



Aalto University
School of Business

Strategy Process

Strategy process in practice

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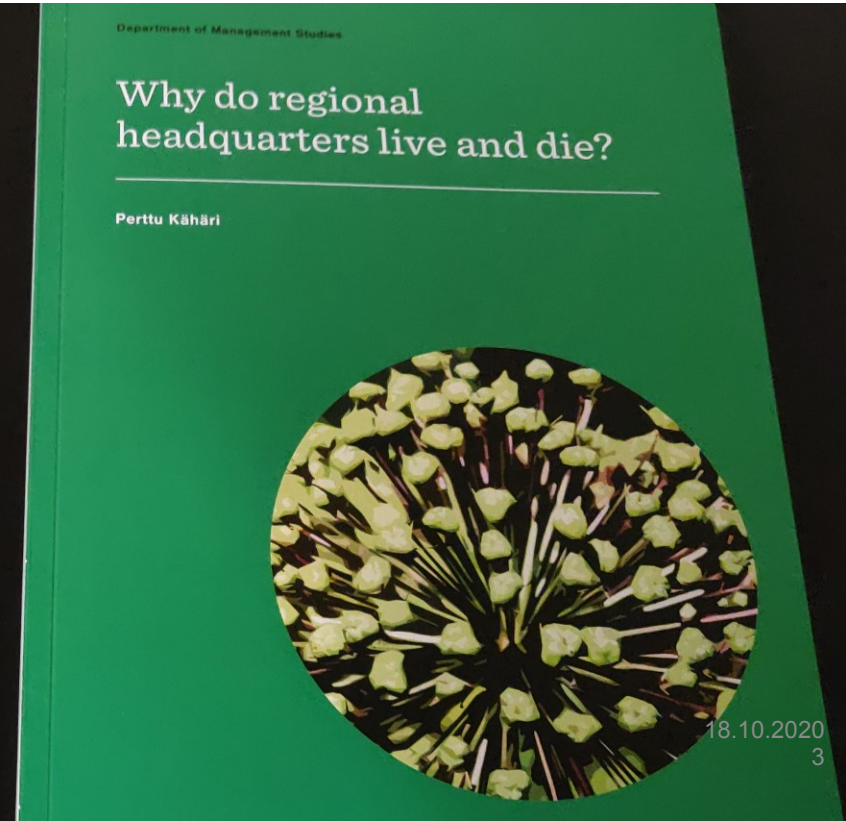
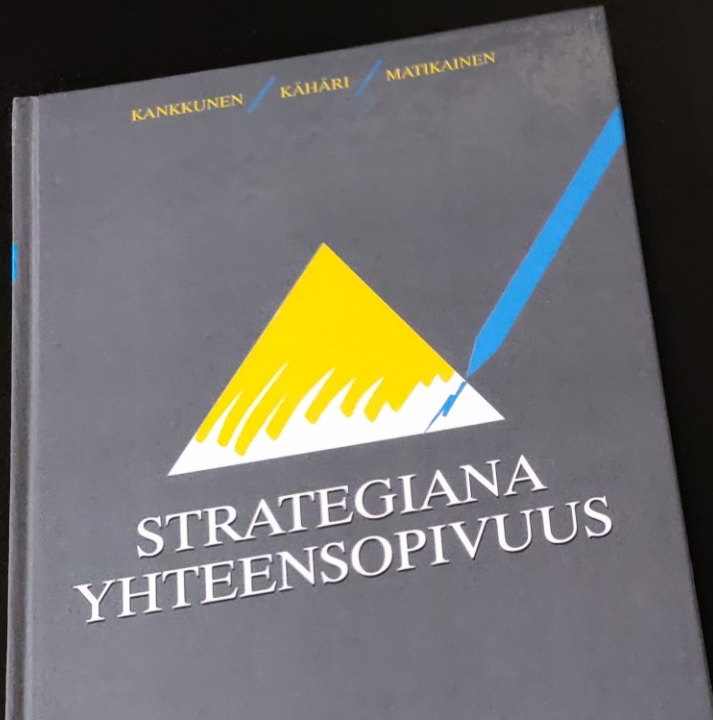
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Plan for today – learning objectives

- **Introduction**
- **Formulating the strategy**
 - How does the strategy take shape?
- **Strategy in the minds of people**
 - How to get the people involved in creating and enacting the strategy?
- **Making the strategy happen**
 - How to achieve what we define as the strategy?

Today no theory, just practice. You should be able to apply what you have learned on previous lectures.

My core competences: Strategy and international business



Introduction to strategy processes in practice – Case of myself

An analysis of myself:

- My roles where strategy work is explicit
- My roles where strategy work is important

How about you?

- What is your interest in strategy work?
- In which role(s) would you like to be doing it?

Where are strategies done?

- **Multinational corporations**
- **SMEs**
- **Start ups**
- **Cities and public organizations**
- **NGOs**
- **... and military**

**Challenge
to
formulate**



**Challenge to
make it
happen**

Formulating the strategy

What is strategy process in practice?

- Analysis
- Defining mission and vision
- Templates
- Workshops
- KPIs
- Great plans

- Lack of information
- Constant change
- Difficult decisions and difficulty of making decisions
- Not enough time or resources
- Uncertainty

... or just taking action and post-rationalizing?

Is strategy made in templates...?

The image displays a grid of 31 numbered slides, each representing a page from a strategy document. The slides are organized into a 4x8 grid, with the final row containing only three slides. Each slide is numbered in the bottom right corner. The slides cover various sections of a strategy document, including:

- 1: or comments about the draft
- 2: Template for schools strategic plans School of Business
- 3: About this document
- 4: Cross-cutting themes
- 5: Summary of plans
- 6: School plans in a nutshell: Key strategic initiatives
- 7: Research
- 8: Long-term direction
- 9: ...ing and fostering talent
- 10: Action 2: Developing selected research infrastructures
- 11: Action 2: New collaboration across fields
- 12: Performance Indicators, research
- 13: Comments regarding research-related indicators
- 14: Education
- 15: Long-term direction (2030)
- 16: Action 1: Renewing education
- 17: ...er digital and engaged learning experiences
- 18: ...ation of an ongoing technology-led educational research and innovation program
- 19: Action 1: Focusing on holistic wellbeing
- 20: Action 2: Advancing learning centrality
- 21: Performance Indicators, education
- 22: Performance Indicators, education
- 23: Comments regarding education-related indicators
- 24: Impact
- 25: Long-term direction (2030)
- 26: Action 1: Cultivating an environment of innovation
- 27: Action 2: Developing global and local networks
- 28: Action 2: Guiding a sustainable and thriving campus
- 29: Performance Indicators, impact
- 30: Comments regarding impact-related indicators
- 31: Enabling our success
- 32: Strategic risks
- 33: Template for university

Group exercise: Formulating strategy in a start up

Let's analyse and formulate a start up's strategy!

Start up: Sowellus LokiTime, market leader in Finland and entering Sweden

Your task:

- 1) Check their website: <https://www.lokitime.fi/en/>**
- 2) Analyse the cornerstones of their strategy**
- 3) Make an elevator pitch and post it in Zoom chat**

Be prepared to comment on your pitch.

An **elevator pitch** is a short description of an idea, product or company that explains the concept in a way such that any listener can understand it in a short period of time. (Wikipedia)

Strategy in the minds of people

Role of people in a sequential strategy process

Formulate



Communicate



Act



How to make it happen simultaneously?

**Formulate,
communicate,
act**



Case DHL: Involving people in a global management conference

Group discussion

Topics to discuss:

- How does a global management conference work for strategy?
- Why is it important for a strategy?
- How about the rest of the organization – how to involve them?

Be prepared to present your key points.

Making the strategy happen

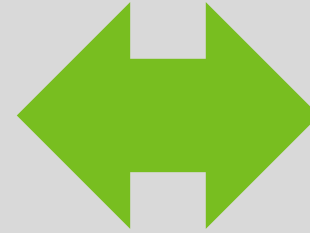


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How to achieve what we define as the strategy?

- How do we make sure people act?
- Are they taking the right actions?
- How do we know these actions make our strategy happen?

**Challenge
to
formulate**



**Challenge to
make it
happen**

Case Aalto University School of Business: How to make strategy happen by measuring it?

Group exercise: Making our strategy happen

Let's find ways to make our strategy happen!

Your task:

- 1) Pick one of our key strategic initiatives**
- 2) Think about the ways to measure whether this strategic initiative is happening**
- 3) Define potential indicators (KPIs) and post them in Zoom chat (2-3 is enough)**

Be prepared to comment on your indicators.

A Key Performance Indicator (KPI) is a measurable value that demonstrates how well an organization is achieving its key objectives.

Business School: Key strategic initiatives 2021-24

Educational renewal with lifewide learning

We will have a globally attractive program portfolio that addresses needs of society and business community. We make an impact through a lifetime with a program portfolio and curricula that simultaneously serve degree education and lifewide learning. We run a manageable number of high quality courses which allows for the growth of both degree student intake and lifewide learning activities. We use technology to reach our learning audience efficiently.

Cutting-edge research and infrastructure

We encourage research that pursues grand challenges through cooperation within academia and beyond. Our access to national and international business and societal data will become a strategic infrastructure hub.

Community wellbeing

We care for the mental and physical wellbeing of our students, faculty and staff. We enhance diversity and inclusion as well as a sense of community and a sense of place – both physical and virtual – among our members. Our belief is that community wellbeing is founded on good leadership at all levels.

Sustainability

We promote 'Better business - better society' throughout our activities. Our faculty, staff and students have a mindset and skills that enable cross-disciplinary research, teaching, impact work and stakeholder collaboration for UN's SDGs and PRME. We offer dedicated courses focused on general and discipline-specific sustainability topics, and integrate sustainability considerations into our ordinary courses in a non-add-on fashion. We continuously improve our sustainability research and education based on critical self-reflection and feedback from our key stakeholders. We enhance and develop the sustainability research and education capabilities of our faculty by active recruitments and teacher training.

DRAFT

Case Amazon: What if your strategy goes wrong?

Amazon needed a HQ2 and made cities to bid: preferences

- Metropolitan areas with over 1 M population
- Stable, business-friendly environment
- Urban or suburban locations attractive to tech talent
- Communities that think big and creatively
- International airport (45 min) with daily direct flights to metropolitans
- Higher education institutions
- Tax breaks and other incentives



Amazon HQ2



Announced 20 finalist locations

- Many did not meet the preferences set by Amazon (City Lab, 2018)
- Philadelphia was considered a leading contender (The Guardian, 2018)

Amazon cancelled its plans to build an expansive corporate campus in New York City

Sept 2017

Jan 2018

Nov 2018

Feb 2019

- Amazon announced HQ2 plan
- Official preferences from Amazon were presented
- 238 proposals from US, Canada, and Mexico are received

Confirmed the plan to split the new HQ2 between Crystal City, VA and Long Island City, NY (25,000 jobs each)



Anti-Amazon protesters before a New York City Council hearing in January. The deal to build a sprawling Amazon campus in Queens had also run into opposition from some local lawmakers.
Hiroko Masuike/The New York Times

Headquarters (HQ) Location Project



A 4,5 year research project on the interplay of **physical and social aspects of location**. It's funded by Wallenberg foundation and Academy of Finland, involving:

- Faculty, doctoral and master students
- Foreign and Finnish companies
- Business Finland and other public bodies

The project consists of four work packages, which all will lead to conceptualizing the meaning of location. The project outcomes include:

- Identify all foreign firms' HQ in Finland
- Map all HQ relocation events in Europe between 2000-2019
- Understand the strengths of host locations to attract HQ

<https://yle.fi/uutiset/3-10157369>

Thank you!

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