



Aalto University
School of Business

Capstone in Accounting - Course in Financial Management

22E99904

Spring 2024

*Mirel Leino-Haltia
Panu Routila*

26.2.2024

Who are the lecturers?

Mirel Leino-Haltia

Professor of Practice, PhD, CFA, Aalto University, School of Business (2019 -)



Current Non-Executive Independent Board Memberships:

- **Bank of Åland Plc. / Ålandsbanken Abp**, Board Member & Audit Committee Member 2022 –
- **Sitowise Plc**, Board Member, Chair of the Audit Committee 2021 –
- **Teleste Plc**, Board Member, Chair of the Audit Committee 2020 –
- **LähiTapiola/LocalTapiola Life Insurance**, Board Member & Audit Committee Member 2019 –
- **LocalTapiola Asset Management** 2019 –
- **Euroclear Finland & Finnish Central Securities Depository Fund** Board Member & Audit Committee Chair 2018 –
- **Boardman**, Chair of the Board of Directors 2023 –, Member 2022 –
- **Indufor Ltd.**, Chair of the Board of Directors 2019 —
- **Savings Banks Research Foundation/ Säästöpankkien tutkimussäätiö**, Board Member 2020–2023
- **Nixu Certification**, Board Member 2022 –2023

Previous career:

- **PwC Finland**, Partner 2009-2018
- **PwC Finland**, Management consultant, Project Manager, Team Leader 2000-2009

Who are the lecturers?

Panu Routila

- **MsC Turku School of Business, KTT (h.c.)**
- **Dissertation examination, DBA, Aalto University EE**
- **Currently Chair of the Board at Patria, Neova, Fifax, Fortaco, Havator, Aro Systems, Ultra Electronics – Energy**
- **Board member: Ensto, Ambientia, Chamber of Commerce**
- **Professor of Practice, Aalto University**
- **Suomen Sydänliitto, chair, 2022-**



Previous Career

- **CEO of Konecranes 2015-2019**
- **CEO Ahlström Capital 2008 – 2015**

What is a Capstone course?

The course is designed to improve career preparation and pre-professional development of accounting majors; i.e., to facilitate the transition from the academic to the professional world.

Our capstone for Accounting majors

FINANCIAL MANAGEMENT

AREAS OF COMPETENCE

- Treasury and cash management
- Accounting and Financial Statements
- Taxation
- Planning, controlling and reporting
- IT systems
- Corporate governance
- Strategy

However ...

Current “Hot topics” seem to focus on items little covered in our regular curriculum

- ESG/ Sustainability
- Big data / Data analytics
- AI / Robotics
- Cloud services
- Shared service centers
- Project Management
- Risk Management
- Grand strategy

However ...

- Our Capstone course has also proven that
 - Accounting majors will encounter tasks and projects which are outside the “area of comfort” of classical financial tasks
 - *Market(ing) research*
 - *Strategy*
 - *R&D*
 - *Non-profit organizations*
 - ...

Award dinners



Timetable

26.2	08.15-11.45	Onsite	U006	Introduction
1.3	12.15-16.00	Onsite	V002	Case company presentation
8.3	8.15-11.45	Onsite	Q101	Initial thoughts/Project plan
22.3	08.15-11.45	Onsite	V002	Interim (ML teams)
	12.15-16.00	Onsite	V002	Interim (PR teams)
12.4	08.15-11.45	Onsite	V002	Final interim (ML teams)
	12.15-16.00	Onsite	V002	Final interim (PR teams)

Case company presentation separately

LATE APRIL: FINAL PRESENTATIONS TO CASE COMPANIES!

Course rules

Participation in all sessions is mandatory and will be controlled
However, teams need to participate only in the sessions where they themselves present

- *In practice, each student has only 5 common sessions!*

Each absence, even with a pre-agreed good reason may lead to additional work

- Multiple absences will lead to failure to complete the course
- In case additional work is undone by the time of final external presentation, no credit is given for the course

Working with the instructors

ML and PR will both manage 5 teams

Each team has to schedule at least one hour meeting between introduction and first interim presentation, and one meeting between first and second (final) interim presentation with the instructor.

Both of us are also available as needed.

Instructors will participate (at least) in the kick-off and final meeting with the case company

Assignment work

The course will be completed as a 4-6 student group assignment for a case partner. Focus will also be on presentation skills.

There will be four class presentations

- Case company presentation – getting acquainted with the case (1.3)
- Initial thoughts / project plan (8.3)
- Interim reports I and II are both process reports (22.3 and 12.4)
- Interim II should preferably be as close to the final company presentation as possible

Final presentation to the case organization is the final and most important stage and will be graded as well

Teams

The teams will be formed randomly, as you will not be able to choose the people you work with in the future either

Client preference and common sense can and should be used in choosing project language

Get organized!

Deliverables

Final presentation and a separate report to the partner (in their office) are the culmination of the course.

Typical deliverables

- Approximately 20-30 minute ppt-presentation
- Final report (Word / PowerPoint –document)

Course assessment

- 1 Business knowledge
- 2 Problem-solving skills
- 3 Ability to communicate and collaborate in diverse professional contexts
- 4 Project management

Each area will be assessed on a scale 1 to 5, however, course grading does not need to be an average of these assessments

Individual contribution can impact personal grading

Customer expectations

Expectations by Case companies

1. Case is understood
2. Communication with the contact person
3. High quality presentation
4. Tangible solution
5. They expect an outcome of the quality as a consultant would do

Individual contribution of each of the participant important

List of cases



List of cases

Laitilan Wirvoitusjuomatehdas (ML)

TESI (ML)

Indufor (ML)

Boardman (ML)

Azets Insight (ML)

Patria (PR)

Fortaco (PR)

Aro Systems (PR)

Grano (PR)

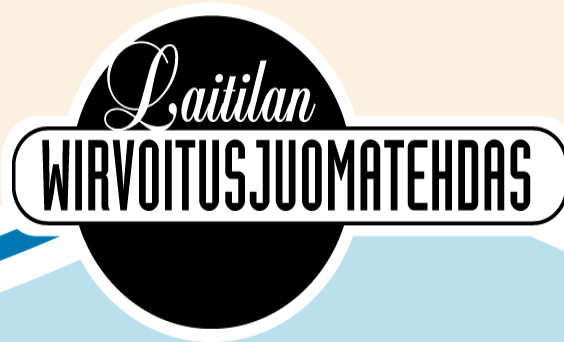
Fifax (PR)



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Case Laitilan Wirvoitusjuomatehdas

Laitilan Wirvoitusjuomatehdas
&
Aalto yliopisto



Yrityksestä

- Laitilan Wirvoitusjuomatehdas Oy on Suomen suurin pienpanimo, joka on perustamisestaan lähtien tehnyt asiat rohkeasti omalla tavallaan
- Liikevaihto vuonna 2023 ~23M€, tase ~22M€, henkilömäärä n. 60kpl
- Valmistaa juomia omilla brändeillään: Kukko-oluet, NAKU Hard Seltzerit, Panama-lonkerot, Skumppa-kuplajuomat sekä Laitilan klassikkolimonaadit
- Lisäksi valmistaa kaupan omia private label tuotteita
- 95% kotimaan myyntiä; suurimmat vientimaat Ruotsi, Saksa ja Aasia



Tehtävänänto- KPI Development

- Yrityksessä olisi selkeä tarve rakentaa johtoa palveleva KPI-mittaristo
- Kyseessä pieni organisaatio, joten mittariston tulisi olla käyttökelpoinen jokapäiväisen toiminnan ohjaamisessa sekä viestinnässä → KPI-mittaristo organisaatorakenteen muodossa
 - Asioiden vaikutussuhteet osastoilta kokonaisuuteen
 - Läpinäkyvyys
- Työssä tulisi tunnistaa yhtiön keskeiset ydinmittarit (johtoryhmä) ja näiden pohjalta edelleen tunnistaa osastokohtaiset (panimo, juomanvalmistus, pakkaamo, tuotekehitys, laatu, varasto/logistiikka, myynti) mittarit, joilla vaikutus ydinmittareihin
 - Lopputuloksena mittaristo (visuaalisessa esitysmuodossa?), jonka implementointi järjestelmiin jäisi LWT:n vastuulle projektin jälkeiseen aikaan (?)
 - Lisäksi työssä olisi hyvä tunnistaa ainakin seuraavia asioita
 - Osaoptimoinnin välttäminen
 - Datat saatavuus & oikeellisuus
- **Kick-off: Ke 28.2 klo 9.00-10.30 in Teams**
- Contact: Jere Laine, Finance Manager
 - Jere.laine@laitilan.com puh. 0504911593

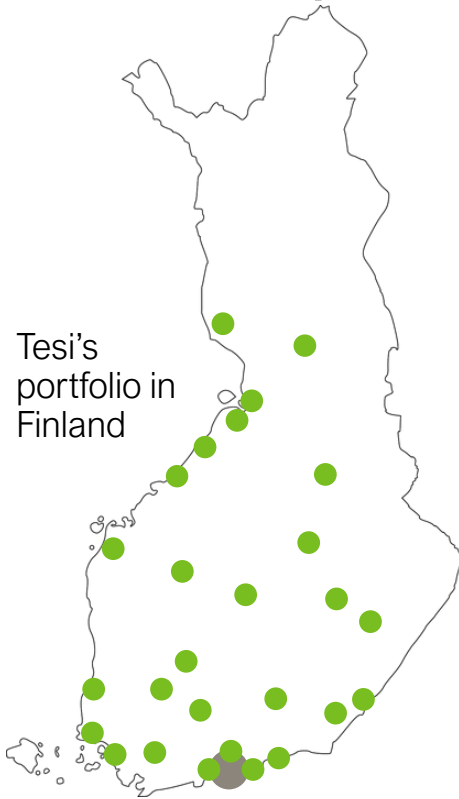




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TESI (Suomen Teollisuussijoitus Oy)

Tesi is a market-driven private equity and venture capital investor and market developer



100%

State-owned

2,5 bn €

Assets under management

63%

Share of funds

450 kpl

Direct and indirect portfolio companies (FI)

12 bn €

Revenue from portfolio companies (FI)

64,000

Jobs in portfolio companies (FI)

>1 mrd. €

Annual taxes paid to Finland by companies

Tesi case study – Market review and project finance structures for green transition industrial investments in Finland



Background

- Finland has a record high investment pipeline of green transition related industrial investments but at the same time there are several challenges that need to be solved before pipeline converts to successful projects. There are several lessons to be learned from the Swedish market that has lately seen several large investment projects raising capital. Green investments often face chicken-egg problem. New value chains need to be developed simultaneously. This is especially the case with renewable energy production and high power consuming industrial decarbonization businesses.



Key questions

- What are the key success factors that have enabled successful green investment project finance in the Nordics?
- What are the key issues that limit the growth of new green investments in Finland?
- What role should Tesi and Finnish state play in accelerating the funding of the green investment pipeline in Finland? What type of risk and return sharing creates a winning format for public and private investors?



Deliverables

- Describe the green investment market in Finland in terms of market segmentation, investment project status, technology maturity and key challenges
- Create a project finance model for a successful green investment project in Finland by investment phase (seed, pre-feasibility, feasibility, technology validation, construction and commercial scale-up)
- Discuss the role of government driven funding in accelerating green investments in terms of risk and return, achieving high impact by leveraging private capital and channeling soft funding (EU, state subsidies, enabling infrastructure)

Kick off: 27th February at 16.00. Contact person Pia Santavirta, Managing Director



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Azets Insight

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Freedom to grow. Freedom to scale. Leadership insights. A partner on your side every step of the way.

We are your one-stop-shop for all the accounting, HR, and payroll services and software you need. We also offer extensive advisory services from leadership development to sustainability reporting.

SOFTWARE

ACCOUNTING

HR & RECRUITING

PAYROLL

ADVISORY SERVICES

Azets is an accounting, payroll, advisory and business services company that delivers a personal experience, both digitally and at your door.

With over 7,500 dedicated people across our office network, we help companies and organisations of all shapes and sizes, public sector enterprises and high net-worth private clients achieve their personal and business ambitions.

New Regulation and FinTech

What business opportunities could Azets find with new regulation and new FinTech inventions that transform banking and payment transactions?

- There is extensive New regulation (PSD2 etc) that open up new business opportunities. Plenty of start-ups have already begun their journey of exploiting these, which ones look most interesting as partners?

-Azets handles a significant amount of payment transactions daily and is looking to further simplify cooperation and the technical solutions as well as improving efficiency and transaction security. Which new start-ups could best help Azets

-Does the new regulation and new technologies enable Azets expand to expand into new services to improve services for customers?

Kick-off : 27.2 at 14.00 hrs

Contact: Janne Blomqvist janne.blomqvist@azets.com and Juha Pohjola



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Case Indufor

Indufor Group is among the world's leading forest sector consulting groups with more than 43 years of experience providing high-quality information, analysis, and extensive knowledge and services for our clients throughout the forest industry value chains. Our work products and consulting services support our clients' mission and add value to all stakeholders and affected communities.

Indufor offices are located in Finland, United States, New Zealand, Australia and China

Case: Natural Capital

Natural capital accounting is proposed as a useful tool for the monetary measurement of natural resources. Natural capital accounting is currently a forward-looking method to respond to possible legislative changes and offer an investment portfolio-like view of assets to various stakeholders. E.g. Forests contain various resources that produce many benefits in addition to wood production.

The consulting case covers two areas:

- 1 Market Analysis of Natural Capital Investments and Potential**
 - **Total Market Size + Large Investors: Total Assets, Current Natural Capital Investments, Future plans**
- 2 Development of Natural Capital Accounting Methodology**
 - **in the future, we expect clients to request Natural Capital Accounting (NCA) for their Assets**

Contact Persons:

Anni Blåsten (Member of Management Group)
e-mail: anni.blasten@induforgroup.com

Sepul Barua (Natural Capital Accounting Expert)
e-mail: sepul.barua@induforgroup.com

Kick off: 28 February at 11.00 am



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Case Boardman

BOARDMAN ON VETOVOIMAINEN AJATUSPAJA JA OSAAMISVERKOSTO

joka kehittää omistajien, hallituksen jäsenten ja johdon osaamista ja yhteistyötä.



Missiona

auttaa yrityksiä ja päätöksentekijöitä menestymään kehittämällä omistajuuden, hallitustyöskentelyn ja johtamisen (OHJ-ketjun) osaamista.



Partnerit ja jäsenet

tuovat oman osaamisensa yhteisiin keskustelu- ja kehittämisfoorumeihin uuden osaamisen kehittämiseksi ja jakamiseksi.

Strategian kulmakivet

Kehittämis- ja jäsenfoorumitoiminta

Valmennukset

Arvioinnit

Tapahtumat ja julkaisut

Tehtävänanto

"Tutkimuksessa pyritään selvittämään kokemusperäisiä oppeja omistajilta, hallituksen jäseniltä ja johdolta."

- Toimeksiannon tavoitteena on tuottaa katsaus ja syventää ymmärrystä keräämällä haastatteluiden avulla strategiseen uudistumiseen liittyviä käytännön kokemuksia ja oppeja.
- Lopputuloksena tuotetaan yhteenvetoraportti haastateltavien uudistumisen keskeisistä opeista ja reflektoidaan niitä aikaisemman kurssityön tuloksiin.
- Raportti koostetaan luettavaan muotoon (pdf) sekä esitysmuotoon (pp) ja se esitetään Boardmanin työryhmän jäsenille huhtikuun lopussa Boardmanilla.
- **Julia Ruotsi**
- Viestintä- ja markkinointipäällikkö,
- 040 097 4953
- julia.ruotsi@boardman.fi

Kick off 28 February at 14.00 hrs



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Case Patria



We give our customers confidence in all conditions

- Patria is an international provider of defence, security and aviation life cycle support services, technology solutions and pilot training.
- Patria provides its aerospace and military customers with equipment availability, continuous performance development as well as selected intelligence, surveillance and management system products and services.
- Patria's mission is to give its customers confidence in all conditions, and the vision is to be the #1 partner for critical operations on land, sea and air. Patria has several locations including Finland, Sweden, Norway, Belgium, the Netherlands, Estonia, Latvia and Spain. Patria employs over 3,000 professionals.
- Patria is owned by the State of Finland (50.1%) and Norwegian Kongsberg Defence & Aerospace AS (49.9%). Patria owns 50% of Nammo, and together these three companies form a leading Nordic defence partnership.

Patria's presence & Key figures



Key figures	2023	2022
New orders, EUR million	945.8	794.8
Order stock, EUR million	1,940.7	1,751.2
Net sales, EUR million	732.9	627.1
Operating profit, EUR million	67.9	53.8
Income before taxes, EUR million	63.1	49.7
Equity ratio, %	40.0	44.1
Gearing, %	67.7	27.3
Return on equity, %	18.4	15.8
Return on capital employed, %	13.5	11.2
Personnel, end of period (FTE)	3,385	3,311

Preliminary results 9th, February 2024

JAPAN



The Assignment

- Patria faces rapid growth through the strategy period 2022 – 2027. Majority of the growth is based on demand for 6X6 and 8X8 wheeled armored person carriers (APCs). However, growth is also pursued through growth of advanced defence industry fleet management services.
- In view of the growing volumes, managing the accrual of working capital is of particular interest. This relates especially to manufacturing of vehicles but has also a bearing on service business.
- Based on a basic information package of Patria's value chain and ONWC development from the past 12 months, you are requested to compile a high-class consultancy offer under the topic “Optimized Working Capital Efficiency for Patria”, consisting of:
 - Key observations on Patria's ONWC, also benchmarking the levels against relevant peer industry
 - Likely efficiency improvement areas – what, why and likely improvement headroom
 - Plan for executing the (simulated) assignment: interviewees, data points, schedule etc.
 - Effective offer pitch focusing on the core of the value proposition
- **KICK_OFF 8.3.13-15, Contact Ville Jaakonsalo CFO**



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Case Fortaco

THIS IS FORTACO

Fortaco is the leading strategic partner in Europe to the heavy off-highway equipment and marine industries providing premium offerings, like zero emission solutions and technology, vehicle cabins, steel fabrications, and assemblies.

We have operations in multiple European and Asian Business Sites and Technology Hubs supporting our global customers.

Our way of working originates from the Toyota lean approach. We provide premium performance for quality and delivery accuracy according to promises.

We benchmark ourselves to the automotive industry and standards to secure maximized value add for our customers as a true Tier 0.5 partner.

We have a large portfolio of global customers in different industry segments.

We have a solid track record in high flexibility ensuring robust earnings and cashflow.

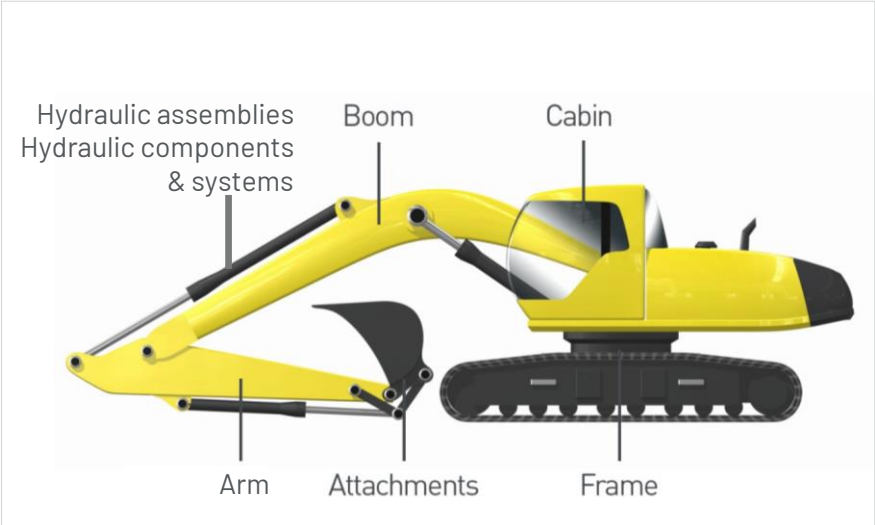
We know the market, and we have long-standing relations with our customers.

We have highly performing leaders and people.



FORTACO'S MANUFACTURING SCOPE

Scope of items, excavator as an example



Scope of manufacturing



CASE ASSIGNMENT: DEVELOPMENT OF COST OF QUALITY KPI DASHBOARD FOR INTERNATIONAL INDUSTRIAL COMPANY

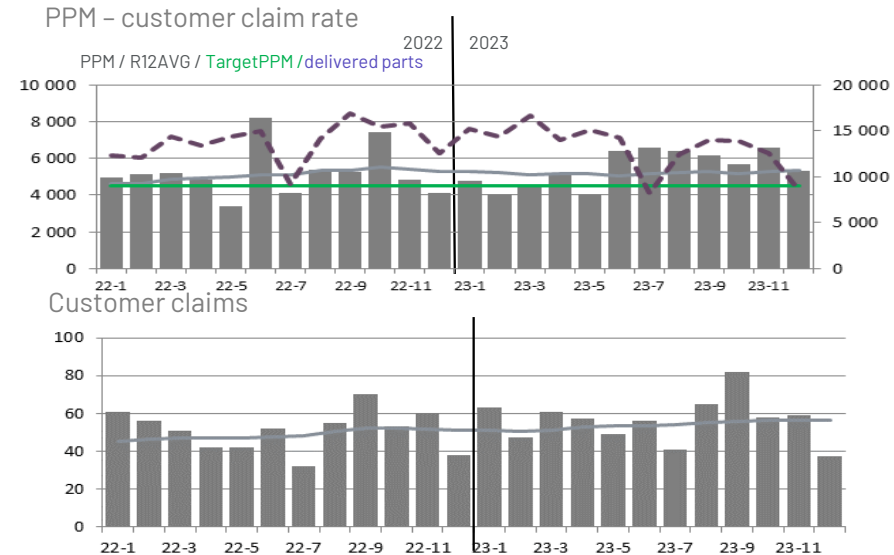
Background

- Fortaco has high focus on ensuring industry leading safety, quality and delivery accuracy performance in its operations, enabling premium pricing and margins
- Currently both absolute (number of claims) and relative (PPM- defects per million parts produced) KPIs are regularly being used across the Group to follow and monitor the quality performance
- However, quality costs are currently not measured in systematic and unified way in the Group.

Case assignment

- To develop proper KPIs to measure the cost of quality in Fortaco
 - Internal quality costs
 - External quality costs
 - Cost of ensuring good quality
 - How to use the new information in managerial decision making
 - How to ensure comparability across different businesses and operating countries. How to ensure easy and swift data gathering consuming minimal resources
- Fortaco contact person: Henrik Toni / Director, Group Business Control (henrik.toni@fortacogroup.com)
- Kick-Off on 6.3.

PPM 2022-2023 - Customer claims - Claims by sites





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Case Grano

Grano lyhyesti

- Liikevaihto v. 2023 **109** m€
- **21** paikkakuntaa
- n. **900** granolaista
- n. **15 000** asiakasta
- n. **300 000** tilausta vuosittain
- NPS **44**













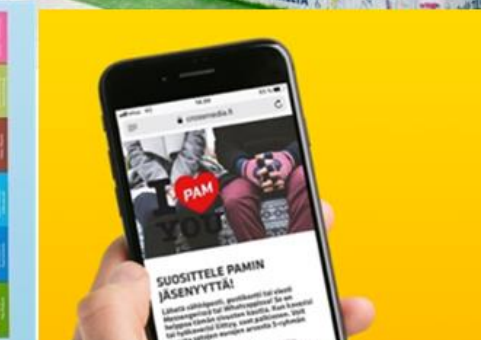
Value growth and offering focus

Customers

- Emphasizes on end-to-end marketing services with in-house technology solutions together with the most modern and versatile production facility in Nordics
- Grano's customer base consists of close to 15 000 customers, including all major global and local brands
- Key customer verticals are
 - Retail
 - Manufacturing
 - Service Sector
 - Construction
 - Public Sector
- Grano's customer satisfaction is high – NPS 44, and even higher with customers with long term contracts – NPS 49

Offerings

- | | | | |
|--|---|---|----------------------------------|
|  | Printing products (digital and offset print) |  | Package design and print |
|  | Large format printing |  | Content management software EMMI |
|  | Technical drawing printing and construction signage |  | Translation services |
|  | Digital signage services |  | Neon signs |
|  | Marketing logistics |  | Creative services |



Asiakaskannattavuuspilotti



■ Taustaa:

- Kannattavuutta seurataan tuotantokohtaisesti, mutta ei asiakkaittain. Käytössä oleva toiminnanohjausjärjestelmä ei suoraan mahdollista asiakaskannattavuuden laskentaa. Lisäksi data on hajanaista ja osin rikkonaista. Asiakkaiden tilauksista osa hinnoitellaan tarjouslaskentasovellusta käyttäen, mutta kaikki tilaukset eivät kulje tätä kautta.
- Asiakaskannattavuuslaskenta auttaisi tunnistamaan sekä kannattavat että kannattamattomat asiakkaat ja segmentit. Tämä mahdollistaisi kohdennetun päätöksenteon liiketoimintajohdolle.
- Granolla on aloitettu pilottiprojekti, jonka tarkoituksena on tutkia 20 asiakkaan kannattavuutta. Tämän pohjalta pyritään arvioimaan, onko löydettävissä järkevää tapaa arvioida asiakkaiden kannattavuutta laajemmin.

■ Tavoitteet Capstone-kurssille:

- Ryhmän tavoitteena on tulla projektitiimin avuksi osaltaan mallintamaan asiakkaiden kannattavuutta. Kuten yllä on mainittu, osa asiakkaiden tilauksista hinnoitellaan tarjouslaskentasovellusta käyttäen. Ryhmän tavoitteena on alkuun keskittyä juuri tarjouslaskentasovelluksen tuottaman datan analysointiin ja sen perusteella laskettavaan asiakaskannattavuuteen. Datasta saatuja tuloksia on tarkoitus verrata sekä tavoitekatteisiin että tarjouslaskentasovelluksen tuottamaan kokonaisdataan. Tuloksia tullaan hyödyntämään osana asiakkaiden kokonaiskannattavuuden laskentaa. Ajan ja resurssien salliessa tehtävää on tavoitteena laajentaa myös pilotin ulkopuolisiin asiakkaisiin sekä mahdollisiin muihin projektin aikana esille tuleviin toimeksiantoihin.

■ Yhteyshenkilöt:

- Linda Teeriaho, Business Controller. E-mail: linda.teeriaho@grano.fi Tel: 041 730 7791.
- Karita Laakso, Talousjohtaja. E-mail: karita.laakso@grano.fi Tel: 040 577 4911.

■ Kick-off:

- Ma 4.3. klo 13. Kuortaneenkatu 1, 00520 Helsinki.



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Case FIFAX

A large industrial facility, possibly a water treatment plant, with a person in a boat in the foreground. The word "FIFAX" is overlaid in large white letters. The background shows a complex structure of pipes, tanks, and machinery under a high ceiling with a grid of steel beams and lights. A person is visible in a small boat in the water, and a large black cylindrical object is in the foreground. The number "212" is visible on a wall in the background.

FIFAX

Fifax in brief



Fifax Plc is a global pioneer in sustainable land-based aquaculture. Produces sustainably farmed rainbow trout. First facility in Eckerö among the first large-scale RAS facilities globally.



Ultra-intensive implementation of recirculating aquaculture system (RAS) solves environmental issues in traditional fish farming. Minimal water usage, 99% reduction of N and P emissions, no sludge to the sea, all side streams recycled.



Full capacity of production facility #1 is 3,200 tons p.a. - equals weekly delivery of 50 tons (HOG). System water volume appr. 25.000m³, standing biomass appr. 900 tons.



1st ASC –certified fish farm in the region supplying nearby markets with sustainable and fresh rainbow trout. Continuous process and stable output around the year.

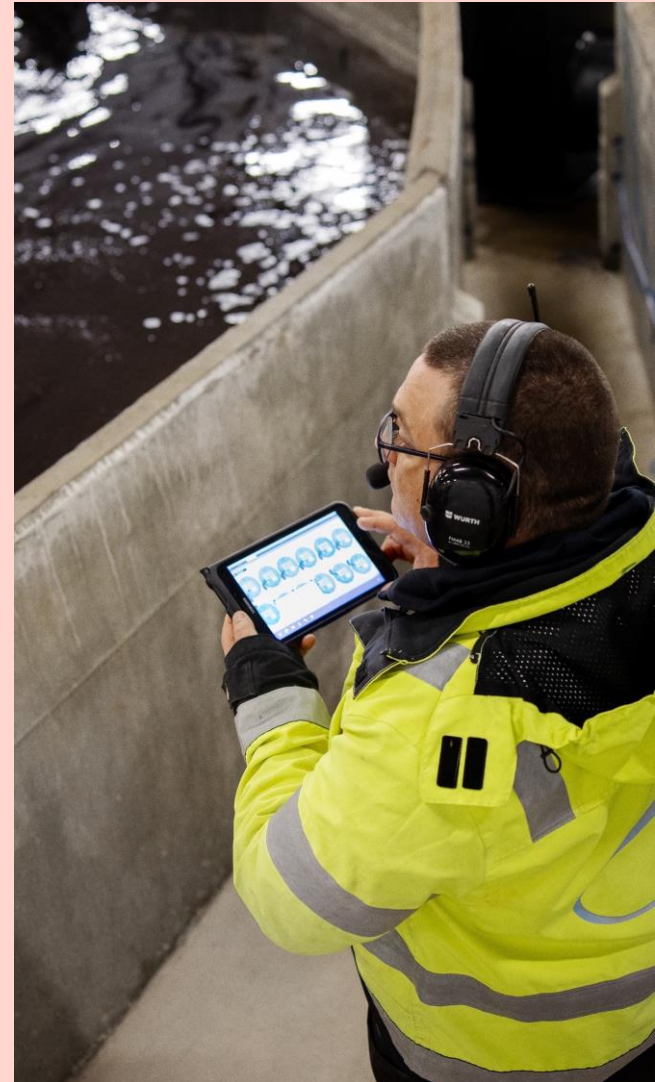


Listed on Nasdaq Helsinki First North since October 2021 as the only listed aquaculture company in Finland.



The Assignment: Develop a Competitor Analysis and Benchmarking Framework

- Study published reporting and financials of listed companies in the emerging Land-Based RAS Aquaculture industry, examples of companies like Atlantic Sapphire, Salmon Evolution, Nordic Aqua Partners, Proximar, Kingfish Company (netherlands), Aquabouty, Finnforel (finland), HIMA seafood (norway), Jurassic Salmon (switzerland)
- To the extent available, study equivalent data for relevant non-listed companies
- Identify the relevant KPIs / benchmarking parameters
- Build a framework for continuous competitor/peer tracking and benchmarking
- Propose a set of KPI's/metrics for Fifax to report on a continuous basis to meet market expectations and industry practice.
- Also consider if other KPI's/metrics would be relevant for Fifax, given Fifax strategic focus areas.
- Kick-off on: Contact Samppa Ruhtula and Linda Lindroos





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Case Aro



Aro Systems Oy



Hallitsemme kaiken talotekniikkaan liittyvän uudis- ja saneerauskohteissa



70 vuoden kokemuksella

ratkaisemme
vaativimmatkin
hankkeet



Urakoinnista ylläpitoon

kaikki osaaminen vaivatta
yhdeltä kumppanilta



Ketterä kumppani

tunnettu korkeasta
laadusta ja palvelukyvyystä

Aro Systems



Kaikki talotekniikan liittyvä vaivatta yhdeltä kumppanilta

Yhteenveto

- Aro Systems on 1954 perustettu suomalainen talotekniikan urakointiin ja palveluihin keskittynyt yritys
- Yhtiön palvelutarjoama kattaa kaiken talotekniikkaan liittyvän sekä uudis- että saneerauskohteissa
- Talotekninen huolto ja ylläpitosisopimukset
- Toimitusjohtaja: Mika Huovinen; HPJ: Panu Routila
- Omistus: CapMan Special Situations ja Aro Yhtiöt



Liikevaihto 2023

51 M€



Henkilöstö

340



Huoltokäyntien NPS

79



LVIS-huoltokeikkaa
vuodessa

27 000



Tuotantoautot

66 kpl

Palvelut



Sähköurakointi



LVI-urakointi



Vikakorjaukset



Sähköautojen
latauspisteet



Talotekniikan
ylläpito



Tilamuutos-
projektit



24h
päivystys



Rakennus-
automaatio



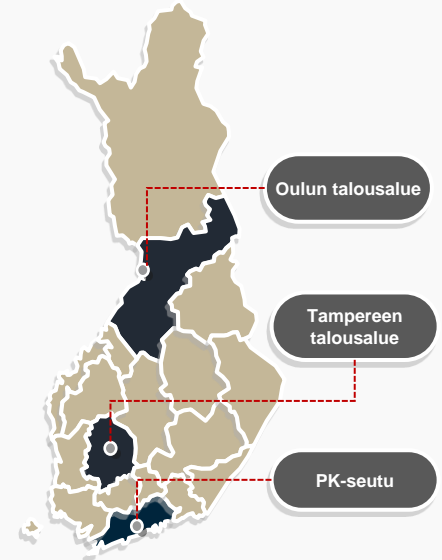
Energiätehokkuus-
ratkaisut



Valaistus-
ratkaisut

Toiminta-alueet

Liiketoiminnan pääalueet



TEHTÄVÄNANTO – ASIAKASKOHTAINEN TOIMINTOLASKENTA



- Yhtiöllä on tarve seurata **kasvavan huoltoliiketoiminnan** johtamisen (asiakkuuksien, operatiivisen tehokkuuden, hinnoittelun) tueksi tarkemmalla tasolla asiakas- ja asiakassegmenttikohtaisia kannattavuuksia
- Kannattavuuksilla tarkoitetaan suoran myyntikatteen lisäksi ei-keikoille kirjattavien kustannusten kohdistamista asiakkuuksien hoitoon
 - Ei-keikoille kohdistuvia kustannuksia on sekä muuttuvia että kiinteitä
 - Kannattavuustasot: I) suora myyntikate €, % ii) toimintolaskennan myyntikate €, % iii) toimintolaskennan kautta saatu loppukate €, %
- Työssä tulisi analysoida huollon keskeiset toiminnot ja niiden kytkeytyminen toisiinsa sekä tarvittavien kustannusajurien määrittely ja selvittää eri toimintojen kustannukset → vaaditaan asiakaslupauksen toteuttamiseen
- Työn lopputulemana tulisi saada
 - 1 **konkreettinen excel-muotoinen toimintolaskennan työkalu/malli**, jolla yritys voi jatkossa seurata asiakaskohtaisten loppukatteiden kehitystä
 - 2 **analysoitu asiakaskannattavuuksien kuvaaja**, jossa kuvattuna volyymien ja eri kannattavuustasojen keskinäinen suhde
- Kick-off:
- Lisätietoja: Mika Huovinen, toimitusjohtaja, p. 040 842 4411, mika.huovinen@arosystems.fi



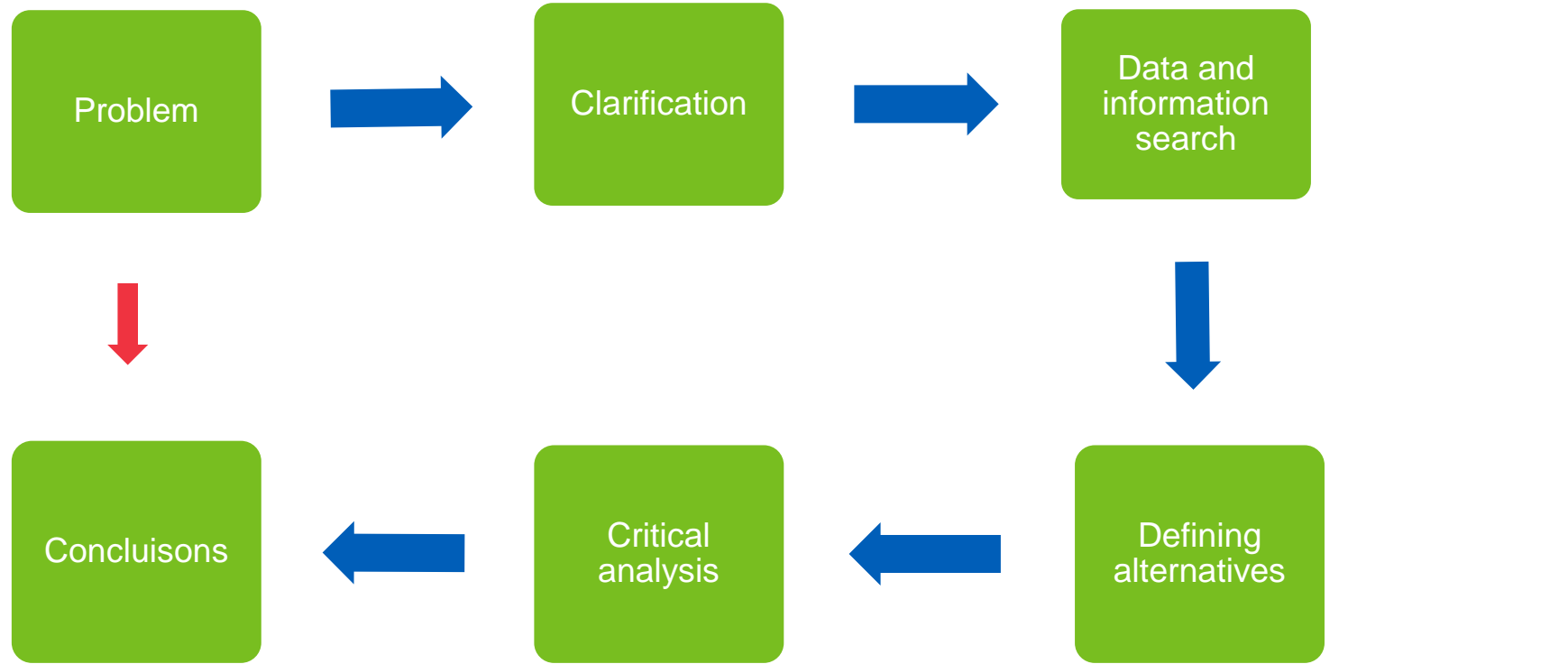
Aalto University
School of Business

Project management

Project evolution

- 1. Identify the problem, relevant information sources and limitations**
- 2. Search alternative interpretations and find creative links between facts**
- 3. Prioritize essential observations and dare to make conclusions**
- 4. Think through the route from your conclusions to workable recommendations**
- 5. Create a narrative that you can communicate convincingly**

About risks: System 1 and System 2 (Kahneman)



Managing teams

- **There is no one way of managing teams**
 - Depends of subjects, instructor and team dynamics
 - Discussion is the prime tool for managing
 - *Target is to get everybody participating so that “grey braincells move”*
- **Team meetings need to be prepared well**
 - Behind open discussions must be a framework, target and tools to reach it
 - Both the team and instructor enter meetings with high expectations
- **Instructors essential task is to ensure focus and quality**

Small team benefits in learning

- **Flexibility**
 - Instructing can be adjusted to team personalities and situation dynamics
 - At best, small team learning not only facilitates learning but helps participants personal evolution as a member of her/his own work teams
- **Interactivity**
 - Responsibility for learning is both with instructor and team members
- **Participation**
 - In small teams you cannot avoid responsibility
 - Instructors must ensure that also the introverts are being heard

Practical observations

- **Instructor does not need to know all**
 - Co-learning can be soothing for teams
 - Most of times, there are no simple solutions for complex problems
- **If team members do not communicate, the instructor has a problem**
 - However: Allow time for evolution
- **Differing views are richness in team work**
 - Internal arguments usually improve outcome quality

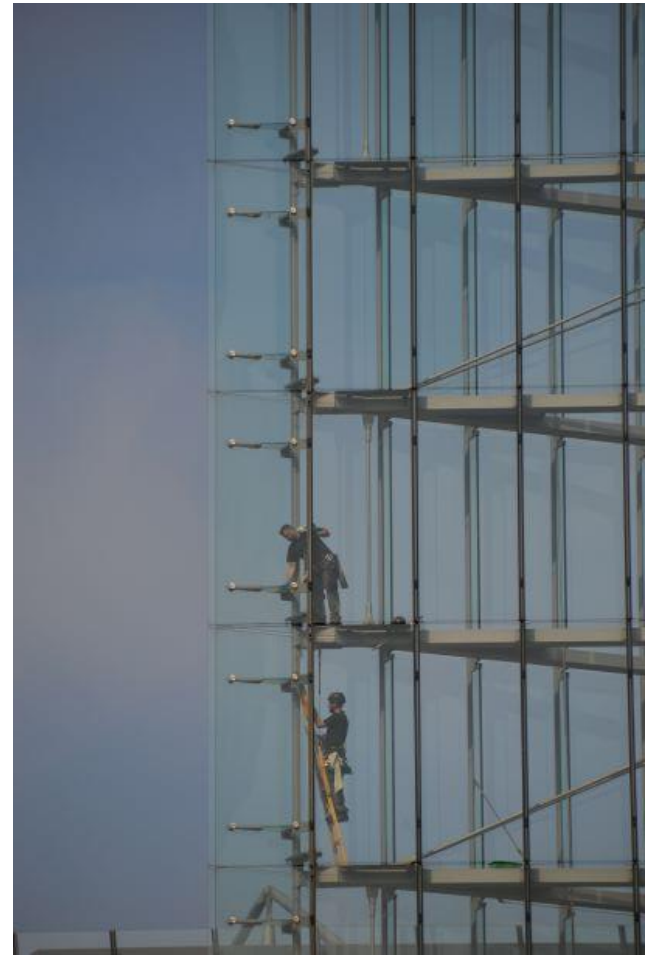
Most questions are open ended

- **You cannot provide a comprehensive definition of the problem**
- **Alternative solutions are plenty**
 - Even specialists have different opinions
- **Incomplete information leads to different understandings**
- **Solutions may lead to unexpected outcomes**
- **There is no certainty you are right**
- **Often solutions are situation-specific and change over time**

**Some
thoughts
about
making
presen-
tations**



Next steps



Next steps

- **Friday 1.3. each team must make a short (10-15 minutes) general presentation of their case company**
 - About 4-5 slides – which typically include
 - *Basic facts – why does this company/organization exist*
 - *Team motivation – why is this case interesting*
 - *Key financials*
 - *SWOT*
- **Kick-off meetings with the case companies according to schedule**
- **Presentation of Initial thoughts/Project plan Friday 8.3**
 - 10-15 minutes per team

Please file presentations to MyCourses at the latest in the beginning of each lecture

Contacts with your supervisor

Each group create WhatsApp teams with supervisor (ML or PR)

In order to create a group you need phone numbers:

- **Mirel: 050 520 8227**
- **Panu: 040 503 6757**
- **And your own phone numbers!**