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Action study for Etelä-Pohjanmaan Osakesäästäjät

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Thesis abstract

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The purpose of this master's thesis is to study the activities of Etelä-Pohjanmaan Osakesäästäjät (EPOS), their development needs and prepare a development plan.

The theoretical part composes of five sections: business planning, customer segmentation, service design, content marketing and leadership. Each of these sections carry out their irreplaceable roles in development and leadership of EPOS as well as other organizations in the world of digitalization and increasingly competitive operational environment.

A member satisfaction survey was carried out electronically to explore the views of EPOS' members concerning the current performance of EPOS and their critical areas of improvement. Additionally, key members of EPOS have been interviewed by phone. Benchmarking analysis was conducted by interviewing Vaasan arvopaperisijoittajat ry. which together with EPOS belongs to Finnish Shareholders' Association.

Survey results and data received by individual interviews were finally applied to provide a development plan. SWOT-analysis and differentiation strategy methods were utilized in this process.

Keywords: differentiation, stock trading, SWOT

Opinnäytetyön tiivistelmä

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Opinnäytetyön tarkoituksena on tutkia Etelä-Pohjanmaan Osakesäästäjien (EPOS) toimintaa, selvittää yhdistyksen kehittämistarpeet sekä laatia kehittämissuunnitelma.

Teoriaosuus koostuu viidestä eri osa-alueesta: liiketoimintasuunnitelmasta, asiakassegmentoinnista, palvelumuotoilusta, sisältömarkkinoinnista sekä johtamisesta. Jokaisella näistä on oma korvaamaton roolinsa yhdistyksen ja muiden organisaatioiden kehittämisessä ja johtamisessa nykyisessä digitalisoituvassa ja entistä kilpaillussa toimintaympäristössä.

Sähköisessä jäsenkyselyssä selvitettiin yhdistyksen jäsenten näkemystä toiminnasta ja sen kriittisistä kehityskohteista. Myös yhdistyksen avainhenkilöitä on haastateltu puhelimitse. Vertailuanalyysi suoritettiin haastattelemalla Vaasan arvopaperisijoittajat ry:tä, joka kuuluu EPOS:n tavoin valtakunnalliseen Suomen Osakesäästäjät -liittoon.

Kyselystä ja haastatteluista saatujen vastausten pohjalta on lopuksi laadittu kehityssuunnitelma käyttämällä SWOT-analyysia sekä erilaistumisstrategiaa.

Asiasanat: erilaistuminen, osakesäästäminen, SWOT

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Terms and Abbreviations

EPOS	Etelä-Pohjanmaan Osakesäästäjät
SWOT	Strengths, weaknesses, opportunities, threats
VAS	Vaasan arvopaperisijoittajat

1 INTRODUCTION PART

1.1. Background of the thesis

The author has been acting as an active stock trader since year 2013. This career was brought by the acquisition of a company in 2012, for which the author used to work (and is still working) as a minor shareholder for 10 years (2002 – 2013). The acquisition realized a reasonable amount of capital gains; however, there was no clear view on potential use of that. Yet, during the acquisition process, lasting approximately for six months, the author had begun investigating and self-studying the stock exchange market and successful stock trading. At that time, the global financial crisis starting in 2008 had already passed and started to turn into the European debt crisis causing tremendous volatility in stock markets.

The final decision was to go “all in” and investing the gained capital in carefully selected domestic and foreign stock exchange companies during the year 2013. Ever since, investments have been made in the stock market with continuation of this activity despite of the drastic melt-down experienced in Q1 2020 due to global lockdown caused by Covid-19 outbreak. The purpose is to stay onboard for decades to come and follow the personal investment strategy with minor changes only. The motto is: “Successful investing is not a sprint. It is a marathon and requires above all patience”.

The author started the IBM (International Business Management) program in Seinäjoki University of Applied Sciences in 2018. Last year (2019) it was the time to consider and choose the Master’s thesis topic. At no time was there any plan to carry the thesis for the current employer as it would probably have not been too a neutral and objective view on the survey areas in the business the author is currently working and having a managerial influence.

As stock investing is close to the author’s heart, the selection of a thesis topic finally emerged from this field. After a while of consideration, Etelä-Pohjanmaan Osakesäästäjät (later EPOS) was selected to be the party there was a desire to do the Master’s thesis for. Moreover, the author’s aspiration to raise the overall awareness of the possibilities in

that field amongst the public the selection of EPOS was eventually considered as a logical choice.

The actual research question was still open at the time of first approach towards EPOS at the end of 2019 but after a couple of discussions with a few key persons of theirs, participating in one of the monthly club meetings in February 2020 and consulting with the author's thesis supervisor the topic could be selected.

1.2. Aims and objectives of the thesis

This master's thesis aims to serve as an action analysis and study for EPOS organization. There are nearly 1,000 members at EPOS today out of which not more than 30 are so-called active members. They are the ones who actively take part in monthly club meetings as well as internal WhatsApp group to discuss current events in stock exchange markets, listed companies, and investment tips.

Based on the initial discussions with some key EPOS members during the past 12 months it had become obvious that the activities (club meetings and WhatsApp chat activity) are mainly run by the 30 active members whilst the remaining mass of non-active and silent members do not seem contributing to EPOS any way. A question then arises whether those non-active members would require a different approach to be able or willing to participate more regularly in EPOS' activities and bring valuable visions and overall diversity into the organization. After all, this question has also been expressed inside EPOS so it should be a relevant point to pay close attention to.

Based on these observations and direct feedback the following main objectives may be drawn for this master's thesis:

- Analysis of the present state of EPOS
- Survey of views and opinions of EPOS' members
- Provide a solid and concrete development plan for EPOS

In principle an action analysis aims to develop the target organization and its mode of operations by the researcher being part of the organization's activities thus influencing

them. A research and action analysis tends to combine the analysis of the target organization and methods of influencing the target organization through the analysis. For example, the author is currently a member of EPOS and at this moment of time carrying out a survey of EPOS.

After the process has been completed it is typically aimed to be ensured that the more developed mode of operations become rooted in the target organization and the desired process would continue independently without any active influence of the scholar.

1.3. Short outline of the thesis

This master's thesis contains a short introduction into the thesis (part 1) followed by a theoretical part (part 2). The theoretical part is formed by topics of business planning, customer segmentation, service design, content marketing and organizational leadership. The purpose of the theoretical part is to pave the way for the analysis and development part that are presented in the end of the thesis.

After the theoretical part, the study case and methodology are outlined (part 3). In addition, this part includes presentation of the target organization (EPOS) as well as numerous data collection methods for the survey. The methodology part is concluded by a short section of research validity to verify data collection conformity.

Part 4 is the actual study part composed of present state analysis of EPOS, target state part in which the research results would be presented. Finally, the development plan for EPOS (part 5) is derived from the survey results with the help of SWOT analysis and differentiation strategies as well as supported by a summary of key findings and observations.

The appendices include the bibliography, survey questions and answers given by the respondents.

2 THEORETICAL PART

The theoretical part of this Master's thesis aims to provide a sufficient insight into the elements that could be regarded as vital cornerstones in creation of any successful businesses today. Voluntary organizations do not tend to make any exception in this case as they too are forced to entice more people to join them and voluntarily put effort on something they may not be economically rewarded especially. As members of any voluntary organization used to be non-profit type of members of a local community it seems today the situation has notably changed particularly with younger generations. This fact is not only limited to voluntary organizations but concerns the whole lifestyle of those generations.

Currently, consumer behavior is under constant change especially among Millennials and Generation Z who tend to demand for individualized products and services and are significantly technology-oriented in comparison with older generations Tavi (2015) suggests that consumption decisions are made with younger age and these decisions are heavily influenced by their social communities (friends, social media, commercials etc.). As there are more commercial signals affecting the young people, they are more likely to adopt different ways of consumption. These ways often tend to be rather individual, as well.

The culture of established voluntary organizational activities has long roots not only in Finland but in the rest of Europe as well (Harju, 2007). They go back to early as the 16th century and form a diversity of numerous types of communities and organizations such as the temperance movement, religious organizations as well as voluntary fire brigades, just to name a few of many. Voluntary organizational activities have remained active through numerous historical events such as the Period of Oppression (1899–1905 and 1908–1917), the 1st and 2nd World Wars as well as the following reconstruction era. In the 1970's more focus was put on voluntary athletic and political organizational activities whereas in the 1980's the general growth of individualism began to also affect the way how people participated in voluntary organizations. At the beginning of 21st century voluntary organizations were experiencing "the golden era" with large member

participation and a large-scale existence of different types of voluntary organizations all over the country.

However, year 2020 has been exceptional. The Covid-19 pandemic has left its marks in many functions, habits and businesses as people have not been able to gather, rendezvous and travel as before. Voluntary organizations do not make any exception in this case either. Collin & Heimolehto (2020) note that according to a survey conducted by YLE numerous voluntary organizations in southwestern Finland have not been able to run their activities normally and the situation is likely to continue as such until the end of 2020. Consequently, in addition to this number of members have started to decline as well.

Obviously, the state of emergency declared early spring 2020 and the following social restrictions have placed many voluntary organizations in challenging positions, but the question really should be whether the actual events of 2020 have simply accelerated the trend of a bigger and more invisible long-term change in people's mindset of taking part in such organizations' activities. As described earlier, younger generations tend to be far more individual than older generations and seem to have more commercial view on many subjects in other words a "What's in it for me?" type of approach. So, the question really ought to be who is it that needs to change. The (young) people or the organizations?

As before voluntary organizations used to attract people simply by their existence, in the 21st century they need to carefully answer the ultimate question of their message and value that they can bring to their audience and other stakeholders. Voluntary organizations should argue potential members, who today are almost like customers, why they should invest their time and effort in participating in the events of that group and even develop it further. In order to do this, the voluntary organizations should approach the dilemma from the same angle as businesses: what do we offer, how do we offer it, how do we engage the members, and, above all, do all this in a different way than others?



Figure 1. How to develop the performance of a voluntary organization.

The above figure summarizes the key elements that would enable any organization (profit or non-profit) to develop their performance in eyes of their receiving audience and thus become more attractive amongst “the modern mindset” of today’s citizens. They also offer an insight into how to perform the job more effectively (i.e. through customer segmentation) and thus increase loyalty and satisfaction of the members for the organization.

Additionally, such as in any business, group, and organization it is all about leadership. And as it can be later noticed it is not about hierarchical or otherwise old-style commanding leadership but igniting the people to give the best of them for the organization where they are members in.

2.1. Business plan

Business plans are typically requested by financial parties (such as banks) whenever a company is looking for capital (Blackwell, 2008). To win their confidence the plan is required to be clear, short, logical, objective, and supported by facts and figures.

However, the business plan should also be complete enough to support the funder's decision-making especially when the loan in question is large enough.

However according to Adrams & Barrow (2008, xxix) it is also the entrepreneur's own will and motivation to prepare his business plan carefully to reach the set targets. The business plan should therefore be considered rather a personal route to success, not something required by external parties. Additionally, it is the achievement of long-term goals that are more critical than preparing the business plan itself.

Ciucescu (2016, 63) proposes that "the business plan is a means of self-edification for those who order and carry out the business plan on the profitability and viability of the entrepreneurial approach regarding the harness of an economic opportunity."

How to prepare a superior business plan? Ruuska, Karjalainen and Johnsson (2001) suggest that it depends on the nature of business which type of approach the plan should focus. For example, an industrial manufacturer is more likely to pay attention to production rather than a service company. Moreover, the business plan should be executable and prepared by the company's management. Systematic approach is typically required in the creation of business plan however there is also a need for creative and innovative approach.

Business plan is an outcome of thinking and consequently writing. Therefore, special attention should be paid on them. Prior to starting writing, basic questions should be answered such as nature of the challenge, receiving audience, their need for information as well as the desired measures the audience should take. The clarity of the written text is of great importance such as avoiding unnecessary words and expressions (Appleman, 2017).

Schwetje & Vaseghi (2007) argue that business plan project could be categorized into five stages namely data collection and analysis, design and ramp-up of the business plan as well as introduction of the business plan. These stage gates should then be implemented on different business sections: management, products, market and competition, marketing and sales, R&D, production, procurement, logistics as well as finances. Ideally, each of these segments could be systemically developed by utilizing

the five stages of business planning and eventually define the actions, roles and responsibilities as well as deadlines of each action. Eventually all the details of the business plans of each business sector are to be comprised in executive summary. The purpose of the executive summary is to present the key elements of the company, core strategies and main points that the reader of the business plan should be informed of.

Blackwell (2008) emphasizes the importance of cash flow calculations in the preparation phase of the business plan. Firstly, the cash flow forecast should convince the bank that the business is well-considered and realistically analyzed. Secondly, a carefully drawn cash flow calculation will help to understand the business-related risks more broadly. Undoubtedly there should be alternative cash flow calculations prepared for different scenarios mainly affected by sales volumes at different periods of the fiscal year.

Now that the business plan has been carefully prepared it is time to start executing it accordingly. And not only it is about execution but updating and fine-tuning the plan on a regular basis. The plan then could be used for loaning capital from investors, business development purposes or recruitment tool for key personnel.

To conclude, it is crucial to understand that the business plan does not have to be 100% perfect but simply an outcome of hard work. The plan is probably never fully ready, and it could be altered whenever required during the process. It is more essential to simply start up with a business plan (Adrams & Barrow, 2008). The following picture illustrates as an example of a business plan structure.

<p><u>BUSINESS PLAN TEMPLATE - SERVICES</u></p> <p>COVER SHEET (This highlights how you can be contacted. Ensure that telephone numbers and email addresses listed are operational.)</p> <ol style="list-style-type: none"> 1. Identify the Business 2. Identify location, phone number, or where the principals can be reached. 3. Who the plan is to be submitted to. 4. Plan submitted by whom. <p>PURPOSE OF FUNDING (if funding is required)</p> <ol style="list-style-type: none"> 1. Who is asking for the funds 2. What is the business structure (i.e.) sole proprietorship, partnership, corporation, Limited Liability Company) 3. How much fund is being requested 4. What is the money for 5. How will the funds benefit the business 6. Why does the loan or investment seem right 7. How will the funds be repaid <p>TABLE OF CONTENTS</p> <ol style="list-style-type: none"> I. The Business <ol style="list-style-type: none"> i. Executive Summary ii. Historical Background iii. Target Market iv. Marketing Plan v. Competition vi. Service Description vii. Management and Organization II. Financial Data <ol style="list-style-type: none"> i. Sales Forecast ii. Financial Projections <ol style="list-style-type: none"> a. Income Statement b. Cash Flow c. Balance Sheet iii. Financing Requirements III. Supporting Documents

Figure 2. Business plan template – services (Rainbow9., 2020).

2.2. Customer Segmentation

Segmentation of market and customers is obviously one of the most critical areas in marketing as it helps companies to develop new products and improve their marketing. In fact, customer segmentation can basically be exploited without any limitations to the benefit of companies with restricted amounts of resources. This has been argued by Cooil, Aksoy & Keiningham (2008).

Opreescu (2014) proposes that customer segmentation should be a fully integrated part of strategic market planning. As both are conjoined and executed together and simultaneously it provides companies advanced opportunities to place themselves in the position of better dialogue with their customers and other stakeholders.

Of recently launched products, 65 – 75% do not meet their sales expectations (Sharma, 2018). This failure is due to lack of proper apprehension of exact customer needs and disregard of those by offering them simply one standard model. Yet well-performed customer segmentation may help companies and their product brands in many ways. For example, it enables to create better strategies to maintain customers. Acquiring new customers tends to be noticeably more expensive in comparison of keeping the current clients loyal to the brand. Different customers have different needs, and they should be approached individually such as offering VIP benefits for VIP customers and targeted marketing for occasional customers. Moreover, customer segmentation supports more careful focus on advertising to specific target customer groups thus increasing the level of customer experience especially on social media platforms.

Customers can be categorized into different segments based on their individual preferences. This again allows more personal communication. Simple things like personalized product recommendations, discounts, or reminders about their wish lists can make a significant difference in the customers' purchase decisions.

But what would be the exact definition of customer segmentation? One definition describes customer segmentation as a means of categorizing companies' customers of different segments into smaller groups to be able to deliver their marketing message in a more feasible and efficient way (Tow, 2020).

There are four different ways of market segmentation as illustrated in the picture below: geographic, demographic, psychographic and behavioral.



Figure 3. 4 types of market segmentation (Tow, 2020).

Geographic segmentation is based on where the customers are physically located. Cultures, habits, and environment tend to vary between different areas, so it is vital for companies to tailor their products and services accordingly. In demographic segmentation, however, factors such as age, gender, level of education, occupation etc. are taken to account. Different variants of a certain product line may then be customized for young and elderly people. Psychographic segmentation derives from consumers' personal characteristics such as lifestyle, values, and attitudes. Behavioral segmentation is partly aligned with psychographic segmentation but has more and more focus on consumers' personal conduct such as loyalty to brand. High brand loyalty could also provide companies an opportunity to build ecosystems for their customers.

Melnic (2016) points that

"Products do not have emotion, humans do. Humans want to feel something. People want to be a part of something bigger than themselves. People want to be included. People want to understand. But people are also humans and with this come mistakes."

To avoid misunderstandings in H2H (human-to-human) communication and unnecessary risks of losing company's reputation it is crucial not only to perform customer

segmentation but also through simple and genuine communication to increase the customer satisfaction and loyalty.

On the other hand, customer satisfaction does not equal customer loyalty. Customer satisfaction is simply the foundation for business. Customer loyalty instead is based on the benefits the customer expects to gain from the company or their products. Therefore, the customer may not be satisfied with the company or the business relationship but wishes to remain loyal for some other reason he considers beneficial for himself.

Finally, all the segmented customers as well as their needs and behaviors should be logged and saved in CRM (Customer Relationship Management) system. This allows companies to direct better-targeted marketing campaigns and product offers for different types of customers. Hargrave (2019) regards CRM as a tool to improve the customer experience. CRM can be an installed software such as Salesforce or cloud-based (for example HubSpot). Naturally, all CRM systems are simply tools containing valuable customer behavior data that may be exploited with the help of AI (Artificial Intelligence). Still, though, the actual data is to be typed, maintained, and updated by humans. The intrinsic value of CRM reflects the quality of customer data that may be drawn for marketing purposes for specific customer groups.

2.3. Service design

According to Service Design Network (2019) "Service design is the practice of designing services". It creates value both for the customer as well as the supplier of the service through a comprehensive process drawn from cooperation between the two parties during the whole lifecycle of the service. The approach is based on the individual's final experience of the service based on different technologies, their functionality and level of communication during the service process.

Despite of the seemingly clear expression of the term "service design" by Service Design Network it may also be regarded differently by respondents. Schneider, et al. (2010) find that "if you would ask ten people what service design is, you would end up with eleven different answers – at least". However, common language between the customer and service provider could be regarded as a key success factor in the service process.

Turunen (2018) mirrors service design against the illustration of rainbow. Elements of shaping, development of usability, sales and marketing are linked together in the concept of service design. Despite of glamorous expressions related to service design it is after all a compilation of multiple processes and phases of work beyond what the customer sees and experiences during the service process.

Service design thinking may be categorized into five main principles: 1) User-centred, 2) Co-creative, 3) Sequencing, 4) Evidencing and 5) Holistic (Andrews, et. al., 2010). The following chart aims to comprise their characteristics and differences:

Table 1. Categories of the five main service design principles (Andrews, et. al., 2010).

PRINCIPLE:	CORE MESSAGE:
USER-CENTRED	Customer is <u>the king</u> . <u>Understand his needs authentically</u> and <u>speak his language</u> .
CO-CREATIVE	It is <u>all about teamwork</u> – <u>engage the customer and other stakeholders</u> to <u>develop superior service design</u> .
SEQUENCING	<u>Involve the customer during the whole service process from A to Z</u> . <u>Pre-service, actual service and after-service create the unity</u> .
EVIDENCING	Make <u>the service visible</u> and <u>real in order to gain customer satisfaction and loyalty</u> .
HOLISTIC	<u>Ensure all stakeholders in your organization are committed to create an environment where your customer is satisfied</u> .

Another way to describe service design is through a practical business process such as a consumer going to local theatre (Gomes, 2019). Firstly, the client aims to find what plays are being portrayed most likely in the theatre's website. Secondly, he makes a ticket purchase (through the website or theatre's smart phone app). After this it is the time to choose the seat and that could be performed directly with the theatre. Finally, after downloading and scanning the ticket the client is able to enter the theatre. Obviously, the

whole service design process from point one until the last point is supposed to be smooth and effortless for the client. The following picture visualizes each steps of the previously mentioned customer journey of being able to go to the local theatre.

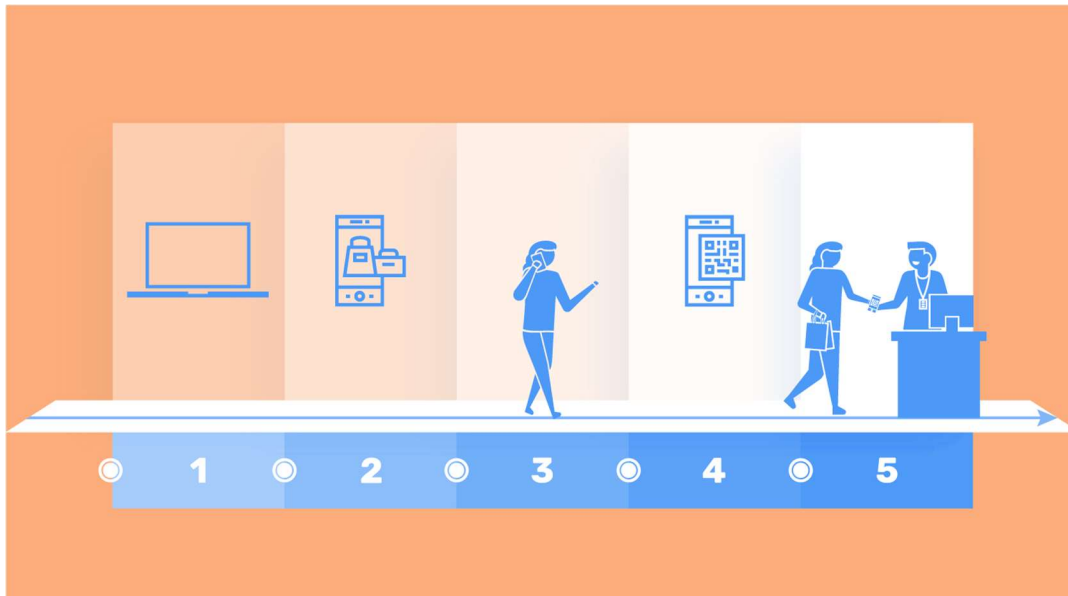


Figure 5. Customer journey through the local theatre (Gomes, 2019).

Finally, Gomes (2019) divides service design into three different scenes:

1. **The visible scene** – this is where the client is directly involved with the service process and may have an instant feedback of the quality of the service.
2. **The supportive scene** – here all the background work is done to make the visible scene to perform flawlessly.
3. **The invisible scene** – this area mainly concerns the organization establishing the foundation and framework to enable the function of both the visible and supportive scenes.

All these scenes are to perform flawlessly and in clear and logical conjunction with each other. This is crucial not only from the perspective of technical performances (customer being able to buy the ticket, for example) but more importantly from the point of customer experience and overall satisfaction.

2.4. Content marketing

According to Content Marketing Institute (2013), content marketing is

”The strategic marketing approach of creating and distributing valuable, relevant and consistent content to attract and acquire a clearly defined audience – with the objective of driving profitable customer action.”

In essence, it is more necessary to convey beneficial and educative information to purchasers rather than traditional commercial message and thus secure their decision to buy the product.

On the other hand there seem to be needs to update the term ”content marketing” to meet the needs of today’s business environment (Judge, 2020). Whilst content marketing still remains as solid part of strategic marketing its importance and value has significantly increased over the past few years as digitalization and amounts of commercial messages have been on the rise.

Additionally, Judge (2020) undermines the necessity of separating traditional marketing with content and the means of marketing the actual content. Instead of simply running various marketing activities routinely one should carefully consider the amount and interval of delivered marketing information as well as specifically the level of interest the content raises among the receiving audience.

Moreover, there are eight reasons to put special attention on content marketing in order to fully exploit it (Jefferson & Tanton, 2015). 1) To get discovered by the audience, 2) establish overall prominence, 3) become the preferred choice, 4) gain reliability, 5) become memorable, 6) distinguish from competitors, 7) receive long-term visibility and 8) receive emotional pleasure of superior marketing. All the aforementioned benefits could be considered as valuable assets for companies seeking for stronger position in today’s evolving market with increasing competition and resonance of multiple marketing messages.

The whole idea of content marketing has experienced a complete change since 2018 (Dean, 2020). As then it was recommended to publish large blogs and keep them up-to-date on a regular basis with new content, today more success could be made through extended all-inclusive tutorials, which are published approximately every month instead of few days or a week. More importance should be paid on the real content of the story rather than intensively follow cyclic periods when something simply should be published even though the actual content would not provide anything relevant for the audience receiving it.

Competition of marketing is severe these days especially in online business. Therefore, it is vital to differentiate from the rest by applying a comprehensive content marketing strategy. El-Aguila (2018) reveals seven different content marketing advantages that should help companies to leverage their marketing message in a way that provide both differentiation from competitors as well as improved customer loyalty.



Figure 6. Content marketing for small business: 7 essential benefits (El Aguila News, 2018).

1. **Value Creation to Customers** – customers are more likely to follow the information and marketing message if it is published regularly. Additionally, Google tends to favor for fresh information and provide it better ranking in the search engine.

2. **Mouth-to-Mouth Effect** – friends and acquaintances tend to have a powerful role in purchase decision process of most individuals. This phenomenon is likely to overrule any other traditional marketing campaign.
3. **Energizing the Digital Marketing Channels** – any information published online is valuable, especially if the customer provides his / her data in order to have access to the content.
4. **Social Selling Approach** – reputation of being a helpful expert and available generates more sales these days. As long as customers are looking for a piece of advice they are likely to make a purchase, too.
5. **Deeper Networking** – the better connected the better recognized. With a broader audience there is more opportunity of raising brand awareness.
6. **Continuous Business** – content marketing is heavily linked with after-sales business. Regular sales calls or email alerts with the existing clientele ensure they are more likely to establish contact at the time of purchase.
7. **Remain Customer Loyalty over Quiet Periods** – keeping regular contact with customers could make them return even after years since the last purchase as they have managed not to forget the brand.

In an interview conducted by Alma Brand Studio (2020), their Creative Director Sari Hawkins reveals some key methods Alma Brand Studio takes upon to serve their customers in conceptualization of content marketing. Firstly, it is defined how the brand image of the company differentiates itself from those of their competitors and what other objectives they may have. Content ideas would then be derived from these needs. It is vital to produce authentic stories that tap on the target customer groups and provides them concrete value. This way the customer may have a personal feeling of the story and not forget it at a later stage.

Effective tools to produce and measure the content are naturally digital social media platforms such as Facebook, Twitter, YouTube and LinkedIn. For instance, LinkedIn Business Solutions (2020) provides a set of tools that help marketers to define their message content and then have the content aimed for a carefully selected customer group. During the content marketing process the marketer is able to monitor the hits, likes and feedback of the content, and if necessary, to optimize it. Additionally, LinkedIn Business Solutions provides guidance, blogs, e-books and reports on subjects such as content marketing and social selling.

2.5. Leadership

Today's world is in the great need of leadership (Tracy, 2014). This is brought by the fact that people in contemporary work life are more educated, complex and are equipped with more self-esteem than in the past. The level of individualism among people has reached a point where it is relatively challenging to guide and order them by old-fashioned style. Instead, it is vital to be able to justify the purpose of their work-related tasks as well as motivate them by personal and financial rewards. Additionally, people today are more likely to judge and decide by themselves whether they choose to follow the leader rather than base their decision on leader's traditional position of authority.

Despite of variety of management tools available, the person in higher position may not be able to perform him / her as a leader due to lack of "presence" (Goldsmith, Lyons and McArthur, 2012, 88). The leader should be truly recognized as a leader by the people around him / her, not by title or any other external displays. This could be achieved by the capability of empowering people and showing them "the way forward" by the leader's own authentic and committed example. On top of that, other elements of competence are also required to earn peoples' respect and acknowledgement such as trustworthiness, the quality of being believable and reliability.

How to furnish the aforementioned qualities of superior leadership then? One vital prerequisite is the level of communication. This is not simply about delivering plain words and ideas of one's own but rather an ensemble of various presentation methods and skills. Use of natural body language, energy, vocal tone and indirect challenging of the audience could be considered as great essentials for any leader willing to deliver their

message as effectively and without resistance or ignorance of the receivers as possible. If succeeded, it is more likely that the messenger would be regarded with more leadership potential rather than a person who is unable to convince and energize the people around them.

Center for Creative Leadership (2020) states that *“Leadership success starts with authenticity — doing our jobs without compromising our values and personality”*. Authenticity and being honest with oneself is considered as the prerequisite for a successful leader to gain confidence among people. Obviously, though, the leader is expected not to cross any sensitive lines simply because of being “true himself” or “honest”. But how become an authentic leader then? The following matrix aims to provide a certain insight of key qualities of authentic and subsequently a successful leader of any organization or group of people.

Table 2. Authentic leadership – what it is, why it matters (Center for Creative Leadership, 2020)

ADVICE:	DETAILS:
RE-DEFINE YOUR IDEA OF "LEADER"	<ul style="list-style-type: none"> • Is your view of a "leader" too narrow? • How do others around you see you? • Be honest with the image of yours – authenticity can only be obtained through this process
ENHANCE YOUR SELF-PERCEPTION	<ul style="list-style-type: none"> • What do you care the most of? • What are your values and vision? • Who are you really?
ANALYZE AND ESTIMATE	<ul style="list-style-type: none"> • Are your habits linked with your inner-self? • What are the "Do's" and "Don'ts" • Establish targets that match up with your values
TAKE MEASURES WITH ASSISTANCE OF YOUR TEAM	<ul style="list-style-type: none"> • Changing your attitudes and habits is a long-term process • Start step by step • Too quick a change may be regarded as non-authentic
PAY ATTENTION TO DELIVERING YOUR MESSAGE	<ul style="list-style-type: none"> • Communication is everything • Bring people together ("we" instead of "I", "you" or "them") • Work on oral variety (e.g. intonation) • Stay positive • Natural and fluent body-language helps you capture attention of the audience

Heretofore the focus has been on ideal and authentic leadership but how is one able to recognize poor leadership? Halme *et al.* (2019) recite three inferior leadership styles and analyse why there are so many incompetent leaders in management positions these days. No leader has born with inherent capability of being a leader. Leadership, on the other hand, should rather be considered as a profession of expertise and that requires

maintenance and development on a regular basis. Anyone can end up being in a leadership position accidentally however professional leadership tends to call for efforts.

Over the past few years, leadership has undergone a significant transformation. Today authoritarian leadership style has almost disappeared, at least in modern expert organizations. A rising number of professions require such elements as empathy, self-driven attitude, motivation, and coaching style of leadership. Despite of this trend many workers are dissatisfied with the leadership in their organizations. Poor leadership is also one of the key reasons why many Finns decide to change their jobs.

The three poor leadership styles are:

1. The focus is on pure facts, not on the people
2. The leader aims to achieve power and status
3. The leader is not interested to be a leader

It is quite typical that a person with plenty of substantial knowledge of the organization and its functions as well as operations is appointed as a leader of the company or organization. However, their leadership skills may not be as high as required to successfully lead the people of the group. A status-driven leader is normally more interested to pave the way of their career rather than the benefit of the organization. Finally, if a person is promoted for leader position there is always a risk that the position does not meet the interests and expectations of the person and is then negatively influencing their performance of leadership. All these poor leadership styles should be recognized as early as possible and thus avoid any greater negative impacts on the whole organizational level.

2.6. Summary of the theoretical part

Establishing any business today no matter in what field the company operates or what type of products and services it provides it could be taken for granted that the success of the business depends on each step from A to Z. Before the company is even set up a list of things ought to be considered and calculated by a careful business plan, cash-flow analysis and investor funding being one of the most important tasks to complete.

As soon as the company is running it is time to focus on selling the products and services to justify the existence of the company by making a reasonable amount of profits. In order to do this the company needs customers who are willing to purchase the company's products. It means the customers should be found, approached in appealing way, and finally enable them to make a purchase decision. Even after this the company should ensure the customers' loyalty for the company brand and ideally make them to market the company to other potential customers.

Customer segmentation helps the company to target the marketing message to right customer groups in the most positive way. After all it is the customer who decides whether he prefers the brand or not and if it is even necessary to pay attention it. If the brand is preferred and remembered customer segmentation process could be regarded as successful.

Service design and content marketing are the commercial means to create a pleasant experience of the complete purchase process and the message the company has been and is delivering to the customers. Today especially younger generations who are shaping the digital world by their values and habits tend to require certain type of image of the company, the products and eventually the whole ecosystem the company generates among their customers, stakeholders, and the company itself. This image could often be related to easy-to-approach community where everybody can have fun and create significances.

Leadership, in essence, makes all the aforementioned necessities to take place but more importantly, ignites and motivates people to contribute to the business unit. For a leader it is a prerequisite first to recognize their core self and only after that the laws of the surrounding environment and means how to navigate the team to any set goal. Without that exercise it is unlikely that the leader is successful to make the people to follow their and eventually make them to succeed for the benefit of the company.

These key elements presented and described earlier are de facto designated for the use of commercial businesses. But as we have learned before at this present moment of time voluntary organizations are facing similar type of reality than companies have been

experiencing for years already. Those organizations, no matter if they are non-profit or not, are to fight for new members of more educational background, digital expertise and critical approach on how and why they use their time for a project they may not receive an imminent reward or pleasure.

So, how can a voluntary organization attract more members today then? If they carefully plan what and why they really are doing (Business Plan), focus the right message to the right target group (Customer Segmentation), engage the team members to the process (Service Design), spread the word around (Content Marketing) and finally spark up people behind this movement (Leadership) it is probable that the organization should be one step closer to people's heart and mind.

To conclude, all this may be simpler than it sounds. Like any other company or business, also voluntary organizations are to find their real purpose of existence, create awareness of this and find ways how to make people part of that story.

3 STUDY PART

This study part aims to focus on deeper introduction of the research subject namely Etelä-Pohjanmaan Osakesäästäjät (EPOS) as well as the selected methodology and study process. The study part shall be concluded with a short analysis of the validity of the carried study.

3.1. Description of EPOS

EPOS (Etelä-Pohjanmaan Osakesäästäjät) was founded in year 2000 when Ossi Martikkala was requested by local a local bank (Etelä-Pohjanmaan Osuuspankki) to act as a chairman in the new civic organization. Having already the background of stock trading for almost ten years he was keen on having this position. Early activities of EPOS included campaigns such as paying introduction tours in public companies all over Finland (e.g. Värtsilä, Ilkka, Atria), visiting investment summits as well as inviting professional lecturers to educate the team member of EPOS on a regular basis.

Over the years it became a standard routine of having monthly gatherings amongst team members to share the recent news and trends in the field of stock trading and share potential investment tips with each other. Each gathering included 25 - 40 team members and that number also presents the current number of active participants of EPOS.

Due to the outbreak of Covid-19, year 2020 was an exceptional year with plenty of restrictions of personal meetings. This naturally affected the key performance of EPOS as well which still consists of monthly gatherings of approximately 30 active team members in the premises of the Lutheran Church of Seinäjoki. However, EPOS has one of the highest numbers of enlisted members (approximately 900). EPOS, such as many other similar local civic organizations of stock trading in Finland belong to the Finnish Shareholders Association (Suomen Osakesäästäjät ry.). Once one joins the national association, he / she automatically becomes a member of the local civic organization. Moreover, the active members have a vivid WhatsApp group where latest financial news and stock analysis are discussed and analyzed together.

In 2020 the members of the EPOS board are as follows:

Juha Isosomppi (Chairman of the Board)

Veli-Jussi Ala-Riihimäki (Vice Chairman of the Board)

Anna-Leena Holkkola (Secretary)

Heikki Lehtimäki (Member)

Mauri Marijärvi (Member)

Ville Rajala (Member)

Mika Rautio (Member)

Vilho Risku (Member)

Link to source: <https://www.osakeliitto.fi/yhdistys/etela-pohjanmaan-osakesaastajat/>

New board is expected to be elected during the next few months. Juha Isosomppi has expressed his withdrawal from the board and Ville Rajala will start as a board member in the Finnish Shareholders Association in the foreseeable future. Majority of the aforementioned board members have actively participated in the interviews and support of this master's degree for which I would like to express my utmost gratitude.

3.2. Methodology and study process

In this master's thesis interviews compose the core study methodology. The methodology has been selected as the most appropriate way to conduct a process analysis to analyse and develop the performance of EPOS based on interview results of EPOS' members (both active and non-active) and my own observations.

The following figure illustrates the completion of different data collection methods:

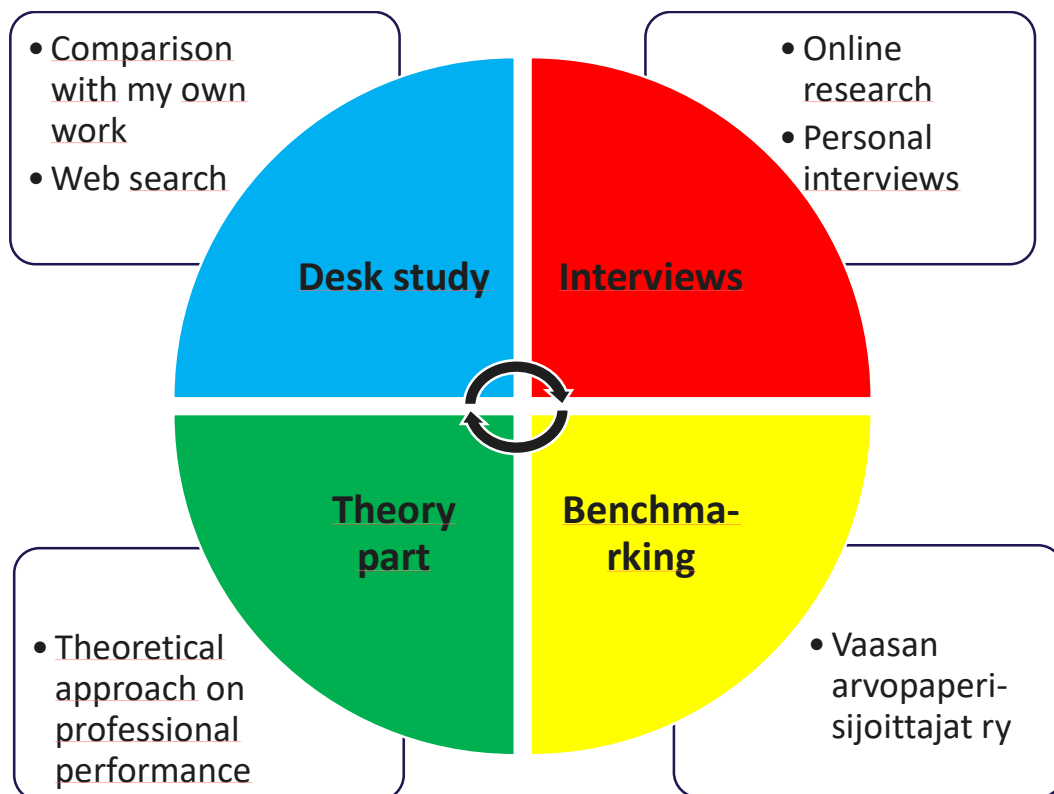


Figure 7: Data collection methods.

Interviews: Interviews form the main structure of the data collection methods. First, an online questionnaire was targeted for approximately for 900 members of EPOS in October 2020. The questionnaire was formed by the Webropol survey tool and eventually sent by the Finnish Shareholders Association. The respondents were given a survey deadline at the end of October and the final hit-ratio was rather satisfactory (98 responses). The respondents were asked for example how active they were in the events of EPOS, what areas of development they found in EPOS' performance and how EPOS could make themselves more attractive for potential and non-active members.

Results of the online survey have been mainly by exporting them directly from Webropol to Excel format and then visually inspected and delivered to the thesis work in order. Finally, they are presented and explained for decent understanding.

In October 2020 phone interviews of five EPOS board members were carried out and explored how they had been experiencing the current situation of EPOS as well as potential development areas and desired future vision of the organization. On top of that

a face-to-face interview with the original founder of EPOS, Ossi Martikkala who provided me insight into the establishment and early events of the organization in question, was conducted.

Benchmarking: In late October 2020 Essi Kannosto, Chairman of Board at Vaasan Arvopaperisäästäjät ry (VAS) was interviewed to carry out benchmarking exercise against EPOS. Purpose of the interview was to explore how VAS performing in Vaasa and whether there were any valuable lessons and examples of success to be learned by EPOS.

Theory part: In the theoretical part of this master's thesis various areas of business development are studied that are supposed to provide context of applications when an organization faces a need of refurbishment or even reborn in modern consumer environment. Business planning, customer segmentation, content marketing, service design and leadership may not only be applied on commercial businesses but in voluntary civic organizations, too, as they are to be able to attract modern and more busy people to participate in their activities.

Desk study: The last part, desk study, is more complementary method rather than the ones mentioned above. In the author's current profession of business development at Atexor Oy since 2001 it has been experienced that the world, our clients, resellers and modes of operations have drastically changed during the past 3 – 4 years. In fact, the experience of this seems to support the findings of the theory part as well as the benchmarking exercise with the Vaasa unit.

3.3. Data collection validity

Interviews conducted by face-to-face meetings, phone and online survey of a relatively large scale, it should be safe to assume that quality and validity of the received data is accurate and truthful. The online survey was conducted by Webropol which is an officially approved and recommended survey tool by SeAmk.

Moreover, respondents and the research subject (EPOS) are located physically close to each other and they are linked together through the Finnish Shareholders Association

who also supported me in course of the online survey by delivering and advertising the survey to the nearly 900 members of EPOS. On top of that, EPOS is an organization small and coterminous enough to enable non-diversity and certain parallelism in received answers and feedback.

The content presented in the theory part have been drawn from academically verified sources such as SeAMK library, SeAMK Finna online library as well as other professional e-sources. They all include references that may be properly traced and verified accordingly.

Conclusions drawn as result of the desktop study also seem to support the outcome presented in the theory part. As numerous companies and voluntary civic organizations have been and still are facing the cultural change in their operating environments and consumer behavior, it is relatively effortless to agree with those conclusions and establish an assumption of properly collected data.

4 RESULTS OF THE THESIS

The survey, as mentioned earlier, has been conducted as an online survey, phone interviews and face-to-face meetings whenever possible. The online survey includes twelve question fields (presented as screen shots on page 37) out of which one comprises of contact information of the respondent. Three question fields are multiple choice types (more than two choices) and another three open questions. The survey consists mainly of two parts: analysis of the current situation (questions fields 1-6) and ideas of development (7-11).

After having provided the basic information (1. sex, 2. age and 3. place of residence), the respondents are asked whether they actively participate in the events organized by EPOS and then given the opportunity to explain their answer in more detail (4). Next they are given the opportunity to evaluate different claims (5) between the scale of 1 and 5 (where 1 = fully disagree, 2 = almost disagree, 3 = do not know, 4 = almost agree, 5 = fully agree). Claims are mainly related to the performance of EPOS based on the respondents' experience. They are also requested to openly provide pros and cons of EPOS' overall performance.

In the questions fields of 7 and 8 the respondents are asked to choose the most suitable development ideas as well as the appropriate information channels of the activities of EPOS. After there are open questions concerning any attractive content that EPOS could provide potential members (9) as well as potential possibilities and challenges that a voluntary civic organization such as EPOS could encounter in the future (10). Finally, the respondents may provide open feedback for EPOS (11) and leave their contact information (12) for draw prize draw.

900 EPOS members have received online survey link by email early October 2020 and 98 of them replied. Response rate is thus 10,9%. Copy of the online survey is available in appendix 1.

4.1. Gender

The following figure indicates the distribution of genders of the respondents:

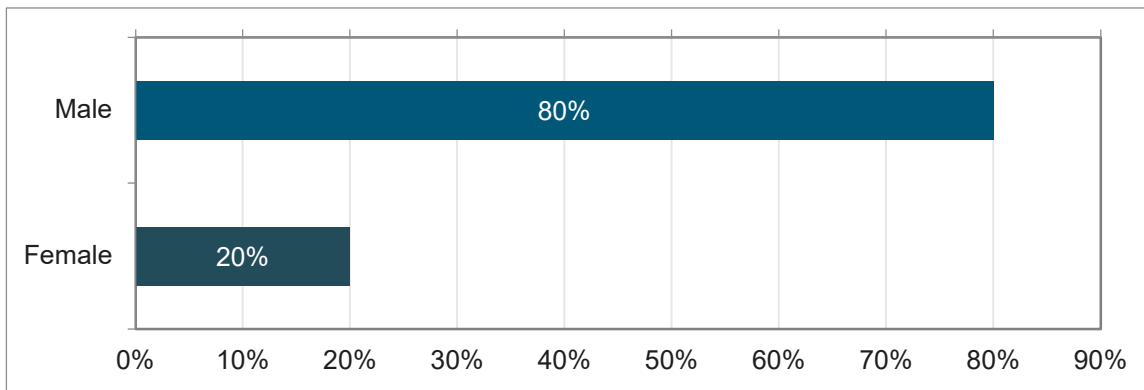


Figure 8: Gender distribution of the respondents.

80% of the respondents were men whereas the remaining 20% were women. This distribution between the two sexes seems to respect the fact that men are still dominating the scene of stock trading in general.

4.2. Age

Nearly 1/3 of all the respondents represent the age group of 66 or older. In fact, 2/3 of the respondents are older than 46 years of age. Not more than 6 persons between the age of 18 and 25 replied to the online survey. Youngest respondents are 18 years old whilst the oldest is 81.

The following figure represents the age distribution of the respondents. 3 respondents out of 98 did not inform their age.

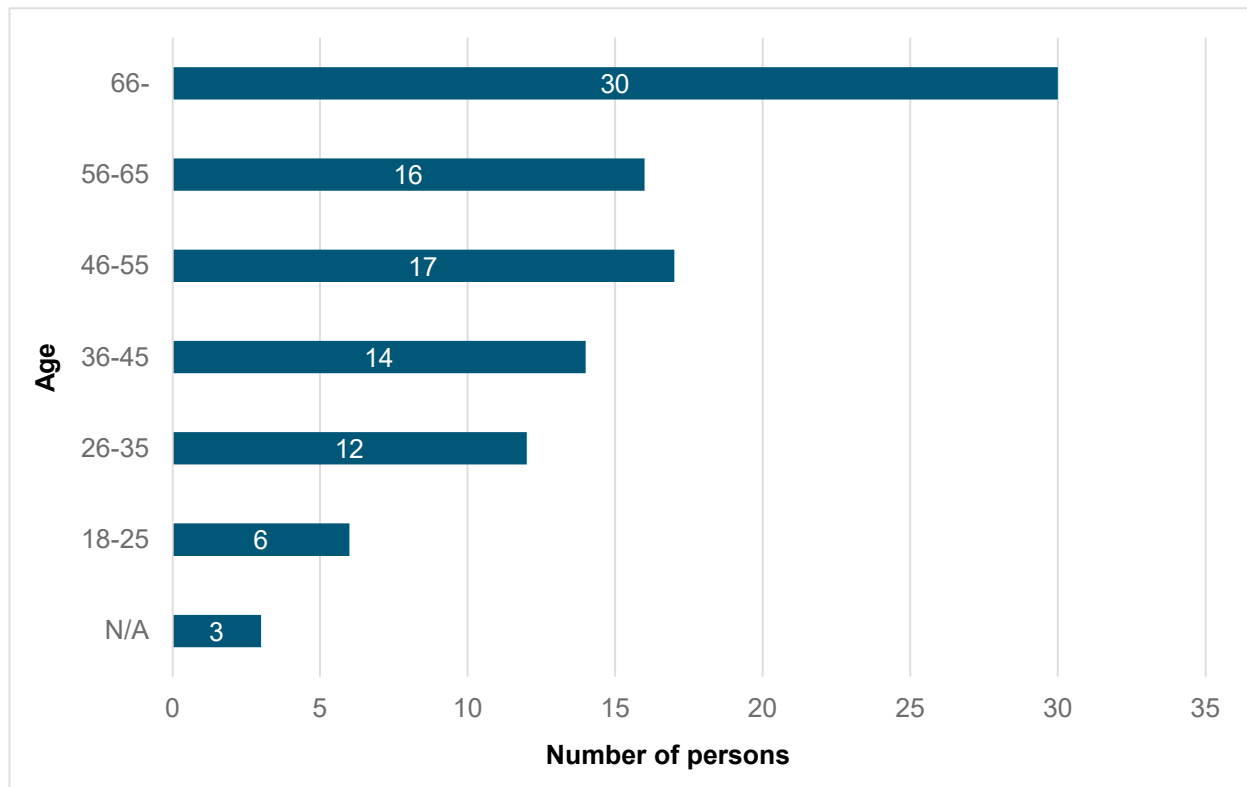


Figure 9: Age distribution of the respondents.

4.3. Place of residence

Majority of the respondents reside in Seinäjoki (41). Kurikka (including Jalasjärvi) account for 8 respondents in total and Kauhajoki as well as Lapua both 7 respondents.

Slot “Others” include one respondent from the following residential districts: Ähtäri, Ylistaro, Teuva, Voltti, Vimpeli and Vaasa. One respondent had answered “South Ostrobothnia” to be his / her place of residence so that has been included in the slot of “Others” accordingly.

The following figure represents the distribution of places of residence between the respondents in a graphic form.

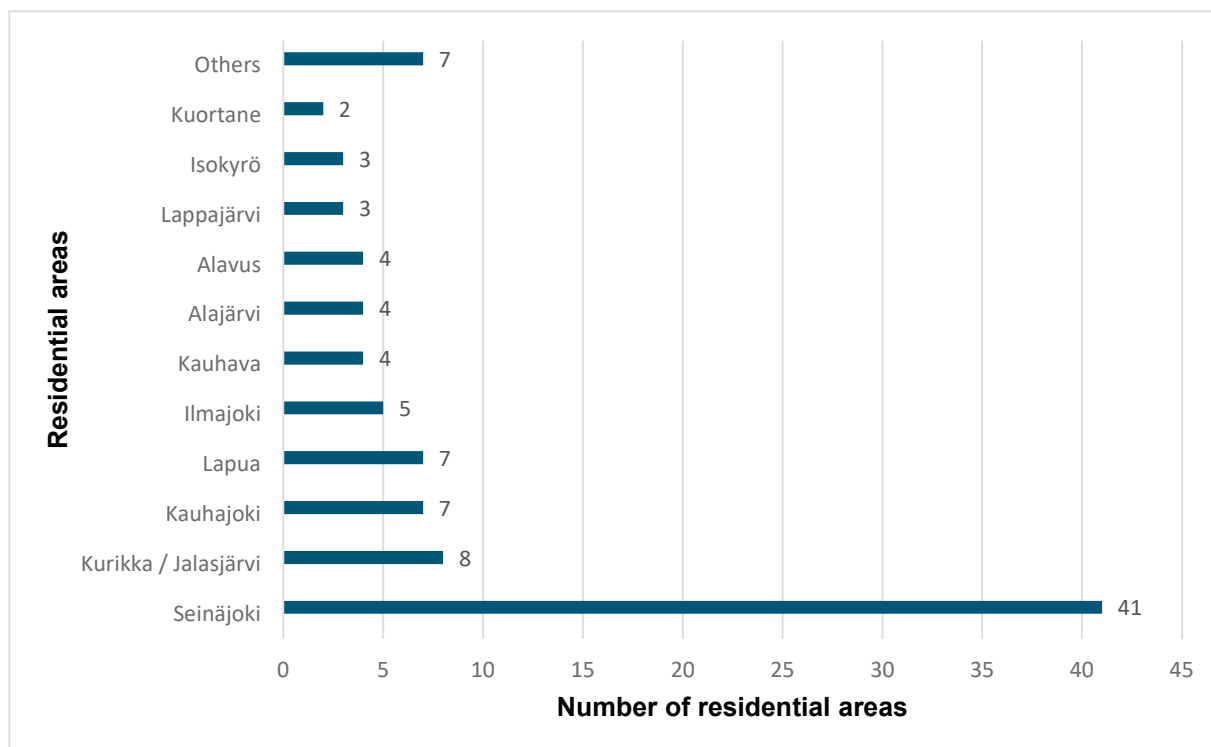


Figure 10: Distribution of places of residence between the respondents.

4.4. Activity of participation

Out of 900 members of EPOS only approx. 30 are considered as active. These active members have been gathering in monthly club events organized by EPOS to discuss recent events in stock exchange markets and exchange information of stock listed companies. The rest (ca. 870 members) have not been participating in such events so they may be considered as non-active members of EPOS.

The feedback received by the online survey supports the experienced phenomenon in EPOS organization. 15% of the respondents report they are taking part in events organized by EPOS. Again, 85% of the respondents consider themselves as non-participants. The respondents have also been requested to explain the reason for attending or not attending the organized events by EPOS.

The figures are supported by the following chart after which TOP 5 explanations for attending the events (13 responses) are presented in a comprised textual form. Due to larger amounts of explanations for non-attendance (63) a chart has been created to

provide an overall distribution of the reasons. Some answers may overlap with each other as in some occasions there are multiple reasons provided.

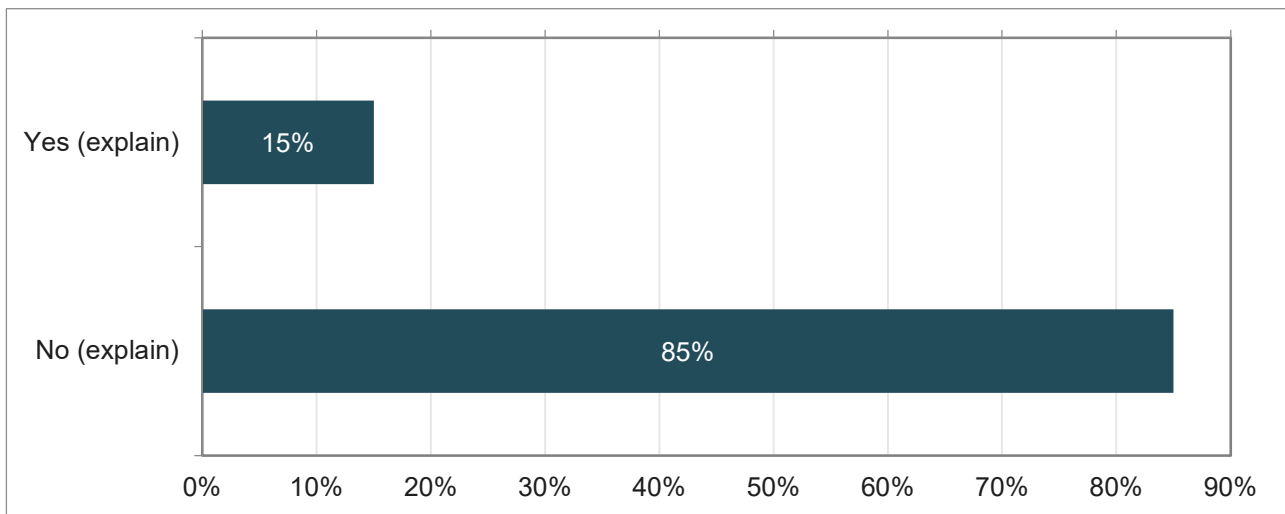


Figure 11: Activity of participating in EPOS events.

TOP 5 explanations for participating the EPOS events are as follows: *listening to visiting speakers, for own habit, receiving information, interesting chatting about stock trading, meeting people with same field of an interest.*

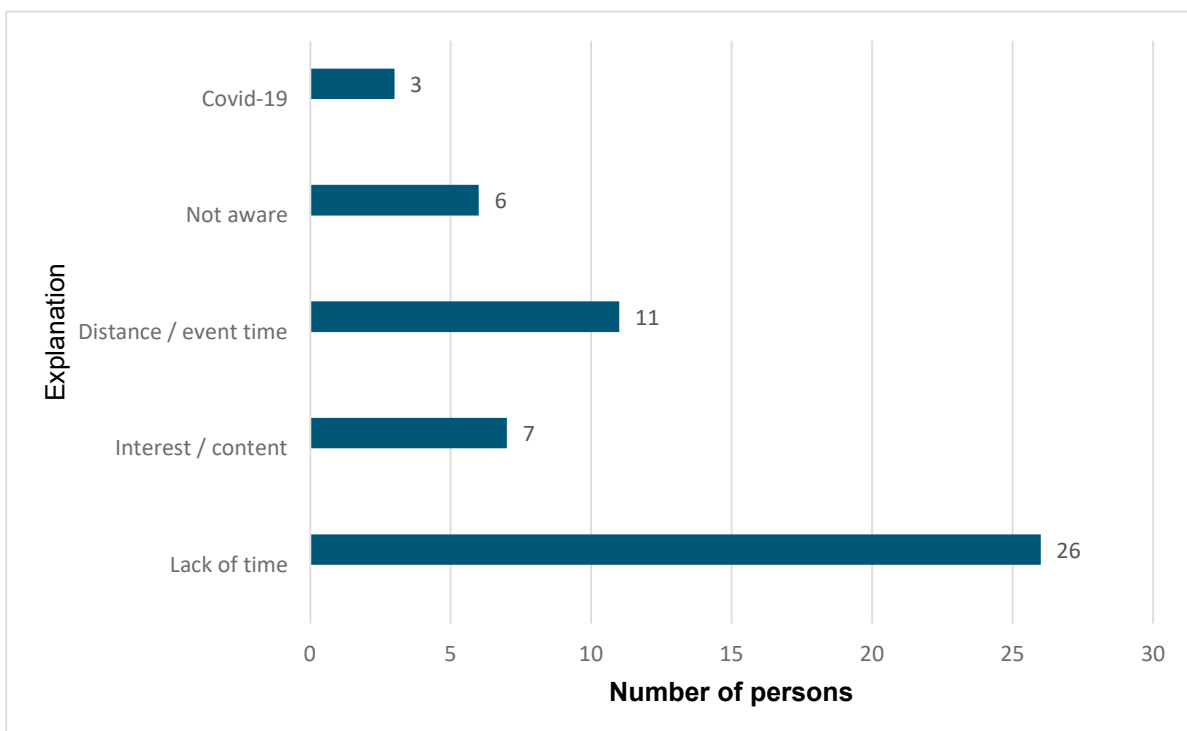


Figure 12: Explanation for non-participation in EPOS events.

Lack of time is clearly the most typical explanation (26) that inhibits the respondents from participating in the events. Moreover, physical distance between some of the respondents' residential area and Seinäjoki where the monthly events are taking place also seem to be one common reason (11) – in a few of such explanations also the event time was mentioned to be not suitable.

Seven respondents considered the content provided in the events is not interesting or relevant for them. Six respondents are not even aware of the events taking place whereas Covid-19 was given as an explanation only three times.

Miscellaneous reasons vary of each other and seem to be relatively diversified such as *lack of option for online participation, personal indolance and old age of other participants*. On the other hand a few respondents expressed their interest for participation in the future provided that the events are well pre-informed.

4.5. Analysis of present state - evaluating claims

After the introductory stage of the online survey, the respondents are requested to evaluate five claims between the scale of 1 and 5 (where 1 = fully disagree, 2 = almost disagree, 3 = do not know, 4 = almost agree, 5 = fully agree). Those claims are related to performance and of EPOS and their value offering for the respondents in their stock trading activities. Additionally, the respondents have the opportunity to explain their choice for the claim *“I find the events organized by EPOS interesting”*.

The following two figures present both the median and the mean value of the choices given by the respondents as well as the distribution of evaluation of the claims.

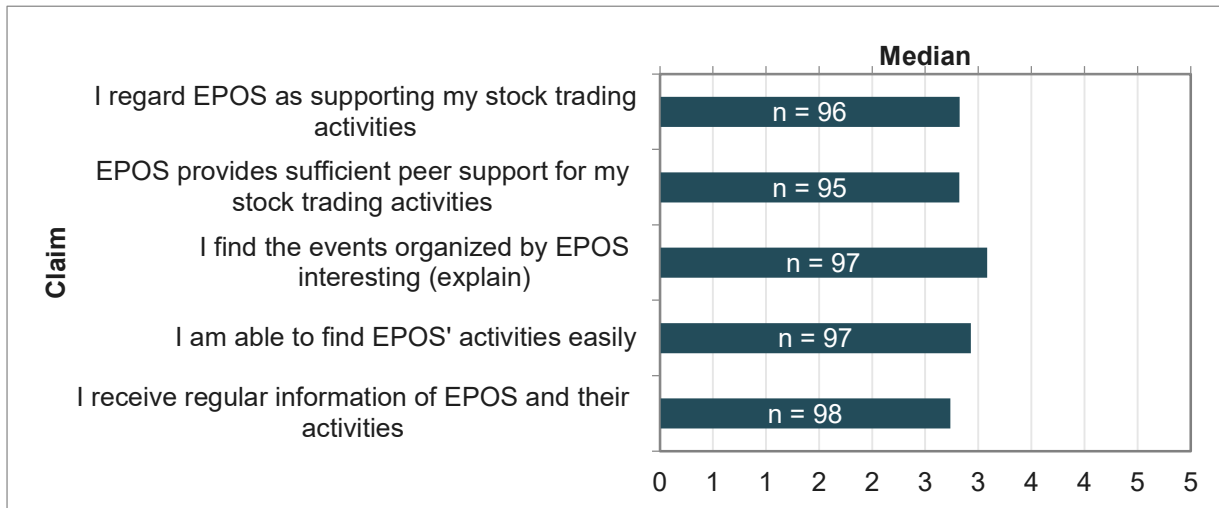


Figure 13: Median of choices for the claims.

As may be noticed by the above chart, the median of all the choices is in the middle (3). This seems to be linked with the fact that the respondents may not be aware of how EPOS is performing or whether they contribute anyway to the stock trading activities carried by the respondents.

Mean values (MV) of each claim are distributed as follows:

Claim - *I regard EPOS as supporting my stock trading activities:* MV 2,82

Claim - *EPOS provides sufficient peer support for my stock trading activities:* MV 2,82

Claim - *I find the events organized by EPOS interesting (explain):* MV 3,08

Claim - *I am able to find EPOS' activities easily:* MV 2,93

Claim - *I receive regular information of EPOS and their activities:* MV 2,73

Apparently, the greatest difference in respondents' choices against the median (3) may be noticed in claim 5 (*I receive regular information of EPOS and their activities*) which has a mean value of 2,73. As the value is below 3 the main observation is the respondents to mostly disagree with the claim.

The following figure illustrates the distribution of choices of the claims in per centage. Results of each claim have been explained more carefully below the chart.

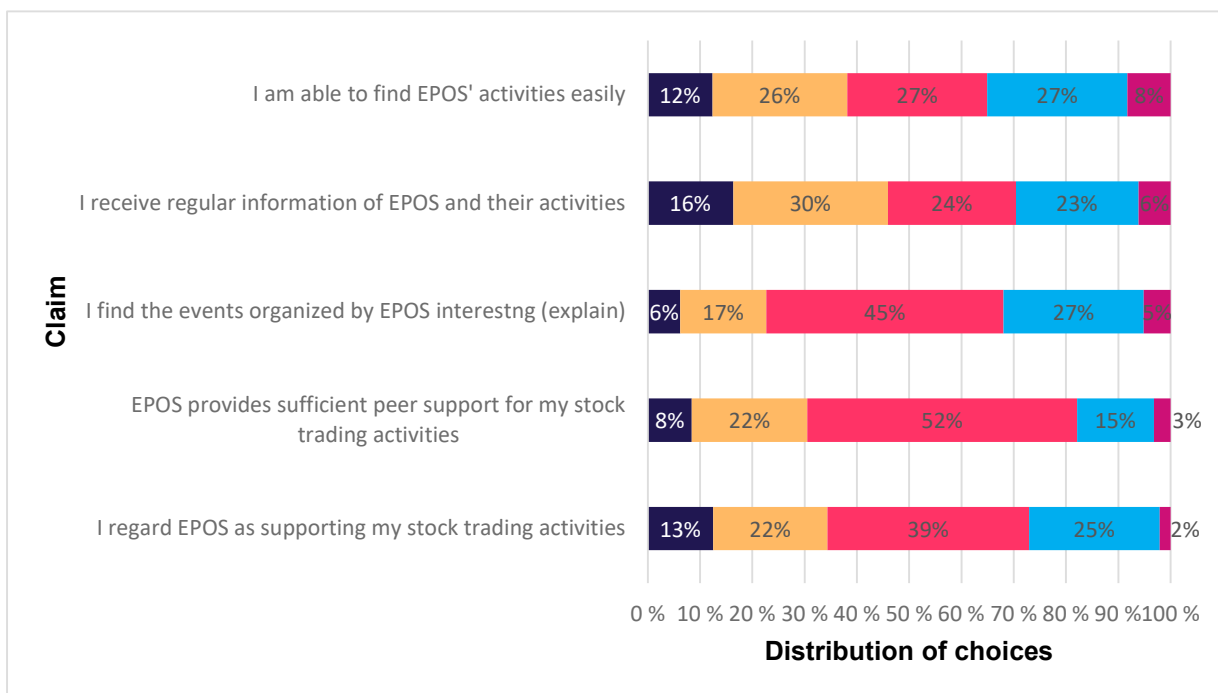


Figure 14: Distribution of choices of the claims between the scale of 1 and 5.

Claim – I am able to find EPOS' activities easily

Nearly a quarter (26%) of all respondents almost disagree with the fact whereas an equal size (27%) of respondents either almost agree with the fact or do not know (27%). The level of fully agrees is the highest in this category (8%).

Claim - I receive regular information of EPOS and their activities

Close to one third (30%) almost disagree with the fact whereas a lesser number of respondents (23%) almost agree. The level of fully and almost disagrees is the highest in this category (46% in total).

Claim - I find the events organized by EPOS interesting (explain)

Majority (45%) have selected “do not know” yet 27% almost agree with the claim. That is higher than the number of almost disagrees (17%).

Claim - EPOS provides sufficient peer support for my stock trading activities

Large majority (52%) have also selected “do not know”. This is the highest percentage of all the selections of the claims. Larger group of the respondents almost and fully disagree with the claim (30% in total) while 18% almost or fully agree.

Claim - I regard EPOS as supporting my stock trading activities

Difference between fully disagrees and fully agrees is the highest here (11 percentage points). However, the level of almost disagrees and almost agrees are closer to each other (22% against 25%) yet the vast majority (39%) of the respondents do not know how to react on the claim.

Respondents were also provided the opportunity to openly explain their choice for claim “*I find the events organized by EPOS interesting*”. All the explanations are gathered and presented in appendix however for deeper understanding of the mindset of respondents beyond their selections I have listed five of them here (translated from Finnish to English):

1. *“As I am not aware of their existence, I am unable to answer”*
2. *“Every activity should be well prepared in advance”*
3. *“Information of various investment styles from stock-trading to forest management may be received”*
4. *“The club meetings should be organized also by remote online access”*
5. *“More company presentations should be provided”*

4.6. Analysis of present state – open feedback on EPOS’ performance

As another part of the analysis of present state the respondents were asked to openly provide their view on how EPOS could develop their performance of meeting the respondents’ expectations.

Totally 62 answers were given out of which first ten are listed below for closer reference. Complete list of answers are included in annex.

1. *"The only information source is Viisas Raha magazine informing that the club meeting is held once a month. There is no other communication or notification of their [EPOS] activities."*
2. *"My view is that the average age of the active members is rather high. It would be worth considering how the age distribution could be broadened."*
3. *"The amount of information should be significantly increased. By doing this we could receive more participants for club meetings on Tuesdays."*
4. *"It is pretty quiet."*
5. *"EPOS is not getting visible anywhere. On the other hand I could also be the one to blame. I am not aware of the active information channels in use. Basically I am using Viisas Raha magazine myself."*
7. *"Lack of informing the forthcoming activities is a weakness. In case there are any. And if there are my best guess is they are all held in Seinäjoki. Activities could sometimes be organized outside the city as well."*
8. *"First of all, in the current times affected by coronavirus the meeting premises should be more roomy. Information level of forthcoming meetings is poor as well as what the agenda is. There could be more interesting members joining but today the club is composed of just elderly men as nobody is aware of the club."*
9. *"I am not really aware of EPOS' current activities in order to be able to answer."*
10. *"I have been thinking to join the Vaasa club as their activity level seems to be much more viral."*

4.7. Development part – tools for development

The development part of the online survey intends to emphasize on exploring different means how EPOS could improve their performance in the eyes of their active and

especially the non-active members. Firstly, the respondents were asked to choose from multiple choices of activities EPOS could potentially take upon in the future. More than one choice could be selected and as before the respondents had the chance to deliver open feedback as well.

The choices that were given are:

1. Open investment events
2. Training events
3. Remote access to monthly club meetings
4. Organizing the monthly club meetings in different places
5. Something else, what?

Distribution of selections are presented in the following figure:

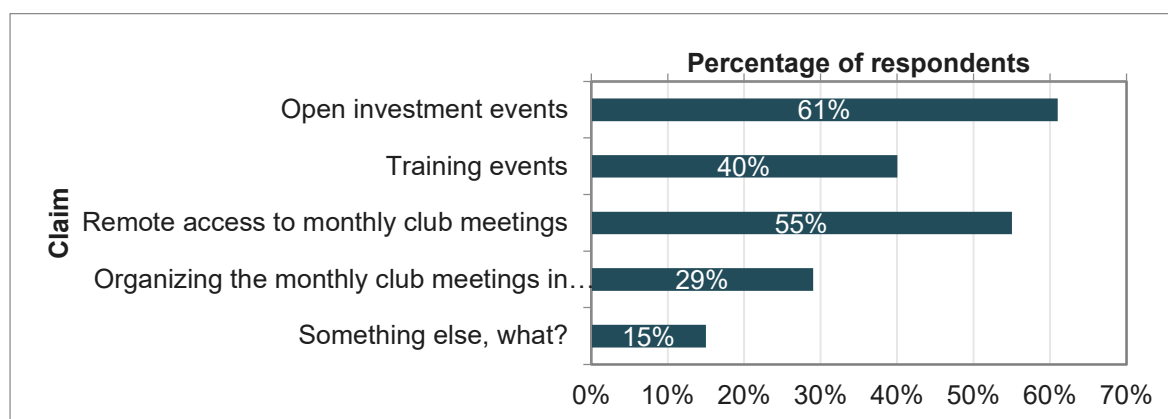


Figure 15: Distribution between activities improving EPOS' performance.

61% of the respondents seem to favor for open stock trading events organized by EPOS. The second appropriate activity to be organized is providing the possibility of participating the monthly group meetings by remote access (55%). Training events are supported by 40% of the respondents and 29% prefer to have the monthly group meetings also outside Seinäjoki.

15% have chosen another type of potential activity and thus provided their open feedback for further analysis. 14 open answers were given in total out of which first five are listed below (whole list of answers is included in annex):

1. *"There has to be more company presentations. More lecturers should be involved not only those of banks or investment companies."*
2. *"For example an internal Whatsapp-group for informing everyone of upcoming events. Facebook groups tend not to distinguish and a simple web page is not enough."*
3. *"We need larger premises for club meetings and more information of what is on the agenda for each evening."*
4. *"Meetings with special subjects, for example."*
5. *"Clarifying the objectives."*

4.8. Development part – information channels

The respondents were also asked their preferred information channels for EPOS to effectively to increase their awareness amongst potential audience. Additionally, as before, they were able to provide open feedback and development ideas. Choices of such information channels were given as follows:

1. Viisas Raha -magazine
2. Homepage
3. Social media
4. Something else, what?

Distribution of given answers are illustrated by the following figure:

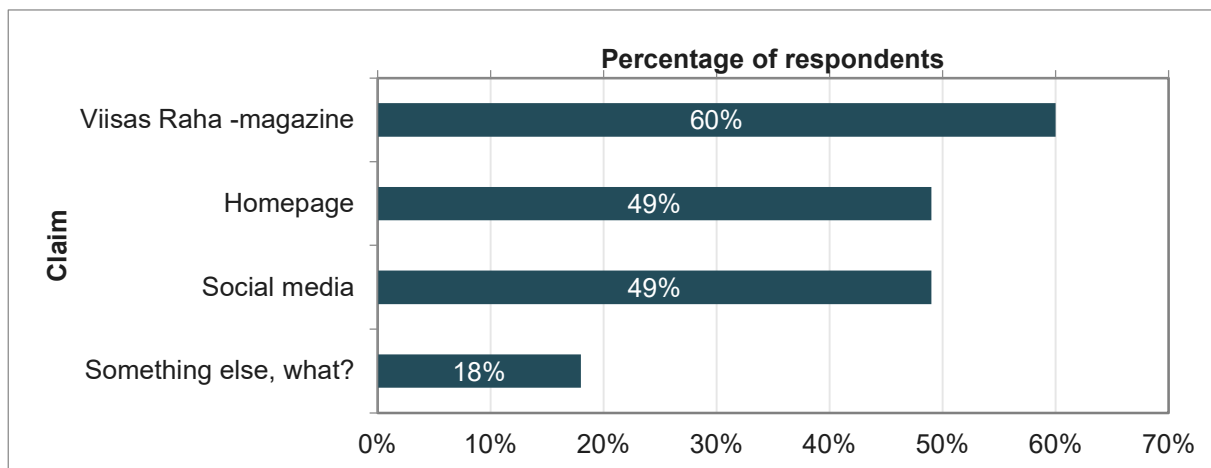


Figure 16: Distribution between preferred information channels for EPOS.

Majority (60%) of the respondents prefer Viisas Raha -magazine as the main information channel for EPOS. For information, Viisas Raha -magazine is published by the Finnish Shareholders' Association on monthly basis and it covers topics mainly for stock trading and other types of business news.

Choosing web home page and social media as an information channel for EPOS are supported by a similar size of group of respondents (49%). Other activities are favored by 18% (18 answers in total) out of which the first five are listed next:

1. *"Local newspapers."*
2. *"Emails for members."*
3. *"Internal discussion forum. Although I realize that this would require multiple active persons to attend to prevent it from deactivating. Also social media might do the trick despite the fact that I am not for it :)"*
4. *"Whatsapp-group for members. That distinguishes itself."*
5. *"Emails for members informing what, when and where."*

4.9. Development part – attractive offering by EPOS

One of the questions that was specifically requested by EPOS to be explored in this masters' thesis concerned which attractive elements EPOS could provide for the existing and potential members. Therefore the online survey includes that part and for the sake of clarity and transparency the respondents were asked to provide an open answer.

57 answers were delivered altogether. They being listed in annex the following includes the very first eight answers provided by the respondents:

1. *"Podcast."*

2. *"Activities should be broadened elsewhere in the region."*

3. *"Interesting company presentations. Emphasis could be put on local companies."*

4. *"Investment events for females, for example."*

5. *"Firstly, the events should be informed so that everyone is aware of them. And we should take ourselves evenly to other regions and forget Seinäjoki for a while – a person residing in Seinäjoki is for sure able to drive to a meeting elsewhere."*

6. *"Webcontent and interviews."*

7. *"Networking and organizing co-events with other local organizers."*

8. *"I cannot come up with any proper incentive. Basically it is due to my own non-activity. Perhaps I could consider attending the events more actively in case I could take some of my friends with me."*

4.10. Development part – future of EPOS?

Again, the respondents were to provide open comments and views on potential future scenarios for EPOS. As clarification for the respondents a hint was provided to analyze

the organization by mirroring their strengths and areas for development. Number of received answers being 58, first 10 answers are as follows:

1. *"[EPOS] will die and fade away as their members are getting older and majority of other members are passive. They are not even persuaded to get activated."*
2. *"Positive in case the young can be taken onboard."*
3. *"Younger people should be elected for the board."*
4. *"The meaning is diminishing all the time. These days it is very easy to obtain information online making educative approach to have no major role as that has become so common already."*
5. *"Obviously every organization is struggling with the same dilemma today. That is how to elevate themselves in a such hyperactive world where each crack of noise is being reported. Different stories and articles tend to require deep knowledge and interest as non-relevant news do not.....I cannot say whether in another organization where I am a member we are thinking of same types of issues..."*
6. *"The challenge is information overload washing signals of next meeting etc. away. Moreover, exploitation of remote online access is a reality today so plenty of events could be organized partially or wholly with that. This in return will provide opportunities to engage more members to become active as they are not confined to place of being at the time."*
7. *"Will fade away unless we are able to attract more young people to join."*
8. *"I believe that younger generation and internet as investors will be more active information sourcists in the future."*
9. *"More activity should be put online. The time of pastries is over."*

10. *“Should we consider a joint venture or at least co-events with Vaasan arvopaperisijoittajat? The old Vaasa province as an operational areas is after all rather small.”*

4.11. Development part – open feedback for EPOS

Finally, the respondents were able to provide any open feedback for EPOS. 21 answers were received and the following list contain ten of them:

1. *“More transparency for Finnish Shareholders’ Association.”*

2. *“Get active!”*

3. *“I am not going to give any pros and coins as I am not active myself either.”*

4. *“I have not been an active member myself either so perhaps an internet forum mentioned previously and later (as coronavirus is disappearing) meetings with various types of experts. Experts coming from private banks and small finance companies could pay a visit without any costs.”*

5. *“Good luck and success!”*

6. *“I find it reasonable that a local stock-trading club is operating in the area etc. It provides confidence to stock trading activities. Working alone does not bring any stimulus!”*

7. *“Investors are important for the business operations of society. Larger group of small investors may also reinforce the performance of companies.”*

8. *“More information is needed of dividend investing and principles of stock market’s operations. For example, what is a stock index and how it is formed. When should one sell and buy stocks. How can I finetune my own list of stocks?”*

9. *“So far so good, that is OK for me.”*

10. *“Special note for Ville Rajala, he managed to persuade me to get interested in stock trading and due to Ville’s hint I also joined Nuoret Osakesäästäjät organization. I find him extremely talented expert of field of investments. Board of the Finnish Shareholders’ Organization is about to welcome a high-ranked doer.”*

4.12. Interviews of EPOS’ key persons

Interviews of pre-selected EPOS’ key persons were carried out by phone between 26th of October and 4th November 2020. Interviewees were Anna-Leena Holkkola (secretary of board), Veli-Jussi Ala-Riihimäki (vice-chairman of board), Juha Isosomppi (chairman of board), Pertti Peltokangas (member of EPOS) and Ville Rajala (member of board).

Six open questions (or preferably discussion topics) were prepared for the interviewees in advance and delivered for them prior the interviews. The topics were as follows:

1. History of EPOS and their main milestones
2. Current activities
3. How would you like to see EPOS in the next 5 or 10 years?
4. What are your thoughts for developing EPOS?
5. What would you hope this master’s thesis to give answers for? Anything else?

Outcome of the interviews and discussions have been unwound and openly described topic by topic below. As the discussions sessions were conducted in relatively free and open format some content may overlap with each other between different questions (discussion topics).

History of EPOS and their main milestones

This topic was not addressed nearly at all as all the interviewees are not familiar with the early stages of EPOS that goes back for almost 20 years. Instead I was advised to contact Ossi Martikkala who had been involved with early establishment of EPOS in year 2000 (further information available in pages 31-32 of this masters’ degree).

Current activities

As described earlier in this masters' degree, main activities of EPOS have been the monthly club events where the nearly 30 active members have gathered to learn and discuss recent stock market and events of that moment. However in 2020 this has been nearly impossible due to outbreak of Covid-19 and consequent meeting restrictions. The interviewees found the physical club events a bit old-fashioned or at least insufficient to raise more interest for EPOS. However, they apparently seem fit for the members who have been actively participating in the club events so far. This is proven by relatively high and steady rate of participation of EPOS' active members in the events.

More different type of activities are expected in the future such as company visit tours and visiting lecturers with interesting topics. On top of this, more challenging content was desired, for example analysis and discussion of foreign stock-listed companies, different types of investment strategies as well as personal mistakes in stock investments ("lessons learned" type of analysis).

EPOS also has an internal WhatsApp group where I also joined in the course of autumn 2020. The group seems to be rather active and lively. This was recognized by some of the interviewees as a positive aspect and to raise feeling of togetherness amongst the group members. Content shared in the WhatsApp group was also considered as informative and general level of discussion as matter-of-fact.

Other comments were concerning about the leadership of EPOS that was considered by some interviewees as not too clear. Also the overall performance of the organization was found slightly old-fashioned and average age of the active members too old. Finally, the space where the monthly club meetings have been taken place was not too much appreciated.

How would you like to see EPOS in the next 5 or 10 years?

The interviewees clearly hoped that EPOS could offer attractive content for a larger audience, especially the young. One piece of the content could be physical investment seminars and they could be conducted for example in collaboration with SeAmk (the local

university of applied sciences) and in social media channels. One interviewee set a clear target for EPOS that included more than 2,000 members being more or less active in different forums and events.

As there are plenty of social media and other digital platforms for potential audience these days, the ideal positioning of EPOS was considered to be a complementary and local actor for the local audience. This means EPOS should by no means try to compete against any of the digital influencers but rather contribute locally and increase local sense of togetherness amongst the members. However, the use of digital information channels (webinars, social media platforms) was not completely excluded by the interviewees but considered simply one element in the tool box.

One interviewee thought EPOS should be a low-threshold organization where everybody is welcome to enter and learn of investing subjects even though he or she is not experienced with the subject. On the other hand, the other interviewee wished EPOS was more attractive organization to work for and voluntary investment of the individuals' time would be compensated somehow, for example by monetary rewards.

It was also suggested that the club events could involve more personal commitment from the participants. That would mean for instance disclosing one's stock portfolio (ex-EUR) and arguing the audience why certain stocks were included in the portfolio. On top of that, arguing why he or she would be ready to invest in certain stocks and which type of key ratios (such as P/E, P/B, P/S) could be used in stock analysis or any combination of these.

What are your thoughts for developing EPOS?

Plenty of development ideas were received during the discussion session. Due to large number and variety of answers they have been listed below in order to distinguish the ideas better.

- Broadening the audience (e.g. investment events for students organized with SeAmk)

- Developing the content for club events, for example argumentative discussions of potential stock investment targets and not merely presentations provided by a bank (same content may be found easily from online sources)
- Improving communication between EPOS and the members (for instance, will the next club event be visited by an outside lecturer, what is the agenda for next gathering)
- Improving the use of digital information channels (almost half of the existing active members are unable to use WhatsApp)
- Organizing company visits as soon as this will be possible
- More collaboration with other local organizations elsewhere in Finland – increasing coordinated activities with the Finnish Shareholders' Association
- Incentives for individuals who commit themselves to developing the organization and their activities
- Sharpening the message of what EPOS could provide for an individual interested or already be active in the field of stock trading. In addition to argue how EPOS could locally support his or her path to wealthy linked to ultimate values and meaning related with money

The most common ideas that emerged during the interviews were related to how attract more young people to EPOS and have external lecturers to provide interesting content for the existing members.

What would you hope this master's thesis to give answers for? Anything else?

A few interviewees expressed their gratitude for having this type of survey made for EPOS as apparently there had already been internal discussion related to that need. There is a hunger amongst the interviewees to learn whether their thinking reflects the opinions of

their fellow members and to continue development dialogue as soon as this masters' degree has been completed and presented for EPOS.

There also seems to be interest to learn why the non-active (<900 members) of EPOS have not been participating more actively in the events of EPOS. This was partly suggested to be linked with psychological factors (behaviorism) as well as comparing different human types and adjust the supply of content in more tailored way. This would for example mean physical club events for the existing group of elderly male members and perhaps a low-threshold type of investment evening session for new beginners.

Generally, the purpose of this masters' degree is expected to provide sufficient (yet short and clear) information and insight for EPOS to enable them to develop their performance and thus attractiveness for new potential audience. It is desirable that this masters' degree would serve as a gateway and source of fresh information for deeper and broader analysis in EPOS on how to continue to increase the level of performance in the future.

4.13. Benchmarking with Vaasan Arvopaperisjoittajat ry

Vaasan Arvopaperisjoittajat ry. (later VAS) is a local unit in Vaasa and they belong to the Finnish Shareholders' Association just like EPOS in Southern Ostrobothnia. As one my objectives in this masters' degree is to study and analyze EPOS and provide them ideas of development it is vital that another similar organization is also approached and eventually benchmarked with the target organization (EPOS). Therefore, I carried out an interview with Essi Kannosto, head of VAS board on 12th November, 2020. Questions were almost the same as presented for key individuals of EPOS earlier:

5. What could you tell of the history and current activities of VAS?
6. What are the opportunities and challenges for your organization?
7. How would you like to see VAS in the next 5 or 10 years?
8. In your opinion, what would be the development areas in your organization?
9. What message would like to deliver for EPOS?

As in the previous chapter the answers are presented after each question / discussion topic.

What could you tell of the history and current activities of VAS?

VAS turned 30 years of age in July 2020. Five years ago (2015) new young members Sebastian Mortensson and Jaakob Kemppainen have joined VAS to regenerate and modernize the performance of VAS. Two years ago (2018) there was also a search of team leader for Nuoret Osakesäästäjät and eventually Essi Kannosto was elected for the position together with Eetu Piirainen.

Plenty of young members have joined VAS party because of marketing campaigns in local schools (high school are also in plans). Activities are run mainly in social media such as Facebook and in website of Nuoret Osakesäästäjät. Local schools have joined the effort and invitations for events have been regularly delivered by emails mostly. Mouth-to-mouth type of marketing amongst young people have turned out to be efficient and on top of that general interest towards saving and stock trading subjects is on the rise amongst the young.

There are also club events mainly for the elderly members however VAS have been taking the effort of committing younger people there as well. Last year (2019) Jukka Oksaharju from Nordnet Finland visited Vaasa and gave a lecture without cost. Around 120 people joined that particular event. Members of VAS seem to appreciate practical examples related to stock trading, Essi Kannosto said. There are nearly 5,000 members in VAS for the time being.

What are the opportunities and challenges for your organization?

The biggest challenge, Essi Kannosto said, was the voluntary nature of these activities. People are struggling to find and donate their time for voluntary work. Moreover as head of VAS she often feels alone in the position as other team members around tend to avoid getting involved with loads of tasks too excessively.

The current board of VAS is however providing excellent support. Diversity of board members is also great as there are both young and elderly people involved. She had noticed that younger board members tend to be more active whereas those in working life and with families at home are more passive, most probably as a result of lack of time.

One challenge is how to get the young people committed. VAS is also considering how to be more attractive for younger audience and still remain an image of not being too much “snobby” in the eyes of people generally. Main focus of VAS is in stock markets and plenty of members have been able to establish connections between banks and industrial companies through VAS and even managed to get employed by them.

How would you like to see VAS in the next 5 or 10 years?

Essi Kannosto said that her dream is to see VAS in close connection with local schools and thus be able to provide economical education for students. As far as members of VAS are concerned, she wishes to maintain the variety of different ages of members. Both the young and the elderly should have a place in the group.

In your opinion, what would be the development areas in your organization?

Essi Kannosto did not find anything critical to be developed at this stage as so many development areas were already underway. Timo Rothovius, professor of Accounting and Finance, University of Vaasa and current head of board at the Finnish Shareholders' Association is however checking occasionally with Essi Takala on recent developments at VAS but so far they seem to be content with overall progress. Timo Rothovius has also been acting as a visiting panelist with Jukka Oksaharju in events organized by VAS.

What message would like to deliver for EPOS?

There was only one piece of advise related to this question: carefully consider involving more younger people in the organization.

5 ANALYSIS OF SURVEY RESULTS AND DEVELOPMENT PLAN

The purpose of this development plan part is to summarize key points presented in the theoretical part, analyze the current EPOS profile and eventually draw conclusions from the survey results and private interviews with EPOS key personnel. Based on these observations a SWOT analysis would be provided and consequently suggestions for areas of development offered.

It is vital to recognize that the outcome and recommendations of this masters' degree work should not merely be regarded as matters of opinion (both the author and survey respondents) or given instructions but rather a platform for further internal discussion in EPOS organization to pave the way for future improvement of activities.

5.1. Key observations: theoretical part

Almost every civic organizations are facing the same dilemma contemporarily. Numbers of voluntary members are diminishing, their average age is higher year after year and it has become increasingly challenging to attract younger people to join the organization and voluntarily devote their time and energy to the group activities. Digital tools and social media content are strongly popular amongst the youth so civic organizations tend to find themselves increasingly competing for their time and attention.

Exploitation of the digital world and change of organizations' modes of operation into more commercial and active role could however be the key to solution. As it was presented in the theoretical part earlier, any organization or business are required to define and justify their reason of existence. Questions such as "*What are we there for?*" and "*What, why and whom are we offering?*" should be asked and clearly answered by every organization willing to succeed in the current operating environment. Only after this strategic type of exercise can tactics and details be defined.

The theoretical part presented the following mechanics that are generally considered to increase success probability in business performance: business planning, customer segmentation, service design, content marketing and professional leadership. As their meaning have already been carefully explained it is time to consider how to apply them in development of an organization. First, it is crucial to comprehend who the audience is and finetune the message to meet their individual expectations. In EPOS' case, it seems the monthly club events seem to suit to the elderly male audience as they most probably feel to be able to receive appropriate peer support from other members for their own stock trading activities. But would this be an optimal arena for a 20 year old female beginner, for example?

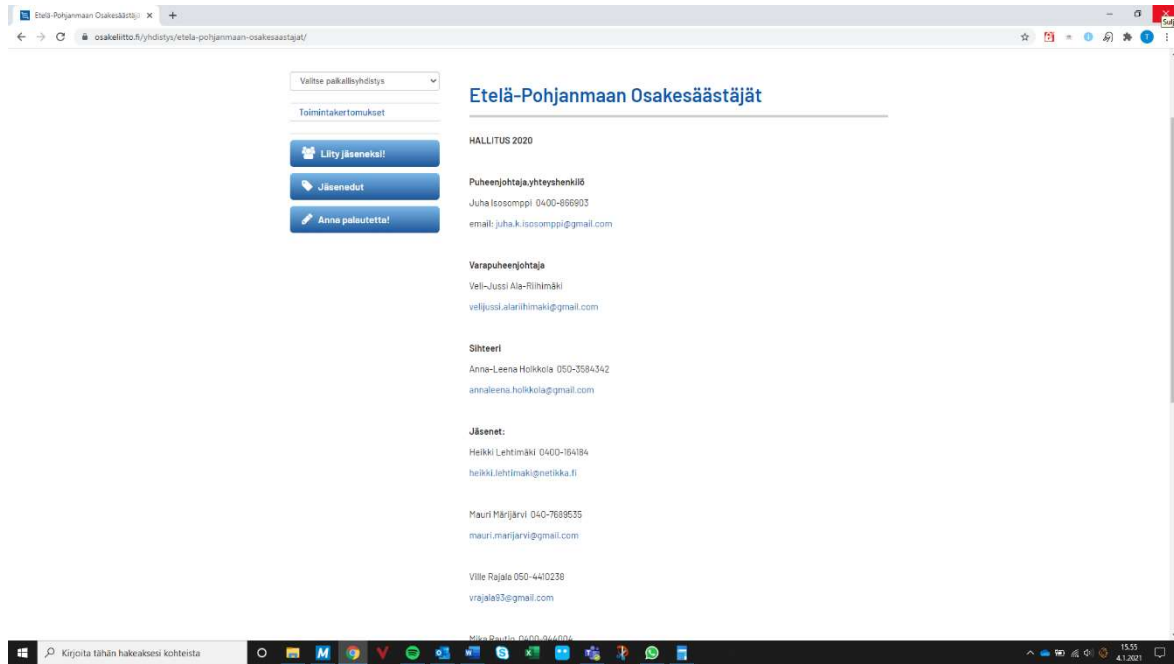
Secondly, the message provided by an organization should have value for the target audience. Additionally, it should be repeated in diversified information channels on a regular basis. By putting attention to the content of message it is more likely that the receiving audience is willing to contribute to the organization as well as spread the word around in their vicinity and digital channels. For EPOS, this could potentially signify more presence in where potential audience, for instance the local youth, is present namely social media arenas and local schools.

Thirdly, leadership in an organization is required to be explicit, motivating and tendentious. Every action ought to have a purpose, goal and certain metrics on how to evaluate the overall performance. As a result of this, it is possible to create a convincing action plan for the organization. In fact, EPOS could possibly evaluate a strategy for the coming years (including vision and mission) as this type of high-level exercise most likely helps to make selections between relevant and non-relevant actions. A strategy and consequential action plan would also support the organization to move consistently in one direction and measure the performance regularly. Naturally, the strategy and course of direction is to be evaluated from time to time as unexpected changes and situations tend to come across more often than previously.

5.2. Key observations: current profile of EPOS

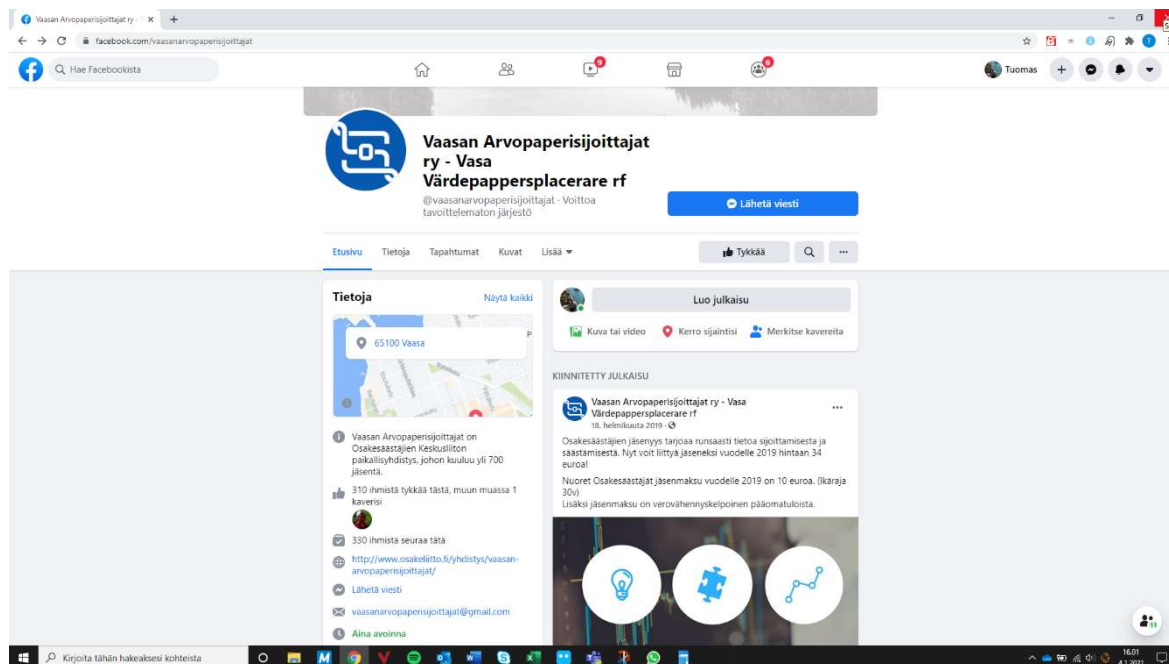
EPOS' foundation is clearly based on physical club meetings held every month in Seinäjoki. On top of that there is a relatively active WhatsApp group that includes some of the active members already taking part in the monthly meetings. As indicated before, the active group is composed of nearly elderly male that without doubt have a long experience and presence in stock trading market. Officially there are almost 900 members of EPOS however only 30 of them are actively taking part in the club meetings. That accounts for not more than about 3% out of the total.

EPOS does not seem to be actively present in digital communication channels. The webpage is linked to the home page of Finnish Shareholders' Association and provides only the details of board members, their contact information as well as year of foundation:



Picture 1: Screenshot of current EPOS homepage

In comparison, Vaasan Arvopaperisijoittajat ry. also has a similar type of website but in addition to that they are present in Facebook with 330 followers.



Picture 2: Screenshot of VAS' Facebook page.

It would be safe to assume that as the active members of EPOS have not, at least yet, decided to bring their organization forward in online medias that has partially resulted in low numbers of local youth taking part in EPOS' activities.

All this tends to cause a circle of self-accelerating patterns: certain type of individuals with common interests first create a group. This group then keeps attracting more individuals with similar background to join the group, which again accelerates the on-going trend. All of a sudden the group may have enlarged significantly having the members to find it meaningful to participate in the group's activities. However, at the same time, the development that has helped the group to form itself and become relatively vital and important for the members there are likely other individuals who are not able to find their place in the group, partly unconsciously as it is a human habit to approach to those they feel somehow connected due to age, gender or other personal factors.

For EPOS this may have taken place partially even without any conscious decision. Yet the dominating trend in the past and the following mode of conduct is important to recognize if EPOS is willing to broaden their audience, entice them to join the organization

and eventually let them develop it to meet the needs of diversified audience interested in stock trading activities.

5.3. Key observations: survey results and interviews

Response data extracted from the online survey results leaves one with a clear indication that EPOS is being operated mainly by a minor group of elderly men. Again, that is no issue unless diversity of members is a concern. However it may be questioned whether EPOS is able to flourish at their fullest potential and provide interesting and attracting content for a larger audience with different types of needs and expectations related to stock-trading activities.

Another interesting point concerns the physical location of activities namely the monthly club events. Until today they have been organized in Seinäjoki although less than 50% of the respondents informed their current residential area to be elsewhere. At the same time a significant number of respondents informed one of the main reasons they had not been taking part in EPOS' activities is due to physical distance of Seinäjoki. "Lack of time" was given as the most common reason for non-participation and that may as well be connected with greater physical distance between the respondent's place of residence and the place where EPOS' events are taking place.

It can also be seen that quite a few members of EPOS do not seem to be even aware of the monthly club events or other activities. The question is whether they are being informed and advertised well enough or in the right information channels. On many occasions in open answers the lack of information was provided plenty of times as a key area for further development.

Similar amount of members also regard the provided content of EPOS not interesting. This may well be caused by conflict between different expectations of different audience groups (sex, age, personal background, experience, motivation...) and the actual given content to the existing group of active EPOS members.

Despite the ongoing strong trend of digitalization these days there does not seem to be any great demand from the respondents for EPOS to digitalize themselves, at least not

completely. Strongest needs are open investment events organized locally by EPOS and remote online access to monthly club events. Viisas Raha magazine was suggested as the most preferred information channel and only after this came digital platforms (homepage and social media).

Drawing a general conclusion of the respondents' selections and open feedback, EPOS' potential future access may be as well be bound to local activities that are physically held, broader content to different member groups and slightly more visibility in digital information channels to attract more audience.

The interviews of EPOS key members as well as the benchmarking exercise with Vaasan Arvopaperisijoittajat (VAS) all support these observations and final analysis of the course of actions EPOS is ought to take. Especially the example of VAS inevitably shows that putting the focus on active marketing (touring schools for example), attracting the youth to participate in activities and even managing the organization and provide relevant content for the audience (e.g. qualified and interesting lecturers) the organization may look very different from the one that has not been investing in the aforementioned qualities.

The positive observation evidently is that these needs for development are clearly recognized in EPOS as the outcome of interviews show. Presumably, the warm and excited welcome of this masters degree project has also been influenced by a growing need inside EPOS to analyze where they currently are and what actions should be taken to develop the organization and their future performance.

Now that the facts (findings of the survey and interviews) have been presented and initial observations of them explained it is logical to move to concrete development suggestions. To make that more useful for EPOS I have decided to proceed with SWOT analysis first and then approach final development conclusions.

5.4. SWOT -analysis for EPOS

SWOT analysis is an easy and efficient working method to pursuit company strategies no matter if there is a big or small company or organization in question (Parson, 2018). SWOT stands for Strengths, Weaknesses, Opportunities, and Threats.

It is crucial to recognize that strengths and weaknesses are related to the company or organization (internal factors) and are manageable whereas opportunities and threats are external, in other words those emerging from the surrounding environment. Opportunities may and should be exploited for the own benefit yet threats should be either be protected against or eliminated.

Based on the online survey results, in-depth interviews with EPOS key personnel and Vaasan arvopaperisijoittajat as well as my own observations and analysis of EPOS during the past 12 months already I have prepared such a SWOT analysis for EPOS. Strengths, weaknesses, opportunities and threats are all there and each one of the four categories include three observations. They have been marked with the first letter of the particular category (for instance, strengths = S) and then listed in numerical order such as "S1. Clear focus (stock-trading)". In other words this observations may be considered as "strength number one" and so forth. Additionally, this type of categorization would help us at a later stage when they are linked together to create a call for action type of SWOT analysis and other types of a strategy. In the case of EPOS this would stand for a differentiation strategy.

Table 3. SWOT analysis for EPOS.

<p>STRENGTHS:</p> <p>S1. Clear focus (stock-trading)</p> <p>S2. Large total member group</p> <p>S3. Motivated and active inner member group</p>	<p>WEAKNESSES:</p> <p>W1. Homogeneity of active members</p> <p>W2. Unknown</p> <p>W3. Confined mode and place of operation</p>
<p>OPPORTUNITIES:</p> <p>O1. Stock-trading trend is booming amongst the young</p> <p>O2. Local schools and students</p> <p>O3. Digital environment</p>	<p>THREATS:</p> <p>T1. Excessed amount of (digital) information</p> <p>T2. Recent meeting restrictions</p> <p>T3. Modern trends of committing to voluntary organizations</p>

Each observation listed in the SWOT analysis above are shortly explained here:

STRENGTHS:

S1. Clear focus (stock-trading) – EPOS is heavily focused on a certain subject that is still in early stages of development by the public audience. Narrowing down the content to stock-trading solely ensures people interested in this field of activity are most likely to commit themselves to the subject.

S2. Large total member group – There are nearly 900 members in total at EPOS. This is one of the largest amount of members compared with other similar local organizations in Finland. More members bring more membership fees and thus make the organization financially stronger.

S3. Motivated and active inner member group – Despite of relatively small number and high age of active members (approx. 30 members) they seem to be relatively committed and content with the style EPOS has been performing so far. Active and satisfied members tend to make any organization alive and vital.

WEAKNESSES:

W1. Homogeneity of active members – As explained earlier, whether a group is composed of too similar type of individuals it may exclude other potential types of potential members outside. Non-diversified groups and organizations are not likely to be able or willing to renew themselves.

W2. Unknown – Due to lack of marketing and external communication EPOS is not very largely known or recognized by their potential audience, even some of those who are members of EPOS through the Finnish Shareholders' Association.

W3. Confined mode and place of operation – Being present only in Seinäjoki and limiting their activities mostly down to monthly club events is likely not to motivate members elsewhere in Ostrobothnia to contribute to EPOS.

OPPORTUNITIES:

O1. Stock-trading trend is booming amongst the young – An increasing number of young individuals are interested and keen on starting stock-trading in Finland today. Could EPOS exploit this developing trend in Ostrobothnia and attract more (younger) people to participate in EPOS' activities and help them develop the organization further?

O2. Local schools and students – There are plenty of high schools and other educational divisions all over Ostrobothnia. This means a significant number of potential members as well.

O3. Digital environment – Naturally this has been already reality for some time yet for EPOS it could be the time to get visible in social media platforms and elsewhere in digital world to attract more audience.

THREATS:

T1. Excessed amount of (digital) information – There are plenty of blogs, websites and information available today in internet for those willing to learn and take upon stock-

trading. All this brings the content extremely easy and effortless to their audience and potentially reduces the willingness to devote extra time for EPOS.

T2. Recent meeting restrictions – Prolonging meeting restrictions due to Covid-19 pandemic causes plenty of challenges for EPOS to arrange any activities especially when they are not strongly visible online and their active members belong to risk group as a result of their average age.

T3. Modern trends of committing to voluntary organizations – This tends to be a global trend especially in Western countries. Modern people are more carefully what they want to do and at what efforts and time (cost). Consequently this leads to decreasing number of members in voluntary organizations and eventually their decay and disappearance.

Now that all the four SWOT categories have been opened and further explained from EPOS' perspective the next logical step would be to draw an action call by cross-linking them together. Strengths and weaknesses (internal factors) would be connected with opportunities and threats (external factors) in order to exploit the strengths and opportunities to the fullest as well as find a tool to limit the effect of weaknesses and deviate from potential threats.

Table 4: Cross-linking of the SWOT analysis.

<p>STRENGTHS:</p> <p>S1. <u>Clear focus (stock-trading)</u></p> <p>S2. <u>Large total member group</u></p> <p>S3. <u>Motivated and active inner member group</u></p>		<p>WEAKNESSES:</p> <p>W1. <u>Homogeneity of active members</u></p> <p>W2. <u>Unknown</u></p> <p>W3. <u>Confined mode and place of operation</u></p>
<p>OPPORTUNITIES:</p> <p>O1. <u>Stock-trading trend is booming amongst the young</u></p> <p>O2. <u>Local schools and students</u></p> <p>O3. <u>Digital environment</u></p>	<p><u>Start approaching potential members actively (S1 / O1,O2)</u></p> <p><u>Activate your organization (S2 / O3)</u></p>	<p><u>Enlargen and develop your content for different types of potential members (W1 / O2, O3)</u></p> <p><u>Activate & improve marketing and presence in different information channels (W2, W3 / O3)</u></p>
<p>THREATS:</p> <p>T1. <u>Excessive amount of (digital) information available elsewhere</u></p> <p>T2. <u>Recent meeting restrictions</u></p> <p>T3. <u>Modern trends of committing to voluntary organizations</u></p>	<p><u>Plan & develop relevant content for potential audience with existing members (S2 / T1, T3)</u></p> <p><u>Invite & engage non-active EPOS members to develop the organization further (S2 / T2, T3)</u></p>	<p><u>Create a differentiation strategy for EPOS (W3 / T1, T3)</u></p>

Strengths – Opportunities:

EPOS has a clear focus of activity namely being a community for individuals interested in stock-trading (S1). As we have learned the current trend for trading with stocks is on the rise amongst the public (especially the young) we could expect that EPOS is in an expanding field (O1). As there are plenty of schools and educational units in Ostrobothnia (O2) combining S1 with O1 and O2 would require EPOS to actively start approaching this audience. This action may be considered as a pre-requisite for their future success.

Another strength area that EPOS has is their large group of members (S2) that counts approximately 900 members. As we combine this factors with an opportunity (digital environment, O3) that would allow EPOS to engage most of their existing 900 members digitally for example by remote access to club events or separate webinars.

Strengths – Threats:

The large member group being a strength factor (S2) may also be linked with existing threats. Excessive amount of digital information elsewhere (T1) and modern individuals not being too committed themselves to voluntary organizations (T3) are clearly threats for an organization such as EPOS. However, in case EPOS could be able to develop relevant and attractive content for their potential audience (members) with the existing members they could overcome those threats.

The same could be applied to third threat (S3) which is current restrictions of meeting each others physically. As club events are not likely take place any time soon that could potentially decay the function of EPOS to a certain extent. To prevent that from taking place, engaging the current large member group to brainstorm and develop EPOS to act and perform differently might revive it.

Weaknesses – Opportunities:

One of the weaknesses EPOS has is the homogenous type of their active member group (W1). This is likely to inhibit EPOS from benefiting the ideas and commitment of a more diversified audience, in other words opportunities (O2, O3). To dilute the weakness EPOS might want to consider different profiles of potential members and finetune their content individually for them.

Other weaknesses EPOS clearly has is being relatively unknown (W2) to larger audience and partially even their non-active members as well as limited functions namely focusing on the monthly club events solely in the Lutheran Church of Seinäjoki (W3). However as there are numerous digital tools and platforms available (O3) EPOS could activate and improve both their marketing and active presence in digital information channels.

Weaknesses – Threats:

As EPOS has been running comparatively slow motion until today (W3) and in worst case missed some opportunities to develop their activities and performance amongst the potential audience it is vital take action in the near future. Simultaneously there are threats

that are likely to affect their endeavours. These threats are the ones mentioned earlier as follows: excessive amount of digital content created by other producers (T1) and the contemporary culture of not committing oneself to voluntary activities as before (T3).

Therefore EPOS should consider a differentiation strategy to help them to distinguish properly in the eyes of potential audience and complement the discussed SWOT analysis. Information overload is not uncommon these days so it is crucial for any company, organization and operator to leave a clear and unforgettable mark in the minds of people. This differentiation strategy will be discussed in the following chapter.

5.5. Differentiation strategy for EPOS

There are many ways how an enterprise or an organization may differentiate themselves from competition. In fact, as described earlier, in today's environment filled with loads of information and advertisements especially in digital world it is vital to capture attention of the targeted audience. To portrait oneself differently from others is likely to achieve this goal.

Ways of differentiation are for example 1) product features and functions, 2) design, 3) service, 4) image and reputation as well as 5) sales channels (Lauer, 2019). EPOS, on the other hand, is "competing" mainly against digital content presented by various blogs, service providers (such as Nordnet) and messengers visible in Youtube and other social media channels. It may not be worth for EPOS trying to compete against these digital information sources but rather complement them with a local twist that is recognized by the Ostrobothnian audience and thus bring more attention and "pull-effect" from them.

The next chart displays all the five differentiation methods and presents both the basic approach (without any efforts to differentiation) and then a differentiation approach that could potentially make the actions of EPOS even more attractive for potential and existing members.

Table 5: Differentiation strategy for EPOS.

WAY OF DIFFERENTIATION	BASIC APPROACH	POTENTIAL DIFFERENTIATIVE APPROACH
PRODUCT FEATURE OR FUNCTION	<ul style="list-style-type: none"> Sharing information of stock market and potential investments targets Acting as a local community for individuals sharing a common interest 	<ul style="list-style-type: none"> Educate members on different strategies on how to gain wealth and increase their financial independence Transform the organization from closed group into easily accessible peer group for everyone
DESIGN	<ul style="list-style-type: none"> Invitations for visiting speakers to attend EPOS meetings 	<ul style="list-style-type: none"> Organize open seminars (speakers included)
SERVICE	<ul style="list-style-type: none"> Peer support for group members attending EPOS meetings and activities 	<ul style="list-style-type: none"> Provide content and peer support for different segments of audience (e.g. "Ladies night")
IMAGE AND REPUTATION	<ul style="list-style-type: none"> Organization for Ostrobothnian audience already investing in stock market and being members of Finnish Shareholders' Association 	<ul style="list-style-type: none"> Organization for everybody (Come as You Are) Maintain and develop the new image of EPOS (public medias, web) Avoid the image of being a group for wealthy men – remember diversity!
SALES CHANNEL	<ul style="list-style-type: none"> Group meetings Open seminars with visiting speaker Facebook site opened 	<ul style="list-style-type: none"> Online meetings and webinars Increase presence in many channels by campaigns (Youtube, IG, FB...)

Now each way of differentiation is analyzed from the perspective of potential differentiation methods:

Product feature or function – people today are increasingly keen and partially required to secure their future financial background. During the next 20-30 years the Finnish welfare state will probably not be regarded as it is today or especially how it used to be in the past. The state's role is likely to diminish as far as guaranteeing reasonable pensions and social welfare is concerned. More responsibility is thus laid upon individuals' own decisions and resources. Interest for gaining financial independence by stock-trading and saving is therefore on the rise and EPOS could potentially qualify themselves as enabling and helping people to achieve that goal. Consequently, as money and welfare tend still to be a sort of taboo in Finland and such topics are personal and perhaps somewhat emotional there should be as less mental barriers as possible for people to get in the program.

Design – During the masters degree process I received plenty of feedback and hopes to have more visiting speakers to attend EPOS' events and provide views and opinions regarding current economical and financial subjects. What if those events were public and open? They could either be provided without any cost to the whole audience or at least for the members of EPOS. At least those events should be aggressively marketed together with EPOS' brand.

Service – So far the active members of EPOS who have been gathering in the monthly club events have more or less provided each other peer support. That may be found vital as human beings generally prefer to belong to a larger group of similar individuals and seek for support in their decision-making. However, EPOS could consider organizing events for different groups of potential members (e.g. females, students and so on). This would more likely to increase the commitment and eventually number of members to EPOS as each individual could be able to find a topic and group that they prefer belong to.

Image and reputation – Stock-trading is traditionally regarded as a habit of elderly wealthy men and there is still partially schism over the subject. Finland used to be a poor country and unlike in Sweden for example, there has not been an opportunity for citizens to learn and start investing in stock market and thus enable their superior financial future. On top of that, majority of people are shy towards the subjects as they do not seem to understand enough of it. Therefore, EPOS should do their every effort to make themselves easily accessible and support people to engage in the group. This could be executed by marketing in local medias (newspapers), online channels (webinars, social media) as well as in physical seminars and places where people are (potentially in malls and schools for example). Last but not least, people of all kinds should be involved. Whenever marketing the organization to students for example there should be at least one student presenting the benefits and value of EPOS to the audience.

Sales channel – Naturally online platforms are increasingly important when marketing oneself but in EPOS' case it could be taken to another level by physically engaging with people. This is something online organizations can not perform as they are not physically local. Human interaction with convincing message is likely to bring more positive publicity

and commitment than maintaining 100% online. Digital content could in this case act as a complementary tool. In other words after having a seminar guiding the audience to familiarize themselves with the material produced by EPOS in Youtube, for example.

5.6. Summary part

During their journey of more than 30 years, EPOS have reached a crossroads. Plenty of their contemporary active members are ageing and some of their working methods that used to work flawlessly in the past are today facing challenges especially due to meeting restrictions due to Covid-19 pandemic and new expectations rising from their younger members. EPOS is no exception in this situation as there are several such organizations and voluntary groups all over the country facing the same reality. Now it is merely the question whether to slowly fade away or turn a new page in the prosperous history of EPOS and make the organization flourish in a very different but also more potential operating environment.

In principal, the tools for success are not too demanding. Determine the goal, supporting strategy to achieve that goal, commit the people around and start executing. Along the process the work should be measured and if required the course of direction should be changed. Good spirit of work and active approach towards people under systematic and encouraging leadership are like an aura that is supposed to attract people to join the team.

This master's degree work has taken approximately seven months and provided a decent amount challenge to me but mostly a great opportunity to familiarize myself with an interesting organization with great potential to transform and develop themselves to serve their local community with even greater success than ever. I do hope that this piece of work is able to provide EPOS a gateway to long-term development phase with an academic framework and in-depth survey, interviews, analysis and development program that is established around this master's degree. Most of all, it is my utmost wish that this master's degree paper would launch an internal and above all, positive discussion within EPOS that would eventually lead to actions that are required to take the organization and their activities to completely another level. Research work has been finalized, now it is the time to act.

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APPENDICES

Appendix 1. Online survey questions

Appendix 2. Respondents' answers to open questions

Appendix 3. SWOT-analysis for EPOS

Appendix 4. Cross-linking of SWOT-analysis for EPOS

Appendix 5. Differentiation strategy for EPOS

Appendix 1

Online survey questions

JÄSENKYSELY 10/2020
ETELÄ-POHJANMAAN OSAKESÄÄSTÄJÄT (EPOS)

VASTAAJAN PERUSTIEDOT**1. Sukupuoli**

- Mies
 Nainen

2. Ikä**3. Asuinpaikka****4. Osallistutko säännöllisesti EPOS:n tilaisuuksiin?**

- Kyllä (perustelee)
 Ei (perustelee)

[Seuraava](#)**KEHITTÄMISIDEAT****7.**

Miten EPOS:n toimintaa voisi kehittää? Valitse seuraavista vaihtoehtoista sopivimmat:

- Avoimet sijoitustapahtumat
 Koulutustilaisuudet
 Etäyhteydellä osallistuminen sijoitus- ja kerhoiltoihin
 Kuukausittain pidettävien kerhoiltojen pitäminen eri paikkakunnilla
 Jokin muu, mikä?

8.

Missä kanavissa EPOS voisi parhaiten mainostaa tapahtumiaan ja tiedottaa toiminnastaan? Valitse seuraavista vaihtoehtoista sopivimmat:

- Viisas Raha -lehti
 Kotisivut
 Sosiaalinen media
 Jokin muu, mikä?

9. Mitä houkuttelevaa / uutta EPOS voisi tarjota ei-aktiivisille jäsenille?**10. Millaisena näet EPOS:n kaltaisen yhdistyksen tulevaisuuden mahdollisuudet ja haasteet?****NYKYTILAN KARTOITUS****5. Arvioi seuraavia väittämiä asteikolla 1-5, jossa**

- 1 = täysin eri mieltä**
2 = jokseenkin eri mieltä
3 = en osaa sanoa
4 = jokseenkin samaa mieltä
5 = täysin samaa mieltä

	1	2	3	4	5
Koen EPOS:n toiminnan tukevan omaa sijoitustoimintaani	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
EPOS tarjoaa riittävästi vertaistukea sijoitustoiminnassani	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Koen EPOS:n järjestämät tapahtumat mielenkiintoisina (perustelee) <input type="text"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Löydän helposti tietoa EPOS:n tapahtumista	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Saan säännöllisesti tietoa EPOS:sta ja sen toiminnasta	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

6. Miten kuvaisit EPOS:n toiminnan nykytilaa? Voit arvioida nykytilaa myös vahvuuksien ja heikkouksien kautta**10. Millaisena näet EPOS:n kaltaisen yhdistyksen tulevaisuuden mahdollisuudet ja haasteet?****11.**

Vapaa palaute EPOS:lle

12. Arvomme vastaajien kesken 50 EUR lahjakortin Seinäjoen Ideaparkissa sijaitsevaan Scandinavian Bistro -ravintolaan. Mikäli haluat osallistua arvontaan, lisää yhteystietosi alle. Vastamme voittajalle henkilökohtaisesti.

Etinimi
Sukunimi
Matkapuhelin
Sähköposti
Osoite
Postinumero
Postitoimipaikka
Maa

[Edellinen](#) [Lähetä](#)

Appendix 2

Respondents' answers to open questions

Question 4: Respondents are asked to explain their participation / non-participation for the EPOS events:

Kyllä	Pääosin kyllä osallistun.
Kyllä	Silloin tällöin nyt korona aikana jäänyt käymättä
Kyllä	Keskusteluporukka, esiintyjät
Kyllä	Olen paikalla!
Kyllä	lähinnä ajankuluksi
Kyllä	Mielenkiintoinen tapahtuma, tapaa samanhenkistä jengiä, saa uusia vinkkejä jne.
Kyllä	aihe hyvä menoja muitakin
Kyllä	Mielenkiintoista rupattelua sijoittamisesta.
Kyllä	Saa tietoa ja tapaa kivaa porukkaa
Kyllä	Olen hallituksen jäsen
Kyllä	Tällä hetkellä satunnaisesti
Kyllä	Infon vuoksi
Kyllä	Tapa
Ei	Kalenteri usein niin täynnä, ettei sovi aikatauluihin. Etätilaisuus tai stream onnistuisi paremmin.
Ei	Maakunnan reunalta kestää aina tunti seinäjoelle per sivu. Voisi olla toimintaa muuallakin kuin Seinäjoella
Ei	Ei riitä aika
Ei	En koe niiden antavan mitään lisäarvoa
Ei	ajan puute

- Ei Viisi vuotta ollut väliä, vapaa-ajasta tuli pulaa jossain vaiheessa...
- Ei En tiedä onko niitä edes.
- Ei harkitsen jatkossa
- Ei Seuraan verkkoviestintää, vältän kokouksia koronan takia
- Ei Alueellisia tapahtumia ei ole tarjolla etäyhteydellä
- Ei Tulee huonosti seurattua, netin puolelta mitä tilaisuuksia olisi tarjolla. Useimmiten tilaisuudet menee tämän takia sivu suun.
- Ei Tilaisuudet kaukana ja usein huonoon aikaan.
- Ei Ei ole aikaa
- Ei Ei kiinnostusta
- Ei En ole saanut tietoa. Liityin vasta keväällä 2020 eli ei varmaan ole ollutkaan tilaisuuksia
- Ei Elämän tilanne ei anna myöden
- Ei ei aikaa
- Ei Etäisyys Seinäjoelle n. 40 km
- Ei matka on esteenä
- Ei En ole tiennyt että sellaisia järjestetään
- Ei Liika kaavamaista, uudistuttava !
- Ei Korona
- Ei Ei ole sopinut allakkaan, muuten kiinnostaa
- Ei En ole tiennyt, että täällä on semmoisia.
- Ei Ei ole ollut mitään itseä kiinnostavaa
- Ei olen niin uusi jäsen, en ole kunnolla edes tietoinen toiminnasta. Koronatilanne myös vaikuttaa. Voisin joskus hyvin osallistuakin
- Ei Ajanpuute

- Ei päällekkäisiä tapahtumia
- Ei En ei ole ollut aikaa
- Ei Kiinnostaisi osallistua, mutta työtehtävät tai muut harrastukset osuvat aina päälle. En tiedä kuinka hyvin EPOS:n tilaisuuksista edes tiedotetaan, mutta toivoisin, että EPOS:n tapahtumista tulisi sähköpostiin viesti. (On ehkä tullutkin ja mennyt ohi)
- Ei En riittävän aktiivinen
- Ei ei mitään syytä
- Ei En ehdi ja matkaa tulee jonkun verran
- Ei Ajan puute
- Ei Ei erityisempää syytä.
- Ei Liityin vasta jäseneksi.
- Ei tilaisuudet liian kaukana
- Ei Ei sovi kalenteriin.
- Ei Ei ole ollut tarpeeksi mielenkintoa.
- Ei En ole kokenut toistaiseksi tarvetta
- Ei Tilaisuudet ovat tietääkseni vain Seinäjoella, niin ei ole ajeltua sinne asti.
- Ei Työkiireet, lasten harrastukset ja pula vapaa-ajasta vähentää mahdollisuuksia
- Ei Tilaisuuksien anti ei vakuuttanut.
- Ei ei juuri kiinnosta
- Ei Silloin tällöin
- Ei Reissaan ympäri Suomea työkseni joten ei ole aikaa osallistua.
- Ei Aikataulut ei ole sopineet omiin aikatauluihin
- Ei Hiljattain liittynyt, en ole vielä ehtinyt
- Ei Ei ole olevinaan aikaa & laiskuus

- Ei ei oo tullu lähdettyä
- Ei Aika ja paikka
- Ei ajanpuute perheellisellä krooninen
- Ei Kävin kerran. Laskin tuntuvasti keski-ikää. Kyseessä on siis pappakerho.
- Ei Työn vuoksi on vaikea järjestää aikaa
- Ei ajan puute
- Ei En ole saanut aikaiseksi lähtiä
- Ei En ole ehtinyt
- Ei Ei ehdi
- Ei Aika
- Ei Kaukana
- Ei Ensimmäinen vuosi osakesäästäjien jäsenenä ja en ollut edes tietoinen paikallisista osastoista
- Ei Olen hiljan jäseneksi liittynyt ja tilaisuuksia on vähemmän Seinäjoella tarjolla.
- Ei En osaa sanoa

Question 5: Respondents are asked whether they find / do not the events organized by EPOS interesting:

Ei ole noussut mitään erityistä kiinnostavaa teemaa.

Liian vähän tapahtumia viime vuosina

Kun en tiedä onko niitä, niin en osaa sanoa

Tulee tietoa alaan liittyen joskus enemmän joskus vähemmän

Tapahtumat voisi järjestää myös virtuaalisesti verkon kautta

Osallistuin vuosi sitten koulutuskiertueelle ja se oli hyvä tapahtuma

Ei tullut yhtään järjestettyä tapahtumaa mieleen.

En ole käynyt tapahtumissa

Ajankohtaisia

Etäisinä, en ole juurikaan osallistunut

Varmaan olisi jos tietäisi niistä

Kaikki toiminta pitäisi olla etukäteen hyvin valmisteltua.

hyviä vinkkejä, vertaisia sijoittajia

En ole törmännyt semmoisiin.

Yritysvierailut

eipä niitä ole

En ole käynyt.

Uusia kavereita, mielenkiintoisia vinkkejä osakkeista

Ei voi arvioida

Ei tietoa, en ole osallistunut

kaverit luennot tieto sijoittajalle

Ei ne ainakaan riittävän mielenkiintoisia ja tarkalleen sijoitusmarkkinoiden tilannetta peilaavia tilaisuuksia ole ollut

Hyvää tietoa

en ole vielä osallistunut

Ei ole viimeaikoina ilmaantunut riittävän mielenkiintoisia tapahtumia

en oo osallistunu vielä

Kokoontuminen seurakunnan tiloissa pappojen kanssa ei houkuttele.

Ajatusten vaihto on aina paikallaan

Tulee tietoa erilaisista sijoitustyyleistä osakesäästämiseen metsänhoitoon

En ole huomannut että juuri E-P:n OS olisi erikseen järjestänyt jotakin

Lisätieto ja keskustelut ovat aina hyödyllisiä

En koe, että mielenkiintoa täytyisi perustella ko. kysymykseen

Lisättävä yritysesittelyjä

En ole ollut tietoinen aiemmin

En ole vielä osallistunut

Ei tapahtumia

kohtuullisen kiinnostavia

Question 6: Respondents are asked to describe the current performance level of EPOS

Hieman näkymätön

Ainoa kontakti on Viisas Raha -lehdestä, josta näkee, että sijoituskerho on kerran kuussa. Ei muuta yhteydenpitoa tai noteerausta sen toiminnasta.

Mielikuvani mukaan toiminnassa on varsin varttunutta väkeä. Olisi hyvä miettiä, miten ikäjakaumaa kyettäisiin laajentamaan.

Infoa pitää merkittävästi lisätä. Samalla saisimme lisää osallistujia tiistai-iltojen kokoontumiselle.

Melko hiljaista

EPOS ei oikein tule esille mistään. Toki syy voi olla itsessäni, en tiedä mitkä ovat ne aktiiviset kanavat joita käytetään, itse katon viisas raha -lehdestä lähinnä.

Heikkous on tiedotuksen puute tapahtumista. Jos niitä siis on. Ja jos niitä on, niin veikkaukseni on, että ne ovat kaikki Seinäjoella. Voisi olla vaihdellen maakunnissa.

Ensinnäkin näin korona aikana pitäisi kokoontumistilojen oltava väljemmät. Tiedottaminen huonoa tilaisuuksista ja mitä kokoontumisissa kulloinkin käsitellään. Uusia osallistujia tulis varmaan enemmän mutta on sellainen vanhojen ukkojen kokoontumiskerho tällä hetkellä kun kukaan ei tiedä tästä kerhosta mitään

Tilaisuuksiin, joihin olen osallistunut anti on ollut hyvä.

En oikein tunne EPOS toiminnan nykytilaa, jotta voisin vastata.

Olen miettinyt siirtymistä Vaasan järjestöön, koska siellä toiminta vaikuttaa huomattavasti aktiivisemmalta.

Ehkä suurin ongelma olen minä itse eli en pahemmin seuraa mitä on tarjolla. Ehkä se vaatisi aggressiivisemmän lähestymisen EPOS:n puolelta. Ensimmäisenä tulisi mieleen sähköpostispämmit tai jopa fyysiset kirjeet postissa.

Lisää aktiivista tiedottamista ajankohtaisista sijoitusasiasta

Sähköistä tietoa lisättävä

Liityin osakesäästäjiin vasta keväällä 2020, joten ehkä mitään ei ole tapahtunutkaan. En kuitenkaan muista saaneeni yhtään viestiä EPOS:ltä

En tiedä tarpeeksi

ei tietoo

En voi arvioida, kun en ole kovin usein osallistunut. Olen kyllä useamman vuoden ollut jäsen. Koen APOS:n kautta tukevani piensäästäjien valtakunnallista toimintaa.

Mielenkiintoista tapahtumaotsikoiden perusteella, mutta osallistuminen vaikeata matkan takia.

Huono markkinointi. Varmasti hyviä tapahtumia.

Kuivahkoa.

Jäsentymätöntä. Ei ole fokuoitu, mihin toiminta loppupeleissä tähtää.

Luulisin, että toimii aktiivisesti ja on ns. ajan hermolla !

Toiminta ainakin kannaltani vähän piilossa. Viisas raha -lehestä jotain näkee, mutta en ole vielä saanut aikaiseksi selvittää enemmän. Korona ehkä vaikuttanut?

Heikkoutena vähäiset riippumattomat asiantuntijavierailut

--toimintaa voitaisiin vähän uudistaa

En tiedä. Eläkeläisten organisaatio.

En ole käynyt kokouksissa , en osaa sanoa mitään.

Korona taitaa häiritä

En osaa sanoa. EPOS:n toiminnasta kaipaisin lisää tiedottamista sähköpostiini.

Minulle riittävä, yhden vuoden kokemus, olen muuttanut Rovaniemeltä. Kokoontuminen säännöllistä.

Neutraalia, toimii

osanottajamäärät ovat käsittääkseni nousussa. Vierailivat asiantuntijat ovat kovasti tykättyjä.

EPOS toimii mielestäni aktiivisesti ja järjestää mielenkiintoisia koulutuksia. En voi osallistua niihin kun ne ovat yleensä isommissa kaupungeissa ja minulle liian kaukana.

Toimintaa vähän. (Korona)

"ikä ihmisten toimintaa varoja on jo kertynyt

pitävät hyvää huolta perillisistään"

En tunne toimintaa

Polkee hiukan paikallaan. Tutustumiskäyntejä firmoihin + yhtiöiden edustajia kerhoiltoihin. Niitä kaivataan lisää!

Olisi hyvä tuoda toimintaa enemmän esille esim. Oman facebook- ryhmän tms. kautta. Joskus tilaisuuksia voisi pitää myös Seinäjoen ulkopuolella, esim. Alajärvi, Alavus tai muissa seutukaupungeissa.

Toiminta on omasta näkökulmastani varsin näkymätöntä ja väritöntä. Kiinnostavia tapahtumia olisivat yritysvierailut sekä hyvät puhujat ajankohtaisista aiheista, joihin pitäisi saada ulkopuolisia sponsoreita (esim. pankit ja vakuutusyhtiöt), että kulut pysyisivät kurissa. Olen myös Suomen vuokranantajien jäsen ja heillä toiminta on paljon aktiivisempaa myös alueilla. Alueille on valittu aluekoordinaattorit, mutta heidän toimintaa tukee "pääkonttori", joka auttaa tapahtumien järjestämisessä ja tuo myös tapahtumia maakuntaan.

Näkymätön

Olen suhteellisen uusi jäsen enkä siksi voi arvioida kuin viime aikojen perusteella. Olen tyytävinen tähän asti.

melko aktiivisen mielikuvan olen saanut

"Ei ole käsitystä EPOS:n toiminnan nykytilasta.

Kai se kk-keskustelukerho yhä toimii ja silloin tällöin järkätään yritysvierailuja & niitä Osakesäästäjien risteilyjä.

Ihan ok toimintaa jäsenille, vaikka en ole viime vuosina jaksanut osallistua."

vähäisen kokemuksen mukaan toiminta toimivaa

Näkymätön...

Enemmän esimerkiksi jotakin podcastiä voisi Facebookkiin laittaa. Haastatellaan esimerkiksi eteläpohjanmaalla olevia ihmisiä, jotka sijoittaa. tai harrastaa työnohessa sijoittamista.

Kokemusta minulla on vähän, mutta toiminta vaikuttaa jääneen melko vanhanaikaiseksi.

En tunne nykyistä toimintaa

Pääpaino kuukausikokouksissa, WhataApp-ryhmä täydentää kivasti tuota toimintaa. Hieman paikalleen pysähtynyt yleisvaikutelma kk-kokouksissa kuitenkin on.

Väki alkaa olla melko ikääntynyttä, pitäisi saada nuoria mukaan toimintaan.

En ole huomannut edes että tällä alueella on erikseen toimintaa

Minulla on se kuva, että tapahtumat ovat lähinnä sijoituskerhotoimintaa. Ajatukseni on osallistua tapaamiseen ja arvioida sen perusteella osallistumistani jatkossa

En tunne oikeastaan toimintaa

"Pros; läpinäkyvyys, verkkosivut, tapahtumat, Cons; @postit hieman "vanhanaikaisia""

Voisivat ilmoittaa enemmän kokouksistaan esim eparissa !

Informaatiota tapahtumista merkittävästi lisättävä

Toiminta on mielenkiintoista ja nuorille suunnattua. Toimintaa voisi kehittää myös muillekin alueille missä paikallisyhdistystä ole. Kokonaisuutena EPOS tarjoamat koulutus ja luento mahdollisuudet ovat todella haettavia

vaikea sanoa, kun olen ollut passiivinen jäsen. Ehkä enemmän pitäisi herätellä meitä passiivisia jäseniä.

Paikallaan pysyneeksi

Vahvuutena säännöllinen toiminta/kokoontumiset.Joskus lievästi sisäänpäin kääntynyt tunnelma.

En osaa arvioida toimintaa

Question 7: Respondents are asked to explain how to develop the performance level of EPOS

Yritysesittelyjä lisättävä. Muitakin kuin pankkien ja sijoitusyhtiöiden edustajia mukaan.

Esim. oma whatsapp ryhmä, jossa tieto tilaisuuksista. Facebookin ryhmät hukkuvat massaan ja pelkkä nettisivu ei riitä.

Isommat kokoontumistilat ja tietoa siitä mitä on kyseisenä iltana agendalla

Esim. teemaillat.

Tavoitteiden selkiyttäminen.

ennalta ilmoitetut webinaarit ajankohtaisista tapahtumista

Aktiivinen sosiaalinen media

Exkursiot

rahan tarvitsijat voisi tehdä tarjouksia vakuus oltava

katso kohta 10

Tilaisuuksista tiedottaminen esim. sähköpostitse tms. hyvissä ajoin ennen tapahtumaa

Koulutusta ja valtakunnallisten asiantuntijoiden luentotilaisuuksia voitaisiin järjestää yhteistyössä Vaasan yhdistyksen kanssa. Yhteistyön turvin voitaisiin ehkä saada kovia alan nimiä paikalle.

Vierailuja

Tarkenpaa analyysia osakemarkkinoiden toiminnasta, esim rahastojen vaikutus markkinoiden toimintaan.

Question 8: Respondents are asked to explain in which information channels EPOS should be visible

Maakunnan lehdet

Sähköpostilla jäsenille

Oma keskustelupalsta, tosin ymmärrän että vaatisi monia aktiivisia henkilöitä ettei näivety. Voi olla, että sosiaalinen mediakin riittäisi, vaikken itse käytäkään :)

Whatsapp ryhmä alueen jäsenille. Ei huku massaan.

Vaikka sähköpostia jäsenille mitä missä ja koska

Sähköposti

sähköpostilla jäsenille

Pitäisi tehdä viestintäsuunnitelma

Sähköpostiin

epari

Sähköposti EOPS oma viesti

mainos yrityksen kanssa myy julkisuutta

Esim. tiedote EPOS:n (etä)tilaisuuksista S-postiin (jäsenille)

Paikkakunnan ilmaisjakelulehdet

Paikallislehti

epari

Sähköpostilla

Sähköposti

Question 9: Respondents are asked to explain what attractive and new content EPOS could provide for non-active members

Podcast

Toimintaa laajennettava maakuntaan.

en osaa sanoa

Kiinnostavat yritysesityt. Pääpaino voisi olla oman alueen yrityksillä.

Esim. naisille omat sijoituskoulutukset.

Kertoa ensin niistä tapahtumista niin, että kaikki tietävät. Ja jalkautua niiden tapahtumien kanssa maakuntiin tasapuolisesti ja unohtaa se ainainen Seinäjoki - Kyllä seinäjokinenkin voi ajella tapaamiseen jonnekin muualle.

Edellä jo mainittu

Verkkajulkaisuja ja haastatteluja

Verkostoa ja yhteisiä tapahtumia myös muiden alueiden toimijoiden kanssa.

Nyt ei tule kyllä mieleen mitään sopivaa porkkanaa. Lähinnä se syy ei-aktiivisuudelle on minussa. Ehkä itsellä olisi paras syy osallistua enemmän, jos saisin sinne jonkun omista kavereista mukaan.

"Pankkien ja anlyysitalojen analyttikoiden kirjoitusten ja päivitysten välitys sähköpostitse jäsenille.Keskustelufoorumi netissä jäsenille"

Omat Facebook sivut

Tiedotusta

Ainakin ilmoittaa olemassaolostaan vaikka sähköpostitse. Eka kertaa kuulen nyt

Lisää tiedottamista

Nyt kysymys tuli aivan iholle. Mitä houkuttelevaa tai uutta? Onpa vaikea neuvoa. Valtakunnallista sijoitusinformaatiota on tarjolla aivan liiankin paljon, ettei vähäistä murto-osaakaan jaksaa lukea tai kuunnella. Mikä rooli jää EPOS:lle? Kertoa yrityksistämme täällä.

Esim. juuri kerhoiltojen pitäminen eri paikkakunnilla.

liittymisetuja

Erilaiset tapahtumat, toiminnot.

Ilmaiset tapahtumat ja koulutukset.

"Jokaisesta tapahtumasta tiivistelmä sähköpostilla kaikille jäsenille.

Tietenkin ajan oloon pitäisi saada aikaan jonkin sortin vuorovaikutusta."

Webinaarit eri aiheista ja eri sijoituskohteista.

Koulutuksia mielenkiintoisista aiheista.

"Matalamman kynnyksen tapahtumia, esim. nettilähetykset joista voisi tutustua toimintaan. Kerhoilta sanana on ehkä vähän hankala, tulee ehkä olo että on suunnattu enemmän vain vakikävijöille?

Toimisiko joku sähköpostitiedottaminen, en nimittäin muista muuta tiedotusta kuin Viisas Raha -lehden? Voi olla että muistan väärin..."

Riippumattomia asiantuntijavierailuja esim. Yliopistoista tai muita sijoittajia, joilla ei kytköksiä rahoitussektoriin, eli ei pankkien edustajia markkinoimaan omia intressejään.

Naisteniltoja

Mitä tulee tietää jos ryhtyy osakesijoittamaan.

Edellä mainitut matkat eri firmoihin.

Enpä osaa sanoa

Esim. Matti Alahuhta luennoimaan

Tarjouksia eri liikkeisiin tai yrityksiin

Pienimuotoista sijoituskisaa

Nuoremmille voisi yrittää keksiä jotain..

Ekskursioita suomalaisiin pörssiyrityksiin, esim. Altia. Näin jäsenet saisivat tutustua potentiaalisiin sijoituskohteisiin vapaamuotoisen ajanvieton merkeissä.

en osaa sanoa

Sijoutuskoulu

"nuorille rahan hyöty käyttöä ja ansaitsemista omilla

toimilla omia teema juttujara"

?????????????????Kuuluisiko kysyä mitä ei-aktiivinen EPOS voisi tehdä.

Niitä firmojen edustajia.

En osaa sanoa.

Matalan kynnyksen ajankohtaisia tapahtumia (jäsenten ei tarvitse pelätä ns. tyhmiä kysymyksiä) eri puolilla maakuntaa.

EPOS teemakokous, johon kutsutaan erityisesti jäseniä, jotka eivät ole olleet aktiivisesti toiminnassa mukana. Esitellään EPOS; toiminta, matkat, yms. Kutsu Viisas Raha lehdessä.

Koulutusta ja näkökulmia eri sijoitus-strategioihin.

Ehkä kertoa laajemmin muistakin markkinoista kuin Suomen.

Tietoa toiminnasta.

Mielenkiintoisia esitelmiä, ei välttämättä netissä, jos mahdollista. Asiantuntijoita, jotka esitelmöivät kansantajuisesti, mutta myös asiantuntevasti.

Sosiaaliseen mediaan podcastiä. Missä haastatellaan eri puolilta suomea olevia sijoittamisesta kiinnostuneita ihmisiä. Etelä-Pohjanmaalta etenkin myös. Riittäisi, että työnohessakin olevia sijoittajia. eli ei tarvitsisi mitään pelkästään sijoitustoiminnallaan eläviä ihmisiä olla.

Erilaisia tapahtumia, esim. yritysvierailuja.

"Sijoittamisen ABC -koulutus muutaman kerran vuodessa.

Keskustelut maailmanpolitiikan ja tapahtumien vaikutuksista piensijoittamiseen ja sijoitusten turvaaminen muuttuvissa tilanteissa."

Edellä mainitsemani koulutus- ja luentotilaisuudet voisivat lisätä kiinnostusta toimintaa kohtaan.

Ilmaisia oheistuotteita.. ämpäreitä :D

"Laadukkaita luentoja sijoituspäätöksien tueksi.

Ei pankkien kun puhuvat omaan pussiin ja kauppaavat omia tuotteitaan"

Tapahtumia

"etä yhteyden

Puheen johtaja voisi vetää yhteen kuukausi kokouksen teemat ja tiedot ja lähettää ne sähköpostissa kaikille sitä haluaville jäsenille ?"

Liittymistä osakesäästäjiin

Ei-aktiivisia eli passiivisia jäseniä tulisi herätellä aina silloin tällöin toistuvilla ilmoituksilla tapahtumista esim. sähköpostilla ja sosiaalisessa mediassa.

Vierailuja ja vierailijoita

Lisätä kerhoiltojen markkinointia

Question 10: Respondents are asked to explain how they see the future of EPOS

Kuihtuu ja kuolee, kun väki ikääntyy ja iso osa jäsenistä on passiivisia, eikä heitä edes yritetä herätellä.

Positiivisena jos nuoria saadaan mukaan.

Hallitukseen valittava nuorempia henkilöitä

Merkitys vähenee koko ajan. Nykyisin saa tietoa netistä niin hyvin, että koulutuskin melko turhaa, koska ne ovat liian yleisiä.-

Ongelma on varmaan kaikilla yhdistyksillä sama, miten nousta esille hyperaktiivisessa maailmassa, jossa jokainen oksan rasahdus uutisoidaan. Erilaiset jutut ja artikkelit vaativat syvää tietotasoa ja kiinnostusta, turhanpäiväiset uutiset taas eivät... En osaa sanoa, vaikka pähkäillään toisessakin yhdistyksessä missä olen samoja ajatuksia...

Haaste on tietotulva, jonne tiedotus tapahtumista yms. katoaa. Etäyhteyden hyödyntäminen on myös tätä päivää eli tapaamisen voisi hoitaa niinkin vaikka kokonaan tai tarvittaessa. Tämä tuo niitä mahdollisuuksia saada yhä useampi aktiiviseksi, kun se ei katso paikkaa missä on sillä hetkellä.

Kuivettuu kokoon ellei saada nuorempaa sakkia mukaan kerhoiltoihin

uskon, että nuori polvi ja internet ovat jatkossa sijoittajina aktiivisempia tiedon hakijoita

Toiminnan tulisi vahvistua verkossa. Kampaviinerien aika on ohi.

Olisiko järkevä miettiä yhteistä yhdistystä tai ainakin yhteisiä tapahtumia Vaasan yhdistyksen kanssa? Vanha Vaasan lääni on kuitenkin toiminta-alueena melko pieni.

Sijoittaminen on nyt mielestäni aika kovassa huudossa valtamediassa, joten mahdollisuuksia on vaikka mihin.

Hyvät mahdollisuudet muodostua paikallisten sijoittajien yhteydenpitofoorumiksi

Yhdistystä tarvitaan

Kiinnostus sijoitustoimintaan on kasvanut, joten mahdollisuuksia on. Haasteena saada ihmiset mukaan, jos olemassaolosta ei edes tiedä

Korona

Viitataan edelliseen kysymykseen haasteista. Mahdollisuutena, järjestää käyntejä oman maakuntamme pörssin ulkopuolisiin yrityksiin ja etsiä mahdollisuuksia tukea niiden kehittämistä? Kenellä riittää aikaa ja taitoa? Lienee mahdoton ajatus.

Mahdollisuudet "digiaikana" ovat lähes rajattomat, mutta kaikki seniorit eivät elä digiajassa.

Vaikeuksia, nuoret puuttuu.

Ok.

"Kunhan tavoitteet kirkastetaan, mahdollisuudet on vaikka mihin!

Haasteena on ajalehtiminen ilman selkeitä tavoitteita. Pelkkä rupattelukerho ei ajan oloon riitä."

Tulevaisuudessa riittää haasteita saada jäsenet kiinnostumaan erilaisista sijoituskohteista, pörssisakeet, asunnot, metsä tms. Yhteismetsät antaa hyvän pohjan kaupunkimetsänomistajalle !

Nuoria ja keski-ikäisiä pitäisi saada toimintaan näkyville

Lähiainoina korona on haaste. Varmaan vastuunkantajien puute haasteena kuten monessa muussakin yhdistyksessä.

Mahdollisuuksia kasvattaa sijoitustietämystä ja jäsenistöä, jos lisätään some-markkinointia (nuoret erityisesti kohderyhmänä). Uusien tai harvemmin käytettyjen sijoitusinstrumenttien koulutustapahtumat kiinnostavat varmasti, mutta mielellään kouluttajana henkilö jolla ei ole eturistiriitoja.

Ikääntyvä jäsenistö. Nuoria/naisia ei kiinnosta.

Sijottajien määrä on kasvanut. Jäseniä on tulevaisuudessa mahdollista saada.

Erinomaisina.

Tulevaisuutta on, osallistujia tuvan täydeltä.

Tarpeellinen

Nykyihmisten kiire

Mahdollisuuksia mielestäni on, aktiivisuutta ja kohdemainontaa lisäämällä.

näkyvät on hyvät . Osakesäästäminen on viime aikoina lisääntynyt.

Nuoret ovat yhä kiinnostuneempia sijoitusasioista, mikä on hyvä yhdistyksen kannalta. Uudet sijoittajat tarvitsevat tukea sijoittamisen aloittamisessa ja voivat siksi olla kiinnostuneita jäsenyydestä. Toki myös finanssialan toimijoita kiinnostaa varainhoito yhä enemmän, minkä vuoksi voi olla että kaikki ihmiset eivät itse ala sijoittamaan eivätkä kiinnostu asiasta, kun joku tekee sen heidän puolesta jo valmiiksi.

kasvun mahdollisuudet hyvät, koska sijoittajien määrä kasvaa ja sijoitettavan pääoman määrä kasvaa.

Kasvaa.

"raha tulee rahan luokse ihminen joka on talouellinen

on hyvin seuraan sopiva ja hyöty kaveri"

Kukaan ei ole koskaan ollut yhteydessä yhdistyksestä.

Toiminta lopahtaa, ellei saada nuoria toimintaan mukaan. Siinäpä tulevaisuus ja haaste.....

Näen lähinnä vain mahdollisuuksia huomioiden se, että säästämisestä- ja sijoittamisesta on tullut ns. muotia

Kuten mikä tahansa toiminta, jos siihen ei saada mukaan aktiivisia jäseniä niin toiminta loppuu kokonaan. Näin se valitettavasti menee kaikessa toiminnassa. Ihmisten vapaa-ajasta on kova kilpailu, mutta tässä tärkein houkutin täytyy olla mahdollisuus vaurastumiseen ja oman sekä perheen talouden turvaaminen. Tällä kärjellä pitäisi ehkä rohkeammin suunnitella ja markkinoida tilaisuuksia.

"Haasteena on tiedon paljous, jota tulee ""joka tuutista"".

Helposti tulee saman toistoa.

EPOS kokoontumiset ovat myös aina sosiaalinen tapahtuma, jossa samanhenkiset kokoontuvat.

Sen merkitystä ei voida väheksyä. Kokoontumisen pääteeman nimeäminen saattaisi lisätä osallistujien määrää ja sitä kautta innostusta osallistumaan jatkossakin."

Aktiiviset jäsenet ovat lähinnä eläkeläisiä. Etäyhteyksien kautta saataisiin nuorempia mukaan.

Jäsenien mielenkiinnon ylläpitäminen.

Löytyykö innokkaita asiaa hoitamaan?

haasteeksi voi muodostua järjestämiseen tarvittavien ihmisten aktiivisuus

"Sujuvat etäkerhot & -tilaisuudet, jossa esim. keskustelun vetäjä tuntee ja on perehtynyt pörssiyhtiöön ja osaa viedä eteenpäin analyttistä keskustelua, ajatusten vaihtoa ja poimia esille erilaisia näkökulmia.

Tavallaan keskustelua pörssiyhtiöstä ja sen strategiasta ja taloudellisista tavoitteista, onko ne realistisia taikka ajan tasalla."

ikäntyviä jäseniä, se haaste

Mahdollisuuksia paljon. Haasteita on niissä mahdollisuuksissa.

"Erittäin hyvänä. Varsinkin yläasteelle ja toisen asteen kouluihin tulisi viedä sijoittamisen ilosanomaa. Ammatti koulut etenkin olisi otollista maaperää.

Monesti ammattikoulusta pääsee töihin ja alkaa ylimääräistä rahaa kertyä töistä heti. Lukiosta mennään vielä ammatilliseen kouluun, niin ei välttämättä ole niin otollinen maaperä, kun menevät vielä opiskelemaan. Sijoittamiseen hankala löytää rahaa. Jäsenmäärät kasvaisivat, kun nuoria saadaan kiinnostumaan sijoittamisesta ja kansankapitalismi kasvaa."

Yhdistyksen pitäisi uudistua. Mukaan pitäisi saada houkuteltua myös nuoria jäseniä ja naisia. Mitä heterogeenisempi porukka sitä parempi.

"Haasteena mielikuva ""vanhojen herrojen"" seurasta.

Tulevaisuuden haasteena tehdä yhdistyksestä lähestyttävämpi matalan kynnyksen yhdistys, jonne voi tulla vaikka sijoittaa satunnaisesti vähän."

haasteena on näkyvyys

Ihmisten privatisoituminen on uhka myös tälle toiminnalle. Toisaalta ainakin juuri nyt osakesäästäminen elää nousukautta. Nyt olisi hyvä hetki takoa.

Nuorempia osakesäästäjiä kaivataan mukaan toimintaan.

Haasteena on saada uusia jäseniä paikanpäälle tilaisuuksiin varsinkin näin korona aikana.. helpompi on toki saada nettitalaisuuksiin

Riittävän paljon lisäarvoa tuottava toiminta joka pärjää kilpailussa muille aktiviteeteille

"Pitää mennä digiin nopeasti.

Ja keskustelupalsta pystyyn missä olisi paikallisista firmoista lisätietoa, Atria, Ilkka, Viafin Service, Wärtsilä, Nordea jne"

Pitää hyödyntää sosiaalista mediaa enemmän.

Kun korona rauhoittuu niin kuukausikokousten välissä voitaisiin porukalla sopia että voitaisiin kokoontua esim ABC:llä silloin ja silloin vapaamuotoisesti se tulee joka tulee. Täällä voitaisiin puhua ajakohtaisista sijoitusasioista

"Nuoria lisää mukaan.

Ammattilaisia myös hallitukseen. Esim. Pankkien sijoitusneuvoja"

Uskon että yhdistyksen kaltaiselle toiminnalle on tulevaisuudessa suurempi kysyntä Kun nyt. Nuorten tietoisuus sijoittamisesta kasvaa jolloin myös kiinnostuneita toiminnasta on enemmän. Yhdistyksen toiminta on hienoa, koska on suunnattu nuorille ihmiselle. Yhdistyksen kautta kohtaa samanhenkiset ihmiset.

Haasteena on varmasti sosiaalisessa median erilaiset sijoitusryhmät. Mahdollisuuksia on varmaan näillä yhteisillä tilaisuuksilla, missä on mielenkiintoisia alustajia.

Toiminta mahdollista säilyttää ennallaan ja ehkä mahdollista lisätä aktiivijäseniä tiedottamista ja ilmoittelua lisäämällä.

Question 11: Respondents are asked to provide open feedback for EPOS

Osakeliiton toimintaan lisää avoimuutta.

Tuulta purjeisiin!

En anna risuja enkä porkkanaa, kun itse olen aikaansaamaton.

"En ole itsekään ollut aktiivijäsen, joten ehkä em. nettifoorumin ja myöhemmin (koronan hellittäessä) kokouksia, joihin saataisiin erilaisia asiantuntijoita.

Private-pankkien ja pienten varainhoitotalojen asiantuntijat saataisiin kyllä ilmaiseksi esitelmöimään?

Onnea ja menestystä!

On hyvä kun alueella toimii sijoitusalan kerho, tms. Se antaa hyvää luottamusta sijoittamiseen. Yksipuurtaminen ei anna virikkeitä !

"Sijoittajat on tärkeitä yhteiskunnan elinkeinon kannalta.

Piensijoittajat määrällä voi myös ,vahvistaa yrityksiensä toimintaa."

"Enemmän osinkosäästämisen ja pörssitoiminnan periaatteista.

Esim. mikä ja mistä tulee pörssi indeksi?

Milloin kannattaa myydä ja milloin ostaa?

Miten järjestelen omaa osakelistaani?"

Näin on hyvä jatkaa, sopii minulle

Erytysmaininta Ville Rajalalle, hän sai minutkin kiinnostumaan sijoittamisesta ja Villen vinkistä liityin myös Nuoriin Osakesäästäjiin. Todella osaava sijoitusalan ammattilainen, valtakunnallisen yhdistyksen uusi hallitus saa joukkoonsa kovan tekijän!

olen ollut tyytyväinen Viisas Raha lehteen, sieltä saa hyvää tietoa, vaiika en ole aina ollut asiantuntijoiden kanssa samaa mieltä sijoituskohteista.

kuuntelee jäseniä

Tarttis varmaan pitää enemmän "meteliä" kentällä, että saataisiin uusia naamoja mukaan. Ei vanhoissakaan toki mitään vikaa ole!

Tsemppiä tulevaan.

Palautetta annoin runsaasti aikaisemmissa kommenttilaatikoissa. Ne kannattaa lukea huolellisesti. Etelä-Pohjanmaa varsinkin on muutakin kuin Seinäjoki, missä on vain noin 30% maakunnan väestöstä, kuvaa erittäin hyvin muun maakunnan suuruutta. Muualla Suomessa maakuntakeskukset ovat 70-85% koko maakunnasta, joten tilanne on täällä siinä suhteessa täysin erilainen!!

Kiitos

Näkyvyyttä toimintaan.

Nuorille suunnata kouluihin rekrytointikampanjoita. Siellä on fiksua ja otollista maaperää. ammatilliset koulut etenkin, sieltä mennään nopeasti työelämään ja alkaa ylimääräistä rahaa jäämään.

Kaipaam ulkopuolisia kovan tason vierailevia ammattilaisia ja johtavien pörssiyhtiöiden johdon tapaamisia. Nyt toiminta on paljolti erilaisten sijoitustuotteiden markkinointia ja oman porukan keskinäistä keskustelua, jossa asiasisältö jää välillä hyvinkin laihaksi.

Kiitos kyselystä..itseasiassa en edes tiennyt että on olemassa erikseen E-P:n alueen yhdistys.

"Joskus voitaisiin kokousta siten että tehtäisiin pienimuotoisia ryhmätöitä.

Lisää aktiivisuutta kokouksessa olevilta ??"

Appendix 3

SWOT-analysis for EPOS

<p>STRENGTHS:</p> <p>S1. Clear focus (stock-trading)</p> <p>S2. Large total member group</p> <p>S3. Motivated and active inner member group</p>	<p>WEAKNESSES:</p> <p>W1. Homogeneity of active members</p> <p>W2. Unknown</p> <p>W3. Confined mode and place of operation</p>
<p>OPPORTUNITIES:</p> <p>O1. Stock-trading trend is booming amongst the young</p> <p>O2. Local schools and students</p> <p>O3. Digital environment</p>	<p>THREATS:</p> <p>T1. Excessed amount of (digital) information</p> <p>T2. Recent meeting restrictions</p> <p>T3. Modern trends of committing to voluntary organizations</p>

Appendix 4

Cross-linking of SWOT-analysis for EPOS

STRENGTHS:

- S1. Clear focus (stock-trading)
- S2. Large total member group
- S3. Motivated and active inner member group

WEAKNESSES:

- W1. Homogeneity of active members
- W2. Unknown
- W3. Confined mode and place of operation

OPPORTUNITIES:

- O1. Stock-trading trend is booming amongst the young
- O2. Local schools and students
- O3. Digital environment

THREATS:

- T1. Excessive amount of (digital) information available elsewhere
- T2. Recent meeting restrictions
- T3. Modern trends of committing to voluntary organizations

<p><u>Start approaching potential members actively (S1 / O1,O2)</u></p> <p><u>Activate your organization (S2 / O3)</u></p>	<p><u>Enlargen and develop your content for different types of potential members (W1 / O2, O3)</u></p> <p><u>Activate & improve marketing and presence in different information channels (W2, W3 / O3)</u></p>
<p><u>Plan & develop relevant content for potential audience with existing members (S2 / T1, T3)</u></p> <p><u>Invite & engage non-active EPOS members to develop the organization further (S2 / T2, T3)</u></p>	<p><u>Create a differentiation strategy for EPOS (W3 / T1, T3)</u></p>

Appendix 5

Differentiation strategy for EPOS

WAY OF DIFFERENTIATION	BASIC APPROACH	POTENTIAL DIFFERENTIATIVE APPROACH
PRODUCT FEATURE OR FUNCTION	<ul style="list-style-type: none"> • <u>Sharing information of stock market and potential investments targets</u> • <u>Acting as a local community for individuals sharing a common interest</u> 	<ul style="list-style-type: none"> • <u>Educate members on different strategies on how to gain wealth and increase their financial independence</u> • <u>Transform the organization from closed group into easily accessible peer group for everyone</u>
DESIGN	<ul style="list-style-type: none"> • <u>Invitations for visiting speakers to attend EPOS meetings</u> 	<ul style="list-style-type: none"> • <u>Organize open seminars (speakers included)</u>
SERVICE	<ul style="list-style-type: none"> • <u>Peer support for group members attending EPOS meetings and activities</u> 	<ul style="list-style-type: none"> • <u>Provide content and peer support for different segments of audience (e.g. "Ladies night")</u>
IMAGE AND REPUTATION	<ul style="list-style-type: none"> • <u>Organization for Ostrobothnian audience already investing in stock market and being members of Finnish Shareholders' Association</u> 	<ul style="list-style-type: none"> • <u>Organization for everybody (Come as You Are)</u> • <u>Maintain and develop the new image of EPOS (public medias, web)</u> • <u>Avoid the image of being a group for wealthy men – remember diversity!</u>
SALES CHANNEL	<ul style="list-style-type: none"> • <u>Group meetings</u> • <u>Open seminars with visiting speaker</u> • <u>Facebook site opened</u> 	<ul style="list-style-type: none"> • <u>Online meetings and webinars</u> • <u>Increase presence in many channels by campaigns (Youtube, IG, FB...)</u>