource marketing. There are also public companies with specific marketing needs and in addition some specifically chosen associations and public organizations. They are mainly Finnish companies but some international organizations too. This new generation's marketing agency operates as a team and that is a combination of theoretical and practical knowledge gathered from different people. They invest in the human capital and knowledge and therefore it is a mixture of business, technical, social, behavioral, IT, visual and creative education. They have a mixture of seven years experience on average of complicated marketing and business development project.

## **5 RESEARCH**

On the bases of this theory or concept defined by this marketing agency, the focus of the research is to examine what challenges leading a new generation's marketing agency faces and what issues in its operations there are compared to more traditional marketing agencies. The research was done with a questionnaire that can be found at the end of this thesis in the attachments. The main focus of the questionnaire was to answer questions how to motivate the employees in this new generation's marketing agency and how to get them more committed to the organization.

The findings of the research are based on interview answers of six respondents. I will not mention names or identities so the interview remains anonymous as promised to the interviewees. The findings of the interview answers are quite revealing and informative. One of the main conclusions is that mostly these employees that I interviewed feel like they would need more motivation from the leadership. 90 % of the interviewees do mainly creative work and feel that creative work should be lead in a different way that it has been done so far. One of my sub questions for this thesis is how to motivate employees in a new generations marketing agency. I will try to answer this question more thoroughly below according to the respondent's answers.

## **6 ANALYSIS AND FINDINGS**

In this part of the thesis I will go through the questions of my survey and tell my opinions on the results. I will refer to the results that I already presented in the research part. There are also results from the questions that I did not discuss in the research part. I did not address them because I thought that the results of these questions did not need graphs and addressing them.

### **6.1 Question: What are the best sides to your work?**

One of the interview findings was that all of the respondents were pleased that they can perform their job pretty much when ever as long as it is ready by the deadline. Everyone can divide the time according to which customer they want to. This was a thing everyone mentioned and valued in their job description. And this is something that should be kept as it is because it increases motivation of employees. According to one of the interviewees if creative work is lead in a way that the leader dictates the schedule in detail and doesn't give the creativity room it decreases the motivation for example in this case for a graphic designer. Also the location was a factor everyone mentioned and is happy about. Every respondent said that they are not tied to any specific location and can perform their work basically from everywhere. The work is mainly done at the office but the possibility that it is not mandatory to stay there motivated the respondents of this research.

Accountability, possibility to influence and to see the actual effect of your work was something the employees valued. One of the interviewees mentioned as important parts of her work the possibility to enable life journeys to people and especially customers and employees. This respondent is one of the founders of the organization. Something nearly everyone valued is the variety in work and the fact that you can never be ready. Having a good team is something that everyone appreciated and mentioned as a motivating factor and to work with people. In this agency a lot of time you work straight with customers and there for the skills to working with people is a necessary. Often it is the people that counts and who makes you enjoy your work. It is down to the people if it is fun what you do.

One respondent considered the most important part in his work is to see how the customers businesses start to flourish and to see how the work this marketing agency has done starts creating more profits. He said this is the factor that makes him want to work in this agency. Four out of six respondents said that witnessing the customers making more profit is the best part of their work. Six of six respondents said that team work is best part of their work. They said it sometimes brings along challenges you would not get if you would work alone but that it is good to be part of a team and conduct their work so that everyone gives their part to the work. Also something that two respondents said was the variety of job description. Some of the employees found it as a challenging factor that you have to master so many skills but these two thought it was something that made the working fun. They said the job is not too

dull and doesn't make you bore during the days.

## **6.2 Question: What are the worst sides to your work?**

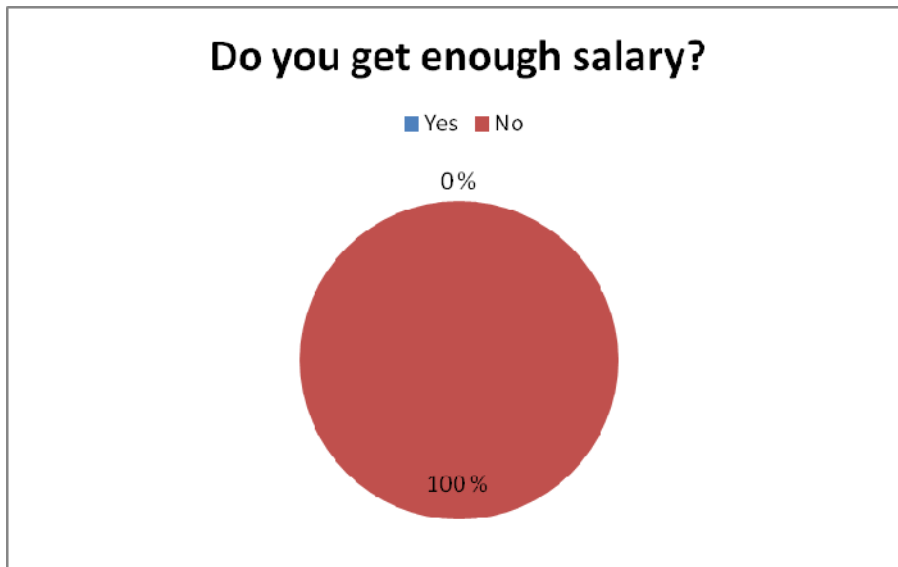
Sometimes the overflowing seasonal times create too much work to do and that is something that all the six respondents answered to be one of the worst sides of their work. They feel that there is so much work that no matter how much you work you can never be done. It appears, because every respondent said that, although from different points of view, that the scheduling and timetables are the hardest and there for worst parts of the job. There are long lasting customerships but also sometimes project work from new or existing customers so the timetabling for all these customers is the challenge. The everlasting hurry is present all the time and that is something that every one mentioned they do not like. Especially in the creative part, which nearly every employee does some less some more; it is a very big challenge to put your creativity in to a timetable. Often the quality suffers because of the hurry. Of course there has to be timetables and even the creative tasks have to have deadlines in order for the business to work. But it is still something the employees who mainly do creative work mentioned as a downside and they would want some help or change to. Because of the flexible working hours, even though most of the employees think that as a good side to their work, the need to be flexible is sometimes overwhelming. There is sometimes so much overtime work that the employees do not have time to take the hours off. That is not something the employees value and they think it is part of the worst sides of their work.

One of the respondents answered that marketing is one part anthropology and partially economics and that makes it very challenging, to find the balance between those two. The hard part is to always decide which angle to apply to which customer. As an employee of this new generation's marketing agency you have to master both sides and apply them according to different customer. This respondent mentioned this as a worst side to her job because it is so demanding. One of the graphic designers said that to her the worst side of her work is the multitasking. She has from 15 to 25 customers all going on at the same time and she has to keep track of them all the time and divide her time according to the most urgent customer. Also when there are many different fields of business that you have to circle around all the time it causes pressure and stress and makes it harder to focus on the task at hand. One of the



web- designers mentioned the stressful environment as a worst side to his job. He said the management of the organization could or should even enhance the stress free environment. He also suggested that sometimes it would be good to stop for a minute and think the reason behind the stress and try to figure how to eliminate it somehow. He said the working environment is not optimal now because of this stressful and fast paste working tempo. All of the employees responded that the compensation is one of the worst sides of their job. They said it is so low that it is not motivating and that they spend more time thinking and worrying about the salary and questioning will it be enough to cover all the necessary costs.

### 6.3 Question: Do you get enough salary / monetary reward?



As the graph shows everyone, in the company would want to earn more money. Nearly everyone mentioned salary as a factor that should be thought again from the management side. I asked for motivating factors and the respondent seemed to think that money is not a big enough motivator at least by what they are now earning. They merely mentioned it as a bothering issue and that the salary is not enough. Yet only one respondent did mention it as a factor that would motivate him more when asked about motivating factors. He was the only one to think it from this perspective because all the others only thought it was a down side when asked about the worst sides of their work but when asked for motivating factors later only one said the monetary pay.

Many employees do not see a strong connection between pay and performance which is true also in this organization. Every employee should earn enough to pay the bills but many employees don't get motivated by their companies' financial incentive plans. (Dessler, 2011).

#### **6.4 Question: What are the factors that best motivates you?**

Flexible working hours are something that every respondent appreciates. They can come to work earlier and leave earlier or arrive and leave later. Sometimes they can also do longer days and sometimes shorter; it is all up to them. That is something that everyone mentions as a motivation factor, the possibility to decide your own working hours and carry the responsibility that everything is done according to deadline gotten from the customers.

Fifty percent mentioned success as a motivating factor. To see the results in their own work and to see customers getting excited about what is going to happen and after the process is finished to see those customers being content with the results. Three respondents mentioned the team as a motivating factor. One of them said that having so different people around you working with you in the same team gives you a possibility to generate various marketing ideas that you would not necessarily come up with just with similar kind of people. To have people in the team who have studied different fields and have a different kind of working background. That is something that gives a very different basis for the team work than if everyone would have graduated from the same university with same majors. One of the three respondents who mentioned team as a motivating factor said that working with more intellectual people than your self is motivating for him. When he is facing nearly impossible situations and sometimes the projects are too demanding it is good to have wiser people working with you. The third of those three who mentioned the team as a motivating factor said that with that kind of combination of knowledge you can achieve more and creative broader solutions for the customers. And you can easily beat your competitors because really none of those traditional marketing agencies have that sort of personnel from such different backgrounds.

One of the respondents said that what motivating him the most is when you get to do something others don't believe you can do. To overcome others expectations and also your

own, makes him want to put more effort in the project. The CEO of the organizations mentioned his most motivating factor to be in demanding processes where there still is a possibility to succeed and to also have the ability for growth, within the company obviously but also in every person's skills. One of the motivating factors was also variety, when there is less uncertainty and more stability and the ability to earn money success and peoples respect. Every respondent mentioned good feedback as a motivating factor. Not only coming from colleagues but also from customers too.

### **6.5 Question: Do you have those motivating factors in the organization you work now?**

None of the respondents were completely happy with the organization concerning the motivating factors. I have come to realize while doing the interviews that not even nearly everyone seemed to know even themselves totally what motivates them best on a realistic level. Nearly everyone somehow seemed to think the motivation should come from outside from example the management. Everyone said the resourcing and scheduling are the biggest problems and there for there any many motivation problems. People need to work overtime on a regular basis to pull through all the tasks.

One of the respondents said he feels the management trusts him too much that they don't question his abilities at all but promise the customers that everything can be done. That is something that totally kills his motivation. He believes he can't overcome people's expectations anymore and that was his most motivating factor. One other respondent said she finds it motivating when she can get her colleagues and customers excited. She said that rarely happens in this organization. She said some people get excited about new things but cannot channel it to energy and concreteness. And the rest who would know how to channel it don't get excited for some reasons unknown. One respondent said the whole organization is built too much to rest on individuals own motives without having a collective motive for the organization. And it where individuals find their motivation from varies quite a lot. So it is a very big challenge in managing the company and getting people motivated.

**6.6 Question: What are the incentives that make you want to give in an extra effort in your organization?**

All of the founders mentioned the ability to see the organization develop and grow something that makes them want to give more to the organization than just what is required. The both mentioned that if there is a situation or a possibility that you can leave another mark than just the monthly salary they want to give in an extra effort. All of the respondents answered to give in an extra effort they want to be able to see results of their work and to be able to do significant effect for the customer. One of the respondents said that he would give more effort if he knew there was a possibility to actually do a difference in somebody's life or to make a lot of money or earn a lot of fame and respect.

The graphic designers were mainly concerned about the success. They can most clearly see the results in their work and they can take part to competitions and that way earn the respect of other in that same field outside the organization. One of them mentioned that getting your name on a some board or just to be noted at your work would make her give more effort in her job. One of the respondents said the growth and increasing the variety of the customer portfolio makes her give in a little more effort. She seeks for new opportunities to have customers from various fields of business. She also mentioned that she gives a lot of extra effort in getting those customers that once they are being well marketed this organization could by them and broaden the marketing agency.

**6.7 Question: What are the factors which make you commit to an organization?**

When asked about factors that enhance commitment to an organization all of the respondents amongst other answers said openness and honesty are in a key role. One respondent said it is important to be aware of the whole picture not just your part in a process. When everything is conducted as team-work in this organization it is crucial for all of its employees to get honest information and be open about everything. And also something relating to this is that employees feel it is important to work in a way that everyone is aiming for the same goal. One of the respondents mentioned that it makes you give an extra effort to the organization when you feel like you are in the boat with your colleagues. Trust is also mentioned as a big factor that makes employees commit to an organization. The fact that not only does the others trust you but to be able to trust the others too.

It is a common belief that when you are in the process of creating the company from the very start you are more committed to it than an average worker. In this case that is too, the founders both mentioned what makes them commit to an organization is when you can create it yourself and when you can define the value base for the company. One of the most important opinions was that to be able to identify yourself in the organization's vision and to agree with it is the fact that most strongly makes you commit to an organization. Also one mentioned that to have a safe job meaning that you don't have to worry all the time for losing your job.

**6.8 Question: How would you describe committing to an organization / what does it mean to you?**

Most of the interviewees mentioned as an answer to this question that carrying the responsibility of not only the things that you should be responsible for but also the ones you might be. And to not avoid the hard stuff either but to fully carry your responsibility. For one respondent it means more efficient working pace and quality. The less you are committed the easier you give up and wait for somebody else to do it. One of the employees from the graphic side said that committing means getting something to yourself when you get to give of yourself too. She also mentioned that often you commit to something that is fun.

**6.9 Question: Describe the best attributes in leadership?**

When asked about leadership, the respondents again had very similar answers but also good improvement ideas. Nearly everyone mentioned clarity as an attribute a good leader should have. The leader should be able to give clear orders and instructions and by that also ensuring the open and clear communication amongst all employees. When operating as a team the leader should have a vision and a shared goal that he reflects on to the employees. The leader should carry the responsibility not only of the well-being of the organization but also the employee's as well. Six out of six respondents said that honesty and evenhandedness are very important as an attribute of a true leader. Something interesting to me in the findings was that all the women that were interviewed mentioned empathy as something valuable in a leadership but none of the men said that. The respondents thought the leader should be

qualified, someone who knows how to make people get involved and democratic. And last but not least everything should be based on equal trust.

A good leader should be in unison with himself to be able to manage others. Everything we do stem from one's own well-being. A good leader should be able to come down from the tree and woods to one single tree and to see how it is growing but at the same focusing on the whole woods too. One of the respondents said that a good leader should be able to admit his or hers weaknesses and to be able to ask for help too.

A good leader is a person who knows how to take others into consideration, social, has a great deal of determination, absorbing. A good leader has the kind of leadership that is in your blood and is not only performing a given task, who is a good listener and open-minded and stands as a positive figurehead for all the others.

#### **6.10 Question: What attributes do you best respond to?**

Mainly everybody, meaning five out of six respondents said they respond best to clear objectives and orders. When they are fully aware what is to be done and how to get there most of the employees are content and feel they can best perform their job. 50 % of these respondents said they respond best to clear instructions but performs their job the best when they can determine how to get there themselves to have a little bit of freedom. Mutual respect and trust was something every single one of the respondents mentioned. 20 % of the respondents said that the boundaries motivate them. One of them mentioned that when she knows the schedule and budget she can perform her best. The other one said that best scenarios are when you are given a challenge and you can solve it anyway you want within some set boundaries and limits.

One of the key finding in these answers was that nearly 50 % mentioned that when there is some purpose of the task given is they give their best. To do meaningful work. Also they said that it is important that you get to go and say your own opinion. And that the clear orders are not just orders but discussions and negotiations. Lastly one of the respondents mentioned that she responds to a leaders orders best when the leader is humane and has a great deal of empathy.

**6.11 Question: How does the leadership work at your work place?**

Four respondents answered that now the leader is too busy, or has businesses in too many different channels and it shows in the division of time. One of these respondents said she would expect more commitment to this agency from this current leader figure. She also mentioned that otherwise the leadership is in quite good shape. She said everybody's opinions are heard and the management knows how to be democratic, yet strict. One of the respondents mentioned that this current leader has some fringe areas where he cannot see or observe the situation as a whole and she figured it must be because of the too high speed on all these different businesses.

One of the respondents mentioned that in this marketing agency within their customers there are so many fields of businesses. Therefore often occurs quick new situations that need fast reaction and she said this reacting part works well in this organization but the continuance is poorer. Due to the lack of resourcing as mentioned before for example the scheduling of customers is a very big challenge and sometimes even though the organizations gets new customers all the time handling their processes are not always prime quality. She also mentioned that the reliability is not always continuing.

Due to the small size of the organization the leadership has been looking for its tracks for quite some time. There has not been a well set model for the leadership of the organization. Therefore the responsibility of leadership has been shifted more on to every employee. That has created more stress and has been taking some of the energy to perform their actual jobs perfectly. The organization model in the leadership is relatively flat and therefore it is expected that everyone leads themselves basically. Obviously all the financial administration tasks have been taken care of by the CEO. Because everyone is supposed to manage themselves it has created a small challenge because everyone has lead themselves to various directions. And according to this one respondent it results in inefficiency.

**6.12 Question: Are there some improvements you would suggest?**

One of the respondents would invest in maintaining the shared goal and vision and keeping an eye on what tasks really need to be done and what not. To really filter out those which are

not most important and urgent. Also to leave those tasks out that does not motivate employees or lead to the direction where there is success and enthusiasm. One of the graphic designer suggested that every employee would be heard as an individual and the management would find out what motivated every employee and then apply that to real life.

One respondent felt very strongly about the fact that every challenge in the company and motivating people is due to the services provided. He felt that there is no strict policy what they do and offer and therefore there is a lot of internal misunderstanding and scheduling and resourcing problems. His suggestion was to clarify the organizations products and train all the employees according to that. One other of the respondents said the only thing he would want to improve was to clarify all the internal communication. To make sure everyone is always aware of where the process is going. He wanted to really enhance that there would be no assumptions on who knows and what. And that also no one would do presumptions that this person does not need to know that part of this process and so on but to give all the same information required.

### **6.13 Question: Do you feel creative work should be lead in a certain way?**

Everyone mentioned yes to this question. 90 % of all the respondents agreed to the fact that you can not apply systematic patterns or schedules to creative work, at least during the whole process. One of the interviewees claimed that there are two different kinds of people. The other half are at their best with a little bit of pressure and the other half are totally stuck with a little bit of pressure. He claimed that you cannot run a business by leading these two types of people the same way entirely. He also said that in this company there has been a division on a different kind of way to two different types of people. The other half can generate ideas in a group situation and the other half only when alone after a group situation. The latter half is mainly creative workers and this way the processes often fail in the scheduling part because the idea come too late within the process.

One of the respondents said that creative workers should be protected of frustration and created an environment where they can find their own ways to solutions. If you get bored the working efficiency, skills and enthusiasm loses its best part. To create optimal circumstances for creative work and it is the leader's job to get rid of all the obstacles and ensure the worker



can only focus on the creative work. Also one thing I found fascinating was that one of the respondents mentioned that there should be decided who has the last say in a project. In creative work where you can see the actual work and it can be modified in so many ways the graphic designer often has her own opinions and the project leader his own. This causes uncertainty and internal processes go longer than expected because there different opinions within the project and it is not clear who get to call the project done. It is very important that there is a set person in every project who is in charge of what is enough. One of the respondents said that in marketing what worked yesterday should not work tomorrow. This answers well to the question, it is very hard to lead creative work he said because you need something new all the time and you will have to create the new something within set time frame.

**6.14 Question: If you could do three improvements in the leadership / internal processes of your organization what would they be?**

Everyone wanted the leadership situation sorted out, ready and finished. All of the respondents agreed that they need a new CEO, a figure head for the whole company who is not one of the founders. One of the interviewees said he would want to build the organization all over again from clean slate. The new organization would lean more on a collective idea instead of people's expertise or knowledge, enhancing the well- being of the organization. It would firstly be a specialist organization and only after that the selling expertise would come in to the picture. He would also want to figure out ways to enhance courage and ability to take risks within the organization.

One of the interviewees has a long list what to improve. She wants to work with better tools, and improve the documentation of the work they do to show to new customers. She would also like to improve the systematization of internal processes so that there would be less internal confusion and time losses. She said it would be also crucial for all the employees to have a comprehensive description of processes and services, which do not even exist now, to sell better. Also one other interviewee agreed that the services provided should be concretized in to physical products. He would also want to invest in the internal communication. He suggested they could spend some more time in the free time doing something together that

would build the work place satisfaction. For example something where everyone would have to spend over night time to commit more to each other too as persons.

## **7 DEVELOPMENT SUGGESTIONS**

The answers for the questions were easy to read and interpret. In the answers there were a lot of useful insight and hidden opinions the personnel has and the management have not yet found out. In general people agree quite much with each other when it comes to improvement ideas. Something the interviews showed was that there seems to be two different teams within the organization. The first is the management and the second is the employees. They have a very different idea on how the company would succeed and how employees for example should be motivated. One of the development suggestions in this thesis is that the gap between these two teams should be made a lot narrower. There were suggestions from the interviewees that more recreational time should be spent together with the whole organization.

This business, above everything else, is all about people. It is hard to define what makes all of the people to flourish, what doesn't, what inspires them and how to incentivize them. It takes a lot from the management to lead and guide this sort of exceptional combination of different social and professional skills and personal preferences. It is very challenging to build a working team spirit and to direct the employee's energies according to the organization's purposes. According to Dessler in smaller organizations management often knows employees better than in bigger companies. So it is likely the management knows if there is something critical happening in an employee's personal life. The management could make the working hours flexible to help out or give extra bonuses to make the employee feel the organization is supporting him or her. These work-life benefits are an advantage a smaller organization should use to motivate employees and help them commit to the organization. (Dessler, 2011)

The management could use Maslow's hierarchy of needs as a basis for the motivation. By offering a safe working environment for the employees ensures the commitment of the

employees. The employees can relax and direct the energies lost in worrying to the actual job. Also in this case when money has so little impact on the employees the management should ensure a safe and adequate salary and with that fulfill the security needs and focus on the next level in motivation. When the lower levels are fulfilled employer can appeal to the higher levels for example to the self-esteem needs. According to Dewey Maslow stated that on the self-esteem level human have a need to feel respected; this includes the need to have self-esteem and self-respect. Esteem presents the typical human desire to be accepted and valued by others. People often engage in a profession or hobby to gain recognition. These activities give the person a sense of contribution or value (Dewey, 2007). The management of this organization should appeal to employee's need to feel respected and valued as a worker and give credit for their work in different means. When the organization has managed to fulfill all of the lower levels there is a good possibility to motivate the employees by appealing to the self actualization level. Self actualization means the full potential a human can be and the realization of that full potential. On this level there is a desire to accomplish everything that one can and to become the most that one can. When thinking this from the employer's perspective this is the desirable level for the employees to be on. If an employee achieves the best he or she can be the full potential is on use and the management gains the most value of that.

All of the employees agreed on the fact that internal processes need improvement and some said there should be a collective business strategy and it would be desirable that everyone has to believe in it. In order the organization to work all the employees need to share this strategy and believe in it and that way gain the motivation needed for working. Most of the employees mentioned they would prefer the motivation determined and coming from outside for example from the management. Anywhere in life that is pretty much impossible to do, to motivate people from the outside. People need to know themselves first what motivates them and then they can be working in this sort of an organization where you have to carry a bigger responsibility because it is a new and growing organization. According to the survey all of the employees appreciate the fact that they can perform their job pretty much whenever as long as it is ready by the deadline. That is something that should be kept as it is because it increases the motivation of employees. All of what is mentioned by the interviewees as motivating should be enhanced in organization's operations if they want to motivate their employees. Also something new has to be done in the motivation segment in addition to the employee's own preferences.

Now in the organization there is a CEO who is one of the founders. When asked about what improvements the personnel would want to do nearly everyone agreed on the fact that there needs to be a new CEO. According to the respondents the new CEO has to be someone with leadership skills and somebody from outside the company in order to make a needed change in the management and internal processes. Most of the answers pointed in the directions that there is a lot of hope in the new CEO and they believe he or she can change quite much in the organization.

As we can see from the results financial incentives have not had that huge affect on the employee's. Dessler stated that the manager should offer incentives that are of value for the employee so the manager should get to know the individual employee preferences and in a small organization that is easily possible. As a suggestion for this organization, based on this research, would be to use nonfinancial and recognition- based awards such as employee recognition, training programs and group travel.' (Dessler, 2011)

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## 9 APPENDIXES

Questionnaire / Interview for Thesis

Name / title:

Job description in detail:

Is your job (description) creative?

If not what is it?

Percentage in shares / other ownership in the firm / how would you describe your ownership?

How would you define the strategy of your organization?

What are the best sides to your work?

What are the worst sides to your work?

What are the factors that best motivates you?

Do you have those motivating factors in the organization you work now?

What are the incentives that make you want to give in an extra effort in your organization?

What are the factors which make you commit to an organization?

How would you describe committing to an organization / what does it mean to you?

Describe the best attributes in leadership?

What attributes do you best respond to?

How does the leadership work at your work place?

Are there some improvements you would suggest?

Do you feel creative work should be lead in a certain way?

Do you have some experiences of this?

If you could do three improvements in the leadership / internal processes of your organization what would they be?

Are there some problems or issues concerning the leadership in your organization?

How would you solve them?

**Interviewee 1:**

**Title:** Web Designer

**Job description in detail:**

Suunnitelen ja toteutan verkkoratkaisuja. Verkkosivuja ja palveluita.

**Is your job (description) creative?**

On se tavallaan.

**If not what is it?**

Tiettyä lapiohommaakin esim. sähköposteja, enemmän kuitenkin standardeihin perustuvaa hommaa on aina osa.

**Percentage in shares / other ownership in the firm / how would you describe your ownership?**

Työntekijä

**How would you define the strategy of your organization?**

Markkinointiratkaisuja ja materiaaleja pienille ja keskisuurille yrityksille. Markkinointisuunnittelua ja perinteisiä printtimediatuotteita ja nettiratkaisuja.

**What are the best sides to your work?**

Tietty vapaus, miten päättää toteuttaa, eikä oo minuutin tarkkaa mihin aikaan niitä tekee. Saa tehdä missä haluaa työnsä, kuhan huolehtii et ajallaan tehty.

**What are the worst sides to your work?**

Luonteeseen (alaan ja bisnekseen) johtuvat satunnaiset kiiretaphtumat, tупpaavat kasautumaan aina samalle kertaa.

**Do you get enough salary / monetary reward?**

Voisi olla parempikin. Eli en saa.

**What are the factors that best motivates you?**

Päämäärä on selkeä, välietappeja on hyvä olla.

**Do you have those motivating factors in the organization you work now?**

Pääasiassa toteutuu, useimmiten.

**What are the incentives that make you want to give in an extra effort in your organization?**

En osaa vastata.

**What are the factors which make you commit to an organization?**

Turvallisuuden tunne, vakituinen paikka on hyvä ja sitä kautta vakituinen tulo.

**How would you describe committing to an organization / What does it mean to you?**

En katsele muita työpaikkoja



**Describe the best attributes in leadership?**

Tasapuolisuus ja rehellisyys, kerrotaan suoraan mikä on meininki.

**What attributes do you best respond to?**

Tasapuolisuus ja rehellisyys, kerrotaan suoraan mikä on meininki.

**How does the leadership work at your work place?**

Toimii

**Are there some improvements you would suggest?**

Toimitilat. Happea ja valoa

**Do you feel creative work should be lead in a certain way?**

En osaa ottaa kantaa

**Do you have some experiences of this?**

En osaa sanoa.

**If you could do three improvements in the leadership / internal processes of your organization what would they be?**

Toimitilat vaihtoon, näissä ei voi työskennellä. Ja uusi toimitusjohtaja.

**Are there some problems or issues concerning the leadership in your organization?**

Sisäiset ongelmat kommunikaatiossa. Johto eri mieltä kuin työntekijät useissa asioissa.

**How would you solve them?**

En osaa ottaa kantaa.

**Interviewee 2:**

**Title:** Web Designer

**Job description in detail:**

Vastata kaikesta Webiin liittyvästä, Web toteutuksesta. Olen Web designer. Web sivut, järjestelmät. Koodaan.

**Is your job (description) creative?**

Ajoittain, erilailla luovaa kun taideluovaa, koko ajan pystyy vaikuttamaan, matemaattisella tavalla luovaa. Loogista, ikinä ei oo yhtä oikeeta ratkaisua, mä voin luoda sen ratkasun ja nähdä siihen tilanteeseen paras ratkasu, omasta mielestä, se on sitä mun ammattitaitoo.

**If not what is it?**

Kyllä se on.

**Percentage in shares / other ownership in the firm / how would you describe your ownership?**

Työntekijä

**How would you define the strategy of your organization?**

Toteuttaa nykyaikaista markkinointia tehokkaasti, löytää uutta ja yhdistää toimialoja.

**What are the best sides to your work?**

Ympärillä on ihmisiä kenellä on niin monenlaista osaamista ja avarakatseista porukkaa että pystytään tai ainakin yritetään tehdä kaikkea erilaista mikä ei välttämättä tulisi heti mieleen, et voitais tehdä. Työajat on vapaat, ei oo niin paikkaan eikä aikaan sidottua.

**What are the worst sides to your work?**

Stressittömämpi työympäristö, missä olis aikaa miettiä miks stressiä on ja purkaa tilannetta. Kannustettais enemmän stressittömyyteen, välillä pysähdyttäis katsomaan työvälit ja ympäristö olisi optimaalinen. Kiire on koko ajan, työ ei lopu tekemällä. Onahn se loppujen lopuks itsestä kiinni, mutta ehkä siinä vois auttaa yhteisöä.

**Do you get enough salary / monetary reward?**

Noh, ei se ole kyllä tarpeeksi.

**What are the factors that best motivates you?**

Pääsee tekeen jotain semmosta mitä ajattelee et muut ajattelee et sä et pysty tekeen. Elää väkisinkin toisten odotusten kautta.

**Do you have those motivating factors in the organization you work now?**

Riippuu vähä projektista ja tilanteesta, ei se aina niin voikkaan olla. Ei ehkä ihan tarpeeks ole. Ehkä se on menny vähä siihen suuntaan, ettei enää edes kyseenalasteta vaan on jo vähä liian paljon luottoa. Kaikki uskoo et mä pystyn tekeen, oletetaan et kaikki uus on mahdollista oppia — se ei enää motivoi, vaan kääntyy itseään vastaan.

**What are the incentives that make you want to give in an extra effort in your organization?**

Se että sillä olis mahdollista saada joko paljon rahaa ja mainetta, tai oikeesti jotain hyötyä. Ei lomaa, rahaa tai autoo. Tietäis että siinä on mahdollisuus menestyä, siinä lopputuotteessa, olis mahdollista saada paljonkin aikaa.

**What are the factors which make you commit to an organization?**

Luottamus, muiden luottamus suhun ja oma muihin, se että tietää ettei se organisaation kehitys seiso paikallaan. Tietää, et on mahdollisuus menestyä, ei niinkään varma palkka. Ihmisten välillä kemia kunnossa.

**How would you describe committing to an organization / What does it mean to you?**

Tehokkaampaa työskentelyä, semmosta vankemman vastuun ottamista kaikesta. Mitä vähemmän on sitoutunut, sen helpommin antaa periksi, odottaa et joku muu tekee. Ei ole niin aloitteellinen.

**Describe the best attributes in leadership?**

Edustava ja sporttinen. Avarakatseinen, osaa pitää kokonaisuudet käsissään, tietää useasta eri alasta, vähän ainakin. Positiivinen keulakuva, inspiraation lähde työntekijöille.

**What attributes do you best respond to?**

Selkä ohjeistus ja luottamus. Mutta ei liika luottamus, ylikuottamus, siinä tulee helposti vaan, että ei oo väliä oikein mitä teet, onnistumisesta tulee ihan itsestään selvyys.

**How does the leadership work at your work place?**

Johtuen ehkä pienehköstä koosta ja ajoittaisista sekavista tilanteista se on välillä ollut vähä hakusessa. Siirtänyt enemmän sitä vastuuta työntekijöille, se on ehkä näkynyt myös ihmisten naamassa ja paineessa ja on verottanut ihmisten kykyä tehdä omaa työtä täydellisest.

**Are there some improvements you would suggest?**

Varmistaa, että kaikki on perillä mikä on tilanne. Vaikka korostaa sitä selkeyttä, varmistaa tuplasti että kaikki on perillä tilanteesta. Eikä olettaa mitään, että joidenkin ei tarvitse tietää jotakin asiaa.

**Do you feel creative work should be lead in a certain way?**

Ehkä pitää antaa enemmän tilaa, se ei voi olla niin aikatuluihin sidottua. Tiettyyn pisteeseen asti joo, se on mahdollista nykypäivän bisnes maailmassa. Kiinnittää huomio että olosuhteet on optimaaliset siihen työntekoon ja johtajan työ on poistaa ne kaikki esteet ja varmistaa entistä enemmän että voi vaan keskittyä siihen luovaan työhön.

**Do you have some experiences of this?**

Etäältä nähny, tiedän että tuottaa vaikeuksia, voiko häiritä toista, haittaako luovaa työtä toisin ohjeistaminen, kestäkö luovan työn tekijä kritiikkiä. Ei ole mitään oikeeta tai väärää lopputulosta, siinä pitää johtajalla olla tietty pelisilmä, mitä voi sanoa ja mitä itse työntekijä kestää. Ja tarkasti sopia kuka päättää mikä on oikea, mikä on riittävää ja kenen vastuulla se on.

**If you could do three improvements in the leadership / internal processes of your organization what would they be?**

Toimintatavat selkämäksi ja oikeastaan koko prosessi. Jos työntekijä ei ole perillä, niin miten asiakas voisi olla perillä. Jonkinlainen yksinkertaistus ja selkeytys pitäisi tulla. Joku ihminen joka vastaisi tai olisi selkästi vastuussa työntekijöiden hyvinvoinnista, ei välttämättä ulkopuolelta vaan että niistä keskusteltaisiin avoimesti. Uusi toimitusjohtaja.

**Are there some problems or issues concerning the leadership in your organization?  
How would you solve them?**

Ongelma on se, että jos tekee tarpeeksi kauan jotain siitä tulee vain rutiinia a) se ei oo mielenkiintosta b) se ei välttämättä oo erilaista tai enää ihmisiä puhuttelevaa. Pitäisi pystyä ratkaisemaan se ongelma, että toteutus ja tuote pysyy tuoreena. Pitäisi välillä katsoa peiliin vetää kännit tai vaan pysähtyä. Pelkässä tietojärjestelmässä ei tarvis keksiä pyörää uudestaan, markkinointialalla se joka toimi eilen ei pitäisi toimia huomenna.

**Interviewee 3.**

**Title:** Graphic Designer

**Job description in detail:**

Graafinen suunnittelija / Art Director. Hommiini kuuluu graafinen suunnittelu, yritys/web-suunnittelu, osallistuminen markkinointi suunnitteluun ja toetuukseen markkinointimateriaalin muodossa asiakkaille. Toimin jonkun verran asiakasrajapinnassa, mikä tarkoittaa tilata juttuja ja konsultointia jne. Teen yritysgrafiikkaa ja nettileiskoja, messuosastoista käyntikortteihin, ja kaikkea printeistä sähkösiin palveluun.

**Is your job (description) creative?**

On. Siksi oikeestaan, että aina kun lähdetään tekeen, on tyhjä pöytä, tyhjä kanvaasi mihin tehdään se visu. Asiakaspalaverissa saatu info ja asiakkaan toiveet josta pitää luoda toteutus.

**If not what is it?** Tietysti siihen kuuluu kaikki hallinnolliset jutut, tuntikirjaukset ja laskutus. Projektinhallintaa, luovaa ongelman ratkaisua mukana, mutta vähemmän luovaa, enemmän loogista, koska siinä on se tietty kaavamaisuus.

**Percentage in shares / other ownership in the firm / how would you describe your ownership?** Omistajajäsen, 5 %, vielä vähän vaiheessa tämä osakeohjelma, pitäisi saada loputkin paperit kuntoon asiasta.

**How would you define the strategy of your organization?**

Olemme kasvavien ja kehityshakuisten Pk- yritysten markkinointi- ja mainontakumppani. Nimenomaan auttamme liiketoiminnan saralla ja markkinoinnin ja luovan konsultoinnin saralla. Strategia on auttaa asiakasta kehittymään ja kasvamaan markkinoinnin keinoin.

**What are the best sides to your work?**

Luovuus, teoriassa ainakin saan toteuttaa itseäni. Pääsen näkemään oman käden jäljen, pääsen auttamaan asiakkaita siinä missä koen olevani hyvä eli graafisella puolella. En ole sillain kytköksissä tiettyyn aikaan tai paikkaan, fyysisesti voin melkein olla missä vaan. Meillä on hyvä tiimi, paljon ihmisten kanssa tekemistä, useasti ihmiset ratkaisee useasti onko sitä jotain kiva tehdä.

**What are the worst sides to your work?**

Liukuva työaika, jouston tarve on välillä suunnaton. Projektin hallinnan haasteet, kun ollaan tuotannon päässä. Aikataululliset paineet ja ikuinen kiire, semmoinen multipallottelu, aina asiakkuuksia vähintään 5-20 päällekkäin. Kun on monia eri toimialoja päällekkäin, aiheuttaa paljon hälyä päähän. Vaikee koota ajatuksia ja pitää asiakkuutta oikeella luomalla. Asiakkaat on vaativia tietysti ja useasti laatu kärsii kiireestä. Useasti joutuu kompromissiin aikataulun kanssa, kokisin että itsessä olisi enemmän mahdollisuuksia enkä koe pääsevänsä käyttään niitä. Asiakkuuksia ei pääse valitsemaan. Palkkaus, saisi olla motivoivampaa suhteessa tavoitteisiini ja vastuisiin. Graafista puolta ei arvosteta yhtä paljon kun muuta korkeakoulualaa.

**Do you get enough salary / monetary reward?**

En saa, palkka pitäisi olla korkeampi.

**What are the factors that best motivates you?**

Onnistumiset. Kun oikeesti onnistuu jossain. Raha motivoi mua, se on itseasiassa isokin ja tärkeä osuus. Jos pääsen toteuttamaan itseäni, sillä ydinosaamisalueellani, pääsen kehittämään sitä ja koen siitä tyydytystä, että saan tehdä sitä mistä tykkään tehdä ammattillisesti. Oikeanlaiset ihmiset, aikataulut, resurssit ympärillä. Avoin, rento työilmapiiri on yksi, ja että ihmiset on balanssissa ja heidän kaikkien osaaminen ja sitä osataan hyödyntää, että olisi aikaa tarpeeksi tehdä sitä työtä. Ihmisiä, rahaa ja välineitä, niin että se homma sujuu. Rakenteet, semmoinen ympäristö mikä motivoi, irrotteleenkin ehkä vähän, perus turvallinen fiilis firmassa, tietynlainen vakaus. Vähemmän epävarmuutta ja enemmän vakautta.

**Do you have those motivating factors in the organization you work now?**

Toimii ja ei. Ihmiset ja osaaminen on hyvä. Ehkä se resurssointi on tällä hetkellä ongelma, osataan tuoda asiakkaita meille, mutta se miten siitä suoriudutaan. Mitä me koetaan siinä välillä. Resurssointi voisi olla toteutettu erilailla. Projektinhallinnassa ja resurssoinnissa on mielestäni isoja haasteita. Friikku helpottaisi tai joku jatkuva resurssi, joka olisi käytettävissä. Yksi tai jopa kaksi ihmistä lisää taloon graafiselle puolelle. Ei tehostaa vaan laajentaa.

**What are the incentives that make you want to give in an extra effort in your organization?**

Hyvä yhteishenki, sä koet että olet tilivelvollinen kaikille. Tavallaan sitä kautta että ollaan yhdessä samassa suossa ja lirissä. En ikinä anna puolittaista, jos on aikaa ja rahkeita ja motivaatio. Mistä se motivaatio tulee, se ei tuu siitä kiireestä. Se tulee rahasta, julkinen tunnustus myös, mutta se ei oo se pääasia. Olis siistiä, vaikka et voittaa jonkun kilpailun ja saa nimensä johonkin. Että olen aidosti siinä asiassa kiinni, esimerkiksi oma firma, teen itselle. Nyt teen itselle ja muille, meillä on se tiimi sitä kautta tulee se. Ja nyt tietenkkin myös toi osakkuus auttaa motivoinnissa, kun edes osa firmasta on tavallaan omaa. Kuitenkin se millain siinä on vastuut ja velotteet on ihan eri osassa kun omassa firma. Fiilispohjalta tekeminen, se mikä motivaation rakentaa on kunnossa. Hyvä palaute, saatu hyvä palaute asiakkaalta ja sisäisesti motivoi ihan pirusti. Et sanotaan, nyt ollaan noteerattu et oot tehny asian hyvin. Myös kriittinen on jees aika ajoin ja se rakentaa.

**What are the factors which make you commit to an organization?**

Sitoutuminen on enemmän sellanen tunne, että saan onnistumisia, oon ammatillisesti hyvillä raiteilla, menossaoikeeseen suuntaan. Samaistuun firman visioon, jos en pysty sitoutuun. Yhteisten visioiden ymmärtäminen ja yhtämielisyyys, että ollaan tiimin kanssa yhtä. Sitoudun mieluummin yritykseen missä on hyvät ihmiset ja asiakkaat. Ihmisiltä saatu palaute on iso juttu. Rehellisyys ja avoimuus kaikessa.

How would you describe committing to an organization / What does it mean to you?

Tunteen kautta saavutat niitä asioita mitä sulle on määritelty, ei sillä että joku käskee vaan se on tunnepohjanen juttu. Saat ittelles siitä jotain ja pääset antaan itsestäs jotain. Yleensähan sitoudut kaikkeen sellaseen mitä tykkäät tehdä.

**Describe the best attributes in leadership?**

Johtajalla pitää olla tunneälyä. Muut huomioon ottava sosiaalinen tyyppi, tietynlaista päämäärätietoisuutta, visiota ja johtamisen viettiä, se tulee veristä. Ei oo vaan annettu tehtävä, vaan että se on luonteessa ja ilmeessä. Mä tarviin sellaisen johtajan itse, sitten on helmpomi tehdä töitä. Joka on osallistava ja demokraattinen sellaista arvostan suuresti. Pitää olla myös vastuuntuntoinen yrityksestä, ihmisten jaksamisesta ja pätevä. Ns. oppinut ja elämän viisas, hyvät ihmistaidot omaava ja jonkun verran kokenut elämän myllyjä, että on ihmisenä kypsä. Sellainen, joka on hyvä kuunteleen.

**What attributes do you best respond to?**

Antamalla kiitosta, jos koen tekevänä hyvä duunia, että asiakkaatkin tietää se , ettei mua mitätöidä. Positiivinen palaute, myös tekemisen huomioiminen ei ainoastaan negatiivisessa mielessä. Demokraattisuus, vaikka johtajalla on päätäntävalta, se että kysytään myös muilta. Pääsee edes sanoon oman mielipiteen, ei kovin hierarkiseen vaan keskustelemaan ja neuvottelemaan. Ja tunnealyyn, empatiakykyä pitää olla jonkun verran. Ihmisläheisyyttä pitäisi myös olla. Selkeät tavoitteet ja päämäärät, mun pitää tietää mitä mä olen tekemässä. Sellainen turvallinen tyyppi.

**How does the leadership work at your work place?**

Aika jees, meillä on vaihtunut johtoasetelma tuoreesti, ja se on aika liikkuvalla maaperällä. Nyt meillä on johtaja, jolla on monta rautaa tulella itsellä, se valitettavasti näkyy. Johtajalta odotettaisiin myös enemmän sitoutumista meihin. Muut puolet sieltä täältä kunnossa, kuunnellaan kyllä mielipiteitä, osataan olla demokraattisia ja olla jämäkkiä. Tietynlaiset katvealueet, mitä johtajan tulisi nähdä, meidän johtajalla valitettavasti on näitä. Johtuu varmaan liian kovasta vauhdista. Ei ehkä motivaation puutteista, vaan tietyt asiat motivoi enemmän kuin arkipäiväinen tai täyspäiväinen johtaminen. Mainostoimistossa, täällä on niin monta toimialaa, paljon nopeita tilanteita, nopea reagointi on hyvä, mutta jatkuvuus ei ole hyvä. Luotettavuus ei ehkä ole myöskään meillä jatkuvaa.

**Are there some improvements you would suggest?**

Nykyinen toimari, voitko vaan tehdä kaikki muut projektit läpi ja tulla tekeen vaan toimarin duunia ☺. Pitäisi saada sellainen ihminen, joka pystyy antaan 110% siihen että saa firman kehittyyn ja meneen eteneväin. Voi olla että kehityssuuntaa on mietitty vuosi, mutta sitä ei vain ole ilmaistu ehkä ääneen. Että kuunneltaisi jokaista työntekijää erikseen, kaivettais esiin, mikä jokaista henkilökohtaisesti motivoi ja annettais sitä. Esim. toi kiitosasia, ketään ei varmasti haittaa saada positiivista palautetta. Johtamismalli olisi sellainen, että ollaan siinä ihmisen tasolla.

**Do you feel creative work should be lead in a certain way?**

Joo, koska kun ei puhuta kaavamaisesta tekemisestä pitäisi antaa vaihtoehtoja polkuja, antaa ihmisten harhailla välillä. Tehdä niitä asioita omalla tavalla ja antaa vapaus. Tiukka aikataulutus ei toimi, koska luovuus ei toimi sillain. Mennä luovuuden ehdoilla. Vapauksia kalenterointiin, eikä liikaa ennalta määritellä tiettyjä asioita. Hyvä briiffi pitää tietty olla, se on johtamisessa tosi tärkeitä, koska meille graafikoille se riiffi on henki ja elämä. Annettais enemmän narua kuitenkin niin, että tavoitteet ja raamit ovat tiedossa. Saisit toteuttaa itseäsi, tehdä aikatulurungon niin, että virkistytymiseenkin olisi mahdollisuuksia.

**If you could do three improvements in the leadership / internal processes of your organization what would they be?**

Kiinnittää aikataulukseen erityisesti huomiota. Uusi toimitusjohtaja. Resurssointiin muutoksia, se pullonkaula on nyt graafisella puolella. Enemmän yhteisoimintaa, firman sisäistä virkistystä, esimerkiksi kahvitaukoja, nyt kaikki on vaan niin kiireisiä. Saadaan ehkä uudet tilat, mutta työtilat pitäisi olla paremmat, koska se vaikuttaa niin työmukavuuteen.

**Interviewee 4:**

**Title:** Content Planner

**Job description in detail:**

Markkinoinninsuunnittelu, sisältösuunnittelu, asiakkuuksien johtaminen ja -hallinta.

**Is your job (description) creative?**

On. Ei sitä muuten vois tehdä täältä kallioilta, unissaan tekee ja välillä ei tee mitään. Pakollakin vaatii luovuutta. Kova työ vaatii kauheesti rationaalistakin tuki. Koko ajan kyseenalaistaa, mitä me ollana tekemässä, miksi se tehdään ja lasketaan kannattavuuskaskelmia onko se todella järkevää.

**Percentage in shares / other ownership in the firm / how would you describe your ownership?**

Hallituksen jäsen ja kaikki liiketoiminnan kehittäminen ja tietyntason operatiivinen johtaminen.

**How would you define the strategy of your organization?**

Road to market, development partner, creative partner, marketing partner. Kasvaville ja kehittyville PK- yrityksille, jotka janoaa perusteltuja markkinointiratkaisuja ja tuloksia.

**What are the best sides to your work?**

Vastuullisuus, vaikuttamismahdollisuudet, se että pystyt mahdollistaan ihmisille elämänkulkuja, monipuolisuus, ja se etet koskaan voi olla valmis.

**What are the worst sides to your work?**

Välillä ylitsevuotava sesonkikausi, projektihallinta, vaikea aikatulutus. Mut ne ei oo työn huonoja puolia vaan johtajuuden haaste. Arviointikyky asiakkaan hankinnassa. Määrittelemättömyys. Markkinointi on osittain ihmistiede ja osittain taloustiede, tavallaan tasapainon löytäminen, kumpaa näkökulmaa käyttäisit, nyt myyt kaikkee. On osattava kaikki.

**What are the factors that best motivates you?**

Onnistumiset. Asiakkaat jotka innostuu. Tiimi, älykkäät ihmiset, aina ei tarvi selittää juurta jaksaa. Itseäni viisampia ihmisiä ympärillä ja mahdollisuudet. Älykkyys millä innostus kanavoidaan.

**Do you have those motivating factors in the organization you work now?**

Toimi ja ei Toimi. Toiset innostuu, mut ei älyä kanavoids sitä konkretiaan.

**What are the incentives that make you want to give in an extra effort in your organization?**

Tärkein se ettet tee yksin sun työtä. näet muutoksen tapahtuvan myös käytännössä, aistit eikä jää vaan muutoslöpinäks. asiakasportfolion kehittyminen, sisäisen auktoriteetin lisääntyminen. yritysostot mihin se konkretisoituu, deeperillä pikkudeepereitä, omia liiketoimintayksiköjä, jotka tekee tulosta. pitkän tähtäimen tavoitteet. esite vastaan ostopäätös.

**What are the factors which make you commit to an organization?**

Kun se on itsensä luoma, ollut sitä synnyttämässä, oot itse saanu määritellä arvopohjan. Miten sillä voi menestyä ammatillisesti, mahdollistaa uramahdollisuuksia mulle ja mun perheelle.

**How would you describe committing to an organization / What does it mean to you?**

Tämän motivoituneempi ei voisi olla.

**Describe the best attributes in leadership?**

Että on sopusoinnussa itensä kanssa, kaikki mitä tekee kumpuaa omasta hyvästä olost. On siedettävä tosi kovaa tunnepainetta, ymmärrettävä ettämonestijoku purkaus on vain tunnetekijä. Pitkäkatseisuus, pitää osata tulla alas puusta ja metsästä yksittäisen puun luokse, nähdä miten se kasvaa, mutta silti nähdä koko metsä. Pitääosata aikajohtaminen, porjektijohtaminen, ne ovat välttämättömät taidot. Myös kyky pyytää apua ja myöntää heikkoudet

**What attributes do you best respond to?**

Kun annetaan tavoite ja saan ratkaista miten mä meen sinne. Rajat myös motivoi, aikatulut ja budjetti, pystyy hörhöileen, mut pitää pystyä laskuttaankin.

**How does the leadership work at your work place?**

**Are there some improvements you would suggest?**

**Do you feel creative work should be lead in a certain way?**

**Do you have some experiences of this?**

**If you could do three improvements in the leadership / internal processes of your organization what would they be?**

**Are there some problems or issues concerning the leadership in your organization?**

**How would you solve them?**

Toimariasia päätökseen, vanha siis pois ja uusi tilalle.

Oma markkinointi tälle vuosikymmennelle. Se tulee vaan ammattiyhpeyden ja henkilömarkkinoinnin kautta. Se pitäisi tehdä heti!!!!

Työkalut, dokumentointi, systematisointi, prosessikuvaus, palvelukuvays, matskut kaikki nämä ajantasalle.

**Interviewee 5:**

**Title:** Teknologia suunnittelija.

**Job description in detail:**

Tekninen tuki omalle henkilöstölle ja asiakkaille. Asiakkaan markkinointiin liittyvää suunnitellua, myyntiä, asiakaspalvelua, toimintasuunnittelua. Yleismies Jantunen. Sähköpostiin vastailusta koostuu eniten ;). Eniten koostuu siitä, kun miettii miten asiakkaiden liiketoiminnassa pystytään hyötyyn millä käytännön toteutuksella he oystyy saamaan oman firmansa heidän loppuasiakkaiden tietosuuteen.

**Is your job (description) creative?**

Väitän itse sitä luovaksi. Luovaa siinä on se että osaa nähdä asioiden sy ja seuraussuhteen. Saada aikaan uutta ja luovaa. Laajennetaan luovuuden käsitettä taiteilijoiden ja tällasten näkökulmasta.

**If not what is it?**

Totuttuihin aikasempiin toimintatapoihin liittyviä tiettyjä työtehtäviä. Ohjelmat ja työkalut voi olla rutiinia mut mihin niitä sitten käyttää voi olla luovaa se itse sisältö.

**Percentage in shares / other ownership in the firm / how would you describe your ownership?**

Työntekijä

**How would you define the strategy of your organization?**

Toiminta- ajatus on havaita ja tunnistaa asiakkaita jotka ovat meidän asiantuntijaalveluiden tarpeessa jotka me tuotetaan järkevällä panoksella. Ei apteekin hyllyltä ratkasuita, ne keksitään ja aikasempia toteutuksia soveltaen siinä hetkessä useasti. Toki joukossa on niitä, jonkun verran enemmän pakettiratkasun suuntaan meneviä hommia, räätälöidään aika paljon asiakaskohtaisesti. Voidaan tarjota kaikille kaikkea. Ei oo välttämäti tiettyä selkeesti



asiakkalle viestittyä kärkeä tai ydinjuttu.

**What are the best sides to your work?**

Se kun saa luoda jotain uutta ja saad a aikaseksi ahaa- elämyksiä itselle ja asiakkaalle, sitä kautta saada heidän toimintansa onnistumaan entistäkin paremmin.

**What are the worst sides to your work?**

Tiettyihin ruteeneihin käytettävä aika, jonka vois käyttää johonkin tuottavampaan. Ylimääräiset sähköpostit, asioiden edistämisen kannalta tarpeellisen tiedon odottelu. Miehet on tottunu tähän jo armeija- ajalta. Vois kuvitella et tehottomuudesta olisi jo pyritty eroon työelämästä. Johtuu useasti tiedonkulun katkoksista, ollaan eri aikajänteillä eri yrityksissä.

**Do you get enough salary / monetary reward?** Tulokseen sidottu palkka voisi olla hyvä. Tällä hetkellä palkka ei ole tarpeeksi hyvä.

**What are the factors that best motivates you?**

Vaihtelu, yllätyksellisyys, paine, vaara- tilanteet. Näitä ei tosin tuossa toimistotyössä ei juurikaan ole. Silloin, kun jonkun henki on vaarassa toimin parhaimmillani.

**Do you have those motivating factors in the organization you work now?**

Ei juurikaan. Joskus toivoisi että jopa enemmän olisi.

**What are the incentives that make you want to give in an extra effort in your organization?**

Se että näkee työllä olevan merkittäviä seurauksia. Että se vaikuttaa oikeasti johonkin. Ravinteli Berthan tapauksessa, hyvä työnjälki näkyy konkreetisesti kuinka hyvin niillä on mennyt. Ravintola täynnä asiakkaita, lanseeraus onnistunu alusta asti Tampereen suosituin ravintola, ääretön suosio sosiaalisessa mediassa ennen kuin koko ravintola auki. Päinvastainen vastakohta kuin Ilmastoinfon ohjelmointiprojekti, valtion rahalla haettu palvelu

**What are the factors which make you commit to an organization?**

Työn Merkityksellisyys. Kaikki miten hoidetaan henkilöasiat, käyttäydytään yleisinhimillisesti, toinen toisiaan kunnioittaen, molemmin puolinen arvostus. Miten ihmiset kohtelee toisiaan, team spirit.

**How would you describe committing to an organization / What does it mean to you?**

Kuka tahansa voi ottaa luodin toisensa puolesta. Peruja aikasemmista tehtävistä. Sillon tämä on parhaimmillaan ja siihen vertaa.

**Describe the best attributes in leadership?**

Luotettavuus, kunnioitus, mukaansatempautuvuus, tempaava ote ylipäänsä esimiehellä alaisiinsa.

**What attributes do you best respond to?**

Kunnioitukseen, ja luottamuksen osotukseen molemmin puolin. Tehtävänannoissa tarjota ja pukea ne tehtävät niin että niillä on joku merkitys.

**How does the leadership work at your work place?**

Hyvin matala organisaatio, ei voi varsinaisesti puhua kauheen konkreettisesti johtajuudesta. Kunkin ihmisen oletetaan johtavan itse itseään todella paljon. Ja siitä seuraa ehkä se että

kukin johtaa itseään eri suuntiin ja se aiheuttaa edelleen tehottomuutta hommissa.

**Are there some improvements you would suggest?**

Panostaisin enemmän yhteisen suunnan pitämiseen ja siihen miten niitä tehtäviä suodatetaan , tärkeimmät ensin, ja ne pois mitkä ei motivoi ja ohjaa ihmisiä onnistumiseen ja innostumiseen. Juuret johtaa yleensä siitä mitä palveluita tarjotaan. Et jos tarjotaan kaikille kaikkea, valikoituu sellasia hommia jotka ei ihan niin paljoa innostakkaan.

**Do you feel creative work should be lead in a certain way?**

Kyllä, ainakin mitä mä olen nähnyt. Taiteellisesta puolesta, sellaset ihmiset turhautuvat helposti, pitää suojata siltä. Koska jos kyllästyy, työtehosta ja taidosta ja innosta katoa iso osa.

**Do you have some experiences of this?**

Nykysestä ja parista aiemmasta työpaikasta sekä omista perhesuhteista. Oma isä on taiteilija oon nähny mitä se on hyvässä ja pahassa. Graafinen ala lasketaan taiteelliseksi. Taiteilijoilla on sellasia unitiloja.

**If you could do three improvements in the leadership / internal processes of your organization what would they be?**

1. Karsittu palvelutarjoomaa konkretisoiden se johonkin tarkempiin tuotteisiin. Sitä kautta saa tehostettua myynnistä lähtien kaikkea työnteon portaita.
2. Panoistaisin lisää sen firman oman viestinnän kehittämiseen ja sitä kautta firman itsetunnon kehittämiseen, firmatkin on eräänlaisia persoonia, se on se kolmas työkaveri, se nallekarhu joka istuu tuolilla, silläkin on itsetunto ja identiteetti. Jolla myös on isompi rooli yhä enenevässä määrin. Brändillä on iso ero, jos lähdetään vertaamaan kahta saman palveluntarjoajaa. Ratkaisee myös työnhakumarkkinoilla, työntekijät jos jotkut ostavat sen firman. Jotkut firmat on niitä rokkistaroja joihin halutaan töihin.
3. Firman henkilöstön yhteiseen aikaan panostaminen. Hienoja kaikki reissut mitä tehty porukalla, niilläkin on paljon tehty työasioita ja siellä sitten pyritty muuttaa ja rakentaa sitä työpaikkaviihtyvyyttä ja strategioita. Sen lisäksi vois olla ihmisten bondaukseen käytettävää aikaa, melontaretkiä ja muita yön yli missä ihmiset yhdessä saa pakertaa fyysisestikkien, vesisadetta ja kylmää. Sitouttaa ihmisiä yhteen. graafikko vois tehdä jotain vaikka johtajan roolissa, rakennusinsinööriä, ja sitä kautta ansaita itelleen lisää luottamusta. Siitä tule se onnistumisen tunne.

**Are there some problems or issues concerning the leadership in your organization?**

**How would you solve them?**

Ainakin on vissiin muuttumassa taas tässä syksyn mittaan jos tulee uus toimitusjohta. Sitä kautta äskeiset kolme ehdotusta kuuluu siihen, tai ainakin pitäisi. Mitä siitä johtamisesta seuraa mitä ulostuloja .

**Interviewee 6:**

**Title:** Chairman of the board, CEO

**Job description in detail:** Toimitusjohtaja; myynti, asiakasuhteidenhallinta, henkilöstöstähuolehtiminen, taloushallinta, toimintatapojen kehitys, yhteistyökumppanuudet, strategia.

**Is your job (description) creative?**

On. koko ajan pitäis keksiä jotain uutta kaikkiin asioihin liittyen, toimivampia tapoja tehdä niitä.

**Percentage in shares / other ownership in the firm / how would you describe your ownership?** Perustajaosakas ja toimitusjohtaja.**How would you define the strategy of your organization?**

Kasvattaa haastavissa asemissaolevia PK- yrityksiä paikkansa vakiinnuttaneiksi yrityksiksi. Toimii kehityskumppanina tai markkinointikumppanina, keinoina on hankittu keskitettyä huippuosaamista. Osa-alueet, jossa halutaan toimia, on liiketoiminta, markkinointisuunnittelu, graafinen verkkosuunnittelu ja verkkokaupat.

**What are the best sides to your work?**

Vaihtelevuus, tulosten näkeminen, tiimityöskentely.

**What are the worst sides to your work?**

Rutiinit, kiire, lapasesta lähtevä työmäärä aina välillä.

**What are the factors that best motivates you?**

Haastavat projektit, joissa kuitenkin on onnistumisen mahdollisuus. Tietyllä tavalla se kehittyminen. Saa casen hyvin tehtyä ja saa hyvän palautteen ja siitä se seuraava porras.

**Do you have those motivating factors in the organization you work now?**

Osan kans toimii osan kans ei. Firma on rakennettu vähän liikaa yksilöiden henkilökohtaisista motiiveista käsin ilman kollektiivistä motiivia. Rahalliset kannukset toimii huonosti, monet kannustimet on enemmänkin haasteita, ihmisten motivaatio vaihtelee mistä se tulee ja näissä on paljon haasteita.

**What are the incentives that make you want to give in an extra effort in your organization?**

Firman kehittyminen ja joku asia joka saa uskoon et se kasvaa, et jättää muunkin jäljen kuin kuukausipalkan.

**What are the factors which make you commit to an organization?**

Halu nähdä tuloksia ja kehittymistä ja ihmiset.

**How would you describe committing to an organization / What does it mean to you?**

Kantaa vastuunsa nistä asioista jotka kuuluu itselle tai jotka vois kuulua itselle. Eikä välttele niitä vaikeitakaan asioita.

**Describe the best attributes in leadership?**

Luotettavuus, johdonmukaisuus, kärsivällisyys, mukaansatempaavuus, oikeudenmukaisuus.

**What attributes do you best respond to?**

Selkeä tavoite ja paljon vapauksia.

**How does the leadership work at your work place?**

Are there some improvements you would suggest?

**Do you feel creative work should be lead in a certain way?**

Joo. Luovaan työhön ei sovellu kauheen tiukat systemaattiset kaavamallit, ainakaan koko sen prosessin osalta. Kun on olemassa karrikoiden kahdenlaisia ihmisiä, toiset on parhaimmillaan kun on pikku paine ja toiset täysin jumissa kun on pikkupaine. Niitä ei voi johtaa samalla lailla. Osa kykenee ideoimaan ryhmässä toiset vasta sen ryhmäsessioin jälkeen. Monesti tulee väärässä kohtaa prosessia ne ideat. Briiffi liian useesti kyseenalaistetaan.

**If you could do three improvements in the leadership / internal processes of your organization what would they be?**

Hankkisin uuden toimarin.

Rakentaisin sen organisaation uudelleen , puhtaalta pöydältä. Malli olis hyvin voimakkaasti kollektiivinen idea, firman hyvinvointi edellä.

Yleisellä tasolla keksisin keinot, millä saa rohkeutta ja riskinottoa koko firmaan. Tekisin siitä ensin asinatuntijaorganisaation sitten vasta tulisi myyntiosaaminen.