



AALTO UNIVERSITY MBA ALUMNI ASSOCIATION ALUMNI UPDATE 02/2015

GREETINGS FROM THE CHAIR

During the past months the board of our Alumni Association has been working steadily with one goal in sight: to create an integrated community, or network if you like, of Aalto EE MBA Alumni, and an Association with an attractive offering of both services and events aimed for the pleasure and benefit of MBA Alumni from TKK, HSE and Aalto EE.

So far, our work has been visible mainly in the events arranged. Worth mentioning are company visits this autumn to Jolla, Ilmarinen and Kone as well as a professional development event planned for August.

One of the key benefits of your MBA studies is belonging to the Alumni network. We encourage all of you to join our network and both utilize and build your social capital once our site is published. Your MBA degree is an immense intangible asset. Not utilizing our MBA status and social capital is like running a business one quarter at a time. Get connected. Build your social capital. Get to know all of us.

Best wishes

Jaakko Jauhiainen

Aalto EE MBA Alumni Association

Chairman of the Board



The MBA Alumni Association Board 2015-16: Hanna Komulainen, Carola Juselius, Kullah Anderson, Piia Heikkilä, Jaakko Jauhiainen, Tarvo Viita-Aho, Barbara Ready-Väkevä. Absent: Elina Karjalainen, Matti Pärssinen, Juha Wiskari, Pia Rautakorpi

FUNCTION FOR IMPLEMENTING STRATEGY - CEC

by Pia Rautakorpi, MBA Alumni 2011

I had a great talk with my customer just couple weeks ago. This company has grown for several decades through downturns and upturns. Their strategy has been very clear and precise: "Sell more".

The solid foundation of company had been in customer's need. Founder of the company had always been keen to understand customers business and their everyday processes. The focus of this company was customer. But since the founder was not in charge anymore, the focus started to fade. Technological innovations and improvements started to play the main role, replacing customer. If you looked the history of the company, there had been technical innovations all the way. But always there was a close link to satisfy customer's need. The "Sell more" strategy was in a danger of being misunderstood.

The ground for implementing your strategy starts with creating the strategy. The bottleneck number one lie in the purpose strategy gives for your customers and your organization, for your employees. In the end it is up to them whether the strategy gets implemented or not. What's in it for them?

C as Customer

Unfortunately many companies say that customers are in the center point of their strategy without really giving it a tangible meaning. Customer need doesn't work and it never should be placed as an icing of cake.

To bring the customer in the center of the strategy you'll need three core elements:

1. Customer Value Drivers – What are the most relevant customer motives for choosing a product/ service in your industry? What is the role of each motive in customer decision making?
2. Competitive advantages - Where can you create most value? Which of these customer value drivers you can turn into your competitive advantages?
3. Competitiveness – What you already have to build on? What else you need to create new competitive advantages? What you need to give up?

This process clarifies the value of your strategy and it will lead to concrete implementation already from the very beginning. But why would anyone in your organization engage?

E as Employee

Since the days of patriots in western world providing their employees decent living are gone, only the shareholder value hardly motivates people to work fully. Why would anyone in your organization engage? What gives your employees the purpose of the work? Studies show that 60 % of middle managers don't understand the grounds or content of company's strategy. This is due to at least two factors:

1. Middle managers are not involved in the strategy process.
2. Strategies are not enough down to earth giving concrete tools to see your own input in implementation.

While responsible of strategy in Caverion Finland I involved everyone in the organization, about 2.500 people, in the process. Actually plumbers, electrician etc. were involved first since they are working closest with customers.

Open up your strategy process and give it a thought: who are the most important people implementing the strategy? First, your customers that are willing to open their wallet. Second, your employees that are willing to produce superior customer value, your competitive advantages, for your customers.

In my experience there are not many people refusing to improve or change their performance when they see the effect of that in customer value. That creates a purpose.

C as Competitive Advantages

Customers decide whether you succeed in the market or not. They decide in the long run what your margins are by judging the value you can create. And that value is not only in tangible



but more and more in intangible values. In the end all the decisions are made by emotion, and explained by ratio.

When you start your strategy process by analyzing what are the most relevant motives for the customer when choosing a product/ service in your industry, you are able to decide which of these customer value drivers you can turn into your competitive advantages.

The link from customer value drivers to competitive advantages is your people. To make it concrete the competitive advantages Messua, company in event business, has decided to create are HIT – H as Helppous (Easyness), I as Idea (Idea) and T as Tulokset (Results). Every investment made needs to create HIT for customers. Everyone working for the company has created concrete list of improvements in his or her work to be able to build HIT. Every time people have to make quick decisions they ask if this is HIT for the customer.

No, this does not happen by just creating nice words and telling people. People, your customers and employees, must get involved before and after creating the strategy, because your strategy is not ready until it has been implemented. Your strategy is ready when the competitive advantages you decided to choose, are the reason why your customers choose your company.

and when there is the foundation of customer value drivers that everyone in the company are aware of. It is a great strategy when everyone in the company knows what they need to do and what they can do to create more value for customer. "Sell more" is a great strategy when both customers and employees are together creating the competitive advantages.

KISS - This creates us even more simplifying function of strategy and brand:

Strategy = Ability to Grow Your Cash Flow by Differentiating = Brand

"Sell More" as a strategy

"Sell more" – is a great strategy when it involves your customers

Pia Rautakorpi, MBA , Cohort 2011

The writer has been creating customer value by CEC concept in public and private, in small and multinational, in B2B and B2C, in service and industry companies, and notice every time customers are human, not companies or organizations

ALUMNI EVENT UPDATE

The Alumni has had a busy spring: the Varma Event with Helka Pirinen as the key speaker attracted over 40 people. The unique Kasvu Open -story, organized together with Nordea, was another fantastic example of the rising entrepreneurial spirit in Finland. Nearly 50 alumni attended the event in April.

In May, Aalto University and the Alumni Association organized a Cohort Event, with the purpose of getting classes to keep in touch with their classmates and colleagues. Over 130 alumni came to hear the Pekka Mattila's lecture and spend time with their colleagues.

In June, the Association organized a Golf Tournament in Kytäjä. This same hectic pace will continue right after the holidays: in August we will have our already traditional Professional Development Event, in September we hear the Jolla story, and later in the fall our members will have the unique opportunity to hear the cutting edge presentation of Ilmarinen by Timo Ritakallio, and the amazing story of Kone. You will not hear these stories anywhere else! The events are only for Alumni Association paid members and we know already that the seats will be limited. Be sure to register early and do not forget to check out our website for upcoming new events and news.

PROFESSIONAL DEVELOPMENT EVENT IN AUGUST 20th

Invitations for our next interactive and inspiring professional development event, "Activating event in self leadership, brains, power and influence" will be out next week. The speakers include Marjo Kaihari, Trainer @ Magnifico, Kimmo Feldt, Ph. D @Neuroreact Ltd and Päivi Äijälä, Certified Coach @ Caleidocons. Stay tuned.



Thank you for your feedback. Please keep sending it. If you think you could help us organize an event, write an article or facilitate networking in some way, let us know! The Board comprises volunteers and your feedback and help is very valuable.

Just write an email at info@mba-alumni.fi!

AALTO UNIVERSITY MBA ALUMNI ASSOCIATION

Bringing Top Talent Together
TO JOIN

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