

# STRATEGIC MANAGEMENT FOR CAMPUS ENTERTAINMENT

Ingrid Stroom

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JYVÄSKYLÄN AMMATTIKORKEAKOULU  
JAMK UNIVERSITY OF APPLIED SCIENCES



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Abstract <p>The importance of strategic management is constantly growing in the business world. The students of JAMK University of Applied Sciences' Degree Programme in Music and Media Management have a unique opportunity to learn the strategy creation process in their Campus Entertainment study environment.</p> <p>The main purpose of this thesis was to explain the strategy creation process and expand the use of strategic management in Campus Entertainment. Though there have been steps taken to use the tools of strategic management in Campus Entertainment, it is still a difficult matter to deal with for the students. The literature review created a theoretical background for the thesis, and by using the method of case study the phenomenon was researched within Campus Entertainment. The thesis analyzed the existing Organizational Strategy documents in order to give an overview of the current situation.</p> <p>By combining the information gained from the analysis and literature review the objective of this thesis was reached. As a result of the thesis, a Campus Entertainment Organizational Strategy guideline was created to help the future Management Teams to create the document for an Organizational Strategy.</p>		
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# 1 INTRODUCTION

*“Without a strategy, an organization is like a ship without a rudder, going around in circles. It’s like a tramp; it has no place to go.”*

Joel Ross & Michael Kami

This thesis concentrated on the strategic management side of Campus Entertainment, a student company for the students of JAMK University of Applied Science’s Degree Programme in Music and Media Management. The first organizational strategy plan was developed in Campus Entertainment in autumn of 2009. Though the topic of strategic management has been widely researched, the students seem to be having difficulties formulating the strategy. The idea of the thesis was inspired by the growing need of implementing strategic management in the entertainment business, and also by the ambition to make the strategy creation process in Campus Entertainment easier.

The author of the thesis acted as the CEO of Campus Entertainment during the academic year of 2009/2010 and is therefore familiar with the challenges the management team members are facing while planning the organizational strategy. The author of the thesis was also leading the creation of the first Organizational Document.

The thesis consists of five parts. The first part, Introduction, introduces the topic, the background of the researcher and the phenomena of strategic management in Campus Entertainment. The second part, Literature review, provides the theoretical background of the thesis. It introduces the basic concepts of strategic management, strategy creation and gives an overview of Campus Entertainment. The third part describes the choice of methods and

methodology and explains the research problem. The results of the research project are analyzed in the fourth part. The conclusions and recommendations are given in the fifth part.

## 2 LITERATURE REVIEW

### 2.1 What is Strategic Management?

Strategy can be defined in several ways. Oxford Advanced Learner's Dictionary (1995) defines strategy as a plan designed for a particular purpose or the process of planning something or carrying out a plan in a skilful way, or the art of planning and directing military activity in a battle or war. Doyle (1994), on the other hand, defines strategy as a set of decisions taken by management on how the business will allocate its resources and achieve sustainable competitive advantage in its chosen markets.

Due to globalization, strategic management has become an increasingly important way to track international developments and position a company for long-term competitive advantage. (Wheelen & Hunger, 2006) According to Smith et al. (2002), there are different types of strategies: marketing, corporate, operational, product, distribution, marketing communications, branding, human resources, advertising and environmental. Wheelen and Hunger (2006) see strategic management as a set of managerial decisions and actions that determine the long-term performance of an organization. It consists of environmental scanning (external and internal), strategy formulation, strategy implementation and evaluation and control.

Environmental scanning requires the organization to collect information about the current situation. (Wheelen & Hunger, 2006) One widely used tool to assess the current situation of a company is to perform a SWOT analysis (strengths, weaknesses, opportunities and threats). (Ferrell & Hartline, 2010)

Strengths and weaknesses reflect the internal factors of the company and cover the financial perspective and resources, human resources, production facilities, capacity, market share, customer perceptions, product quality and availability, and organizational communication. Opportunities and threats describe the external factors and provide information on economic conditions, social trends, technology, market (customers and competition) and government regulations. (Ferrell & Hartline, 2010)

During the strategy formulation the long-term plans are developed. In this stage the mission of the organization is set together with the objectives. Plans to achieve the mission and objectives (strategy) and broad guidelines for decision making (policies) are also set in this phase. (Wheelen & Hunger, 2006) The process of strategy formulation is described in more depth in section 2.1.3.

Organizational strategy is put in action in the phase of strategy implementation. This phase can be broken down to three sections: programs (activities needed to accomplish a plan), budgets (cost of the programs) and procedures (sequences of steps needed to be taken in order to do the job). (Wheelen & Hunger, 2006) The results of the strategy are analyzed in the evaluation and control phase. Based on the results and feedback necessary sections of organizational strategy should be altered and the cycle of strategy begins again. (Wheelen & Hunger, 2006)

A similar approach to strategic management is described by Dess and Miller (1993) who divide the strategic management process into three major interrelated activities: strategic analysis, strategy formulation and strategy implementation. Strategic analysis corresponds to the environmental scanning



phase as explained by Wheelen & Hunger (2006), strategy formulation and implementation phases are exactly the same in both cases.

Strategies exist on different levels within an organisation. Johnson et al (2008) describe two levels: corporate strategy and business strategy. "Corporate level strategy is concerned with the overall purpose and scope of an organization and how value will be added to the different parts (business units) of the organization." On the other hand the "business level strategy is about how to compete successfully in particular markets". The term "organizational strategy" is also often used and it describes the same general topic as the term "corporate strategy".

## **2.2 Benefits of strategic management**

The benefits of strategic management are both financial and non-financial. According to Fred (2011), the basic benefit of strategic management has helped organizations create sound strategies by using the more logical, systematic and rational approach to strategic choices. In other words, it gives the organization a more proactive role in its own future.

As the strategic management defines the mission, vision and objectives of the organization, it will help the entire company to achieve the mission as there is a defined goal to work for. In addition to this, communication and motivation can be improved as the employees see themselves more involved with the organization and are willing to make a greater commitment to it. (Fred, 2011)

The financial benefits of strategic management can be seen in the improvement of sales, general profitability and productivity. As a result of

good strategic management, the organization is able to achieve the mission and objectives of the company, while the profits will come naturally. (Fred, 2011)

Objectively defined management problems, improved understanding of competitors, reduced resistance to change, encouraged strategic thinking, improved communication among employees and managers are considered to be the non-financial benefits of strategic management by Fred (2011). Another benefit would a framework for the organization to coordinate and control the activities.

Kontes (2010) divides the benefits of strategic management into two categories: soft and hard benefits. Soft benefits include extensive improvements in transparency and the quality of decision making and communication. Hard benefits on the other hand can be seen as improvements in the company's financial performance and resource strength versus the competition.

## **2.3 Creating an organizational strategy**

There are various methods used to create a strategic plan for an organization. According Wheelen & Hunger (2006) strategic management consists of four basic elements: environmental scanning, strategy formulation, strategy implementation and evaluation. A similar approach is explained by Smith (2003) who has created the SOSTAC-planning method which is mainly used for creating marketing strategies. However it is also suitable for building organizational strategies.

The SOSTAC-method consists of the following stages:

S = Situation Analysis (where is the organization now?)

O = Objectives (where does the organization want to go?)

S = Strategy (how is the organization going to get there?)

T = Tactics (what are the strategic details?)

A = Action (how is the plan implemented?)

C = Control (measurement, monitoring, reviewing, updating and modifying)

Smith et al (2002) describe the stages in depth as follows:

Situation Analysis requires the organization to consider how they perform in the markets and find their distinctive competitive advantages. The organization also has to revise distribution and communication channels used. It is also important for the organization to be prepared for unexpected turns of business and the key issues that affect the organization's future must be identified.

The Objectives stage is used to create or revise the mission and general objectives of the organization. These objectives also include the marketing and communication objectives as well as the objectives for business development possibilities. There should be both long and short term objectives. One of the key aspects to pay attention to in this stage is ascertaining that the objectives are practical and measurable; they have to be timed, actionable, reasonable, measurable and with numbers.

A strategy can be prepared for several purposes depending on the objectives set in the previous stage. In other words, the strategy has to describe how the objectives will be achieved. Tactics will describe the strategic details. It should

explain which tools are going to be used and how. In case of marketing strategy, tactics relate to marketing communication.

The Action Plan stage requires the organization to decide what steps are required to put each tactical tool in action. The Action Plan will explain the resource allocation, so that it would be clear who is responsible for which task and when they will be performing their tasks. This stage also requires setting the key performance measurements.

The Control stage means that the organization evaluates whether the set objectives are being achieved or not. This is done by using performance measurements. The frequency of the measurements has to be decided in this stage as well. In a case where the set objectives are not being achieved, the organization has to adjust its operations and revise the strategies, tactics or actions.

It is suggested by Smith et al (2002) to add the three M's which would indicate the key resources into SOSTAC. The three M's stand for men, money and minutes. The term Men means people and their expertise and abilities to fulfil different tasks. Money means budgets and minutes are time schedules and deadlines.

The following table gives an overview of the differences and similarities of the different stages in the methods described before in this thesis:

	<b>Wheelen &amp; Hunger method</b>	<b>Dess &amp; Miller approach</b>	<b>SOSTAC- planning</b>
<b>Stage 1</b>	Environmental scanning	Strategic Analysis	Situation Analysis
<b>Stage 2</b>	Strategy formulation	Strategy formulation	Objectives Strategy Tactics
<b>Stage 3</b>	Strategy implementation	Strategy implementation	Action
<b>Stage 4</b>	Evaluation	Evaluation	Control

Table 1. Comparison of stages in strategy creation.

## 2.4 Campus Entertainment

Campus Entertainment is a student company for the Degree Programme in Music and Media Management students of JAMK University of Applied Sciences. It aims to educate professionals for the entertainment industry by producing events and services. (Campus Entertainment Handbook, 2011)

JAMK University of Applied Sciences is a higher education institution located in Jyväskylä, Finland. In the Finnish higher education system the universities of applied sciences are oriented towards working life and offer education based on its requirements. JAMK University of Applied Sciences has approximately 8000 students out of whom 2500 are international students. The Degree Programme of Music and Media Management belongs to the School of Business and Services Management. (JAMK University of Applied Sciences, 2012)

The students of the Degree Programme in Music and Media Management in JAMK University of Applied Sciences obtain knowledge of international business frameworks and management. The general business and management concepts are taught together with the routine of strategic decisions in marketing, business economics and managerial processes. (JAMK University of Applied Sciences, 2012)

Campus Entertainment is a compulsory part of the curriculum for two academic years. The learning environment of Campus Entertainment resembles a production house. As JAMK University of Applied Sciences emphasises the importance of learning the practical side, Campus Entertainment gives the students a chance to unite their theoretical knowledge with the practical experience required to produce events and services within the field of culture, media and music. (JAMK University of Applied Sciences, 2012)

As Campus Entertainment functions within the Degree Programme of Music and Media Management in JAMK University of Applied Sciences, the overall rules of the university and the degree programme are being followed in Campus Entertainment. Though the students lead the company, they report to the Head of the Degree Programme as well as to the supervisors.

The idea of Campus Entertainment was developed by Ruusunen (2007) in spring 2005. The example of Rookie Entertainment in the partner school Inholland University of Applied Sciences in Netherlands was used. Campus Entertainment became a part of the Degree Programme in Music Management curriculum in JAMK University of Applied Sciences in autumn 2005. The first

version of Campus Entertainment Handbook was developed by Ruusunen as his Bachelor's thesis.

Campus Entertainment uses the matrix type of organizational structure. The company is led by a management team, which consists of advanced students, and the work is carried out in project teams consisting of 5-10 people. A project team is formed of a team leader and branch officers. The students are assisted by their course tutors/teachers, who provide help and advice if needed. (Campus Entertainment Handbook, 2011)

The duty of the Management Team is to lead and manage the project teams, supervise the process and help with the various tasks that might arise. The CEO is in charge of the Management Team, and each Management Team member is responsible for a branch assigned to him/her. The positions in the Management Team are Content, Communication, Financial & Legal, Marketing, Sponsorship and Human Resource Manager. (Campus Entertainment Management Team Handbook, 2011)

During the academic year, the Management Team has to deliver the Campus Entertainment Organizational Strategy, feedback and analysis on Project Proposals, Project Plans and Final Reports. In addition to that, the Management Team is responsible for updating the Campus Entertainment Handbook and Management Team Handbook in order to fulfil their obligation to pass on the information to the following generations of Campus Entertainment. The Communication Manager is also responsible for overseeing the Communication Guidelines. (Campus Entertainment Handbook, 2011)

Campus Entertainment Handbook (2011) states three perspectives for quality and success: creative, organizational and financial. The creative perspective concentrates on brand building and the quality of implementation. The organizational perspective aims to create a link between the company and the entertainment industry. The financial perspective states the minimum goal for the financial side and that is to break even. Overseeing the fulfilment of those perspectives is primarily the responsibility of the Management Team.

## **2.5 Organizational Strategy in Campus Entertainment**

The first Campus Entertainment Organizational Strategy was created during the academic year of 2009/2010. Despite three Organizational Strategies, there is no guideline for the Management Team on how to create the Organizational Strategy, and the structure of the document has not been explained anywhere either. However, all three Organizational Strategies follow similar structure to the first Organizational Strategy. Creating the guidelines and document structure for an Organizational Strategy in Campus Entertainment was the aim of this thesis.

The Organizational Strategies of the academic year 2009/2010 and 2010/2011 follow exactly the same structure where the Organizational Strategy consists of five sections: Introduction, Mission, Vision, Objectives and Action Plan. In the Organizational Strategy for the academic year 2011/2012 the section of Action Plan has been removed but the rest of the structure has remained the same.

The Introduction section in all three Organizational Strategy documents has remained the same. It briefly describes the purpose of the document and



states that it is the task of the Management Team to monitor and update the strategy.

Mission and Vision statements have gone through changes every year. The mission statement for the academic year 2009/2010 is as follows:

To provide a learning environment for the students of the Degree Programme in Music and Media Management in project work as well as organizational and managerial behaviour by producing events and services in the field of music and entertainment industry.

The mission statement for the academic year 2010/2011 is as follows:

To serve the Degree Programme in Music and Media Management in educating professionals for the entertainment industry.

The mission statement for the academic year 2011/2012 is as follows:

Campus Entertainment is a learning environment where the students of the Degree Programme in Music and Media Management can apply their current studies in practice. Campus Entertainment is a safe environment to create new ideas and concepts for the entertainment industry in a monitored setting.

Though the wording of the Mission statement has changed drastically every year, the main point of the Mission statement has remained the same: to be a practical learning space for the students of the Degree Programme in Music and Media Management.

The changes in the Vision statements have been smaller compared to the changes in Mission statements. Mainly the sentences have been rephrased but the meaning remains the same. This tendency can also be seen in other parts of the Organizational Strategy. In the objectives section there are also changes in the order of objectives but this has no effect on the quality of the Organizational Strategy.

One of the main objectives for Campus Entertainment is to launch (objective in 2009/2010 and 2010/2011) or implement (objective in 2011/2012) all projects during the academic year. Compared to the previous years, the Management Team of academic year 2011/2012 has opened up the objectives more and explains in which circumstances the projects can be cancelled and how the cancellation has to be dealt with. The other objectives (customer, financial, research & development, future employment) have remained roughly the same, and the changes can be seen in improved language and grammar.

The Organizational Strategies for 2009/2010 and 2010/2011 cover the Action Plan, which is entirely missing from the Organizational Strategy for 2011/2012. The Action Plan states the activities on which the Management Team has to concentrate in order to succeed. These activities include planning, instructing and supervising, developing, monitoring and evaluating. The activities are opened up and the responsible people for the activities are stated.

## 3 IMPLEMENTATION OF THE PROJECT

### 3.1 Methodology & method

Qualitative methodology was used in order to achieve the research objective of this thesis – to analyse and advise the use of strategic management in Campus Entertainment. In qualitative methodology the researcher studies the subject in its natural setting. Case studies and personal experience are used in qualitative research to describe routine and problematic cases in the research object. (Thomas, 2003)

The method of a case study was used in this thesis in order to understand the complex issue and give an opportunity to add to the existing knowledge and research. According to Saunders, Lewis and Thornhill (2003), the case study method is used because it can answer questions “*why?*” as well as the “*what?*” and “*how?*” questions. However, the “*what?*” and “*how?*” questions tend to be more the concern of the survey strategy. The case study method is often used to determine the benefits of various tools to different organizations.

### 3.1 Research set-up

The students of the Degree Programme in Music and Media Management in JAMK University of Applied Sciences are taught about strategic management in the compulsory course of Strategic Music and Media Management which is offered to the students during the autumn of their second academic year. (JAMK University of Applied Sciences, 2012) The Management Team of

Campus Entertainment is formed during the autumn of second year students. Though the basics of management are taught during the autumn of the first year, the Management Team members do not have a solid theory taught to them about strategic management. However, the Course Tutors do conduct a crash course in strategic management to the Management Team and provide support and feedback for the students when they are working on the organizational strategy.

Campus Entertainment staff, including the Management Team changes every academic year. This makes evaluating, changing and following the organizational strategy difficult as it should concentrate on a longer time span than just one academic year. However, the students should learn about long term strategic planning and therefore it should not be removed from the tasks of the Management Team.

Despite the fact Campus Entertainment has existed since the academic year 2005/2006, the strategic management approach was first used during the academic year of 2009/2010 when the first Organizational Strategy was created. The following Management Teams have kept the structure of Organizational Strategy roughly the same and used the first version as a guideline.

The Campus Entertainment Handbook and Campus Entertainment Management Team Handbook give a solid overview of how the company should function, what documents are produced and when and how they are used. Section 4 of the Campus Entertainment Handbook gives an overview of the documents and stages, and as appendices to the Campus Entertainment Handbook guidelines for the documents are provided. Though there are

guidelines for all documents, there is no guideline for the document of organizational strategy.

The guideline for the Organizational Strategy should state the general framework of the document but also explain how to assess the strategy and make changes in it. As there are previous versions of Organizational Strategy to Campus Entertainment, the students should be able to know how to evaluate their current situation and how to make changes in the Organizational Strategy so as to make it coherent with the current status and the objectives of the year.

The author of this thesis acted as the CEO of Campus Entertainment during the time of creating the first Organizational Strategy and is therefore, aware of the difficulties of creating the strategy for Campus Entertainment. It was evident while creating the Organizational Strategy that the following years' Management Teams had to improve the document and create a more in-depth Organizational Strategy for Campus Entertainment.

The Organizational Strategy structure for Campus Entertainment created in fall 2009 was based on an online study conducted by the author of this thesis. Creating the Organizational Strategy took approximately two and a half months during which the Management Team was also responsible for overseeing the company and supervising the project teams.

One of the key challenges for the Management Team of 2009/2010 with the Organizational Strategy was creating a structure that would suit to a hectic study environment. The author of this thesis found several examples of organizational strategies. However, copying their full structure for Campus

Entertainment did not look feasible. Several important sections were dropped for the reason that they were too difficult for the students in Campus Entertainment. A SWOT analysis was made by the Management Team but the reasons for leaving it out of the final version have been forgotten by the Management Team members.

The Management Team of 2009/2010 consisted of experienced students of whom many had previous work experience in leading projects. Despite the experience and knowledge, the author of the thesis struggled with the Management Team to make a difference between the tactics, action plan and strategy. As the Organizational Strategy was created for the first time that year, the Management Team decided to create a pilot document and use only those sections of organizational strategies found in literature that were easy to cover. It was also thought that the up-coming Management Teams will continue to improve the document and add the missing sections. However, this was never communicated to the up-coming Management Teams, and therefore these sections have remained missing in the Campus Entertainment Organizational Strategy.

The main focus of this thesis was to expand the use of strategic management in Campus Entertainment and create a guideline for an Organizational Strategy document in the same way there are guidelines for the other documents produced in Campus Entertainment. As a result of this thesis, it should be easier for the students in the Management Team to create the Organizational Strategy document.

Based on personal experience, the author of the thesis began the process of the research project by familiarizing herself with the literature on strategic

management. This gave a thorough knowledge of how an organizational strategy document should look like and what it should consist of. In addition to that, it gave the opportunity to read and analyze the existing Campus Entertainment Organizational Strategies. The results of the analysis are explained in section 2.2.1 of this research project.

Using the theory learned from the literature review, personal experience and knowledge, and from the results of the analysis, the guidelines for an Organizational Strategy in Campus Entertainment were created. The guidelines are added to this research project as Appendix 1: Campus Entertainment Organizational Strategy Guidelines.

## 4 RESULTS OF THE RESEARCH PROJECT

As a result of this thesis the guidelines for Campus Entertainment Organizational Strategy were created. The guidelines will be added to the Campus Entertainment Handbook and Campus Entertainment Management Team Handbook at the end of academic year 2011/2012.

Though strategic management is a prominent topic in business studies, Campus Entertainment has started to use it rather recently. During the implementation of this thesis it became clear that despite the existence of Organizational Strategy documents in Campus Entertainment, there was no guideline created for the document. In addition to that, the Campus Entertainment Handbook and Campus Entertainment Management Team Handbook did not explain the importance and need of creating Organizational Strategy.

When creating the guidelines, the SOSTAC-planning method described earlier in the thesis was used. As Campus Entertainment is a study environment, the main aim is to educate the students/staff members. Therefore using SOSTAC-planning was deemed to be the best choice for strategy creation as it is often used for creating marketing strategies as well.

The sections of the Campus Entertainment Organizational Strategy guideline directly reflect the stages of strategy creation described in the section 2.1.3 of this research project. The guideline also stresses the importance of looking into the strategic goals of JAMK University of Applied Sciences and gives recommendations on literature to read.



Revising and updating the Campus Entertainment Handbook and Campus Entertainment Management Team Handbook is the task of the Management Team. Therefore the Management Team of academic year 2011/2012 has been advised to update the Handbooks to include the Organizational Strategy as a required document and add the guidelines created during this research project to the Campus Entertainment Management Team Handbook as an appendix. The result of this research project will be taken in use by the Management Team of academic year 2012/2013 and it will be directly beneficial when revising and updating the Organizational Strategy.

## 5 DISCUSSION

A strategy creation process is difficult for the students and they will face challenges when creating an Organizational Strategy in Campus Entertainment. As described earlier in section 3.1, the Management Team students do not have full theoretical knowledge about strategic management as it is taught to us at the same time. It is important for the course supervisors to support the strategy creation process. The students, on the other hand, have to acknowledge the need of familiarizing themselves with the strategy creation process and use the opportunity to learn it.

The field of strategic management is widely researched, but in terms of Campus Entertainment there is room for developing the thesis further. One of the key challenges with strategic management is communication. The Management Team has to communicate the Organizational Strategy to the entire company and the ways of improving this communication should be developed further.

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# APPENDICES

## APPENDIX 1: CAMPUS ENTERTAINMENT ORGANIZATIONAL STRATEGY GUIDELINES

Organizational Strategy should be overviewed and updated by the Management Team at the beginning of every academic year. The Management Team should evaluate the Organizational Strategy in the end of the academic year and reflect the results in their Final Report. The objectives, strategy and action plan should be reflected in the Timeline for Campus Entertainment created in the beginning of the academic year. When revising and updating the strategy the general strategic approaches of JAMK University of Applied Sciences and its units have to be taken into consideration. After the creation of the Organizational Strategy, the Management Team has to communicate it to the staff of Campus Entertainment.

The structure for the Organizational Strategy should be the following:

### **1. Introduction**

This section provides a brief overview of the purpose and contents of the document.

### **2. Mission**

Mission statement defines where the company is going at this stage and the purpose of its existence.

### **3. Vision**

Vision statement defines where the company wants to be in the future.

#### **4. Situation Analysis**

The current situation of the company should be assessed at the beginning of the academic year by the Management Team by performing a SWOT analysis. S and W (Strengths and Weaknesses) are internal (strengths and weaknesses of the company) and O and T (Opportunities and Treats) are external factors.

#### **5. Objectives**

The Objectives clearly state the current situation and what the company wants to achieve. Objectives are specific and measurable. Objectives do not state how they are being reached. Objectives should be created from the customer, internal and financial perspective. There should also be an objective for research and development.

#### **6. Strategy**

The strategy defines the pathway to achieve the objectives.

#### **7. Tactics**

Tactics section explains which tools are used to achieve the objectives.

#### **8. Action Plan**

Action Plan translates the tactical tools into detailed implementation steps. Action Plan states the timeline and resources needed. As appendices Budget and Timeline should be included.

#### **9. Evaluation**

Evaluation section should state which tools are used when to assess the Organizational Strategy. The tools to evaluate the strategy are decided in the beginning of the year.

#### **Recommended reading:**

- Fred, R.D. (2011). *Strategic Management: Concepts and case* (13<sup>th</sup> ed.). New Jersey, USA: Pearson Education, Inc.

- Smith, P. R., (2003). *Great Answers to Tough Marketing Questions*. (2<sup>nd</sup> ed.) Kogan Page.