

Developing a new strategy for a micro company

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<p>This thesis is practise based action research, that uses qualitative research methods and theme interviews to gain information and data to develop the new strategy for service providing micro company, Ori-g-Nails, that operates in the field of nail care business.</p> <p>The need for this thesis arose from need for more analytical and thought strategy that can help the entrepreneur to renew the operations and be more proactive in new innovative actions.</p> <p>This thesis first concentrates on the strategy work building blocks and especially to the factors that are needed to receive adequate information to create and develop the new strategy for a micro company. Theoretical framework focuses to selected strategy building theories to answer what is good strategy building and what are the main elements of good strategy. The emotional and motivational aspects of strategy building will not be considered in this thesis.</p> <p>The empirical part, developing of strategy work routines and new strategy suggestion were considered from entrepreneurial and service providing point of view to develop a new strategy for the Ori-g-Nails. Situation analysis and previous existing data showed that the old strategy was inadequate. Theme interviews were held in March 2022 and were conducted with chosen customers and entrepreneurs. After transcription the interviews were analysed, and these results were used with the other empirical data and combined with chosen theory to develop the new strategy.</p> <p>Theme interviews were particularly helpful in creating a strategy profile and value curve to the company but also gave views on how the theories that are usually aimed to big companies differ when applied to micro companies.</p> <p>The most important aspects of strategy building, and strategy work is understanding your customers and managing your time. But also, to understand the balance between different factors and how everything is connected and influenced especially in entrepreneurial micro companies. The persona of the entrepreneur is the core and most valuable asset of the company and its brand.</p>	
Keywords Strategy, entrepreneur, micro company, customer experience, value proposition	

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1 Introduction

“No craftsman thinks some days and works others. The craftsman’s is going constantly, in tandem with their hands.” Henry Mintzberg (1987, 68.)

The problem in strategy building and strategy work for micro entrepreneurs is usually connected to this phrase by Henry Mintzberg as many of them are using most of their time for providing the services or doing their business and the strategy work is not given ample time or thought. Strategy is usually done and managed in the minds of the entrepreneur, and this leads to a situation that there actually isn’t any written or drawn strategy or plan that could be analysed or evaluated as there usually is in the large organisations. And there is also lack of conversation or different views of associates and employees to evaluate and criticize the decisions, since the smallest micro entrepreneurs work alone.

This thesis is born from one micro entrepreneur’s need for more analytical and though out written strategy how to renew the operations in the future and whether there is room for new innovative actions in the field of nail care business.

Even a small micro-company needs a clear vision and strategy to reach the goals that are set by the entrepreneur for the company to prosper. Without clear view and understanding what the goals of the company are, the operations and decisions are prone to drift and the company may find itself either in stagnant state performing tasks that are obsolete and futile or in worst scenario the company may be heading for complete downfall and out of business. A functional and up-to-date strategy, that is managed with correct operational strategy tools, helps the company to ensure that they are heading for the right direction and that there is as minimal amount of drifting as possible.

Today’s complex world, where customer experience, environmental issues and technological innovations are the highly emphasised, strategy building is often pictured as wide entity that cannot be merely covered by mission, vision, and goals in company statement. Strategy must be functional, clear statement that includes not only what is to be done and desired to reach, but also clear framework how and why and to whom the operations are directed, internally and externally.

What strategy is and what it means to organisations, has evolved, and developed over the years. From Porters generic strategies where the positions and environments were seen stable and desired outcomes more ideological see-saw objectives, the concept of strategy has grown to embody all the aspects, internal and external, of the organisation to manifest in the choices of the management, that are made to achieve the desired objectives.

As most of the theories and literary regarding of strategy, is aimed towards companies that are medium or big organisations, it is not necessarily clear how the strategy building is done and applied in tiny micro company that has only one person, the entrepreneur. It is as important for the one-person company as it is for the large entity organisations to have a clear understanding of meaning and impact of strategy and goals to succeed in their endeavours.

Does a micro company need a strategy? Is it not enough that the entrepreneur knows these things by themselves? And if the entrepreneur has no goals for growth or expanding the company, is strategy work even needed? These questions are some that I have faced in conversations about strategy and small entrepreneurship.

The clear unified reason for importance of strategy work, that emerges from the literacy and videos, is to create a framework and tools to manage the guidance of the company (big or small) towards the set goals. The goals must be right ones for that company, and even if the company does not aim for big growth but desires to maintain its own current situation in the market, it is easier to maintain with a plan that can be monitored and managed, than by only guessing the way.

1.1 Background

To understand and being able to do strategy work, entrepreneur must understand not only why to do strategy work, but also what are the key steps and tools that are needed in the strategy work. Understanding is important, as it creates emotional and motivational attachment towards the strategy. Usually, micro companies and entrepreneurs do not have problems with commitment or loyalty towards the company, the key issue or the problem is how to create understanding towards the whole strategy process and why and what are the reasons and impacts of good strategy work to the company's success, results, and turnover.

My motivation for this master's thesis is based on the desire to lead my own micro company Ori-g-Nails towards the next decade of business in the nail care business. In this thesis I will develop a new functional strategy for a micro company and strategic tools that will help me as an entrepreneur to continually manage and keep the strategy updated and operational. With a new functional strategy and increased understanding on strategy it will be easier to implement the strategy and future actions more effectively and strengthen the company brand and clarify the company values to me, the entrepreneur and to the customers and operative partners. It will set the processes align with today's trends and owner's aspirations of the company as well as acknowledge the future and its possibilities.

The company Ori-g-Nails is a small nail salon that was founded in 2011 and operates in rural area in Southern Finland. It has operated continuously and has grown steadily every year. The focus has always been in artificial nail expertise and nails services, but there have also been some additional services, such as lash extension, cosmetics sales and training and make-up services to serve as supportive business actions.

The idea of starting an entrepreneurial business began from an idea and emotion that going to work and working should be above all pleasant. That there should be more freedom to create own working hours and to achieve financial independence with entrepreneur's own terms. Ori-g-Nails was founded with very little investment with a goal to employ the entrepreneur and it has been able to achieve this during the years. Nail technician is not an official trade in Finland, it cannot be learned in any official vocational school and therefore there are many who do this as a hobby or a second profession. The professional expertise can be achieved through different trainings provided by designed importers of the products.

This thesis will already as a process, increase my abilities as an entrepreneur to have a better and deeper understanding of the influence and importance of strategy work even in small company. The benefits of developing a new strategy for the company will set the learning into motion and action and ensure that the strategy work is in its right path in my company.

1.2 Research objective and demarcation

This thesis will first concentrate on the strategy work building blocks and especially to the factors that are needed to receive adequate information to create and develop the new strategy for a micro company. The empirical part, developing of strategy work routines and new strategy are considered from entrepreneurial and service providing point of view to create the strategy for my own company Ori-g-Nails and will be based on the results of the theme interview analysis and the chosen theoretical framework.

Theoretical framework focuses to selected strategy building theories to answer what is good strategy building and what are the main elements of good strategy. The financial, emotional, and motivational aspects of strategy building will not be considered in this thesis.

This thesis is done in English, but the theme interviews are conducted in Finnish, as the interviewees are all native Finish speakers. It will concentrate on theories that apply on entrepreneurial micro companies, a company that has none or less than ten employees, that operate in service industry.

1.3 Research strategy and methods

This thesis is practise based action research, that uses qualitative research methods and theme interviews to gain information and data to develop the new strategy for micro company.

According to Kananen (2015, 71), qualitative research is a way to understand a phenomenon and this way to theorise it and to fully understand different processes a qualitative description is needed. Qualitative research is flexible and allows different path and choices to the researcher. Action research is selected as Kananen (2015, 77) writes, it aims to change, but the object is usually people and their actions, and the researcher is also actively part of realising the change cycle.

In this thesis the method for gathering the empirical data is by using existing company documents and theme interviews. I will use situation analysis, context maps and canvases as well as interviews of other selected entrepreneurs, customers, and co-operative parties to collect data and deductive analysis to analyse the data and to develop a new strategy for the micro company Ori-g-Nails.

Interviews, as described by Tuomi & Sarajärvi (2002, 84-86), are selected as method to gather empiric data for it's flexible in nature. In the interview situation, the interviewer can monitor the mood and emphasising of the answers. Another advantage for interview is that the persons to be interviewed can be personally picked for the occasion and this personal feeling increases the changes to get answers. According to Kananen (2015, 84) the analysis method in qualitative research is content analysis and this will be used in analysing the interviews. The interviews will be recorded, transcribed and content analysed.

According to Tuomi & Sarajärvi (2002, 87-88) theme interview or semi-structured interview proceeds around the pre-set theme and with clarifying questions. This allows that not only the given answers but also the interpretations and meanings are emphasised in the data. This also allows that the interviews can be in some parts, be individually reshaped for the interviewee. The questions and themes are connected to the theoretical framework and how these issues manifest or relate to the interviewees' actions or opinions.

The theme interviews are conducted in Finnish, for all the participants are Finnish speaking. The interview frameworks are included in the Appendix.

1.4 Research questions

In the beginning of making this thesis, there was need to understand what, from all existing strategy theories and concepts, are the ones that are most suitable for micro company that provides services? What are the basic key elements that constitutes a good strategy? What are the key indicators and possible tools that assist the entrepreneur to manage and develop the new strategy according to the new strategy?

After studying different theories, new questions rose: What are the most important factors and how they can be measured or evaluated, that influence to the strategy building in a small entrepreneurial company, a micro company. Especially in the case company? What are the aspects that are important from the entrepreneurial, a customer and a partner point of views?

From all these questions, the following questions became the most important for this thesis:

RQ1: What are the essential elements for building a good strategy for a service providing micro-business?

RQ2: What strategy tools should be utilized in managing and developing the new strategy in micro-business?

RQ3: What are the key factors in value proposition of nail service providing micro company?

2 Developing strategy for micro company

According to Entrepreneur Association (Yrittäjät, 2021), there were 292 377 companies in Finland in 2019, of which 93% 271 856 were micro companies. 68% of these micro companies were Entrepreneurial companies, that is to say they only have one employee, the entrepreneur. A micro company is according to European Commission SFC support portal (2014), a company that employs less than ten persons and has an annual balance sheet or turnover less than 2 million euros.

As majority of the management or strategy building literature is aimed for larger organisations, it can falsely lead to impression that it is not as important for micro companies. Nevertheless, one must understand the maritime laws and the effects of weather and the sea while sailing, whether one has a small boat or a big ocean liner.

2.1 What is strategy?

Porter (1996) simplifies strategy as being creation of a position, that is unique and valuable through different sets of involving activities. Later, according to Karlöf & Lövingsson (2004, 42), in business economics the meaning of strategy is considered to refer more to the aspirations and goals as well as moving towards them and as the current decisions and actions made to ensure future success and utilisation of opportunities.

Mintzberg (1987, 70-71) draws attention to the paradox of strategy work. The continuous work towards updating and evolving of the strategy in the organisation strives towards stability as the company strategies pursue to set direction and guidelines for conduct for processes to reach the targeted goals. There is a fundamental dilemma to balance between the adapting to changing environment and the focusing of the operational choices and efforts without losing the distinctive competence.

“Strategic choice is the view that holds that the environments, markets and technology of an organization are the result of senior management decisions.” (Huczynski & Buchanan, 2001, 528.) This refers that the management needs to understand and have adequate knowledge about the internal and external factors that influence the realisation of the strategy and how the strategic choices impact these factors after the realisation of the strategy.

According to Montgomery (2012, 25), strategy is constantly evolving, and that strategy is neither a solution nor a problem. Strategy is a journey and requires constant leading. It also requires long-term commitment and responsibility as Karlöf and Lövingsson (2004) emphasise. McGrath (2021), writes that good strategy provides the basic elements of

every action within the organisation and those basic elements are the guideline that are used in every choice of conduct.

“Good strategies imply choices. Good strategies pull you and your people in-to the future and ideally provide the grist for an alignment of interests through-out your organization” (McGrath, 2021).

Temmes & Välikangas (2010, 38) point out that strategy should always be a hypothesis. An assumption of the foundation of success that is constantly tested and transformed according to the changing needs of environment and own knowhow. This need for continuous discoursing and dialogue is what Moon & Ruona (2014,668) emphasize, that should be present in all organisations to also deal with the underlying problems as part of strategy and strategic challenges rather than individual events or experiments.

Mantere et al. (2011, 128) state that strategy is a way to build a rational image of how the organisation is going to succeed in changing world by emphasizing its unique strengths. According to Mintzberg (1987, 72) companies should remember that updating of the strategy should not rise above the importance of realisation of the chosen strategy so that the focus and uniqueness is lost in the process, and they reduce themselves into inaction. The distinguishing becomes through mastering the details and renewing strategy should always be a synthesis process.

Kamensky (2008, 19) considers strategy work in companies is about concentrating on competition. He also coincides that strategy is a tool that the company uses to control its environment by adapting to the changes in the environment, by modifying and influencing the environment and by choosing its own environment. This adapting and controlling of the different factors in order to influence and modify the business is also in the core of Chan Kim & Mauborgnes' (2015) blue ocean theory. Where the old, stagnant, and overcrowded red ocean strategies and business fields are opposite to the new, innovative blue ocean strategies and business opportunities and how through this innovation and creativity the old, outdated strategies can be renewed to match the current challenges and aspirations of the company.

So, as a conclusion of these theories I would summarise that strategy can be seen as a managed set of choices, that should evolve as the organisations external and internal factors evolve and are based on well selected key factors, in creating a desired and chosen outcome or situation.

2.2 Composition of strategy work

Kehusmaa (2010, 15) coins that strategy gets different definitions and contents according to the chosen point of view. This explains why strategy work and strategic leading has several different meanings. She also points out that strategy work includes every aspect from designing and management to implementation and thus should be the term that is used when talking about strategy especially when the aim is to get the whole organisation to be part of strategy work.

Collis & Rukstad (2008) underline the importance of clear defining of the objectives, scope and advantages of the strategy will result to two benefacting aspects. Firstly, the formulation of strategy and operations becomes easier as executives know what they are trying to create and secondly, the realising of the strategy becomes simpler since the essence of the strategy can be easily communicated and internalised by anyone within the organisation.

In Kamensky's (2008, 238) view, if the strategic goal is not measurable and it is not possible to create a system how to measure it, that goal is not actual valid strategy goal and should not be included as one. He also emphasizes that the objective of any business strategy is to answer to the "triangle of business" that consist of the three main factors: Customers, Company Knowhow and Resources and Competition, and their synergy in creating value and costs and competitive advantage.

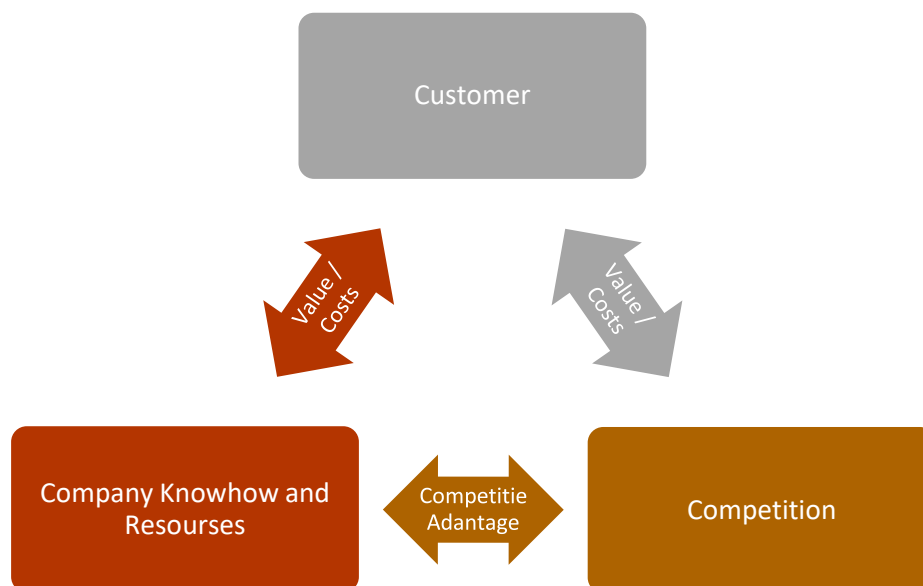


Figure 1. Triangle of business adapted from Kamensky

Kamensky (2008, 239-241) states that companies should not content to focusing on only one or two factors in strategy building, but they should focus on all the contributing factors, internal and external, when creating a solid strategy for the company. Inadequate knowledge in any, some, or all the factors of the triangle, obscures the whole view of how the business is operating and forming. Companies can have one driving strategy factor, but it is not alone sufficient to guarantee a success for the company. Therefore, the other essential factors must be outlined in strategy. Together these factors form the whole strategy that has the driving strategy as the main angle in the company's strategy work. The interaction between the driving factor and the other essential factors is what truly creates the competitive advantage of the company. Current state of the company, logic and future perspective give options for the selection of the factors. Figure 2. Illustrates how the strategic drivers can be divided and categorised to hierarchy to help to organise the drivers in strategy work.

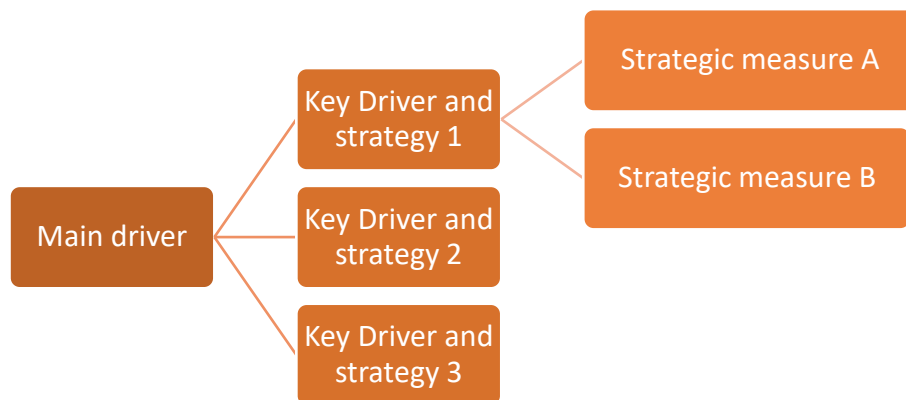


Figure 2. Driving factor hierarchy in strategy adapted from Kamensky

According to Kamensky (2008, 243), the main driver for the company should be what is seen as the biggest operating reason of the company and the most common drivers in all companies are concentrating on three different factors: customer needs, competition and knowhow and resources. Companies should also understand and define the orientation of their drivers, e.g., need-oriented or resource-oriented companies will define their strategies from different perspectives.

Strategy work should be seen as a living, ongoing process, or procedure within the organisation and that it has five different stages (Kehusmaa 2010, 16. Lindroos and Lohivesi 2004, 31): 1. Designing the suitable strategy work model for the organisation and gathering and analysis of the strategic information 2. Establishing and defining the strategy. 3. Implementation of the strategy and strategic projects. 4. Monitoring and evaluation of the strategy. 5. Updating the strategy. Depicted in Figure 3. Strategy work as

an ongoing continuous process removes the traditional level lines between operational processes and strategic processes. In today's world the idea that strategy describes the willed mindset as well as how this mindset is reached. Strategy work on its own is continuous strategic progression towards the common mindset.

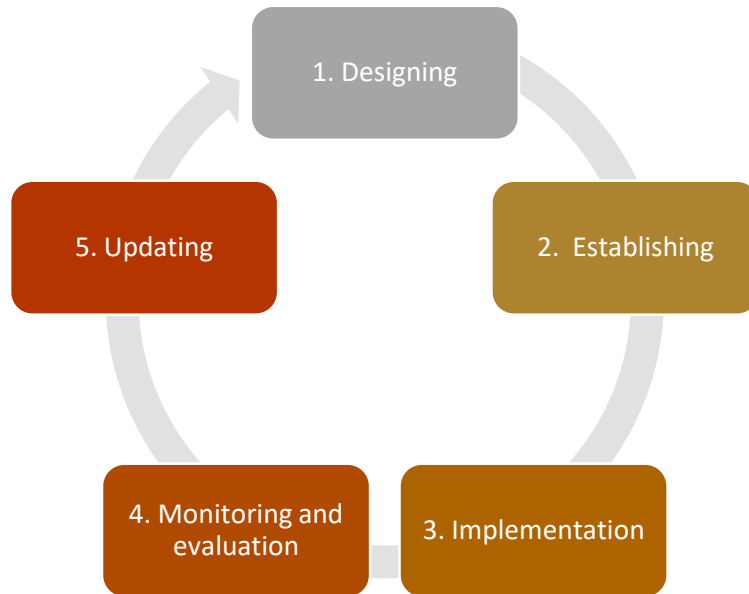


Figure 3. Strategy work process adapted from Lindroos & Lohivesi 2004 and Kehusmaa 2010

Kehusmaa (2010,21) implies that for the organisation to succeed in making the strategy work to become as living ongoing process, it needs intelligent thinking. This intelligent thinking makes the organisation a learning organisation, where learning is happening in the individual, team, and organisational level so that the goals can be reached even more efficiently.

Learning is a crucial part of organisational management. Learning becomes sensemaking and that enables the organisation and its different persons to make decisions.

“Sensemaking allows organizational leaders to gather information and interpret it to make a solid decision. Learning and unlearning occur repeatedly until the new strategy is implemented successfully” (Moon & Ruona, 2014, 668.)

As the operational environments are changing for the organisations so fast, Kehusmaa (2010, 27-28) sees that the strict distinction between strategic and operational actions is no longer functional. Strategy work should also not be isolated into a separate project that is only returned to one a year or even less frequently or it becomes too sketchy, complex, and distant to execute.

Strategy building requires as Karlöf & Lövingsson (2004, 42) state, series of thinking and action factors that lead to definition of strategy. These actions factors are for example: past, status quo, environment, and future estimates as seen in Figure 4.

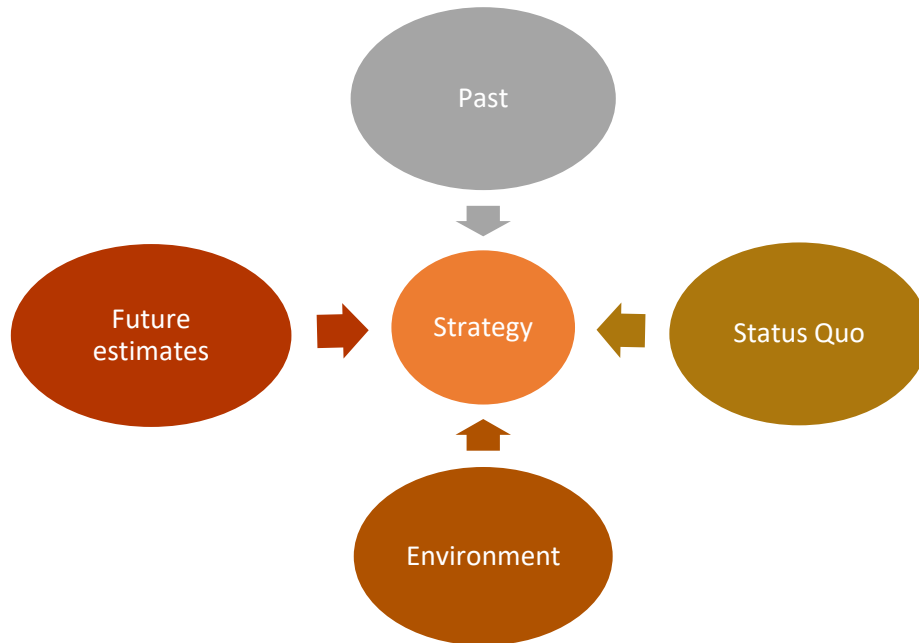


Figure 4. Strategy building according to Karlöf & Lövinsson

These action factors depicted above (Figure 4.), are all important parts in creating and renewing strategy. According to Mintzberg (1987, 71-73), the companies must not only know and acknowledge their own business and the environment it operates in, but also depict the patterns and trends that affect the future and understand the impacts of the past. By knowing and understanding these factors the companies can understand their potential and capabilities. “Thus, crafting strategy, like managing craft, requires a natural synthesis of the future, present, and past” (Mintzberg, 1987,73).

Kehusmaa (2010,32-37) criticises the vast jungle of special terms that are associated with strategy work, such as vision, mission, success factors and different tools and methods that are depicted as different diagrams and curves, might easily distract the management team, and become more important than the strategy itself. This might divert the organisation to focus on wrong questions during the strategy building. For example, focusing on building a catchy vision and mission logan might result into completely failing to summarise the actual message and end up with an uninspiring flavourless joke and divert the management of considering the strategy as a larger entity. This sort of rhetoric hollow phrasing creates negative association. Too complex or overly simplified strategy

might end up as rhetoric desk drawer strategy unless it is transferred as an operative plan. Kehusmaa also suspects that some of the negative feelings associated with strategy work origins to frustration to difficulties in strategy work or one's own fear and doubts towards strategy work.

Vision, mission and values should be seen as the three key elements that form the frame for the organisation's strategy and the foundation for them is the synthesis of present, past, and future. Kamensky (2008, 70) writes that everyone, people as well as companies, ought to clarify to themselves what is their vocation or destiny in life and by this he refers to mission, vision and values.

Lindroos & Lohivesi (2004, 26) and Kehusmaa (2010, 79) explain vision as organisation's own publicly clarified view of what it desires to become and embody in the future. It should inspire faith and trust to the organisation future endeavours.

According to Tuomi & Sumkin (2009,47-49), vision answers to the question: Where are we heading? It operates as a strong guiding force towards the future goals as the values, mission and core competences ensure the manner, in which the strategy is implemented. According to Kehusmaa (2010, 79) that this is why the company vision may form in the beginning (situational analysis), but it is clarified during and throughout the strategy building. He also emphasizes that it is much more important to focus on how the vision statement is formed and how it transforms into an image in everyone's minds, than focusing on creating a catchy and nice vision phrasing. According to Kamensky (2008, 83), vision is a view of the future that is aimed to realise in the long run, it is based on values and should also last throughout years.

According to Kamensky (2008, 71) and Tuomi & Sumkin (2009, 52-53), mission answers to the fundamental question: Why do we exists? It should be resolute and permanent in nature so it can guide the operations throughout the years and describe the action that the company is committed to.

To succeed in strategy work, Kehusmaa (2010, 44-46) also underlines the importance of initial evaluating of the abilities and opportunities of the organisation to build realistic goals for the strategy work. The organisation must knowledge the needs that can be or are aimed to be solved with strategy work and this way bring purpose to the strategy work. After understanding and scoping of the needs and parameters of the organisation the goals of the strategy can be clarified.

Montgomery (2012, 118-119) defines functional strategy with six elements as seen in the Figure 5. Organisations should have clear and compelling purpose, a reason for its existence. Organisations that stand out create true value and would be missed if lost. One important element is that organisation has clear choice of conduct, what is being done and what is not. Designed value delivery system that transforms ideas into streamlined action and ensured successful operations. Meaningful indicators and KPI's that are infused within the organisation's strategy are effective for they help to apportion objectives into clear, measurable goals. Last element of functional strategy is, according to Montgomery, passion. Those organisations that truly know the meaning and impact of their operations, can stand out.

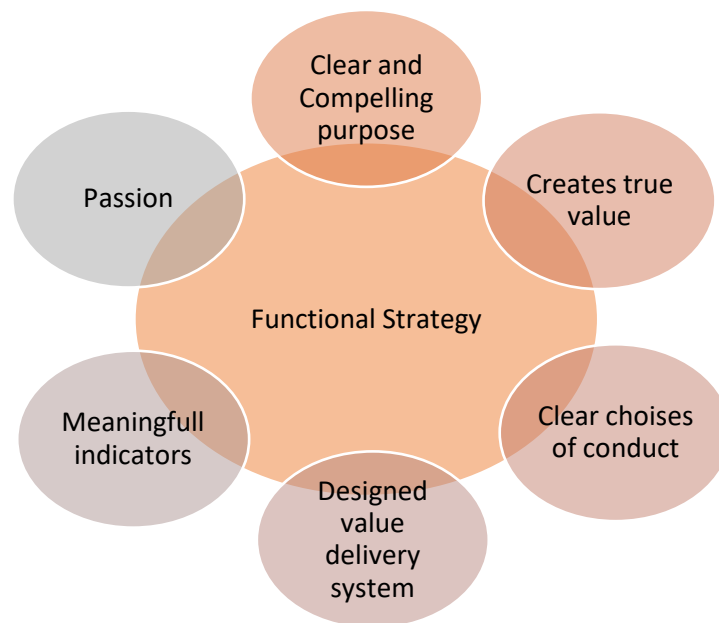


Figure 5. Elements of functional strategy described by Montgomery

Passion, according to Mantere et al. (2011, 93), has two aspects: it is connected to person's identity, and it always has a target. It is also usually associated to strong positive feelings, a person that is passionate is so full of positive energy that they will give their everything to the effort and seek new, innovative solutions to problems. Mantere et al. (2011, 93) concludes that passion is emphasised especially when talking about entrepreneurs as it is connected and explanatory factor to their individual willingness to take risks, focusing to work and long-term faith into own ideas.

Kehusmaa (2010,47-49) warns companies that are only starting their strategy work to avoid excess or vast research to keep the amount of information reasonable to handle and internalise. The amount of information used in strategy work should be increased as the organisation learns to utilise them. Excess information might paralyze the organisation and hinder the strategy work. Chan Kim & Maubourgne (2015, 117-119) recommends

focusing on the big picture, instead of vast number of different tables and calculations, the overview instead of numbers, if the company indeed desires to renew their strategy.

Kehusmaa (2010, 63) underlines, that since every organisation needs to design their strategy work models and strategy based on their own individual needs, there isn't any one right way of building it. The only wrong way of doing strategy is that if the organisation follows one strategy model year after year without ever updating it. As the first step of strategy work is assessing the current state before choosing the different strategy tools.

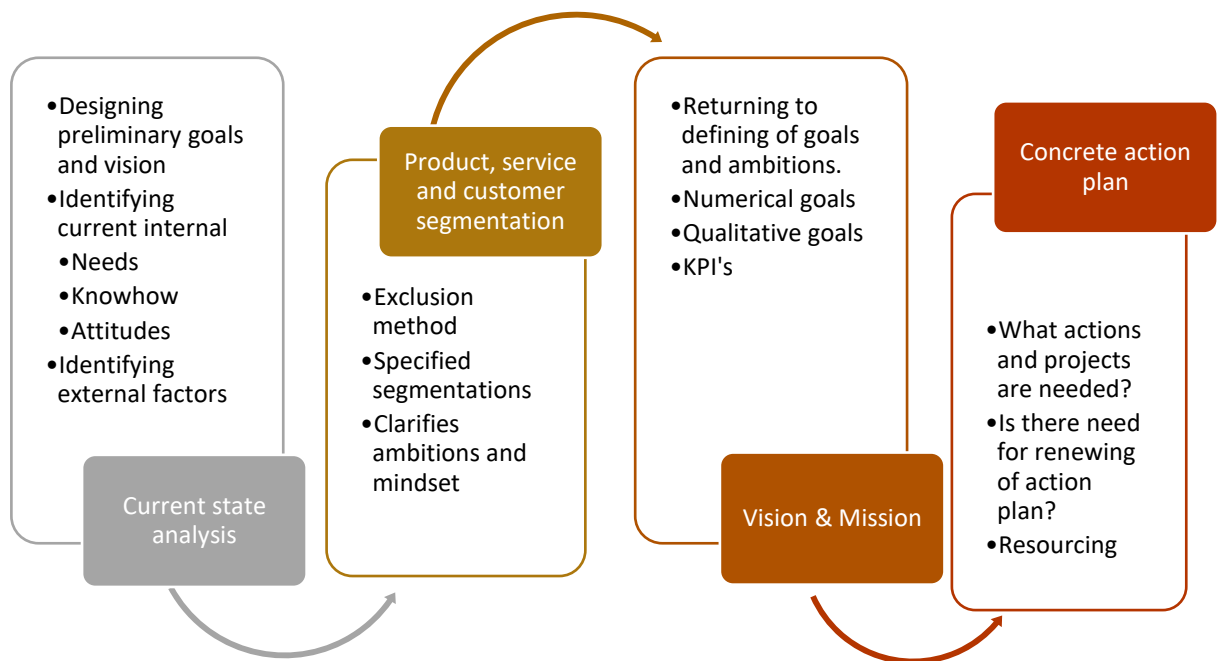


Figure 6. Starting strategy work process adopted from Kehusmaa

Kehusmaa (2010, 69) advises to consider why they are needed and how they are utilized. This is because building different analysis can take considerable amount of time, but the results may be insignificant if the analysis are made without understanding of why it is done or what is done with the results.

Kehusmaa (2010, 91) sees customer segmentation and -strategy as one of the most crucial and main parts of strategy work. Unfortunately, it can easily be overlooked and generalised because it is very challenging part of strategy work. Customer strategy work has also a lot of emotional aspects, as personal customer relations and long-term customer relations may seem important and easy. Customer segmentation can become difficult as the company must decide what are the factors that are seen as the basis for the segmentation and grouping. Kehusmaa (2010, 92) sees that it is essential for the

company to set the principles of the segmentation that are most important for their strategy. The principles can be e.g., regional, age, financial etc.

Service and product segmentation and -strategy depicts, according to Kehusmaa (2010,97), as mirror image of customer segmentation and -strategy as the basis of this is the current service and product choices that are evaluated in relation to potential customer segments and market and competition situation. Kehusmaa (2010, 99) suggests that Service and customer strategies quite often require partnership strategies to be efficient. Organisations may decide to outsource some even crucial processes and this way the selection of these partners is important part of strategy work.

According to Kehusmaa (2010, 100-101), these different partners can be any operators in different parts of the value chain, e.g., a supplier or an outsourced partner. Organisations can depict these different partnerships in organisational value chain or in a nexus map that depicts how different partnerships are linked into the value chain and how they are segmented. Kehusmaa (2010, 100-102) suggests that the partnerships are segmented as precisely as customers, to reach balance in co-operation and interaction between the partnership company and the main company. It is ideal to create a strategic chain where the customer-, service- and partnership strategies merge into one value chain that supports the strategic choices.

In a coherent strategy work the organisation commits to decided customer segmentation and prioritisation and these decisions specify the strategic mindset (Kehusmaa (2010, 96). To reach the wanted strategic mindset, the company must have clear set values alongside vision and mission. Values form an important part of the companies' as well as individuals' personality and they guide the actions and decisions especially during hardships (Villanen, 2020, 47. Kamensky, 2008, 70). However, as much as the values provide understanding or guidelines for decisions, the values are not sufficient alone to become an operational framework of business operations or to depict company culture (Kamensky, 2008, 76). Therefore, values must be included in the strategy, as a helping guide for the entrepreneur or employees to ease the process of interpreting and implementing of strategy. Mantere et al. (2011, 31) emphasise that it is important to understand that only after the employees interpret the strategy in their actions, the strategy becomes real. They also suggest that strategy should be considered as a commodity, that should be evaluated and assessed on how applicable and useful it is. If strategy is unusable, it ought to be changed.

According to Mantere et al. (2011, 103), strategy renews only through internal critique and challenges and that if strategic work is only seen as upper management work, there will

only be limited amount of participation from the rest of the organisation. The strategic goal is not measurable, and it is not possible to create a system how to measure it, that goal is not actual valid strategy goal and should not be included as one (Kamensky 2008, 238).

The ongoing challenge the companies face, according to Kamensky, (2008,326) is the matching of the strategy work and the operative processes. Failure in matching the strategy and operations may actualise in different scenarios for example the strategy is not realised in processes either at all or it is realised conversely, or the strategy realises inadequately or too elaborately. Therefore, companies should have operational system design that shows how the strategy will be carried out and how it is managed during operations.

Strategic operational system design is, according to Kamensky (2008, 327), what ensures that the strategy is realised as it is planned. In the system design the strategy is divided into four parts: Goal, Action, Measure and Responsibility. These actions are important for the setting measurable goals for specified actions and assigned person responsible, as steps that give structure to strategy work as an ongoing process. Strategic leadership has three challenges: To create successful strategy, to enforce it with excellence and to renew the strategy timely and with adequate force. Therefore, risk assessment and monitoring system is necessary for all companies (Kamensky 2008, 336).

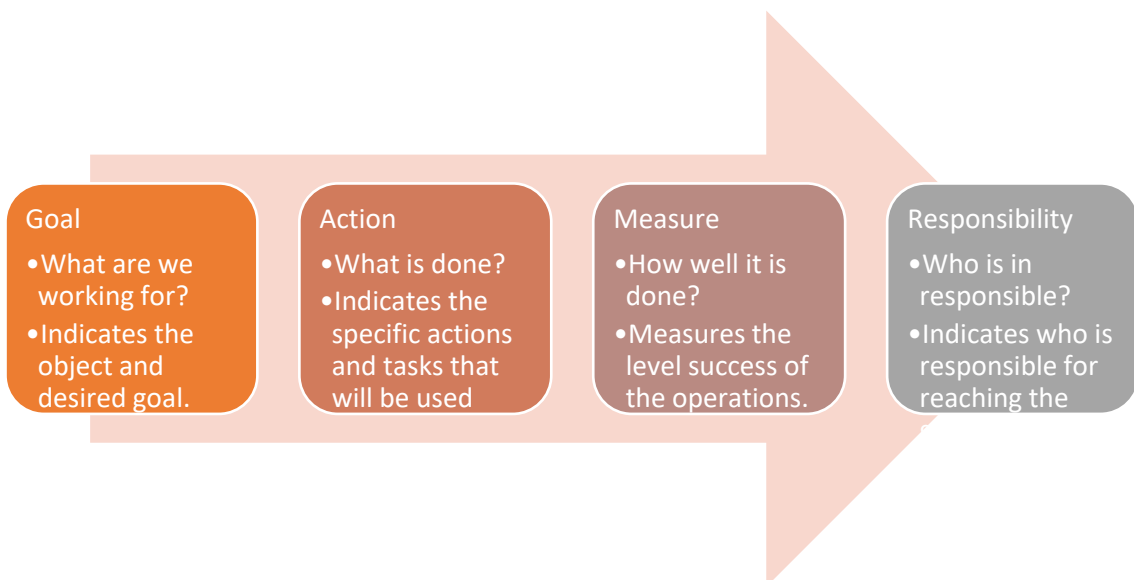


Figure 7. Strategy system design by Kamensky

“The end result should be a brief statement that reflects the three elements of an effective strategy. It should be accompanied by detailed annotations that elucidate the strategy’s nuances (to pre-empt any possible misreading) and spell out its implications (Collis & Rukstad, 2008)”. According to Montgomery (2012, 116), if one cannot summarise the

company strategy into one or two sentences, the strategy is unclear. Collis and Rukstad (2008) emphasise the power of well written and designed strategy statement since few chosen words can energise and motivate the people to increase the long-term financial performance of your company.

In summary, the composing of company strategy and strategy work requires understanding of what the core building blocks are, the wanted goals and purpose of the company, all the influencing aspects, both internal and external, and factors that contribute to the outcome and a way to communicate these so that the strategy is clear and relatable to mobilise and perceive.

2.3 Using PESTEL for assessment of surrounding factors

PESTEL method is used to build a framework of external factors that influence the organisations operations and to forecast future by analysing the factors, seeking weak signals, and identifying trends. These factors are in this method: Political, Economic, Social, Technological, Environmental and Legal influencers in company's macro-environment. According to Oxford college (2016), this method provides a picture of the status quo that surrounds the organisation and the situation in which the organisation is. This understanding enables companies to seize advantage of all opportunities available as well as to minimise the possible threats (Issa, Chang, Issa. 2010. 75).

PESTEL analysis has two main functions, firstly it helps to identify the environment that the company operates in and helps to develop e.g., competitive advantage by identifying possible opportunities and threats. Secondly it provides valuable information for company's future prediction. In PESTEL analysis the concept of environment consists of internal and external environments of the company, from internal resources and knowhow to external macro and different sectoral environments. As much of this information gained through PESTEL, is qualitative in nature and not easily measurable, it must be taken into consideration that the factors and sub-factors should be considered by their relative importance and with holistic perspective. It is not meaningful to measure and evaluate exactly each factor, as the results may end up not reflecting the real situation. (Yüksal, 2012. 52-53.)

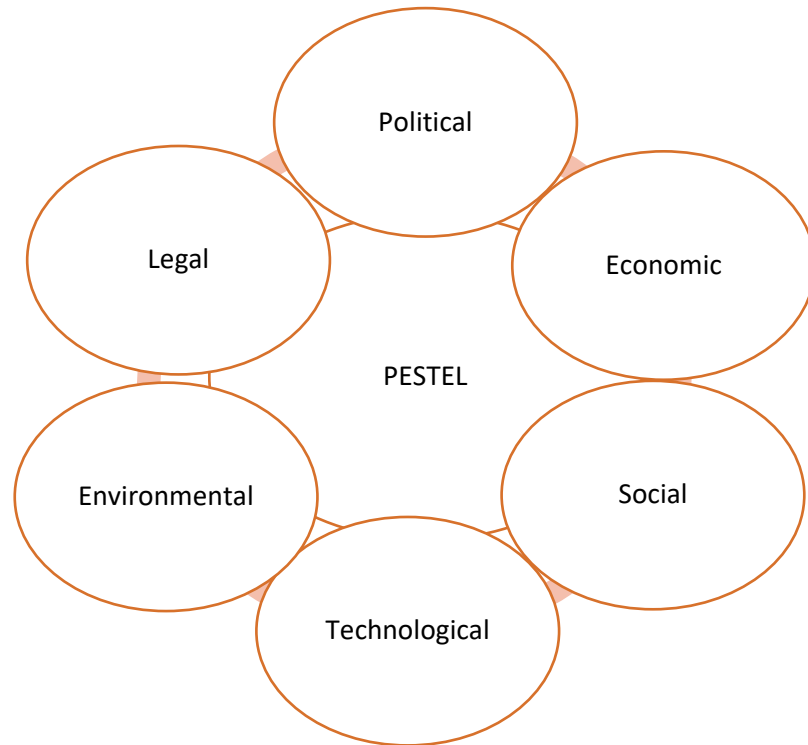


Figure 8. PESTEL adopted from Issa et al.

For a very small company, PESTEL method must be simplified. The political factors that affect are those that include taxing, industrial legislations, and laws. As Issa & al. (2010, 75.) mention, the companies should consider laws and regulations for their own countries. But as we operate in EU, the laws and political issues have some impact also.

Economic factors and conditions influence the company's business performance. In general level these include material costs, employment rates, inflation etc. All factors that influence the operations of the company as well as the behaviour of the customer. These can be further divided into micro and macroeconomic categories, depending on the level that they want to be assessed. Social factors include current trends, lifestyle, and health attributes, all individual values and perceptions that influence the company's and customers actions and awareness. Technological factors are the new innovations, technological developments that mould the business field and how companies and customers act in it. Fast technical transition impacts on how we market and sell our services, as well as how the services are communicated for the customer segments. Environmental factors consist of all the ecological aspects that the organisation has. From raw material limitations, emissions concerns, sustainability, and company ethics the factors that need to be assessed are nowadays highly valued by the consumers that demand responsibility from the companies for the products they sell and services they

provide. Legal factors include fair opportunities, accessibility, publicity requirements, and are bind to the nation's laws and rules. (Wisetsri & al. 2021, 2888-2889.)

PESTEL on its own is not sufficient tool in strategy work. But as a supplementary tool it provides variables to assess and analyse the business scope and resource commitments. According to Walsh (2005, 120.) these variables that have been selected for the company can include for example pricing, marketing, service quality and product dependability.

2.4 Blue Ocean strategy, strategy profile and four crucial questions

The blue ocean strategy emphasises that the competition should not be in the centre and focus of strategic thinking. The importance of delivering value to the customers is what can take the company to new markets and innovative solutions. By concentrating on this value innovation and understanding the adaptability of the industry, the companies can question all competitive factors and their impacts on delivering value to the customer. (Chan Kim & Mauborgne, 2015, 15.)

According to Chan Kim & Mauborgne (2015, 59), a strategy canvas can be one very effective strategy tool, because it visualises the company's current strategic position in its current markets as well as helps to sketch out its future strategy. Lindroos & Lohivesi (2004, 222), refers Strategy canvas suitable especially when most of the companies operating in the industry operate with similar strategies.

Strategic profile is a diagnostic as well as process guiding framework that can be used to illustrate the current market situation. It builds understanding to who the competitors are, what are investing in currently and what are the competed parameters within the industry such as what services, products and additional value aspects are provided to the customer. (Chan Kim & Mauborgne, 2015, 58)

The fundamentals of strategy profile are that it has two axis. The horizontal axis that represents factors that the industry is competing in or that is focused and perceived as value creators, such as price, marketing, or selection. On the vertical axis represents what is the level of quality of these services that are supplied. High points indicate that the company provides and focuses on that factor a lot, e.g., if the price is high for the service, the points are high. Together these factors form a value curve in the strategy profile and this value curve can be used to graphically illustrate the comparative findings in relation to all competitive factors within the industry (Chan Kim & Mauborgne, 2015, 59-60.).

Strategy profile and canvas also helps to determine the focus points of the company strategy as well as determining what needs or can be changed if the company seeks to move to new blue oceans. (Chan Kim & Mauborgne, 2015, 63-65.)

Another strategy tool mentioned by Chan Kim & Mauborgne (2015,63) that relates to the strategy canvas is the Four crucial Questions that can be used to ease the modifying of the new value curve and value delivered to the customer. The questions are visualised in the Figure 9 below.

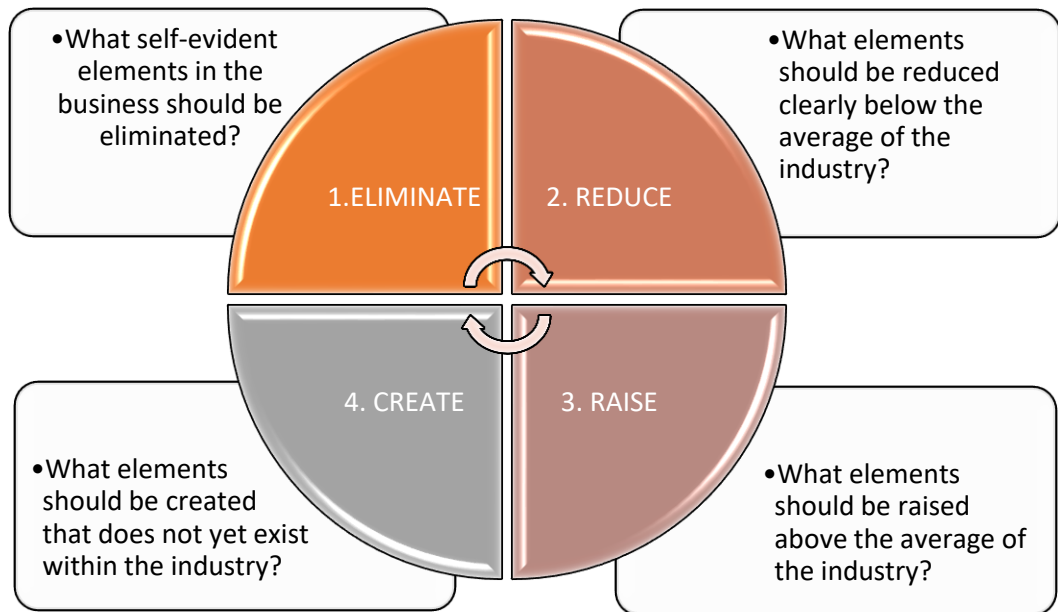


Figure 9. Four crucial questions to new value curve by Chan Kim and Mauborgne

Chan Kim & Mauborgne (2015,63-71) explain how the different questions aim to seek answers to scope and focus of different factors and aspect that the company faces. The purpose of the first question is to consider the elements and factors that no longer deliver value to the customer and are usually considered self-evident in the business. The second question forces to evaluate whether the product or services have been developed too good and brings over value to the customers. These two first questions focus on the cost structure and how it can be enhanced compared to competitors. The third question draws attention to compromises that the customers are forced to make and to remove them. The fourth question aids to create and innovate new value sources and create new demand as well as to modify the strategic pricing within the industry. The questions three and four give information for the organisation about delivered value and provide ways to modify the formula of that value. These four questions are also the basis of the four actions framework that can aid the management to visualize the blue ocean strategy better (Chan Kim & Mauborgne, 2015. 64-71).

3 Situation analysis and company info

In this chapter I will illuminate the past situation and strategies of Ori-g-Nails. Most of the data for these dates to 2016 when the strategy was last updated or evaluated. The current state analysis and company info is used to form a unified picture of how the company strategy has been understood and how the strategy work has been approached in the past. It also can be used to consider what have been the areas in strategy work that are lacking understanding or needs more developing.

Having a clear understanding of the situation of the company, from where the development work is begun, enables the development to be accurate and aimed correctly to those areas of strategy building that most need attending. This chapter concentrates on past and present factors, internal and external, that constitute to the strategy building for Ori-g-Nails by analysing and addressing the old strategy and its components, situational analysis and future predicting as well as PESTEL. With this it is possible to create a synthesis of factors as Mintzberg (1987, 73) referred, to begin crafting new strategy for the company.

3.1 Ori-g-Nails strategy, vision and mission and values.

Ori-g-Nails has aimed to provide high quality artificial nail and lash extension services with expertise to all its customers. The primary customer group has always been local women, 30-60 years old, with steady income and who want to invest into their aesthetics and beauty on regular basis. Second segment includes women that want to look good on their special day or for someone else's special day. Customers in this segment are for example, brides, mothers-in-law, graduating students, birthday heroes or guests etc. These customers may have their nails or lashes done only for this one special day. Overall, the customer base varies of women aged 16 to over 90 years, representing all areas of different lives and professions. The primary customer group traits are selected to these age, gender and interests and income because they as a group are most possible to commit into a long customer relationship and afford the services.

Training and building of expertise have always been an important aspect in Ori-g-Nails. This has been seen as an important way to increase the level of delivered value to the customer. Value creation has not been addressed very deeply in the past. Decisions on customer experience and value creation have been made based on feelings and signals from customers, as well as industrial trends and marketing. Strategic choices have been more reactive than proactive.

In the current state analysis made in 2016, the vision, mission and values were as follows:

Vision: Ori-g-Nails is the most wanted and best service provider and training partner of its own field of business.

Mission: “Näytä kyntesi – ole oma itsesi” the company slogan that translates into “Show your nails – be yourself” means that everyone has a right to feel and feel themselves beautiful and confident.

Values: Individuality, training and high quality

The basic strategic goals were listed in the current situation analysis in 2016 to be that Ori-g-Nails will grow its customer base and market share in its own operational region as it simultaneously aims to stabilise the financial situation to become sufficiently capitalised company. The company also develops its training concepts to create a quality and competitive additional concept to its services. This training concept and creation of these services were never realised in Ori-g-Nails.

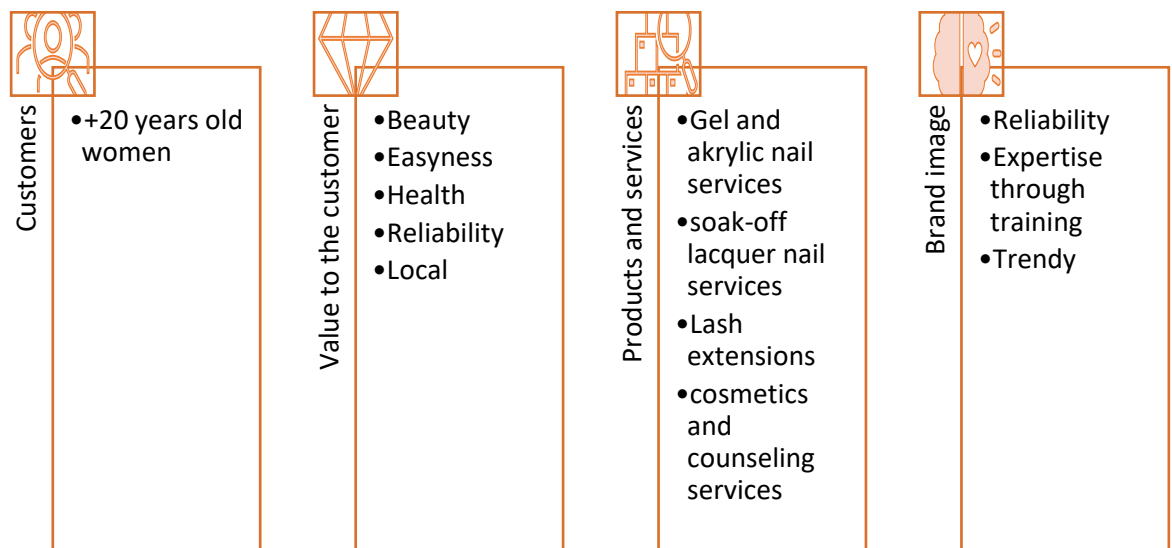


Figure 10. Ori-g-Nails value proposition in 2016

As can be seen in the Figure 10. The value proposition from year 2016 is inadequate and general. It also lacks important factors and detailed information and analysis in order to truly provide any useful strategic information or guidelines.

3.2 Situational analysis and future predicting in Ori-g-Nails

The predicting and forecasting in Ori-g-Nails, has been very limited throughout its whole existence. Apart from simple SWOT analysis, there haven't been any systematic approach to the future forecasting on the owner's part at least any that has led to documentation of it. In the past the short-term predicting has been the driven force in the company's decisions, concentrating on the next few to six months or up to a year at the longest. This has many times resulted into short-goaled drifting without adequate analysis of the impact and to different changes in direction of value delivery to the customer. The data used for these predictions are gathered miscellaneously from different sources, such as yearly income statements, annual accounting reports, social media, customers views, colleagues' opinions, and training sessions. Since the nature of this data is hearsay, there has not been any coherent way of analysing this data that has been gathered. So, the decisions that have been based on these data, have been intuitive. This has resulted into drifting in strategy, and it has been very difficult to measure success or failures in large scale perspective.

3.3 Ori-g-Nails current state and PESTEL

The influences of Covid-19 have been less than expected. Ori-g-Nails have been able to operate continuously, though there has been some fluctuation in customer base and turnover has suffered. There has been an opportunity to increase expertise of the entrepreneur during the pandemic through business studying and new nail technique training. It remains to be seen, how the war in Ukraine will influence the prices and purchasing power of the company and the customers in the long run.

To reach a holistic view of how the external surroundings affect the Ori-g-Nails as company and its strategy is mainly achieved by enhancing the level of awareness and understanding of the entrepreneur. This enhanced awareness enables the entrepreneur to understand the factors that influence the operations and to see how the entrepreneur can have influence with their actions in relations to these set frames.

Apart from a simple SWOT analysis, there haven't been any deeper systematic analysing of company impacting factors or future prediction. The strategic plans or choices that have been made were based on educated guess work or without actual knowledge of what impact these choices had on the company indicate that the company will benefit from PESTEL analysis in the future. To improve and better the forecasting, more systematic approach should be implemented. PESTEL method can be used in defining the status quo and to forecast the future. PESTEL can also be used as a starting point for creating

alternative forecasts and scenarios by altering the factors that may influence the company's future.

Political and legal factors often overlap as factors. EU and Finnish government policies and laws that influence the company and the whole industry have been viewed as compulsory factors. Laws that affect the companies in beauty business apply to nails services also, such as restrictions in beauty service industry and trading, hygiene and health, consumer protection and GDPR.

These contextual political or legal factors affect the framework of the company strategy and as there is no options to influence these. When operating in business where the material used are chemical, there is always a chance that the legislation may change and affect even drastically to the company's operations. Even by banning certain material may cause big changes. This is also linked to the environmental factors, as the materials used in artificial nails are not now sustainable or eco-friendly. The political aspects of the taxing are also influencing the economics of the company.

EU influences through numerous laws on cosmetics and ingredients but also through treaties. For example, Brexit, that has influence especially over decisions on resources, products and tools. Choosing the supplier of the products is one strategic decision that is directly impacted by political factor, though there are other factors that influence that also.

Covid-19 and current conflict situation in Ukraine are unpredictable factors that have had and will continue to have impact for the company, but to what extent, it remains to be seen. In 2020 the pandemic had a direct impact on customer base as approximately 50% of all customers stopped using nails services. in 2021 most of those lost customers had returned and some new ones had been gained. Could the company had prepared for any of these events? Probably not, but it has renewed the way the entrepreneur considers improbable as well as possible scenarios of the future.

Economic factors influence the company and its opportunities in future through the company's own economical state and through the customer's economical state and purchasing power. The beauty industry is a vanity service, and if the customers face difficult economic times, it will influence the beauty industry as well. On the other hand, the trend of looking good and the peer pressure of social media, also creates opportunity for the beauty industry. Everybody wants and needs to look good, and everyone want to feel good and pamper themselves.

This way the economic factors are linked to social factors. The current trends in fashion, lifestyle attitudes, customer demographics etc. constitute to what the customers want from

the beauty salon to provide them. Social factors such as general consumer beliefs and attitudes towards nails services and to customers using them, play a role when considering the general social factors impacting the whole nails service industry. The social factors that have been considered have consisted of the social media trends, word of mouth and views of the customers and the trend information that is provided by the industry operators, colleagues, and importers. In the past the company has used these to draw conclusions of what to do and response by using intuition. The company could benefit from designed strategy of what are the channels that are used to follow the trends and how the signals are detected and utilized in strategy work.

The technological advancements in beauty business can be divided into two categories. The ones that affect the services itself, such as new products, methods and tools, and the ones that effect the business operations around the services, such as online booking systems, social media platforms, payment systems, marketing channels, supply chain methods. The automation and online operation advances provide opportunity for the company to become more agile and serve the customers even better and enhance the customer experience. The company needs to keep up with the development of the technological advances to enhance further the customer experience, but also to find new ways to balance between strategy work and customer service work.

Environmental factors for a beauty salon that operates in artificial nail industry are sometimes paradoxical. The acrylic material is not by itself very sustainable or eco-friendly. The customers don't want to feel that they are polluting and increasing the plastic waist with their actions, so the company must find solution how to be as environmentally friendly as possible. How to enhance sustainability and diminish the carbon footprint are current issues that are not only important for company's processes, but they have value for the customers. The waste disposal and recycling processes, sales accessories and used products and their environmental aspects should be identified more carefully, as well as possible new innovations in plastic industry for possible new strategic choices.

To fully estimate the need for future investments, all these factors must be into consideration, and it is crucial to understand how these factors are all linked together and crosslinked together. They should be addressed as an entity that provides informative factors that when analysed gives multiple forecasts for the company. For many of these factors, there is need for more in-depth analysis in the future, especially if the company is wanted to become more proactive than reactive to changing situations.

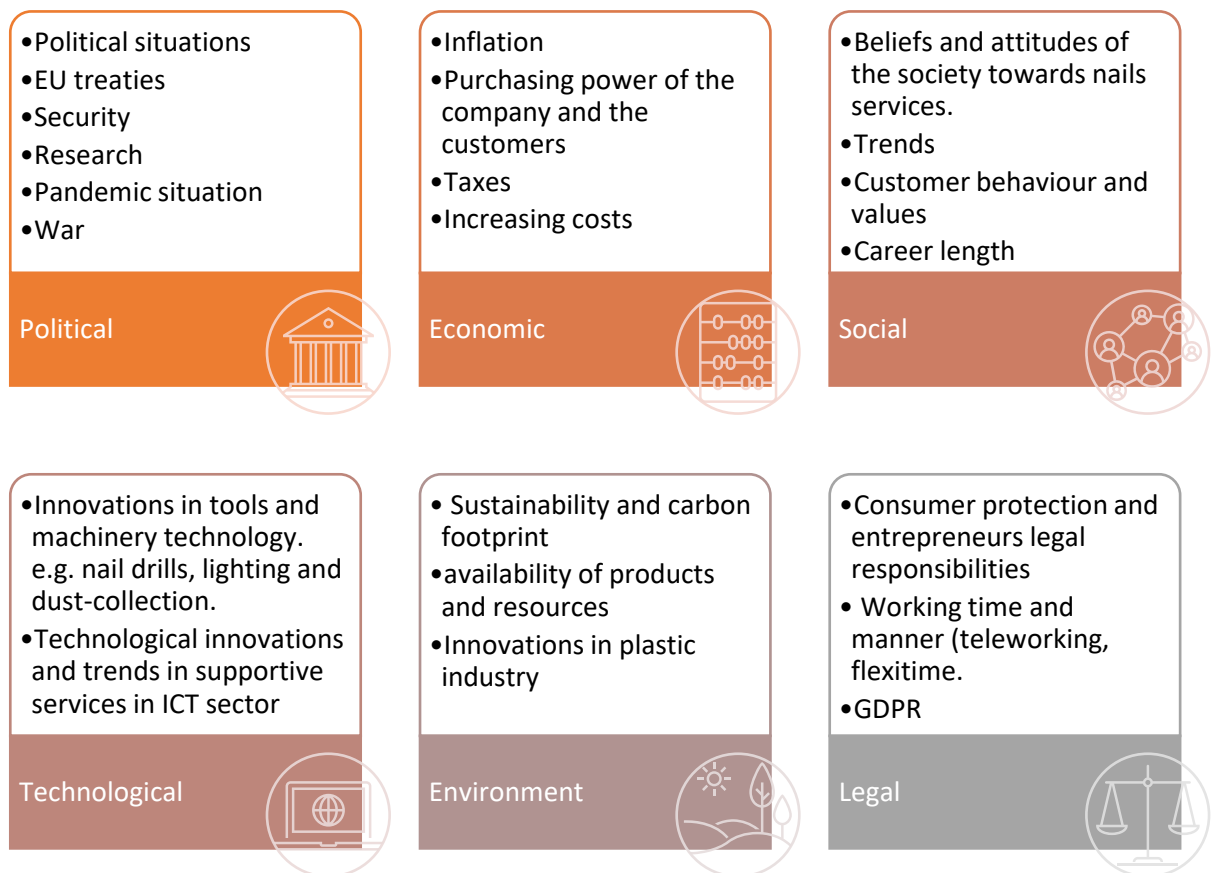


Figure 11. PESTEL factors for Ori-g-Nails

As according to Walsh (2005, 120) PESTEL is merely a supplementary tool in strategy building, it requires assessing how the issues and factors that the entrepreneur selects to it. Figure 11. shows PESTEL factors that influence Ori-g-Nails currently in rather general level as according to Yüksal (2012, 52-53), too deep or isolated analysis of the factors may end up reflecting other than real situation.

4 Conducting the theme interviews

The empirical part of this thesis will consist of theme interviews and content analysis of these interviews. Structure of the empirical part is illustrated in the Figure 11.

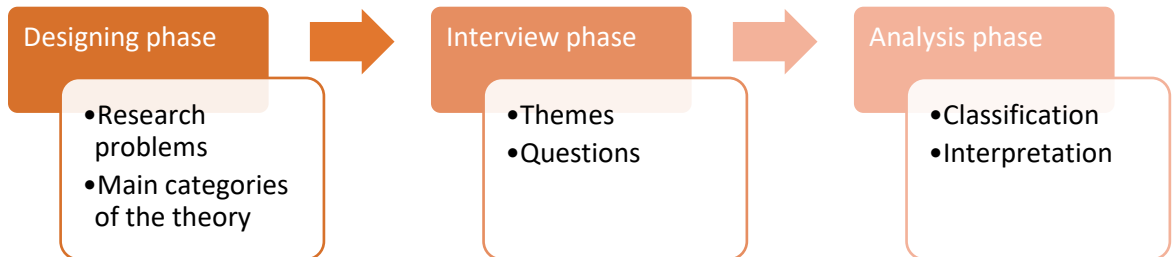


Figure 12. Structure of empirical part.

The theme interviews were conducted and recorded via Zoom in Finnish since the interviewees are all Finnish native speakers. According to Hirsjärvi & Hurme (2011,67), the themes should be kept flexible and broad, so the complex diversity of the studied phenomenon is retained and revealed. As there will be interviews for different stakeholders the interviewees will be selected based on different attributes. For the interviews of the entrepreneurs, I selected four individual micro entrepreneurs: one an entrepreneur that operates a small nail salon similar to Ori-g-Nails, addressed in analysis as H.G. One is a beauty salon owner that operates with several entrepreneurs within her company providing different beauty services, addressed in analysis as S.P. And one entrepreneur that operates as nail products importer in Finland, addressed in analysis as P.K. One of the interviewees is selected outside nails service industry. This entrepreneur operates as a coach and mentor, especially for small businesses, on how to use social media in business and enhance your brand and marketing, addressed in analysis as S.S. The two customer interviewees were selected among the customer base of Ori-g-Nails. They have been using Ori-g-Nails nail services regularly over five years and represented the primary customer segment. They are addressed in analysis as E.S and E.V.

According to Eskola & Suojärvi (1998, 86-88), the aim of the interview is to determine what someone has on their minds. Interview is a conversation that happens from interviewer's initiative and according to her lead. Interview is also interaction, where both parties affect one another. In theme interview the themes are prescribed. Unlike in structured interviews, there isn't any rigid form or order for the conversation. The interviewer ensures that all the prescribed themes are covered, but the order and scope can vary depending on the interview. Because the theme interview is informal, the interviewee can speak very freely, and this can be considered as representation of the

interviewees speak as itself. The themes also ensure that there is a framework that can be used as structure in analysis of the transcript.

After the interviews were conducted, they were all transcribed for classification and interpretation. According to Kananen (2015, 177) in qualitative research the aim of classification and interpretation is to create deeper understanding and the empirical data is analysed to find structures, patterns and processes depending on the research problem and it is used to find answer to the research questions.

The classification of the interviews was conducted by summarising the answers and finding key words and phrases that were connected to the interview themes and research questions. These key words and phrases were then interpreted and analysed together to form an analysis of the data as a whole.

4.1 Entrepreneur interviews' content analysis

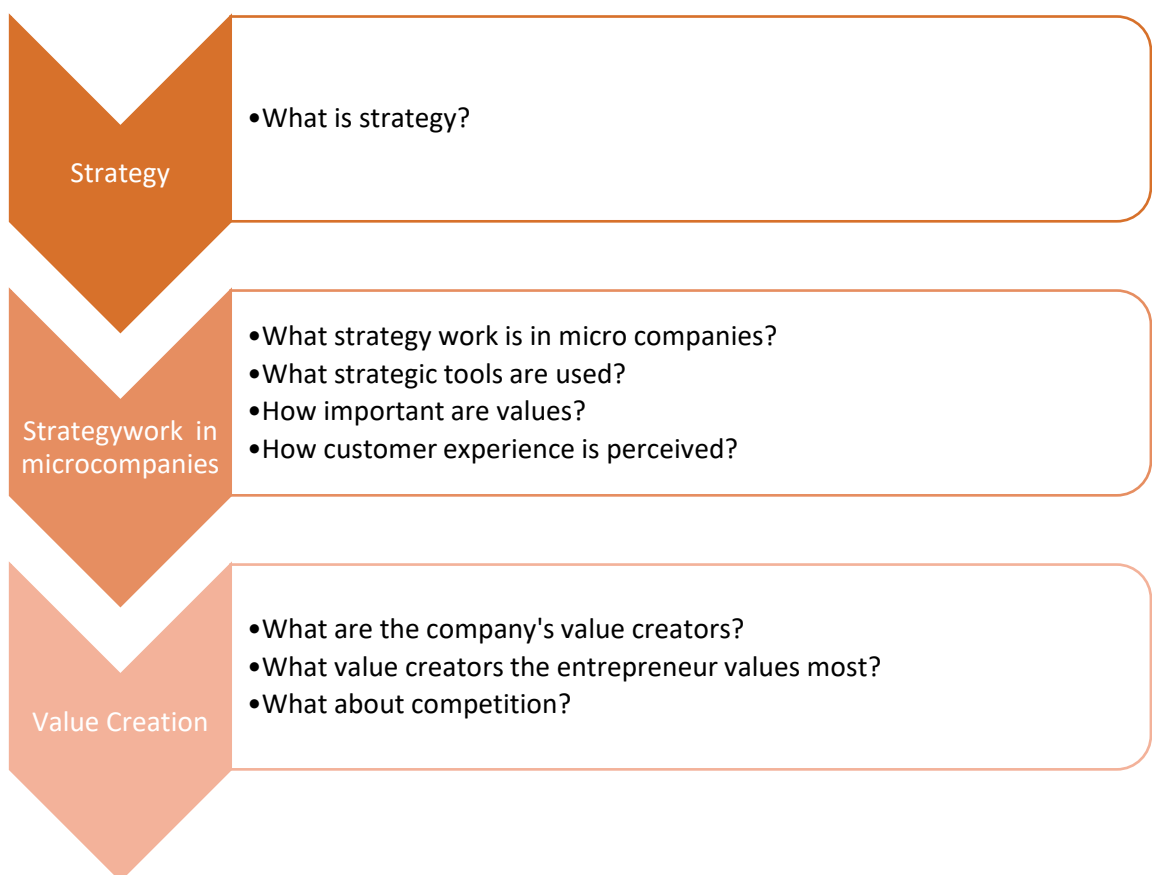


Figure 13. Entrepreneur interview themes and framework

Every interview and entrepreneur were unique, the ideas and opinions were fundamentally very similar and in harmony. There was clear passion and certainty towards their own company and field of business.

The interviews were divided into three main themes. The first theme, strategy, was addressed first to establish how the interviewees' feel about strategy and how they perceive what strategy is and what it consists of.

All the entrepreneurs interviewed had over ten years of experience as an entrepreneur. One of the interviewees had educational background in business administration and the remaining three in beauty industry there was a clear difference how they perceived strategy in general. After the interviews, it became clear that the entrepreneurs represented a scale of different opinions about strategy, from completely seeing strategy as something associated only to big organisations and something that is not thought out to one that sees it extremely important part of everyday operations and decision making. Strategy was in general seen as a guiding principle of all actions by all the interviewees and that it is the method and way the company operates to achieve its' goals. As one of the interviewees (interviewee P.K.) stated: "even the strategy of a tiny company is a strategy".

The second theme was strategy work in micro companies. This theme addressed how the interviewees' thought about the strategy work in micro companies, what strategic tools they use and how important strategy work is in their own companies. This section also addressed whether the entrepreneurs have clear values and goals for their companies and how they perceive them and their importance in strategy work. According to Temmes & Välikangas (2010, 38), for strategy to become routine work it has to be in constant interaction with the concrete actions. By analysing how the interviewees perceive the strategy work to be in relation to their business actions can elaborate how much of strategy work is embedded into their work routines. This theme also addressed the relation of strategy and customer experience and how the entrepreneurs perceived their strategy to be visible to their customer.

Although, some of the entrepreneurs felt that strategy work is more related to big companies, and it is not that emphasized in their daily actions. The entrepreneurs do have clear reason why they are entrepreneurs and why their company exists, but the actions and choices are impromptu decisions and based on reactive drifting than long term planning (interviewee H.G.). Strategic drifting is born when some issues are more and more emphasised with every decision and simultaneously some issues are left over looked and emphasised less and less and thus creates a chain of decisions and choices that are based more on emotion and reacting than strategic planning. (Temmes & Välikangas, 2010, 33). These entrepreneurs did acknowledge that there are decisions that should be based more on reasoning than feelings, but as one of the interviewees stated

that there just aren't enough hours in a day to sit down and think (interviewee S.P.). On the other hand, there was clear emphasis on strategy work among those entrepreneurs that understood the meaning and concepts of different strategic work and had chosen to schedule strategy time for themselves.

Time was considered to be the most precious resource by all the interviewees. Especially since it is the only thing that cannot be regained afterwards (interviewee P.K.). Therefore, time and how it is chosen to be managed and used, creates a paradox that is the core factor that needs to be balanced. As you have your mission and vision and to-do lists all sorted, it is time that creates the framework for these factors and then decisions on how the time is divided between these factors within the framework is how you can build an entity of operations and strategy. Also, because time is never stagnant resource, this means that the framework of the strategy is never completed, it is important to understand that the strategy's should be shaping and changing as time changes and the entrepreneur should also develop their skills alongside of it (interviewee S.S.).

Understanding the customers was also considered as one of most important factors in strategy work (interviewee S.S.). Majority of the interviewed entrepreneurs that considered strategy work important, also emphasized the importance of knowing who your customers are and who are not, and how the communication with the customers is not only important but also more efficient and accurate when the company knows who they are communicating with. Customers experience and knowledge were seen as the key to strategic communication and decision making. Interviewee S.P. stated that most important is understanding customers, because without customers there isn't a business.

The most important strategic tools that all the interviewees mentioned were connected to communication. Although, strategy is also a matter of passion, it is important to not let it become blinding factor that prevents all interaction with the outside world, such as customers and co-operative partners (Temmes & Välikangas, 2010, 124). The importance of customers and customer relationships and how these relationships are established and nourished, was connected to how the company communicates externally and combines the external communication to strategy work and decisions. Interviewee S.S. especially emphasised the importance of utilising social media as tool for communicating with the customers to strengthen and enhance sales and loyalty.

Company values are one essential elements in the framework of strategy, and they act as the guiding operational principles (Kamensky, 2008, 70), I wanted to ask if the entrepreneurs had their own values clear in their companies. All the interviewees considered that the values of the company were tightly bound to the persona of the

entrepreneur. Though most of the entrepreneurs did not have their values written down, they felt that their values are visible and acted out during the service situation and they become more visible as the customer relationship deepens. Values, especially as the personal and professional values in entrepreneurial micro companies are bound together, were seen as a natural tool that should be authentic and cannot be faked without having negative impact. Company values were also connected to other elements of strategy such as competition, as the entrepreneurs thought that as the persona, and so the values, of the entrepreneur has a lot of impact on how the company brand is viewed. It may act as a pulling or pushing magnet to customers. But as every entrepreneur has their own values and persona, and as in service industry one entrepreneur cannot serve everyone it creates natural division of customers between the competition.

The interviewees connected company values to the brand image and personal image of the entrepreneur. The importance of authenticity and of being honest, not only to the customers, but also to oneself is also impacting factor for entrepreneurs' wellbeing. "After all these years as an entrepreneur (over 20 years), I am who I am. I have to be honest for myself or else you can't cope with it" (interviewee P.K.).

The third theme was value creation in strategy work. This last theme was mainly to consider what are the main value creators and drivers that the entrepreneurs consider that influence the customer experience and the industry as whole. These factors that can be used to create a value curve or strategy profile for the company. Customer satisfaction is born from experienced value delivery. A company that systematically manages the value proposition and delivery can create additional value on their product and service when it pinpoints the competitive advantage that repeatedly differentiates it from competition and other service providers (Villanen, 2020,139). This theme also addressed the attitudes and views towards competition within their own industry.

The two most important value creators for customers and drivers that the entrepreneurs all agreed upon were profitability and expertise (interviewee S.P., P.K., H.G.). Overly simplified, the reason for importance of good customer experience, customer understanding and having high expertise in their own field of business is because without the customers, there isn't any business to be profitable. Profitability as a value creator is of course more important for the entrepreneur than to a customer, but in micro companies' profitability effects the customer by proxy. According to Villanen (2020, 139) These factors that are visible in the operations should be emphasised and focused by investing in them. A profitable company can invest more into the wellbeing of the customer and the entrepreneur, and to developing of the special expertise and equipment.

Communication was seen also as one of the key elements in strategy work for micro companies as it includes in marketing and sales aspects more than just the entrepreneur's ideas, but also interaction with co-operative partners and customers. Social media has enabled and somewhat forced the companies to be interactive and participatory in their operations. As one of the interviewees (interviewee S.S.) stated that the plan (in communications) has no meaning or role, if it is not set to action and made visible publicly.

Competition was embraced and seen as positive force by all the interviewees. Healthy competition is welcomed; it keeps us virile (interviewee S.P.) According to the entrepreneurs, the general attitude towards competition that they have and have faced among other micro entrepreneurs is nowadays very positive and seen as enforcing force that enables each entrepreneur to reach better results through co-operation. Based on my own experience and according to interviewee P.K., competition and how entrepreneurs' views towards it in general has evolved during last decade. Whether it is because of cultural views within the industry or that all the interviewees have been operating as entrepreneurs over 10 years or even both, the current view towards competition is much more relaxed than before. Competitors are now seen not only as a threat or challenge, but also as an opportunity for collaboration as most of the entrepreneurs in nail industry work alone it is much more efficient and fruitful to exchange ideas and thought among your peers. Competition is seen as a possibility to improve the industry together. "Why waste energy on something that is non-productive" (interviewee P.K.).

Competition also increases options for customers and enables the entrepreneurs to specialize their services and customer segmentation. "Actually, the only role that competition has for me is that it enables me to refer the customer to a colleague e.g. in case my schedule is full" (interviewee H.G.). This increases value creation for everyone and allows micro entrepreneurs not only to manage their wellbeing, as they can relief the psychological pressure of e.g., taking a vacation, but also to serve the customer better when they can focus on their own expertise, and acknowledge and allow others to excel in their expertise.

4.2 Customer interviews' content analysis

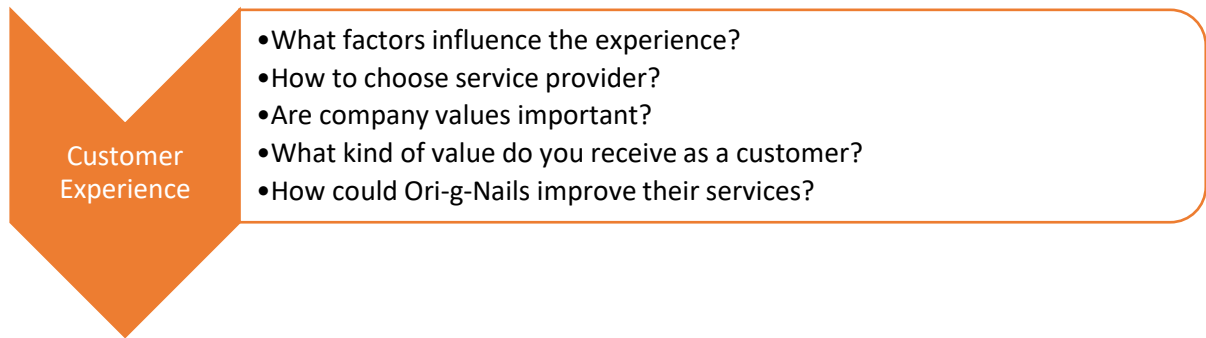


Figure 14. Customer interview theme and framework

Customer interviews had only one theme, customer experience, and the aim of these interviews was to receive customers' point of views to the research question number 3: "What are the key factors in value proposition of nail service providing micro company?"

In the interview the customer experience was addressed from customers point of view and how they perceived what are the most influencing factors in customer experience in nail service and what kind of value do they feel they receive from nail services. The theme also addressed how the customers perceive the company values and whether it is important or relevant to the customer to acknowledge them. At the end of the interviews, I asked whether the customer wished to change something in the services and how Ori-g-Nails could improve their services in general. It is always extremely interesting to be able to discuss customer experience and how the customers view the service situation themselves.

According to Villanen (2020, 139-141), Customer satisfaction arises on experienced additional delivered value. This delivered additional value helps to build stronger customer relationships that may even develop further into genuine co-operative relationships where the customers are part of company's service development process. Especially in long-term customer relationships, when customers can rely on that the company to operate according to its core values can create a positive cycle that is based on mutual trust.

In nail service, the possibility of long-term customer relationships is very high. The service situation itself is rather intimate as there are only the two people sitting opposite each other and the service provider is holding the customers hands. This already requires a level of trust and as the customer cannot use her hands to anything, it is natural to talk, and these stories may be quite personal even from the first appointment on. Therefore, it was not very surprising to hear that the most important factors in the nail services

according to both interviewees were the persona and the professional skills of the nail technician. One of the interviewees listed factors that she felt important and what she felt is important to her customer experience in Ori-g-Nails: “Personal service, the feeling of being seen, and meaningful, positive encounter. The fluency of the contact and also easy and fast booking” (interviewee E.V.).

The customer experience as an entity is formed from many different factors. When the whole customer experience process is well planned and operated, it becomes so smooth, that it becomes almost invisible. Customer loyalty grows as the length of the customer relationship grows and if the customer perceive that the expertise of the service experience remains high, and it is added with personal aspects and information the relationship can grow into co-operative level where both parties perceive each other friends. “Loyalty is when people are willing to turn down a better product or a better price to continue doing business with you. Loyal customers don’t even bother to research the competition or entertain other options.” (Sinek, 2009, 29).

Customer loyalty is desirable as it builds stability to both the customer and to the company by increasing trust that there will be next appointment and many more in the future. This requires that the customer experience and value proposition both encourages to loyalty through authenticity more than mere repetitiveness of the service or manipulations of marketing. “Knowing you have a loyal customer and employee base not only reduces costs, it provides massive peace of mind. Like loyal friends, you know your customers and employees will be there for you when you need them most. (Sinek, 2009, 32)

The interviewees listed factors that they perceived important when considering a situation where the customer must choose the salon for the first time. These factors included: accessibility, availability, reputation, speed, and price. After a service relationship is established, these factors become less relevant and the value shifts to emphasising the relationship between the customer and the nail technician and to the expertise and quality of the service and product and the other factors serve as additional value factors (interviewees E.S. & E.V.).

The quality of the work that is done was considered to be more important than the surroundings of the salon. Surroundings and salon attributes were considered less important factors and more important before customer relationship is established. What the customers perceived as additional value for their service experience and how the experience could be enhanced, concluded rather small things, such as extra pampering on cuticles and hand exfoliation.

As the values and strategy of the company are embedded and infused with the entrepreneur and their every action, they become visible for the customer in the customer experience. This infusion also creates a paradox between the entrepreneur's personal life and company brand and strategic profile.

The most interesting aspect that was mentioned by the other interviewee that influences and has importance in the customer experience was the wellbeing of the entrepreneur. "It is more important that you keep high quality in your work and in your own wellbeing, than focusing on potential additional sales" (interviewee E.S.).

And as the company is the entrepreneur, it emphasizes the importance of entrepreneurs' wellness and expertise. If the entrepreneurs' wellbeing is compromised in anyway, it is immediately visible to the customers and will impact the customer experience and vice versa. And as the customer relationships are often considered to be more intimate and personal than plain customer-service provided relationship, it enhances the experience that the company and the entrepreneur's personal life is one and the same.

As the interviewees were both my loyal customers, it was understandable that the feedback was very positive. For more lucrative and versatile answers it would need a wider customer survey. But as these interviews were designed for this thesis, these two interviews gave good insight and thoughts of loyal customers point of views.

5 Building the new strategy

Based on the theory and supplemented with theme interviews analysis, it is possible to build a new strategy for the company, Ori-g-Nails.

As this thesis doesn't include economic aspects, broad customer analysis or emotional aspects the strategy that is built here, will not be complete but leaves room for the entrepreneur to further develop the strategy with financial information and possible customer survey. It will, however, give good base and framework for the entrepreneur to understand how and why to do strategy work in the future.

5.1 Renewed mission, vision and values

The theory supports that the values, mission and the vision should be visible in the actions and decisions of the company and its workers, in this case the entrepreneur, and this way reflect and realise the company strategy through all levels and processes from marketing and customer experience to strategic decisions.

These three, mission, vision and values, are considered as key elements for company strategy and they should be presented in condensed and clear manner. Vision is the view for the future, mission and values the way it is reached.

As vision should operate as the guiding force towards the future (Tuomi & Sumkin, 2009, 47-49) and envision the view of the future (Kamensky, 2008, 83), it can be said that the vision should inspire faith and trust for the future of the company, for the entrepreneur and for the customers. The old vision is too open and vague. By not defining the actual services of even field of business it leaves options open, but for a customer or partner it does not necessarily increase of build trust. In my opinion, the old vision: "Ori-g-Nails is the most wanted and best service provider and training partner of its own field of business" implies to entrepreneur's indeterminateness and lack of future planning. The new vision should more clearly define the scope and line of business as well as show more commitment for future operations.

The old mission "Näytä kyntesi – ole oma itsesi. the company slogan that translates into "Show your nails – be yourself" means that everyone has a right to feel and feel themselves beautiful and confident", has good elements but resembles more marketing slogan for the customers than actual mission and a way how the future vision is to be carried out. As mission should clearly state the resolute answer why company exists and describe the actions the company is committed to (Kamensky, 2008, 71. Tuomi & Sumkin, 2009, 52-53), the renewed mission should imply directly how the vision for the future can

be reached. It should indicate what are the actual ways that Ori-g-Nails uses to carry the company from present to the future to “make the customers feel themselves beautiful and confident”.

The old values: Individuality, training and high quality, reflects the entrepreneur’s own values towards perceived qualities that are needed to reach the vision. As the old vision was unfocused, these too should be renewed to reflect the new vision. As values, they are not wrong, but perhaps they could be chosen better. Values not only serve as indicators for the customer, but they also serve as beacons of how processes and services within the company are realised. According to Kamensky (2008, 79) the company values should be understood and recognised as they are applied to all operations and they should be permanent, even if they sometimes keep the company from achieving competitive advantage.

In Ori-g-Nails, individuality is important part as the customer experience of the company strives towards fulfilling individual needs of the customer. Training and high quality are vague and should be replaced with more specific values such as expertise that includes both factors. Values should also indicate the entrepreneur’s relation and emotion towards the services, customers and business and this is why I believe the third value of Ori-g-Nails should be Passion.

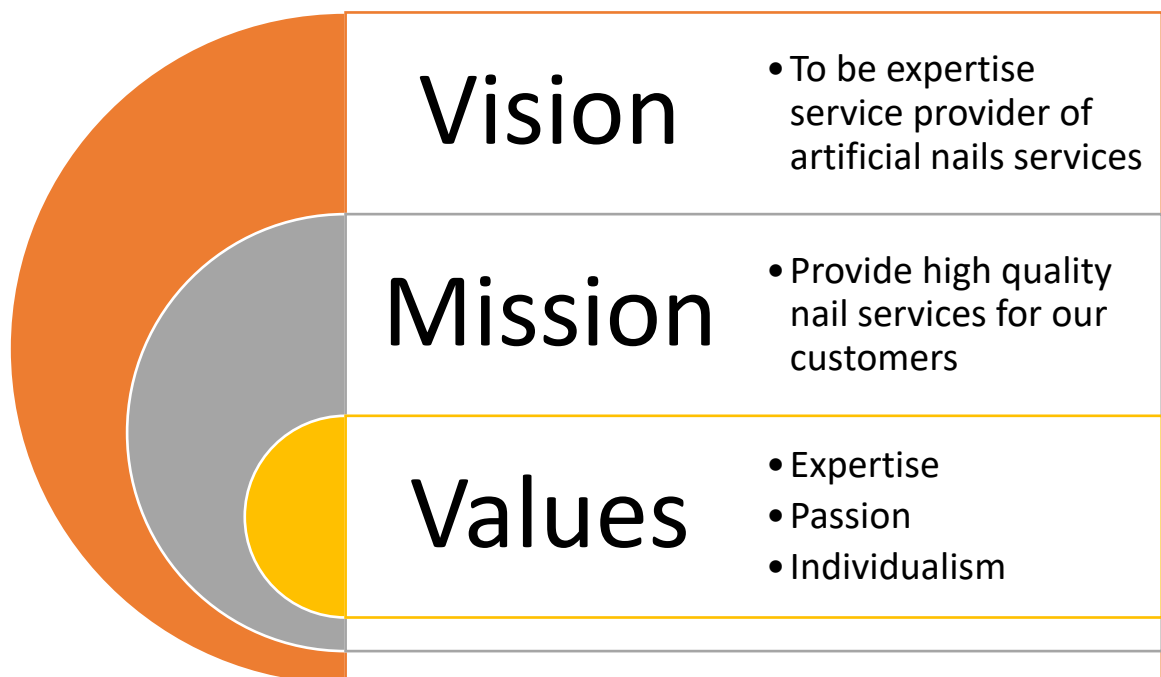


Figure 15. Renewed vision, mission and values of Ori-g-Nails

Ori-g-Nails services are done with expertise and high-quality products and our passion is to make nails that get the customers to feel beautiful, impeccable, and confident with themselves. Nails are the extension of our image; they impact how we feel as we see them ourselves and are usually first seen by others. Beautiful nails give an expression of their wearer, they express our inner self or the way we chose to present ourselves, just as our style in clothing, make-up or hairstyle. They are a part of our identity, even without artificial nails they send a message about ourselves and our position. Nails are instantaneous art, that can be worn by anyone. They are not meant to last forever, but to capture the feelings and settings of contemporary moments in the wearer's hands. They can celebrate or sooth, empower or comfort or even do many things simultaneously, but it should always be what the customer wills it to be.

5.2 New strategy profile using blue ocean strategy tools

The dilemma with strategy canvas and profile building is that it requires competitor research and evaluation or at least deep consideration of what are the factors that create value and influence the customer experience and impact to the company's strategy profile. As there isn't any existing competitor benchmarking or customer survey for Ori-g-Nails and the strategy profile factors in this thesis are based on key elements that are picked from focused interviews and entrepreneurs own set factors. With these factors, a simple preliminary strategy profile can be drawn that can be used as a base and further developed in the future by the entrepreneur.

Before the interviews the assumed factors in strategy profile could be price, time used per service, used methods, style, booking options, social media marketing, training level and brand. The interviews revealed that accessibility and availability as well as marketing through social media are important factors. Accessibility refers to how easily the salon is accessed by the customer, e.g., public transport, parking options etc. Availability refers to how available the nail technician is for the customer, for example are the services available 5 days per week or 1 day per week? Or is the nail technician always on timer or chronically late?

The eleven factors that were chosen based on the theme interviews, into the strategy profile (Figure 16.) were: accessibility, availability, Online booking, social media activity, professional expertise, additional services available, special design expertise, privacy, price, product and place. The vertical axis is divided into 5 points, 5 representing high and 1 representing low amount or emphasis. The horizontal axis has the 11 key factors that

affect the customer experience and value creation. As comparison I have included an estimation of other salons' factors and a competitor X that operates close to Ori-g-Nails. These factors are estimated based on my own knowledge and they represent the average of the factors.

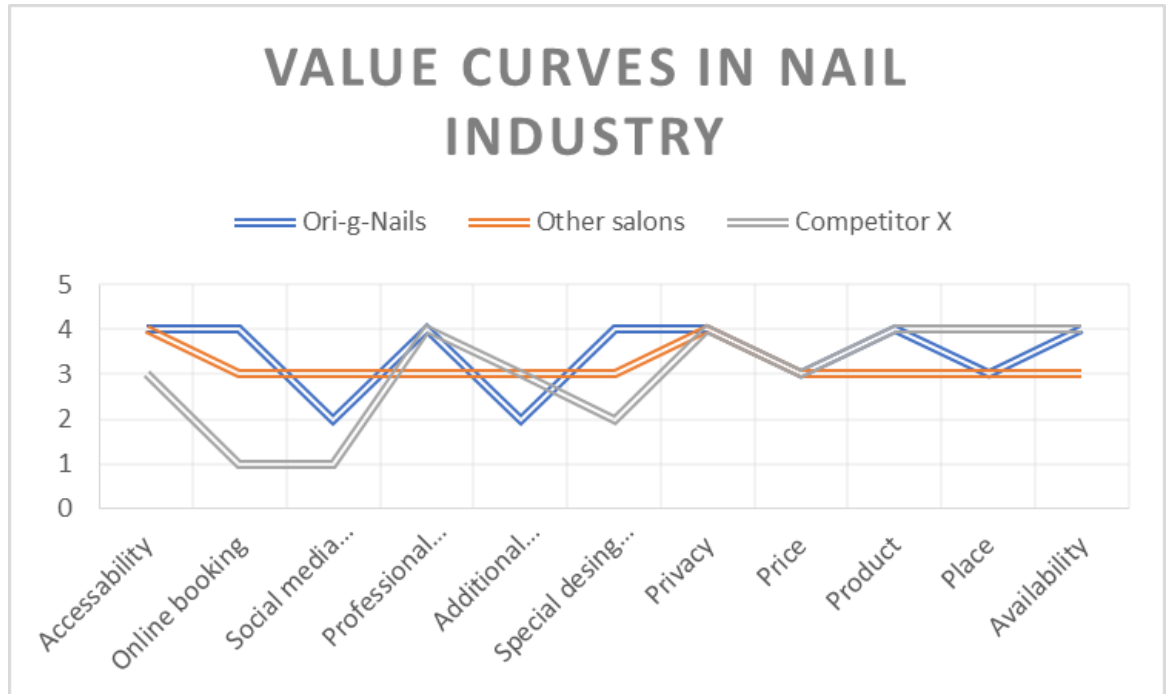


Figure 16. Ori-g-Nails strategy profile and value curves in nail industry

Based on these factors, it is possible to do more detailed competitor evaluation also in the future by drawing their value curves and this way map out possible new opportunities and blue oceans for Ori-g-Nails in the future.

5.3 Strategic drivers

The hierarchy technique by Kamensky (2008, 243), helps to determine and position the company drivers in orderly fashion as it is important to be able to separate what are the most important factors from less important factors and in what order they should be addressed so that it reflects the company's ideology. The main driver is what creates the crucial difference in operations and competition as well as defines what are the most essential strategies.

According to Kamensky (2008, 242-243) the main driving strategy factor, should be strengthened with other essential factors in strategy to create competitive advantage of the company. The strategic drivers must be based on the fundamentals of Vision, Mission and Values of the company as well as on current state and future perspectives of the

company. As customer experience and expertise are the core of Ori-g-Nails, and as the interviews affirmed, the main driver can be selected to be customer experience.

The interviews strengthen this selection of customer experience, as according to the entrepreneurs that were interviewed, they all emphasized the meaning and importance of customer knowledge and customer relationships. The customer interviews also support this as the most important factors that they mentioned in the interviews that constituted to the long-lasting customer relationship was the actual customer service situation that is created in the service moment.

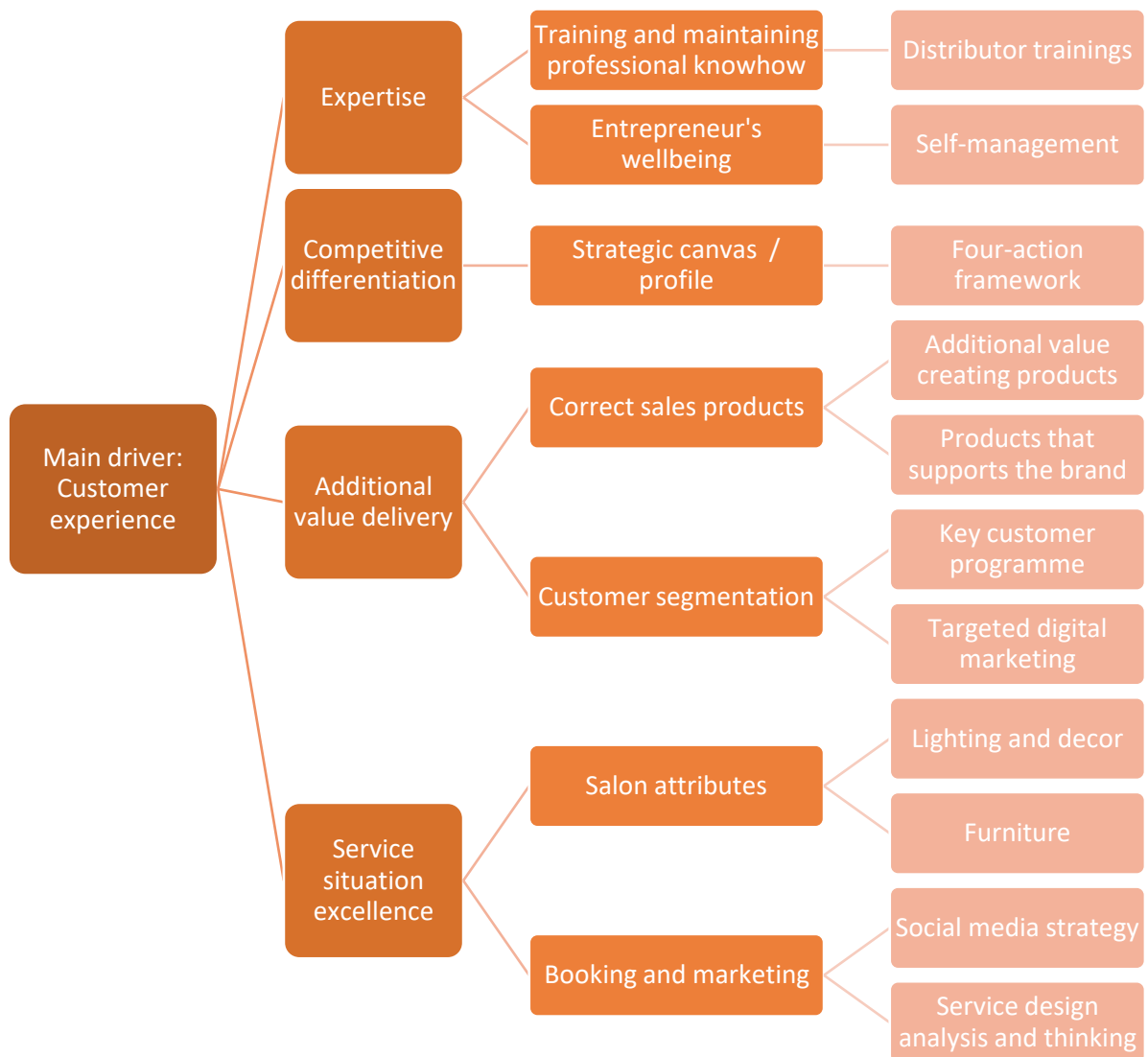


Figure 17. Main driver hierarchy for Ori-g-Nails applied to Kamensky's strategic hierarchy

Customer experience is supported with other key drivers, Expertise, Competitive differentiation, and Additional value delivery. The strategic measures and projects that are

linked to each key drivers will need more in-depth evaluation and planning from the entrepreneur in the future.

Ori-g-Nails view towards the competition is that we embrace it. We need competition to keep our own vigilance and to help us. When you are operating on a field of business that is providing services that cannot be sold online and that are bound to your own doing, time, and skills you cannot consider your competition only as competition. As 80-100% of the competition in your own area of operations are similar entrepreneurial businesses, providing services as you are, there are ethical and moral issues in the picture.

This view was verified and strengthened with the similar views of the entrepreneur interviewees. There will always come a time when you need help. You get sick, you might want a vacation, you might have an unseen crisis that prevents you operating, that is when you need to have allies and not enemies. You need to be able to ask help from the company that is on the other side of the street, your competitor. If you're customer base is loyal and dedicated to you and your services, there is no threat in sending them momentarily to your competitor. If your competitor is a colleague instead of the enemy, you can turn to them for help in case of emergency. The humanity factor reduces dirty play in competition.

The human factor can never be ignored when you are doing nails. The customer is paying for my expertise, vision, knowhow, and personality. They invest their time and money to sit with me the time that they have their nails done. I do not only bring my expertise, time, and knowhow to the customer experience, I hold their hands for 30 to 90 minutes and listen. As it can be said that the customer is paying for my persona, it means that I have an as big responsibility to invest and take care of my wellbeing in order to uphold the standard of my expertise and good customer experience. Overworked and stressed customer servant cannot deliver high value customer experience or service. This is why entrepreneur's wellbeing is important project for strategic expertise measure.

The service situation excellence consists of the projects of salon attributes and booking and marketing processes. The surroundings play an important role in the customer experience and as the customer interviewees emphasised, they are important especially in the early stages of customer relationship. From easy and free parking to clean and pleasant décor of the nail salon and appearance of the nail technician these value adding factors that can make a difference when the customer is choosing the service provider. You must get the customer to feel that the main reason that they are getting their service in your salon, is because of you. If you are not the main reason, they can always choose another salon.

Although marketing done by the company is important, nail services rely heavily also to the recommendations of the customers and the selection of the nail services is often done through recommendation received through word of mouth. Nevertheless, social media and online booking are the most important marketing and communication tools, that the company can have in strategy. They effect the customer experience and when used effectively also increase brand awareness and visibility as well as customer loyalty.

Nails have emotional impact, so the customer experience is highlighted and becomes more than just purchase of a service. The nails must be done well and with professional expertise to achieve good end-result that pleases the customer. In addition, the factors that influence the customer experience and additional value, are the surroundings, service situation, materials, pricing, and brand image. The customer influences all these factors directly and indirectly. The surroundings are designed to create an atmosphere that is pleasing and calm for the customers. The service situation is built upon the individual situation with the customer and is reconsidered in every situation based on former experiences and contemporary situation. The customers influence to the material that is used and bought with asked colours and styles and trends that are favoured. The professional expertise of the technician is similarly guided by the trends and favours of the customers as it requires training and developing of professional skills regularly. The wellbeing of the entrepreneur is linked directly to the expertise, and this is why the entrepreneur herself has to ensure that there is balance between operative work and recovery time.



Figure 18. Factors of perfect nail service

All these factors shown in Figure 19. form the entity that is not constant but varies just as the situations that they include. Therefore, all the aspects must be considered important and not overlooked. Changes in one factor has a ripple effect on the others, and vice versa.

6 Discussion

This thesis begins with clarifying what is strategy and what are the most important aspects in building a good strategy for a company. As my own thought as a micro entrepreneur, and as was also stated by some of the entrepreneurs that were interviewed, strategy has so grand image, that it is easy to feel overpowered by the thought that it should be something that every entrepreneur needs to have or that it will benefit even the small micro company. By gathering the theoretical part, I was able to recognise and form an overview of theory and to connect it with many already existing thought patterns that I considered to be logical common sense and actions in business operations. The theoretical part emphasises Kamensky and his views, for I felt that they were most fitting for my company and its situation. Together with other strategic theories that I included; I was able to form a clear picture of what are the most important aspects in developing a strategy for a service providing micro company.

After gathering the theoretical part there rose new questions, especially on how all these factors and theories could benefit and be utilised especially in my own company and strategy work in order to develop the new strategy to be truly functional. Combining the theories with situation analysis of the company, revealed that there were several parts that had been overlooked or done without deeper understanding of why they exist and the necessity of developing those parts became evident. This sensemaking process that started in the theoretical part continued in the empirical part, in the interviews and analysing them. Learning and sensemaking in the theoretical and empirical part enabled to develop the new strategy by connecting the ideas and theories together.

I fully agree with Kehusmaa (2010, 21) that to create an ongoing strategy process, company must adopt a learning organisation attitude. This attitude also helps to create a positive cycle that continually evolves on, as learning occurs, the enthusiasm to learn more and to achieve more through that learning increases.

In the developing of the new strategy part of this thesis, the learned and gathered information from theoretical and empirical parts were infused and applied to the new strategy. The foundation of strategy, the vision, mission and values of the company, were renewed and clarified first, for in my opinion these are the key issues that need to be absolutely clear for the entrepreneur for they are the core and starting point of every choice and decision made in everyday processes, and it can prevent strategic drifting in decision making in the future.

From the strategical foundation of vision, mission and values and the analysis of the entrepreneur and the customer interviews the main strategic angle was clarified. The most important driver, that includes other essential factors were drawn in hierarchical order (Figure 17.), and this way they are easier to process into projects and future tasks and it also makes the strategy more visual and visible. The strategy profile and value curve will act as one guiding aid for the entrepreneur to make decisions in these projects.

6.1 Entrepreneurs personal impact in strategy

Interviews were extremely interesting, as the interviewees gave very similar answers, although they were interviewed separately, the answers both supported the theory and my own thoughts as well as raised questions for me. Is it important for an entrepreneur to truly understand strategy work in deeper level or even have up to date vision, mission and values in order to have profitable business? Is passion enough for an entrepreneur to succeed? Why are the small entrepreneurs aiming so low? Could the small companies reach better results if the entrepreneurs were more focused on strategy? These questions were in some parts left unanswered in this thesis.

So perhaps the Mintzbergs (1987,68) quote about the craftsman thinking and doing is going on tandemly all the time, is still very accurate today. Is it the lack of people around the entrepreneur, the solitude in operations that makes strategy work so infused into the operations that it becomes invisible, even to the entrepreneur themselves? Will the decision making become better with deeper understanding and concretisation of strategy work? Perhaps it does, perhaps it depends on what the goals of the company are or perhaps the strategy work of a micro company can be compared to persons search for their true self, focusing on your values and making plans will probably help you achieve your set goals easier or faster, but one can live contently without doing it. The key difference in how one defines success, how information oriented they are and do they find these factors meaningful.

The strategy of a micro entrepreneur is entwined to the entrepreneur herself and the driving factors and focus of the company as well. In the core of it all is the person, the entrepreneur, that is the most important factor that influences to all operations and customer experience, and to the competitive advantage. According to Montgomery (2012, 146), competitive advantage is essential part of strategy, and longer it lasts the better. But as any advantage, even value proposition and creation system, is only a part of bigger entity. There needs to be ways to manage all parts, day in and day out, year in and year out, what makes strategy work important.

The other factors are layers in the strategy and though they may not be set on priority order, they influence to the strategy work of the company. This is how every micro company is unique and different. The way micro company emphasizes these different factors is shown in strategy work and these can be managed by the entrepreneur with differently aimed focus on each factor.

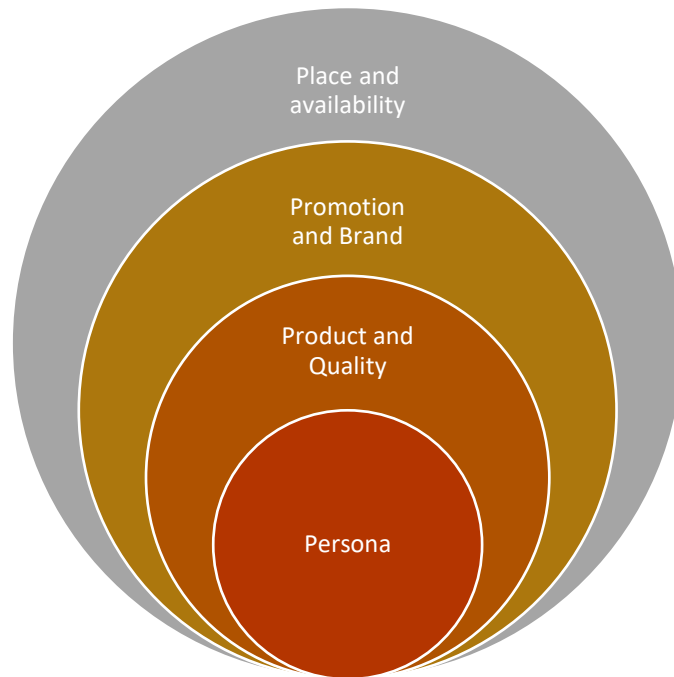


Figure 19. Layers of micro entrepreneur in service industry.

Understanding and managing of these layers helps the entrepreneur to have clarity to the triangle of business (Kamensky, 2008, 25). And just as there are layers to the knowhow and qualities of the entrepreneur, there are layers to the customer and to understand who your customers are and how to segment them is important for that sets the focus and enables creating differentiated communication strategy to reach the set goals.

6.2 Future continuance of strategy work in Ori-g-Nails

Developing of strategy in micro company, especially in entrepreneurial company is always learning and about expanding the knowledge and views of the entrepreneur herself. This thesis has not been the initial first step in the long ongoing process of my company development, but it has been up till now the most significant.

As some of the interviewees (interviewee S.P., interviewee P.K.) emphasised, time is the scarcest of all the resources that everyone has. It is also the most equal as we all have it the same amount. The only way to manage time is through knowing what, when and why

things are done, to be actively proactive instead of reactive. This requires managing and co-ordination of the different processes and scheduling, that will lead to the ability to saving time, and money, and ensure organisational learning as well as achieving aimed goals (Tuomi & Sumkin, 2009,109). These measures enable the entrepreneur to create a positive loop that will help to enforce the strategy work and continuously strengthen the company's strategy basis.

In the future, Ori-g-Nails must uphold this positive learning cycle and to continue building and evolving its strategic knowhow. Organic view of the strategy acknowledges that whatever factor that creates strategic advantage is constantly changing. This emphasises the importance of maintaining and ensuring that there is additional value created and that the company is creating value in long perspective. (Montgomery, 2012, 146).

In the future, Ori-g-Nails will be focusing more to the customer segmentation and customer understanding. The blue ocean tools will be used more in strategy building to increase customer understanding and as the interviewee S.S. recommended, the social media tools will be more actively used in business processes.

This thesis has shown not only the shortcomings in the old strategy, but it has also shown that there are some existing strengths and opportunities, that could be more efficiently utilised in Ori-g-Nails in the future.

6.3 Personal growth and learning

This thesis has given me as an entrepreneur much wider understanding of strategy work and the importance of it in managing my business. The whole process of doing this thesis has been interesting and enlightening as it has deepened my knowledge of how strategy works in larger organisations and how it differs from small business world.

The impact of building strategy alone vs. building strategy with a team has been bigger than I anticipated it to be. The amount of information the strategy work needs has somewhat surprised me and it is beautiful to see how everything combines to a whole entity like a string of DNA. Everything affects everything and the importance is in seeing the impact of even small details and how they can contribute immensely to the results.

The vast number of strategic tools that are available means that there are numerous ways that the company can in the future evolve the strategy, but there must be a set schedule for the process. The more the entrepreneur familiarises and understands the ways to do the strategy work, the more the strategy will be refined and accurate.

During this process of this thesis, I have understood that no matter how small the company, or whether there is need or desire to grow, strategy is important to have. As the world around the company is constantly evolving, there must be a strategy how the company evolves with it. I have also acknowledged that strategy work can only be mobilised and refined through actual doing, it requires a lot of time and effort and by doing the strategy work the entrepreneur's own dedication and motivation is increased.

It is sometimes difficult and uncomfortable to scrutinise your own company, for it is, at least for a micro entrepreneur, very personal experience. This has, however, given me a lot of new insight about myself as a decision maker and about my passion towards my company. This learning process has given me new passion, new innovative ideas and even reassurance of my own abilities as an entrepreneur.

At the end of this thesis process, I agree with Villanen (2020, 33), that there is nothing so unique or ready in this world, that it could not be further developed or innovated.

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Attachments

Appendix 1. Theme Interview framework for customers

Asiakkaan haastattelu:	
Haastateltavan nimi:	
Kauanko olet ollut Ori-g-Nails asiakkaana:	
Kauanko olet käyttänyt kynsialanpalveluita?	
Teemat:	
Teema 1: Asiakaskokemus:	Millaiset faktorit vaikuttavat asiakaskokemukseesi eniten?
	Mitkä asiat vaikuttavat palveluntarjoajan valintaan?
	Onko yrityksen arvojen näkyvyys tärkeää?
	Millaista arvoa koet saavasi palveluilta?
	Millaisia lisäpalveluita, jos mitään, toivoisit saavasi?
	Miten Ori-g-Nails voisi parantaa palveluitaan?

Appendix 2. Theme interview framework for entrepreneurs

Yrittäjän haastattelu:	
Haastateltavan nimi:	
Yritys:	
Kauanko olet ollut yrittäjänä:	
Teemat:	
Teema 1: Strategia	
	Miten koet strategian sisällön ja merkityksen?
Teema 2: Pienyrittäjän strategiatyö	
	Millaisia ajatuksia sinulla on yrityksen strategiatyön asemasta ja tärkeydestä pienyrittäjänä?
	Mitkä ovat sinun tärkeimmät strategia työvälineet?
	Kuinka tärkeänä koet strategia työn yrityksessäsi
	Onko sinun yritykselläsi selvät arvot ja tavoitteet?
	Miten koet yrityksen strategian ja asiakaskokemuksen suhteen?
	Koetko miten strategiasi välittyvän asikkaillesi?
Teema 3: Arvonluonti strategiassa	
	Mitkä asiat sinun mielestäsi ovat tärkeimmät arvon ja lisäarvon tuottajat alallasi?
	Arvonluonti asiakkaalle
	Arvonluonti yritykselle