

# **Management System Handbook for Axpo Renewable Finland Oy**

Master Thesis

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### Abstract

Axpo Renewable Finland Oy is a company dedicated to providing a sustainable energy future through renewable energy projects. In pursuit of this vision, the company emphasizes strong leadership and the formation of a dedicated team of renewable energy experts. This master thesis explores the process of building a successful team and the impact of leadership in the company's pursuit of innovative solutions. The thesis also delves into theories and research on team building in today's society.

The essay highlights the significance of the term "team" in the context of Axpo Renewable Finland Oy, emphasizing the importance of understanding the company's goals and objectives for the team. The role of the leader is crucial in leading and supporting the team by setting examples, actively listening, and encouraging team members.

Literature review reveals that the effectiveness of teams depends on various factors, including employees, organizational culture and climate, leadership style, compensation, and rewards. Understanding and optimizing these factors are essential for building successful teams in the renewable energy industry.

As the electric power sector transitions to sustainable energy production through renewable sources, utilities face new challenges in adapting their business models to remain competitive. Axpo Renewable Finland Oy, entering the Finnish market, needs to decide on the appropriate business model for its renewable energy endeavors, considering options such as wind, solar, and battery-based projects.

The thesis critically examines different business models and proposes the best approach for Axpo Renewable Finland Oy's entry into the wind energy sector in Finland. The conclusion drawn from this research will offer valuable insights to the company, enabling them to make informed decisions for their future development and implementation of renewable energy projects in the Finnish market.

The main result of this Thesis is a Management system handbook for Axpo Renewable Finland Oy

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**The appendix 11.5 is classified as confidential for the coming 10 years**

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### Sammanfattning

Axpo Renewable Finland Oy är ett företag som arbetar för att skapa en hållbar energiframtid genom projekt inom förnybar energi. För att uppnå denna vision betonar företaget starkt ledarskap och bildandet av ett dedikerat team av experter på förnybar energi. Denna masteruppsats utforskar processen för att bygga ett framgångsrikt team och ledarskapets inverkan på företagets strävan efter innovativa lösningar. Uppsatsen tar också upp teorier och forskning om team byggande i dagens samhälle.

Uppsatsen belyser betydelsen av termen "team" i samband med Axpo Renewable Finland Oy, och betonar vikten av att förstå företagets mål och syften för teamet. Ledarens roll är avgörande för att leda och stödja teamet genom att föregå med gott exempel, lyssna aktivt och uppmuntra teammedlemmarna.

Litteraturgenomgången visar att teamens effektivitet beror på olika faktorer, inklusive anställda, organisationskultur och klimat, ledarskapsstil, compensation och belöningar. Att förstå och optimera dessa faktorer är avgörande för att bygga framgångsrika team inom industrin för förnybar energi.

I takt med att elkraftssektorn övergår till hållbar energiproduktion genom förnybara källor ställs energibolagen inför nya utmaningar när de ska anpassa sina affärsmodeller för att förbli konkurrenskraftiga. Axpo Renewable Finland Oy, som är på väg in på den finska marknaden, måste besluta om en lämplig affärsmodell för sina satsningar på förnybar energi och överväga alternativ som vind-, sol- och batteribaserade projekt.

Avhandlingen granskar kritiskt olika affärsmodeller och föreslår det bästa tillvägagångssättet för Axpo Renewable Finland Oy:s inträde i vindkraftssektorn i Finland. Slutsatsen från denna forskning kommer att erbjuda värdefulla insikter för företaget, så att de kan fatta välgrundade beslut för sin framtida utveckling och implementering av förnybara energiprojekt på den finska marknaden.

Arbetet resulterar i en handbok för ledningssystem för Axpo Renewable Finland Oy

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Språk: Engelska

Nyckelord: Ledarskap, team, ledning, företag, förnybar energi

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## Opinnäytetyö

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### Tiivistelmä

Axpo Renewable Finland Oy on yritys, joka on sitoutunut tarjoamaan kestävää energiatulevaisuutta uusiutuvan energian hankkeiden avulla. Tätä visiota tavoitellessaan yhtiö korostaa vahvaa johtamista ja uusiutuvan energian asiantuntijoista koostuvan, omistautuneen tiimin muodostamista. Tässä maisterintutkielmassa tarkastellaan menestyksekkään tiimin rakentamisprosessia ja johtajuuden vaikutusta yrityksen pyrkimyksessä innovatiivisiin ratkaisuihin. Opinnäytetyössä syvennytään myös teorioihin ja tutkimuksiin tiimien rakentamisesta nyky-yhteiskunnassa.

Tutkielmassa tuodaan esiin käsitteen "tiimi" merkitys Axpo Renewable Finland Oy:n kontekstissa ja korostetaan yrityksen tavoitteiden ja päämäärien ymmärtämisen tärkeyttä tiimin kannalta. Johtajan rooli on ratkaisevan tärkeä tiimin johtamisessa ja tukemisessa näyttämällä esimerkkiä, kuuntelemalla aktiivisesti ja kannustamalla tiimin jäseniä.

Kirjallisuuskatsauksesta käy ilmi, että tiimien tehokkuus riippuu useista tekijöistä, kuten työntekijöistä, organisaatiokulttuurista ja -ilmapiiristä, johtamistyylistä, palkitsemisesta ja palkkioista. Näiden tekijöiden ymmärtäminen ja optimointi on olennaista menestyksekkäiden tiimien rakentamisessa uusiutuvan energian alalla.

Kun sähkövoima-ala siirtyy uusiutuvien energialähteiden avulla kestävään energiantuotantoon, energialaitokset kohtaavat uusia haasteita liiketoimintamalliensa mukauttamisessa pysyäkseen kilpailukykyisinä. Suomen markkinoille tulevan Axpo Renewable Finland Oy:n on päätettävä sopiva liiketoimintamalli uusiutuvaan energiaan liittyville pyrkimyksilleen ja harkittava vaihtoehtoja, kuten tuuli-, aurinko- ja akkupohjaisia hankkeita.

Opinnäytetyössä tarkastellaan kriittisesti erilaisia liiketoimintamalleja ja ehdotetaan parasta lähestymistapaa Axpo Renewable Finland Oy:n tulolle tuulivoimasektorille Suomessa. Tutkimuksen johtopäätökset tarjoavat yritykselle arvokasta tietoa, jonka avulla se voi tehdä tietoon perustuvia päätöksiä uusiutuvan energian hankkeidensa kehittämiseksi ja toteuttamiseksi tulevaisuudessa Suomen markkinoilla.

Tuloksena on Axpo Renewable Finland Oy:n johtamisjärjestelmäkäsikirja.

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Kieli: Englanti

Avainsanat: Johtajuus, Tiimi, Johtajat, Liiketoiminta, Uusiutuva energia

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# 1 Introduction

The concept of business has gained significant attention in today's fast-paced and dynamic work environment. Leaders often face high levels of stress, which may have consequences for their leadership effectiveness. Additionally, self-knowledge is recognized as a crucial factor in effective leadership. This research aims to investigate the interconnections between the business model, leadership, and self-knowledge. The business model refers to the present phenomenon of individuals being increasingly occupied with multiple tasks and obligations, potentially impacting their leadership behavior and self-awareness.

In the current market climate, there is an ever-increasing demand for renewable energy and clean technologies. Companies are finding it more and more difficult to develop or expand fossil generation due to increased fuel and construction costs and concern over carbon emissions. Due to this, companies are increasingly developing renewable energy projects either in conjunction with fossil power plants, or instead of them. For Finland, the most mature and cost-effective renewable energy technology is wind power. Due to this market need, the wind energy industry in Finland is growing tremendously, facing challenges connected to high pace and leadership issues.

## 1.1 Main Purpose

By conducting a mixed-methods study, this research intends to shed light on how business influences leadership styles and how self-knowledge can ease the complex effects of business on leadership effectiveness.

The main objectives of this study are as follows:

- a) To examine the relationship between business and leadership effectiveness.
- b) To explore the impact of self-knowledge on leadership behavior in busy contexts.
- c) To identify strategies for leaders to enhance their self-awareness and mitigate the negative effects of business on leadership.



Review existing literature on the business model, exploring its characteristics and to understand the importance. Examine the relationship between business and leadership, identifying potential challenges faced by busy leaders. Explore the significance of self-knowledge in leadership development and its potential role in coping with business-related pressures.

The research findings will contribute valuable insights into the interplay of business, leadership, and self-knowledge. Practical implications and recommendations for leaders and organizations will be discussed, aiming to enhance leadership effectiveness in busy contexts resulting in a management system handbook for Axpo Renewable Finland Oy.

## **1.2 Structure**

This master thesis will start with a review of literature to give the theoretical background. The topics are business model, leadership and self knowledge. As the goal of the thesis work is to create a handbook for management in a specific company the empirical part will look at the three topics, mentioned above, from the company perspective.

The theoretical framework and the empirical insights will give the information needed to construct a management system handbook for Axpo Renewable Finland Oy.

### **1.3 Background to Axpo Renewable Finland Oy**

Many companies, developers, and vendors active in the development of fossil energy projects have also become active in wind energy. Axpo Renewable Finland Oy market share in wind energy, however, is very small, In Finland. This is because Axpo Renewable Finland Oy just entered the Finnish market. The business plan is to significantly increase Axpo Renewable Finland Oy market share in wind energy. The plan explains what aspects of the market will be targeted, and how projects will be executed, while maintaining current expectations in profitability and utilizing existing resources to the extent possible.

## 2 Theoretical framework

When conducting research in any discipline, it is crucial to consider prior and relevant literature. Before delving into their own study, authors must first provide a comprehensive analysis of previous research to establish the context, motivation, and justification for their work. This essential component is commonly known as the "literature review," "theoretical framework," or "research background." However, to ensure that the literature review is accurate, precise, and trustworthy and can be considered a valid research methodology, it must adhere to proper steps and actions. Just like any other research endeavor, the value of an academic review lies in its methodology, findings, and clarity of reporting (*Moher et al., 2009*). Depending on the specific objectives of the review, researchers can employ various strategies, standards, and guidelines developed specifically for conducting literature reviews. So, when exactly should a literature review be employed as a research method?

A literature review is an invaluable tool for researchers seeking answers to their research questions. Whether the objective is to evaluate existing theories, assess evidence in a specific area, or scrutinize the validity of competing ideas, a literature review provides a comprehensive overview of the current knowledge and understanding. It can be tailored to explore narrow topics, delving into the relationship between two variables, or take on a broader perspective by analyzing collective evidence within a particular research domain.

Furthermore, literature reviews serve as useful resources when the goal is to gain insights into specific issues or research problems. By examining existing scholarship and synthesizing key findings, researchers can develop research agendas, identify gaps in knowledge, and engage in meaningful discussions on pertinent matters. Moreover, when pursuing theory development, literature reviews play a crucial role in laying the foundation for creating new conceptual models or theories. Additionally, they offer valuable insights into the evolution of various research fields over time.

It is worth noting that the specific methodology employed for conducting a literature review will depend on its intended purpose.

### 3 Research Method / analyses

The concept of business model has evolved a fair bit during the last decades, hence the development in it and digitalization, but also the .com bubble. The personal computer and the possibility to model and test models are considered crucial elements for the concept of business modelling to develop. In the nineties the concept was merely about how to make a lot of profit, but as a result of the bubble bursting the business model started to get more of the role of a storyteller.

*Joan Magretta, in "Why Business Models matter" Harvard Business Review 2002, stresses that a business model should not be regarded as a strategy, even though many people use the terms interchangeably today. Business models describe how different pieces, activities, in a business work together, as a system. Regarding a business model to be more of a story includes some parts of it being new ones and others being old parts of the narrative that have been proven good. A new business model's plot may involve designing a new product for an unmet need or it may be an improvement in processes, innovation, a better way of making or selling or distributing an existing product or service.*

Magretta also says that the fundamental questions when developing a business model are the ones answering, "Who is the customer", "What are the customer's values". The crucial questions for every business leader are "How do we make money in this business", "What is the logic for making money and how do we deliver value to our customer at the right cost". (*What is a business model, Harvard business review 2015*).

The most comprehensive and widely spread template on how to create a business model is the one created by Alexander Osterwalder, "The Business Model Canvas". The canvas consists of nine different parts, that together give the leader an overview and an easy way to monitor and compare. The canvas is an organized way to lay out your assumptions about: key resources and key activities of your value chain, as well as your value proposition, customer relationships, channels, customer segments, cost structures, and revenue streams. (*What is a business model, Harvard business review 2015*).

The Business Model Canvas is a much-appreciated tool in the Startup community where companies often go to market in an early stage with the goal to conduct an iterative process. The canvas here provides the flexibility and easiness needed to quickly change

parts of the model and make a new market entry fast as well as often working with market disruption. (*The Lean Startup, Eric Ries 2011*).

## 4 Leadership

### 4.1 Definition of Leadership

The definition of leadership according to researchers is the process of leading a group of people towards a common goal. *Bolden, R., Gosling, J., Marturano, A., & Duchon, D. (2004)*

It involves guiding and motivating team members, making decisions, and providing support and direction. Leaders use a variety of methods to achieve success, including setting clear objectives, communicating effectively, delegating tasks, and providing feedback. The best leaders are those who can adapt their methods to the needs of their team and the situation.

Leadership is a process whereby an individual influences a group of individuals to achieve a common goal by motivating, and inspiring, by ensuring that they have the resources and support they need to achieve the goals communicated. The leader is typically someone who is in a position of power or authority, but the ability to influence others to achieve a common goal is not necessarily tied to formal authority. Leaders can emerge in any type of group or organization, and their ability to influence others to achieve a common goal is a function of their personal attributes, their interactions with followers, and the context in which they operate.

Leaders come in all shapes and sizes, and there is no one formula for success. The best leaders are those who can adapt their style to the situation and the people they are leading.

The most important thing that leaders can do is to create an environment where people can succeed. This means setting clear goals, providing the resources and support people need to achieve those goals, and holding people accountable for their performance. *Bolden, R., Gosling, J., Marturano, A., & Duchon, D. (2004)*

Leadership is a process whereby an individual influences a group of individuals to achieve a common goal. (*Northouse, 2016, p. 7*).

The leader is the one who mobilizes the group to achieve its objective. The leader is the one who has a clear vision of what he wants and who also knows how to achieve it. The leader is a role model for his group. The leader is the one who gives meaning to the group's work and makes it possible to achieve results that no individual could have obtained on his own. (*Borjas, 2012*).

## **4.2 Context of the organization**

An organization's context defines the framework within which it operates. This context includes the organization's mission, values, goals, and objectives. It also includes the environment in which the organization operates, including the political, economic, social, and cultural environment. The context of an organization can also be affected by external factors, such as technology, the global market, and cultural trends.

Organizational context consists of the elements that characterize the external environment of an organization and the internal environment of its members. This context influences the development of the organization's structure, culture, and strategy. It also contributes largely to the course of action and problems that arise in the organization. It is inevitable that organizational context must be taken into consideration in any study of organizational behavior.

Organizational context affects how employees relate to one another, the decision-making process, and the perception of the public. *CAROL M. KOPP. BEHAVIORAL ECONOMICS 2023*

The physical environment of an organization can influence the behavior of employees as well. An organization's physical environment factors can include where its headquarters are located, the design of the workspace and the company culture that surrounds that space. The physical environment of organizations can have an impact on employee morale and can have a dramatic effect on their levels of motivation.

Organizational context also offers a framework for understanding the relationships between and among individuals and groups within the organization. It facilitates communication among the various parts of the organization such as its subsidiaries and departments and provides a context for exploring the dynamics of those relationships. It serves as the backdrop to understand how organizational elements interact and how organizational performance is affected.

Organizational context is also critical to understanding how organizations respond to external stimuli, internal demands, and pressures. Understanding how these variables interact is also essential in order to effectively manage an organization and reap the highest return on investment.

It is extensively customary that corporations and their organizational preparations are crucial in knowledge development (*Cowell et al., 2001*)

In conclusion, an organization's context is essential.

## **5 Self - knowledge**

### **5.1 Definition of Team**

A team is defined as a group of people who perform interdependent tasks to work toward accomplishing a common mission or specific objective. *Fajana (2002)* says that teamwork is a combination of resources working in harmony to achieve organizational set goals, where roles are given for every organization member, challenges and incremental improvements are required continually.

Some teams have a limited life: for example, a design team developing a new product / task / production, or a continuous process to solve a specific problem. There are ongoing teams, such as a department team that meets regularly to review goals, activities, and performance. *Katzenbach and Smith (1993)* notes that a team is defined as a small number of people, with a set of performance goals, who have a commitment to a common purpose and an approach for which they hold themselves equally accountable.

## 5.2 I and my team

I in the team; chef, leader, director etc. I can be defined with many different titles. Title itself does not define the leader. The leader of a team according to *Katzenbach and Smith (1993)* is the one who is in charge, leads, supports, co-operates, and leads by example.

Team, the team is built up with many different members, with different expertise within their own field of work. When the right expertise / team members are assembled and given the right tools, tasks, missions, and time schedules the outcome will be a success.

According to *Belbin (belbin.com)* building a high performing team should be made with the highest priorities for getting the best business outcome for the company.

## 5.3 Different roles in a team

In a team we can have different roles, names on the participants. The different roles can be Leader, Director, Facilitator, Coach, and team member. *Dianna (2006)* affirms that teamwork is a form of collective work that might involve individual tasks / roles. *Argote and McGrath (1993)* suggest that persons need roles, team leadership and team performance which requires a balance between independence and reorganization.

**Leader** provides direction, vision, motivation, skills and create ground rules for working with each other. Leaders organize how the communication will happen to how things will be reported. The ultimate purpose of a leader is to make a successful team.

**Director** supports the team to maintain progressive energy for everyone involved in the team works work. Director needs to be able to quickly shift focus to another approach if needed. Director needs to give creative energy for the success of any team. When people are working as a team, they need someone who can think out-of-the-box and introduce new, unique concepts. It prevents stunted development and keeps the team constantly working for enhancement.



**Facilitator** does not have formal authority the facilitator usually helps the team to make the decision based on experience. The leader can act as a facilitator, then the leader is asking the team or supporting the team to take those steps. When brainstorming together in the team facilitator must be hands on and clearly and precisely register everything. Facilitator is responsible to help the team to understand goals and encourages the team on how to reach the goal.

**Coach** in a team provides one-to-one support. The coach supports that member after he or she has got proper training. Under the training, the coach is the first person to go to. These rules overlap sometimes. A coach might be the same person as the team leaders. Skilled and properly trained coaches offer a solid foundation for the team.

**Team members** need to participate in team meetings and do tasks assigned to them. Members usually participate in meetings, webinars, and idea inventions to contribute their support. Members need to regularly communicate with the leader of the team, understand what the leader wants members to do.

#### **5.4 Putting together a team**

Selection or choice of team leader is critical when in putting together a well-stable team. Important is that the leadership style must match the team's and the individuals' characters.

In instances where a team consists of individuals characterized by an interest for independent work, the imposition of a micromanaging approach is likely to evoke frustration and dissatisfaction among team members. In opposition, assigning an individual possessing an exceedingly relaxed managerial attitude to a team whose components require substantial guidance and hands-on supervision is ill-advised. This principle aligns with the insights posited by Belbin in the year 2000.

The size of your team needs to be studied clearly. The exact size will depend on the scope of the project. You need to have enough people to assign tasks to, so that the project moves forward, and to critical is that you can stand in for the team. Communicating and assigning tasks properly gets more demanding the larger the team gets.

Task, roles, and duties seems like an easy task, in practice it's not as easy and can cause a lot of stress, often, we look at workers' job titles when making and naming the roles and responsibilities for the team. Taking a wider view, it can be seen that individuals generally also have relevant skills outside their set job description or title.

For a team to function well, the team members' responsibilities need to be attuned. Of course, each team member needs to know what's expected of them, but also what they can expect of their fellow team members. This creates a working environment and transparency in which everyone makes the most of their skills, competences, knowledge, and experience. *Belbin (2000)*

Besides having enough people on your team from a wide range of backgrounds, it's also important to have the right mix of qualities. It's important to have people on board who have the detailed knowledge required to achieve the team's goals, for example specialist technical skills or specific regulatory expertise.

It's important to have at least one highly pragmatic individual on the team – someone who can organize, make decisions, and manage the project's progress. It's good to have team builders – individuals who communicate with external parties and keep the team together and on the same page.

On a dream team, all members complement and supplement one another in terms of personality types, backgrounds, and skills. You can establish this using personality tests, not only when you recruit and select new employees, but also when you put together new teams. "There are leaders, and there are those who lead. Leaders hold a position of power or influence. Those who lead inspire us. Whether individuals or organizations, we follow those who lead not because we have to but because we want to. We follow those who lead not for them but for ourselves." *Simon Sinek, Start with WHY*

Various management layers sometimes increase how effective an organization is, but not necessarily how productive a team is. Project teams perform best with as few management layers as possible (source).

Friendly, emotionally stable types are important to every team, whereas the desirability of extrovert and intellectually autonomous types depends heavily on the team's tasks. Extroverts are often easy to get on with and discuss things a lot. Great personality behaviors can be dominant and steal attention too often. If you have too many extroverts on the team, then you'll possibly be setting yourself up for conflicts and clashes.

*Katzenbach and Smith (1993)* list the following requirements for building effective teams:

**a.** small enough in the number of members. **b.** suitable levels of complementary skills. **c.** meaningful purpose. **d.** exact goals. **e.** clear style to the team's work. **f.** common responsibility. **g.** well-defined leadership structure.

## **6 Empirical framework**

### **6.1 Business model in Axpo Renewable Finland Oy**

The energy supply of tomorrow is one of the exciting challenges of our time. Today more than ever. Renewable energies will play a key role in the energy mix of the future. Axpo has recognized the potential and is the largest producer of renewable energy in Switzerland (or the largest Swiss producer).

Axpo develops, builds and operates onshore wind farms in all windy regions of Europe, and is active in Finland. The company aims to add a total of 3 GW of capacity in Europe by 2030. This means that Axpo works across the entire value chain in the wind business. In addition to operating plants and marketing electricity, Axpo's business model includes the development and construction of wind farms as well as their management.

Axpo benefits from the extensive experience of the Volkswind Group, which has been part of Axpo since 2015. The experienced team has a track record of more than 80 wind farms in Germany and France with a combined installed capacity of more than 1,500 MW. In France, Axpo is one of the leading companies in the development and construction of wind energy plants.

### **6.2 Business model, Wind, Solar, Battery**

Business model for entering the Finnish market within Wind, Solar and Battery storage.

Appendix 1, Canvas of wind, solar and battery

### **6.3 Business model Wind**

Business model for entering the Finnish market within only Wind.

Appendix 2, Canvas of wind

## **6.4 The Company**

The energy supply of tomorrow is one of the exciting challenges of our time. Today more than ever. Renewable energies will play a key role in the energy mix of the future. Axpo has recognized the potential and is the largest producer of renewable energy in Switzerland.

Axpo develops, builds and operates onshore wind farms in all windy regions of Europe, and is active in Finland. In addition to operating plants and marketing electricity, Axpo's business model includes the development and construction of wind farms as well as their management.

## **6.5 Partner for landowner**

Our vision is that the energy needs of the future will be covered 100 percent by renewable energies. We offer landowners the opportunity to become part of this success story and to use the potential of wind power economically. Landowners who make their land available for use with wind energy benefit twice over: on the one hand, they receive attractive lease payments for decades, on the other hand, they can continue to farm a large part of their land. The smallest possible footprint, which enables further cultivation, is an important element of our planning. In addition, we are expanding the network of paths, which also benefits the connection of your property. We handle your property with care and pay for crop failures.

Our advantages briefly:

We have a strong capital base and have a financially strong parent company behind us:

### **DECADES OF EXPERIENCE**

Axpo has built over 80 wind farms worldwide in the past 30 years. We are experts in the planning and operation of wind farms. We know exactly what we're doing.

#### STRENGTH OF ASSET

We concentrate on our projects and bring them to a targeted conclusion. In this way, we ensure that your property generates even more financial income for you as quickly as possible.

#### TRANSPARENT COMMUNICATION

We attach great importance to transparent communication. We will explain to you exactly what you are signing and keep you up to date on all development steps.

#### ALL FROM A SINGLE SOURCE

Axpo sees itself as a full-service provider. We plan our wind farms on site, take over the construction management and ensure smooth operation after construction by means of remote monitoring. This has two advantages for you: You have only one contact person during the operating period, and you can be sure that the wind farm is kept running and generates high yields.

#### FAIR PARTNER

Axpo is a reliable and fair partner. As a landowner, you receive an annual lease that is based on a percentage of the wind farm's electricity revenue and is secured by a minimum fee.

### **6.6 The project phase**

#### **PLANNING**

**LAND SEARCH:** We identify potential wind energy areas and carry out detailed planning of all factors.

#### **CONTRACTS:**

Long-term leases with landowners secure the wind area for the entire period of wind farm operation.

**DEVELOPMENT:**

**AREA PLANNING AND WIND MEASUREMENT:** A favorable wind farm configuration optimizes wind farm performance.

**APPROVALS AND REPORTS:**

We take care of the entire process and thus ensure a time-optimized approval and connection process.

**BUILDING CONSTRUCTION:**

Our experienced project managers guarantee smooth and fast construction, thereby keeping costs down.

**FINANCING:**

Thanks to excellent long-term relationships with banks, we optimize the project financing of each project.

**OPERATION & MAINTENANCE:**

**OPERATION:** The integrated commercial management monitors the long term and reliable wind farm operation

**MAINTENANCE:**

Modern remote-control systems and our own dedicated service team guarantee optimal operation of the wind turbines with minimized downtime.

## **6.7 Partner for municipalities**

As a municipality, you benefit from new sources of income from trade tax and possibly the leasing of land. The modernization of the municipal road network in the wind farm is also one of the advantages that the realization of a park offers the municipalities.

Axpo assumes responsibility for the residents and not only fulfills all legal requirements, but also goes beyond them in some cases. In many projects, we offer citizens the opportunity to directly participate financially in the new on-site wind farm. Our citizen

participation models are financially attractive and increase acceptance of the project "on the doorstep".

Municipal representatives and mayors are involved at an early stage in the planning of wind farms. Clarity, fairness and respectful dealings with the municipal administration, the committee and council members are our strengths. We are certain: the greatest possible consensus in the municipal council is the multiple factors for a stable planning basis.

Your community also benefits from the regional added value: We are happy to award contracts for road and path construction as well as for electrical infrastructure measures to regional companies. It is important to us that the local communities and local companies are actively involved in this way. Become part of the energy transition and make your community a pioneer for renewable energies.

## **6.8 Partner for companies**

Approval procedures have complex requirements and take many years. Therefore, every project planning is associated with high risk. Axpo helps you to minimize these risks. We take on projects that are in development or help to take the missing steps together until they go into operation. You can sell your wind energy project to us in whole or in part. Whatever you decide: We are at your side as a competent and fair partner. We also find creative solutions for your project if it falls out of the EEG surcharge. Whether repowering, sale or continued operation. Our expertise in project management, our good network and our experience in the field of electricity trading will help you to make the right decision.

Axpo:

- helps you as a partner in the realization of your wind energy project.
- also leads to success in difficult approval procedures.
- takes over projects that are already in operation for repowering.
- Participates in renewable energy projects.



- buys projects at all stages of development.
- finds attractive solutions for post-EEG systems.
- helps to market your wind power, because we are an international pioneer in energy trading and in the marketing of solar and wind power

## **REPOWERING**

Axpo would like to increase the share of wind energy in the energy mix and, in addition to the construction of new wind farms, also relies on repowering. This means that older wind turbines are being replaced with fewer, but more powerful, new turbines. Why is this done? Repowering enables wind power production to be multiplied without requiring new areas. The number of wind turbines is significantly reduced, and a more harmonious landscape is created.

For these reasons, the repowering of wind farms is the declared intention of the federal government. And we are happy to implement this.

### **6.9 Competitive area**

Competitive area and competitive companies in Finland are extremely intensive at the moment, in Finland operating developer are approximately 50 companies. And just the latest 6 months there has been registered 10 new newcomers and Axpo is one of them. The area and land securing are also intensive and requires special skills to be able to secure land, Axpo is and have here an other approach system than our competitors. The aim for us is to secure land and include the landowner with offering them shears in the project, this is a system that allows also other landowners that are nit inside the project area to be able to join in and pe a part of the ongoing development.

Appendix 3 Arena, Wind, solar and Battery

Appendix 4 Arena, Wind

## 6.10 Conclusion and next steps

Axpo Renewable Finland Oy is entering the Finnish market as a newcomer, Axpo is not a newcomer in the business so in that sense the entering is not from zero as many of our competing companies are entering with, Axpo has already a revenue from the Wind business of 250 milj €.

Analyzing the different scenarios of entering the market big and going for development of Wind, Solar and Battery or just entering with a smaller scale just with Wind. Canvas and Competitive area scanning shows that there is not so much difference in the models. The difference comes in building teams around the different segments. To be able to enter market in Finland with Wind, Solar and Battery the team needed will be approximately 10 - 15 people at the start with various knowledge from the specific areas. The availability of such skilled people in Finland do not exist, due to the high competition in the market.

**Conclusion** Axpo Renewable Finland Oy will enter within the Wind and build up the team around that business. Solar and Battery will come at a later stage.

**Next steps** to be able to enter the market within wind is and decided during board meeting in December 2022 is to start recruiting personnel for the different roles that is needed for entering the renewable business within wind. The recruitment process will be a challenge as that specific profile needed is very sought by the whole industry. Not only I Finland but on an international level. This fact highlights the necessity of a well led and organized business, where individuals can excel and contribute to the growth and success of the company.

## 7 Leadership at Axpo

Leadership is an essential aspect of any organization. It involves creating a vision, setting goals, and guiding the team towards achieving them. Effective leadership is especially crucial in a company like Axpo Renewable Finland Oy, which focuses on sustainability and innovation in the renewable energy industry.

In Axpo Renewable Finland Oy, goals are set to achieve a sustainable future through renewable energy. The leader must communicate these goals clearly to the team, ensuring that everyone understands the company's vision and mission. The leader must also set specific, measurable, attainable, relevant, and time-bound (SMART) goals that align with the company's objectives. Clear goals provide direction and motivation for the team, which is essential in achieving success.

### 7.1 The Leader

The leader should ensure that the team's goals are aligned with their individual career aspirations. This approach can help to boost employee motivation, job satisfaction, and retention. A leader who focuses on employee career development can also create a pipeline of future leaders for the company.

A successful leader in this organization empowers employees to take ownership of their work and encourages collaboration.

Axpo Renewable Finland Oy promotes a culture of collaboration and teamwork. The leader must empower employees to take ownership of their work, enabling them to make decisions and take responsibility for their actions. Empowering employees helps to boost their confidence, job satisfaction, and productivity.

Collaboration fosters creativity, innovation, and effective problem-solving. The leader should create opportunities for employees to work together and share ideas. This approach can help to enhance the company's culture of innovation.

The leader should also be adaptable and able to navigate changes in the industry, while maintaining a focus on sustainability and innovation.

The renewable energy industry is constantly evolving, and the leader in Axpo Renewable Finland Oy must be adaptable to changes. The leader should be able to navigate new regulations, market changes, and technological advancements. The leader should also be able to anticipate changes and take proactive steps to position the company for success.

At the same time, the leader should maintain a focus on sustainability and innovation. Sustainability is at the core of Axpo Renewable Finland Oy's business model. The leader should ensure that the company's operations are sustainable, and that the company is constantly innovating to stay ahead of the competition.

## **8 Self-knowledge and team work at Axpo**

Axpo Renewable Finland Oy is a newly established company in Finland, working within the renewable business mainly within Windfarms. Axpo develops, builds, owns, and operates wind farms globally. By entering the Finnish market Axpo is starting to build up the company structure and needs to also develop the coming Team that will work within the Wind industry.

### **8.1 Establishing a new team**

First, the work of the team needs to be clearly defined and matched to some real needs of the Axpo Renewable Finland Oy.

In the early stages it is important to talk to the board members about their role and how they will support the team's work. What will the board members do for the team? What is expected? Teams need the clear support of the organization's leadership, including concrete support such as release time, funding, and resources.

Selecting the proper team members is important. Ideally, teams should be small so that members can develop a high-level of connection and correlation. Members need to have technical expertise and good personal skills for working in small groups.

An important part of the start-up process is the kick-off. Kick-off enables the team to articulate and understand the goals, mission, and structure.

Company strategy is the main guide when starting the process of adding missions, goals, roles & responsibility, and decision making.

## **8.2 The building process**

The company Axpo Renewable Finland Oy will most likely always be considered small or medium sized when measured in numbers of employees. Mostly due to the fact that the company is a subsidiary to a global company and the nature of the business it conducts. This makes the initial team building process even more crucial to the performance of the company. The team members are chosen with care and their suitability and the compatibility in the team are prioritized in the recruitment process. The building process consist of five different aspects: Purpose, goals, opportunities, reviews and rewards.

### **Purpose**

Clearly define the purpose of the team:

- What do we want to create?
- What do we want to improve?
- What do we want to change?
- Purpose of each person's role in the team

Assembling the team of High-performance individuals that support the strategy, mission, vision and believe their contribution is meaningful and are motivated to give their best effort.

Selection of members will be made by matching skills and talents needed. Good balance of personality types will enable the group to work together.

### **Goals**

Once the team is established and united the next step is to break the vision down into smaller, manageable tasks. Make a schedule, with agreed deadlines, milestones, and responsibilities. Decide the role that each team member will play. Consider other resources required in terms of time, materials, and support.

**Opportunities**

To ensure that each member understands what is expected of them, we need to define a standard of supervision for the team. Communication honest and transparent is a must. Clear standards from the start will ensure that each member's conduct and contributions are right.

**Review**

Regularly review that the performance of the team is on a good track, meetings, and one-on-one catch ups to be ensure that progress is being made according to time schedule made. Monitoring and reviewing progress is needed so changes can be made in the early stage.

**Celebrate and reward**

Time to regularly recognize, reward and celebrate both team and individual performance is one of the most important matters to be considered in the process. This will help to build motivation of the group to keep up their hard work. Find the most appropriate way to celebrate, a personal 'thank you' at a team meeting is a motivating way, an email copied to senior managers, or a team lunch.

**The development of a handbook**

The theoretical framework presented in the first part of this thesis work highlights some elementary characteristics when developing a functional new organization. The three parts considered were Business Model, Leadership and Self-knowledge in teambuilding. The Business model is the framework consisting of all parts needed to describe assumptions of delivered value to the customer, leadership is where the activities and management of all parts of the business model are realized, leading to the necessity of self-knowledge in order to build a team to fulfil the business model. The empirical part of the thesis work describes the organization Axpo Renewable Finland Oy. It includes the background and mission of the company, the process of how the company delivers value and clarity on some challenges the company faces. Many of the challenges of a new company are connected to leadership and teambuilding. The next and final part of the thesis is a very practical approach as it results in the actual handbook for Axpo Renewable Finland Oy.

## **9 Management system handbook (Confidential)**

### **9.1 Yearly activities**

Yearly company activities are presented in the Year Clock in Appendix 1.

### **9.2 Terms and definitions**

Definitions from ISO9001 apply in this management system.

### **9.3 Context of the organization**

#### **9.3.1 Understanding the organization and its context**

The organization and its context are evaluated by maintaining a SWOT analysis. The SWOT analysis is reviewed according to the year clock (Appendix 1). Additional reviews and updates are done if/when deemed necessary.

#### **9.3.2 Understanding the needs and expectations of interested parties.**

Stakeholders are evaluated and reviewed in conjunction with the SWOT analysis.

#### **9.3.3 Determining the scope of the quality management system**

The scope of Axpo Renewable Finland Oy management system is:

Delivery, Development and Sales of Wind Power Services throughout the Lifecycle of Wind Power Projects.

#### **9.3.4 Quality management system and its processes**

This handbook and its appendices are the main guiding documents of Axpo Renewable Finland Oy management system. No activities of the company are excluded from the management system.

The main processes of the company are described in Appendix 13.



Process descriptions and work descriptions related to products (Product Level Work Descriptions) are maintained in database cloud system.

We measure and analyze our processes.

## **9.4 Leadership and Commitment**

### **9.4.1 General**

The Management of the company is:

- fully committed to developing and maintaining the Quality Management System (hereinafter QMS) and to communicating its importance to the organization,
- accountable for the effectiveness of the QMS,
- responsible for the integration of the QMS and attainment of its targets and desired results.

The Management System is built upon a process approach, risk-based thinking, and principles of continuous improvement.

The Management is obliged to make sure that the targeted deliverable results are clearly defined and obtained according to best practices, standards, work methods and customer requirements. Complying with both code of conduct and customer requirements and the handling of possible conflict between the two are parts of the quality discussions.

The Management is responsible for ensuring that the required tools and resources exist.

The personnel are required to inform the management which tools are needed.

### 9.4.2 Customer focus

Our development work focuses on identifying and understanding our customers' needs. We aim to define products answering our customers' needs before they are asked for. We also ensure that all our products and working methods comply with current standards, laws, and the most recent legislative changes.

Customer requirements are documented in either:

- The order from the customer, or
- Our order confirmation to the customer

When delivering products, it is checked that the original requirements are met as a part of the approval process. The feedback from our customers is being registered in the workflow tool on a regular basis. Both positive and negative feedback is valuable and considered when improving our working methods.

Constant monitoring of the market is being performed by the senior consultants.

Risks and opportunities that can affect the conformity of products and the ability to enhance customer satisfaction are determined and addressed in the SWOT analysis.

## 9.5 Policy

Axpo Renewable Finland Oy Quality Policy:

We commit to provide state of the art project development support for commercially viable wind energy projects. We understand what we do and why. We continuously improve to secure the best possible results for Our Customers and growth for ourselves. We work consistently, with high integrity, guided by the Axpo code of conduct.

The quality policy is also included on Axpo homepage, and it is actively used in customer contacts. The policy is presented to every new employee.

The Axpo code of Ethics is found in Appendix 5.

## **General on Policies**

We commit to:

- Continuous improvement
- Listening well
- Compliance with law and best practices

We require:

- integrity as a part of work ethics
- timely informing the management about weaknesses of the working processes.

Healthy office work methods are developed together with Mehiläinen, who also shall check our work environment from time to time.

## **Human Resources Policy**

We provide a workplace where everybody:

- Have the possibility to develop their personal value and skills
- Have the possibility to make a positive environmental impact
- Can produce added value and share this value with the Customer, the Company and themselves

We encourage:

- A flexible balance between work, family and yourself
- Working smarter – not harder

We require:

- Taking responsibility for your own work and stakeholder interaction

## **Environmental Policy**

After our assignments, our Customers shall feel that we did more with less, resulting in reduced emissions, reduced cost and reduced environmental impact.

We only work with projects where we feel that the result supports sustainable development.

### **9.6 Organizational roles, responsibilities, and authorities**

Every employee is responsible for the quality of his/her own work. Every employee is responsible for keeping the management informed about identified potential weaknesses. Intentional hiding of errors or mistakes will be grounds for release from current duties. Making errors or mistakes is human and not ground for release from current duties, if same or similar mistakes aren't repeated.

The quality responsible acts as a management representative responsible for quality and secures the maintenance and quality of existing processes. He/she reports on the activities in management team meetings and to the Board.

The quality responsibility is supported by the product level process owners who are monitoring their responsibility areas.

Roles, responsibilities, and authorizations are defined in Appendix 4.

## **9.7 Planning**

### **9.7.1 Actions to address risks and opportunities.**

SWOT analyses are done as described in chapter 4.1.

General comments:

The following steps are taken to prevent deviations from requirements concerning products/services:

- Contract risk and challenge evaluations
- Detailed work planning through work instructions
- Review of reports before release
- Open communication about mistakes

The personnel shall be made aware that mistakes are allowed, but everybody is responsible for ensuring that the organization learns from mistakes by publicly talking about them. Repeated same mistakes, or mistakes being hidden, are not excused, and will lead to consultants being transferred to less demanding duties.

The following steps are taken to prevent HSE issues:

- Ergonomic checks for securing good office work methods (Statutory)
- General health checks and work methodology discussions (including preparations for safe work outside the office)

### **9.7.2 Quality objectives and planning to achieve them.**

The quality objectives and the indicators and targets are described in Appendix 7.

### 9.7.3 Planning of changes

The main changes to the management system are noted on the first page of this handbook. Major changes are approved by the managing director.

Changes in product specific work descriptions are noted in the revision table on the first page.

Changes to the management system shall be implemented using the following steps:

1. A need for a change is identified.
  - a. This need for change can originate from, for example customer feedback, employee feedback, deviation reports, internal audit results, determined risk or opportunity etc.
2. The purpose of the change is determined, and potential consequences are identified.
3. Identify potential consequences for other parts of the management system. Will something else in the management system have to be changed?
4. The task is assigned, and the timetable is determined.
5. The plan/task is carried out.
6. When the change has been made it is approved and communicated to those that need to be aware of it.
  - a. Big changes that can affect everyone are communicated to everyone.
  - b. Training is held if deemed necessary.
7. Old versions of work descriptions and guidelines are moved to the "old documents" folder.
8. The implementation of the change is checked in the next management review meeting.

## **9.8 Support**

Resources

### **9.8.1 General**

Resources are allocated for maintaining and improving the management system. The company has a quality responsible who is together with the Management responsible for the operation and control of the management system.

### **9.8.2 People**

Company management is responsible for securing the availability of resources for all sold projects. The sales responsible shall secure commitment either from consultants or from management before accepting orders.

### **9.8.3 Infrastructure**

The Company provides the facilities, tools and support services needed to provide products in accordance with the requirements.

Consultants are responsible for ensuring that management is aware of their needs.

### **9.8.4 Environment for the operation of processes**

A good mental working environment shall be provided to secure work enjoyment. Experts are responsible for supporting the development of such a working environment and for securing that management is aware of their needs.

Work environment quality is followed, and statistics are maintained by the HR responsible.

### **9.8.5 Monitoring and measuring resources.**

Calibration certificates of any measurement equipment used are checked and documented by involved consultants before use.

The products' conformity to requirements is monitored using the report approval process.

### **9.8.6 Organizational knowledge**

Skills and knowledge are part of the SWOT analysis described in chapter 4.1.

Skills and company competences are listed in Appendix 4.

Lessons learned are gathered monthly.

Information about how to perform specific products is maintained in product specific work descriptions.

## **9.9 Competence**

The skills of our personnel are summarized in Appendix 4. Company skills and competences are checked yearly during development discussions according to yearly clock (Resourcing Meeting), and necessary actions to improve the company's competence are taken.

Management is responsible for allocating tasks appropriately.

Management shall secure training in understanding of every employee's importance for conducting business successfully, and secure that everybody understands that they have an impact on the quality targets and commercial result.

Quality follow-up of all training sessions is maintained as part of the training plan.

Action plans for having the required competences and backup plans for cases when too few in the company can perform required processes or deliver products is maintained yearly.

## **9.10 Awareness**

All new employees are introduced to the quality management system.

## **9.11 Communication**

Communication guidelines are found in Appendix 14.



## **9.12 Document information**

Documentation guidelines are found in Appendix 2.

## **9.13 Operation**

### **9.13.1 Operational planning and control**

Sales, delivery and key account management processes are described in Appendix 13. Product specific work descriptions are found in Cloud based database.

### **9.13.2 Requirements for products**

See the Sales Process in Appendix 13 and documentation guidelines in Appendix 2

If a product requirement changes, the applicable work description is updated. If there is an ongoing project, the change is noted, and project team members are informed. The project manager is responsible for informing the other team members.

### **9.13.3 Design and development of products and services**

Our products are defined in work descriptions. By new products, we mean reports of types that have not been delivered before. With modified products, we mean reports using new improved calculation methods or approaches.

All work carried out and resulting reports will be based on work descriptions. Often products can be developed as part of sold projects.

Customer specific reports shall also be defined before starting writing. Preferably all reports shall be prepared to be repeated for other customers (product specific report templates). Report templates are stored under Cloud based database.

The product development process is described in appendix 13.

### **9.13.4 Control of externally provided processes, products, and services.**

Procurement and subcontractor management guidelines are found in Appendix 10.

## **9.14 Production and service provision**

### **9.14.1 Control of production and service provision**

The provision of products is described in the Sales and Delivery Process in Appendix 13.

If errors in the input data order or unclear matters are identified the sales or project manager is responsible for clarifying them, and for keeping the customer informed about any potential delays and additional costs due to this.

All changes in the scope must be documented in writing. Emails with our written understanding of the solutions to potential problems must be confirmed by the customer.

The project manager monitors that all production phases and documentation are carried out as agreed. Project personnel are responsible for informing the project manager of any actual or foreseen anomalies or deficiencies in the process or results.

Any changes to the scope of the service are immediately communicated to the project organization, and required changes to methods or schedule are implemented without delay so that unnecessary costs are avoided, and client satisfaction is guaranteed.

Services are produced by the following product specific work descriptions.

### **9.14.2 Identification and traceability**

All reports and project deliverables are fully traceable in respect of:

- Offer. Name of offer/ how ordered, based on what, to be mentioned in reports.
- Received input material. List of incoming material to be added to reports.
- Utilized programs, settings, and versions.
- The report should contain a reference to the applicable work description.
- Persons that have participated in the project and what they have done.
- Submitted reports.

The traceability is based on project numbers and report identifiers. Project numbers can be recovered by us based on:

- Project name
- Customer name

Data is stored for a minimum of 10 years.

For more information see Appendix 2, Documentation Guidelines.

### **9.14.3 Property belonging to customers or external providers.**

Property belonging to others will be marked with Business ID of owner if not marked otherwise when received by us. The customer shall insure his property himself and is informed about this in General Terms.

Customer's intellectual property and confidential material is deleted on request, except for electronic backup copies of assignment results. Only authorized, named personnel have access to backup copies. Only based on a written special request, the customer's electronically submitted material is handled outside of our backup system. In this case the final and intermediate products based on the customer's confidential material will be handled by our backup system.

Documents provided by a client shall be stored on the company server, from which daily backups are taken. Data gone missing or corrupted/bad shall be retrieved from the backup location. If the client delivers unusable data, the PM shall inform the client about this and in written form ask the client to send data in usable form. The same applies to data that has gone missing or bad after receiving it from the client.

See also Appendix 2.

#### **9.14.4 Preservation**

All reports and input material are stored for 10 years, and backup copies are stored according to Backup Plan described in Appendix 2.

#### **9.14.5 Post-delivery activities**

All customer feedback is registered. When registering customer feedback, the code word "feedback" has to be used. Customer satisfaction is to be checked a few days (2-3 days) after report submittal. In major projects, the person that sold the project does this follow-up. In minor projects, the Project manager does it.

Negative customer feedback is handled within 3 days of reception. The receiving advisor is responsible for informing the Managing Director. Customer Complaints are handled with deviation reports, Appendix 9. Deviation reports are stored in Cloud based database.

Key account management is described in Appendix 13.

#### **9.14.6 Control of changes**

Products are described in the product specific work descriptions. In case a change is made in a product, the work description is updated and approved correspondingly.

When a report is updated, the revision number, details about date, author, and approval as well as a short summary of the change/update is added to the table on the front page.

### **9.15 Release of products and services**

Project progress and quality is discussed weekly for all ongoing projects.

In case of quality not being achievable within given timeframes the project manager informs the customer of the delay immediately when a problem is identified.

Methodological errors are corrected immediately in Work Descriptions.

All reports must be released by a skilled person. Report approval rights are described in Appendix 4. The quality assurance and report review process are described in the Sales and Delivery process in Appendix 13.

The management team releases reports that are deemed challenging or on the edge of the company's know-how. After management review the managing director / Managing consultant releases the report.

### **9.16 Control of nonconforming outputs**

Products that do not comply with internal and customer requirements are not released. In the case of a non-conforming product, corrective actions are taken immediately, and the case is presented for others to learn from if more general conclusions can be made. Correction requests are noted through the "Project Comments" in Projects.

All errors that may be of systematic nature are treated by the process defined in and guided by Appendix 9 (Deviation Reports).

Products with errors are not submitted to the customer, even if the customer would accept it.

### **9.17 Performance Evaluation**

#### **9.17.1 Monitoring, measurement, analysis, and evaluation**

The compliance of our products with standards, work instructions and customer requirements are followed and monitored with:

- Customer feedback and claims.
- Product review and approval before release
- Monthly gathering of lessons learned.
- Internal audits
- Deviation reports
- Process performance indicators (KPIs)
- Management reviews

Customer feedback is reviewed when going through monthly lessons learned and in management review meetings.

The company gathers information about the performance of the management system including the flow of our processes and the information is analyzed and evaluated in the management review meetings.

### **9.17.2 Internal audit**

Internal audits are performed following the audit plan. The audit plan is reviewed and updated yearly in the management review meeting. The plan includes the following info:

- When the audit is done
- How the audit is done
- What is being audited?
- Who the auditor is.

At the audit, the functionality and implementation of the management system is inspected, and it is checked that work and quality assurance is done in accordance with the instructions.

The purpose of the internal audit is to improve the efficiency, quality, and safety of the work. The audit can on occasion target certain parts of the process.

Internal audits can be carried out by a person who is trained for the task, and who is as independent as possible with regards to the function in question. The person cannot therefore not audit his own work or his superior. If there are no suitable auditors in the own organization, outsourced services are utilized.

An agenda or checklist of the things to review during the audit is proposed by the auditor. A memo is prepared for the audit. Anomalies and matters requiring improvement are immediately placed on an action list. A summary of the audit is discussed at the management review.

## **9.18 Management review**

### **9.18.1 General**

The performance and status of the management system is reviewed during the management review meeting according to the yearly clock.

Agenda:

- The Management System's compliance with ISO9001.
- The Management System's effectiveness and suitability.

### **9.18.2 Management review inputs**

The following data is gathered as input for the management review:

- a) results of audits,
- b) status of actions from previous management reviews,
- c) customer feedback and feedback from relevant interested parties,
- d) process performance and product conformity,
- e) nonconformities and corrective actions,
- f) internal and external changes that are relevant to the quality management system,
- g) how the quality objectives have been met.
- h) monitoring and measurement results
- i) performance of external providers
- j) adequacy of resources
- k) the effectiveness of actions taken to address risks and opportunities.
- l) recommendations and opportunities for improvement.

The Quality responsible supports conformity of the review and prepares all material in advance.

### **9.18.3 Management review outputs**

The output of the management review includes decisions and actions related to:

- Opportunities for improvement
- Need for changes in the management system.
- Resource needs

The results of the management review are saved in a meeting memo and actions are noted.

### **9.19 Improvements**

We continuously improve all our activities, including the management system by:

- Following customer feedback
- Keeping track of needed improvements.
- Keeping track of improvement proposals in general.
- Writing deviation reports (Appendix 9)
- Having Company Development Meetings
- Having Personnel Development Discussions
- Performing Internal audits
- Performing External audits
- Holding yearly Management review meetings
- Gathering lessons learned. Lessons learned are gathered every month. The management and the quality manager are responsible for doing the monthly gathering of lessons learned. The projects are discussed, and comments are added to project comments.



When a nonconformity occurs, the following steps are followed:

1. Action is taken to control and correct the conformity. Corrective action is implemented maximum 3 days after identification.
2. The Consequences are dealt with. The customer is informed about a potential delay by the project manager within 1 working day.
3. A deviation report (Appendix 9) is made, where the root cause of the nonconformity is analyzed and actions to prevent the nonconformity from occurring again are determined.
4. Actions that were determined to be necessary in the deviation report are taken.
5. Review and discussion during monthly gathering of lessons learned.
6. Review of the effectiveness of the actions in the management review meeting.
7. If necessary or applicable, update risks and/or opportunities.

Management is responsible for implementation both in the identified cases and to ensure that work instructions are updated.

## 10 References

Literature review:

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## **11 Appendix**

### **11.1 Appendix 1 Wind, Solar & Battery**

### **11.2 Appendix 2 Wind**

### **11.3 Appendix 3 Competitive Arena Wind Solar and Battery**

### **11.4 Appendix 4 Competitive Arena Wind**

### **11.5 Management system handbook (CONFIDENTIAL):**

# Business Model Canvas

Designed for:

Axpo Renewable  
Finland Oy

Designed by:










Joakim Ingves

Date:

27/12/2022

Version:

1

<p><b>Key Partners</b> </p> <ul style="list-style-type: none"> <li>- Land Owners</li> <li>- Municipality's</li> <li>- Authorities</li> <li>- Component suppliers</li> <li>- Power utilities</li> <li>- Investors</li> </ul>	<p><b>Key Activities</b> </p> <ul style="list-style-type: none"> <li>- Building relationship with city engineers and council members</li> <li>- Understand customer needs</li> <li>- Analysis</li> <li>- Installation</li> <li>- Operations</li> <li>- Networking</li> <li>- Cope with variability in supply of wind and solar</li> <li>- Provide flexible solutions for storage</li> </ul>	<p><b>Value Propositions</b> </p> <ul style="list-style-type: none"> <li>- Successful renewable energy projects and storage</li> <li>- Entire region powered by clean energy</li> <li>- Reduce technology risks, complexity and cost</li> <li>- Services from installation to operation</li> <li>- Site selections, EIS, Installations, maintenance</li> <li>- Production</li> <li>- Renewable energy device</li> </ul>	<p><b>Customer Relationships</b> </p> <ul style="list-style-type: none"> <li>- co-creation and co-development</li> <li>- Long term Partnerships</li> <li>- Upfront engagements with policy makers</li> </ul>	<p><b>Customer Segments</b> </p> <ul style="list-style-type: none"> <li>- Project developer with ambition to change energy sector</li> <li>- Land owners</li> <li>- Small and big businesses</li> <li>- Customers valuing sustainability and environmentally friendly energy</li> <li>- Positive environmental effects and low energy costs</li> </ul>
<p><b>Key Resources</b> </p> <ul style="list-style-type: none"> <li>- Multi disciplinary team</li> <li>- Trac record in project success</li> <li>- Endorsements by environmental groups and local governments</li> <li>- Multiskilled personnel</li> </ul>		<p><b>Channels</b> </p> <ul style="list-style-type: none"> <li>- Direct marketing</li> <li>- Direct sales</li> <li>- Land owner communities</li> <li>- Municipalities</li> <li>- Government</li> </ul>		
<p><b>Cost Structure</b> </p> <ul style="list-style-type: none"> <li>- Outsourcing non-core activities to subcontractors</li> <li>- Project management</li> <li>- Technology development</li> <li>- People</li> <li>- Cost driven model</li> <li>- Quality</li> </ul>		<p><b>Revenue Streams</b> </p> <ul style="list-style-type: none"> <li>- Tariff</li> <li>- Project development rights and founds</li> <li>- Government Grants</li> <li>- Consultancy and project management fees</li> <li>- Tools</li> <li>- Leasing</li> </ul>		

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# Appendix 3: Competitive arena: Wind, solar and Battery

<b>Product</b>	Wind	Solar	Battery	
<b>Geography</b>	Europe	Finland		
<b>Profit level</b>	Low	Medium	High	
<b>Customer</b>	Landowner	Municipality		
<b>End user</b>	Energy utilities	Fingrid		
<b>Competition</b>	Low	Medium	High	

# Appendix 4: Competitive arena: Wind

<b>Product</b>	Wind			
<b>Geography</b>	Europe	Finland		
<b>Profit level</b>	Low	Medium	High	
<b>Customer</b>	Landowner	Municipality		
<b>End user</b>	Energy utilities	Fingrid		
<b>Competition</b>	Low	Medium	High	