



Management in small social companies

An organisational management framework

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ABSTRACT

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The aim of the thesis was to provide a practical framework for management in a small social company. The project was commissioned by StarKid Universe, a Slovenian company offering mindfulness and meditation content curated for children. While the company promotes a positive company culture and employee satisfaction within its internal operations, it can benefit from a stronger managerial foundation. This is challenging for the company to achieve since their main manager is also their founder, thus involved in multiple different responsibilities and roles, culminating in managerial time constraints.

The goal of the research was to identify the most beneficial management practices, the possible failure factors and the effects of managers' personal features and traits on the management. The study was conducted by a secondary research of 11 studies and a primary research of one interview. The results were subsequently divided into three main categories most prominent in the researched sources. These categories were found to be mission and motivation, communication, and development and adaptation.

In the first analysed section, mission and motivation, a clearly articulated vision, alignment of operations and practices with company values, and the mutual effort and collaboration between employees and managers were found to be significant. In communication, the negative impact of scarcity or withholding of information was recognised while the importance of recognition, availability and constructiveness was highlighted. The development and adaptation section identified all parties' constant development, continuous adaptation and strong leadership as valuable factors affecting management. In view of the analysed findings, a practical management framework was developed, consisting of nine sections divided into three main segments called alignment, effectiveness and adaptation.

The findings offered an opportunity to identify key practices and possible improvement areas from the case company's perspective, increased understanding and insight as well as an opportunity for further reflection. While the conclusions offered clarity and further communication about the company's strategies, processes and general values, the application and implementation of practices alongside continuous assessment of the framework sections was recommended.

Key words: management, management framework, small social company

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1 INTRODUCTION

Management is an integral part of successful business operations that requires multiple skills and willingness for continuous development. This thesis presents the topic of organisational management from the perspective of small social companies in which generally, the wellbeing of the team is highly valued despite the managerial time scarcity. The thesis argues that despite the possible time allocation challenges of busy managers impacting the development of current operations, further initial focus and reflection on organisational management practices will benefit the company over a long-term period.

Nowadays, instead of previous business goals of increased market shares and company growth, more companies are prioritising the importance of including social segments within their development, thus highlighting the growing importance of positively contributing to society (Bersin 2018). To respond to the demands of consumers and the general workforce, companies' management must be willing to adapt and align their operations to match their values.

Since small companies inherently face different resource constraints, for instance with funds, time or personnel, managers and leaders of such companies must determine their most effective strategic management practices to optimise their operations (Williams et al. 2019, 2379). The aim of utilising strategies and practices is to aid companies to reach their set goals, for instance through clear mission, vision and values, resource allocation, and continuous development. Similarly, the social values set by the company must influence the management styles and practices. Mission-driven companies are often more likely to succeed since a purposeful mission can lead to a better work environment, engagement and effectiveness (Craig 2018).

The main aim of the project is to gather research insight from the topic and to develop a practical framework to utilise for improvement. The conducted research aimed to find the most crucial internal management areas, their potential practices for development and the possible failure factors to acknowledge. The research was conducted by a secondary analysis of existing studies combined with

a primary research information gathered from an interview with the case company's manager. Implementing change requires time invested from the management to reflect on the necessary aspects, but its outcome, effective operational management, can positively impact all operations within the company.

2 THESIS PLAN

2.1 Thesis topic

This thesis studies management operations in small social companies, presenting insights about effective practices and proposing a practical management framework for improvement. The management perspective provides information for companies' decision-makers to improve their current operations and grow successfully. The topic of management in a broader context is widely researched and established as an integral part of successful businesses, thus its significance in a small and social setting should be further examined.

The role of management in businesses is to design tasks and operations, allocate work, delegate and provide autonomy. Thus, the impact of an individual's work significance depends on the management and their effective decision-making. (Armstrong 2011, 205.) Successful management strategies and practices can therefore affect multiple areas of the business, such as employee wellbeing and work environment, multicultural collaboration, innovation and adaptability. Employee wellbeing and good company culture can also attract more talent, resulting in a stronger brand reputation, employee engagement and better positioning in the market.

Small companies, typically managed by their founders, might not have the necessary resources to focus on improving these operations themselves. The lack of resources can be seen in funds, time or personnel, for instance. Due to the limitations, their viable practices can vary significantly when compared to larger organisations, hence focusing on only smaller companies offers them valuable information. Social companies, which incorporate societal or sustainable goals with profitability (European Commission n.d.), are gaining popularity due to increased awareness. The commissioning company, StarKid Universe, is a small social company that can benefit from further knowledge and practical solutions due to the aforementioned reasons. Similarly, good strategies and effective management can contribute to the success of the case company.

2.2 Thesis objective, purpose and research questions

The objective of the thesis is to offer resources and tools in the form of a practical framework to improve small social company management practices. The purpose, which will aid in reaching the main objective, is to research and identify the core management practices for company success in the context of a small social business. Key practices and challenges as well as recommendations are described based on research and theory.

The main research questions are as follows:

- What are the key management practices for small social companies?
- What are common failure factors in management?
- Which practices should be included and implemented in an organisational management framework for a small social company?

The research questions act as guidelines in navigating the topic of internal management in small social companies, narrowing the topic of the research to its most vital points. The questions focus on finding the most valuable management practices, thus creating insight and understanding to the case company.

2.3 Concepts and theory

In the next chapters, the utilised concepts and theories are introduced in further detail, thus providing the theoretical framework applied. The introductions aim to increase understanding of the general topic and act as guides for the implementation of the research analysis and the practical application. The familiarised concepts and theories are necessary components to consider when creating an organisational management framework for a small social company.

2.3.1 Small social companies

Micro, small and medium-sized companies, also known as SMEs, comprise 99% of all businesses in the EU. Companies are considered to be a part of the category based on their personnel number and either their turnover or balance sheet total. (European Commission 2003.) The thesis will provide management guidelines for small companies whose personnel is less than 50 and turnover or balance sheet total under 10 million euros (European Commission 2003).

Social companies connect societal goals and values with profitability, the main goal being the creation of a social impact. The social aspect and effect can vary. It can be the main driver of the business activity, act in reinvesting profits towards that goal or it can impact the internal operations in the company, through a specific leadership style for instance. (European Commission n.d.) Purpose-driven businesses strive for creating value through social practices. The commissioning company, StarKid Universe, operates in the personal social services field by offering a wellbeing service.

Social entrepreneurship, in which social goals and values are aligned with profitability, is an approach characterised by the notion that the specific purposeful mission and vision will attract shareholders with similar values. Therefore, it can impact company success in both aspects. (Sotikare 2023.) By combining the social impact with financial profitability, the small social company can succeed while still adhering to their values.

Social views are increasing in popularity and according to a study about human capital trends, 65% of companies prioritised social impact over market share in 2018 (Bersin 2018). The increasing emergence of social values impacting businesses and their performance is recognised, thus affecting company strategies and management.

Small social companies may face challenges due to their resource constraints, for example in the lack of time, funds or personnel. The limitations in these areas may impact the quality and expertise of the management which is often the reason for unsuccessful businesses (Jennings & Beaver 1997). For successful business implementation and growth, the often small management of these particular companies must be analysed.

2.3.2 Effective management

Management of an organisation consists of efficient utilisation of resources to achieve goals by setting targets and financial forecasts, coordinating activities and controlling operations (Mehta 2018). It consists of the managerial personnel responsible for overseeing the business operations and its employees. The management must share a clear vision and mission to employees and unite them to achieve the desired goals (Birkinshaw 2013). Effective management allows for further planning for strategies, such as in finances, partnerships, recruitment and in risk management which in turn aid the company in further defining their mission and vision.

In small firms, managers often do not work in traditionally managerial roles but instead, their main focus is on the operational or technical aspects due to resource constraints (Tengblad 2012, 255). In such cases, managerial responsibilities can be overlooked, thus affecting organisational operations, such as the alignment of mission and values with the operations, motivation, effectiveness or general communication. In addition to their role as an operational problem solver, small business managers must establish and control their managerial responsibilities too (Tengblad 2012, 256).

While many small business managers mostly focus on the daily operations, training and development for all parties must not be overlooked since they affect the company's long-term success and growth. Therefore, management can offer additional value by further developing all parties' skills and knowledge and motivate employees by recognising their efforts and asking for their input, which additionally can increase employee retention and loyalty. (Strauss 2012.) Effective management requires interpersonal skills and the ability to consider the strategic perspective that can impact the long-term operations within the company. Strauss (2012) also highlights that recognition of efforts and results is especially important in resource-constrained small businesses where monetary rewards are not viable.

Effective management is vital for the success of small social companies. It maximises productivity without misusing valuable resources and focuses on important factors, such as communication and decision-making. Successful companies prioritise clear objectives, regular financial forecasting and adaptability to changing circumstances (Jennings & Beaver 1997). The aforementioned management practices are necessary for a small company to grow. For effective operations, the management must highlight the importance of communication, recognition, company culture and consistency in all areas (Mehta 2018). Strong management and leadership ensure motivation and encourage development and innovation.

Additionally, management provides work standards that can complement the values set by the company. Small companies can implement agile strategies based on their unique and social mission and vision, but it requires resources to examine all parts of the operations (Heilmann, Forsten-Astikainen & Kultalahti 2020, 1302). Therefore, proper knowledge of current resources and skills necessary to allocate them efficiently is an essential aspect of effective management and its further development and implementation.

Since the founders of small companies usually are the managers too and they may not have a background or previous experience in the field, their personal skills and attributes affect the successful delivery of management. These qualities can be explored and enhanced. Communication, time management and leadership skills influence the organisation of operations and help employees in reaching individual goals (Mehta 2018). The different management styles and practices and their success can also depend on the specific employees of the company. Good and bad management is defined by the receiver since employees are different with different preferences of tactics (Birkinshaw 2013). These impacts can be seen in multicultural environments as well as in small social companies, highlighting the importance of an open company culture supported by the management. The alignment of social values and goals can impact company success. By addressing and implementing effective management early, a stable foundation can be established.

2.3.3 Management frameworks

Management frameworks are structured guides with a systematic approach, aiding in navigating the complexities of business and its management. They can support management in decision-making and other organisational matters by connecting different elements and operations of the business, thus increasing understanding and efficiency, benefiting the company as a whole. (Kemp, Schotter & Witzel 2013, 2, 16.) The structured practices of management frameworks offer the possibility of streamlining some operations to increase efficiency and effectiveness, thus saving resources and mitigating risks. The visual component of most frameworks can also increase understandability and easier discovery of possible improvement areas.

In his book, Dr Peter Fuda (2013, 49) describes different advantageous leadership approaches through metaphors, one being the master chef who utilises leadership frameworks and different managerial tools to refine and improve their skills first before entirely trusting their own instincts and expertise. At the start of a business, founder-managers with little to no prior managerial experience can therefore rely more heavily on the structures and guidelines and evolve as a manager by employing those methods. The utilisation of frameworks can provide further understanding of navigating change which, similarly to a master chef, can aid in responding to different internal or external changes and frequently adapt to them accordingly (Fuda 2013, 67).

For management frameworks to be beneficial for a company, the company and its management must be willing to critically analyse their business' current operations and allocate time towards it. Companies can face common challenges, for instance in communication and connection, in the lack of an effective feedback system or in the absence of a general overview, which can be solved by not only focusing on certain departments and operations but closely analysing management itself (Kemp et al. 2013, 7). Clearly deliberated and articulated strategy and vision increases employee satisfaction, leading to innovation, product development and better customer service and company culture. The effectiveness can increase interest towards the company, possibly resulting in satisfied customers

and further profit, which in turn can lead to further development opportunities and overall success.

Management frameworks should be regarded as value-adding enablers but if they negatively impact the effectiveness of management, it is possibly caused by ineffective design, inadequate implementation or the specific framework does not serve the company's purpose (Kemp et al. 2013, 42). While the thesis provides an organisational management framework specifically curated based on research findings, it does include some existing frameworks and strategic tools recommended for the case company to utilise. The constructed structure combined with the utilisation of existing frameworks ensures further functionality and implementation.

A Competing Values Framework (Figure 1), for instance, offers a visual structure for effective organisation by offering suggested leadership styles, encouraged values and focus points on effectiveness, based on the specific company's culture (Cameron 2009, 2, 4). Consisting of four separate quadrants, named as "collaborate", "create", "control" and "compete", a company can align itself on both the vertical and horizontal axes within the framework to find its positioning (Cameron 2009, 2). The aim of utilising the framework is to increase insight and reflection about a specific company's culture.

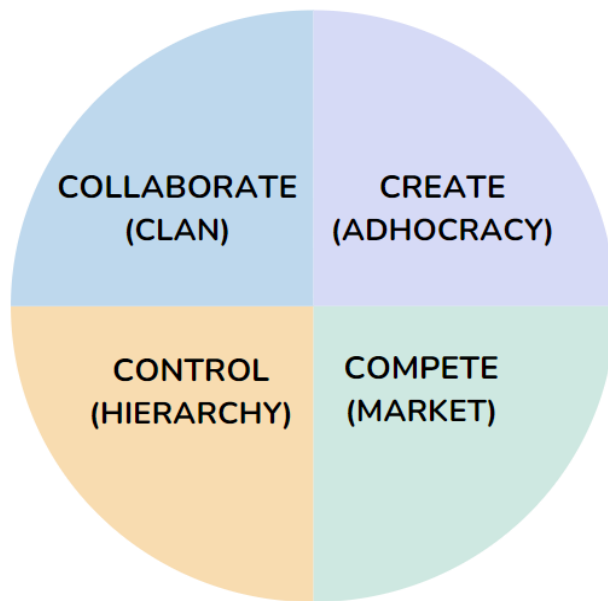


FIGURE 1. Competing Values Framework (Cameron 2009, edited).

Similarly, Stakeholder Mapping provides a visual framework, but instead focuses on identifying and understanding all internal and external parties affecting or being affected by the company and guides on how to engage all of them (Dam & Teo 2022). Current management frameworks also often emphasise agility as an essential factor. It encourages dividing bigger company projects into smaller and more attainable sections and highlights the importance of collaboration as an essential part of agile method success (Davis & Watts, 2022). By utilising agile practices and frameworks, a company can increase collaboration, flexibility and transparency while reinforcing a positive company culture encouraging communication and innovation. Other managerial tools, such as mission and vision statements, SWOT and PESTLE analyses and resource allocation, can reinforce management frameworks and increase insight.

2.3.4 Effective leadership styles

Despite the existence of multiple different types of leadership and management styles, some of them can be considered as more suitable for small social companies than others. These styles offer collaboration, engagement and innovativeness throughout the whole team and do not require considerable funds, time or

personnel to implement effectively. According to Brinton (2022), to achieve effective management, leaders must consider suitable leadership styles to match their specific wants and needs (Figure 2).



FIGURE 2. Effective leadership styles (Brinton 2022, edited).

Communicative leadership styles are often more attainable in smaller firms, and the open and collaborative nature acknowledges the social goals and values within the company. There are still notable differences between the effective and suitable leadership styles. For instance, democratic leadership values other opinions to be heard before decision-making unlike in the authoritative style, and coaching leadership works best with skilled managers whereas in laissez-faire, the skilfulness of individual employees is highlighted (Miranda 2023). The differences between the multiple styles of leadership require consideration from business leaders.

For effective leadership, agility must be acknowledged since it is seen as a key factor for business success in the modern working life (Attar & Abdul-Kareem 2020, 182). To navigate different leadership styles, knowledge about all of them in addition to skills of knowing when to utilise and implement them differently is

required from the managers. The different circumstances for varying leadership styles depend on the context and situation. An agile leader and manager must be able to grasp complex matters and distinguish them from others, aiding them in decision-making where they are able to conduct a thorough assessment of multiple perspectives and opinions (Attar & Abdul-Kareem 2020, 183).

2.4 Working methods and data

Secondary data collection and analysis was utilised through literature, articles and previous studies. To ensure validity and reliability, data was collected from original, reputable sources and pooling data from different sources was carefully considered (Mukherjee 2019, 75). The thesis does not focus on one specific geographical or cultural region, but most studies and data gathered were from European countries. Thorough literature review, which was accomplished by systematic searching and combination of data, enabled the identification of key management practices. Consequently, the connected theories and research analysis can then be applied in the creation of the practical management framework.

By utilising qualitative research and analysis when examining relevant studies, further insight about the topic was explored. Possible patterns and recurrences were therefore found and implemented in the results. Additionally, academic databases were utilised to identify relevant literature and studies. For further understanding of the case company and its management operations, StarKid Universe's founder-manager was interviewed, and the received data was analysed alongside the secondary data collected.

2.5 Thesis process

The first introduction chapter aids the reader in gaining an understanding of the general topic of management, the argument behind its selection as the thesis subject and an overview of the project. The second chapter provides further information about the topic of management in small social companies and arguments for its topicality, as well as the theoretical framework for the process and

the methodology of the data collection and analysis. The chapter focuses on providing insight and reasonings for the project through theoretical material and practical considerations.

The next chapter introduces the commissioning company, StarKid Universe in more detail and offers insight into their current managerial operations to understand their positioning and focus areas. In the fourth chapter, research based on previously conducted studies next to qualitative data received from interviewing the manager of the case company is explored and analysed, offering perspective into the topic of management in small social companies. The findings were divided into three thematical areas that emerged from the data and thus were combined: mission and motivation, communication, and development and adaptation. The analysis considered the best practices found, possible failure factors and individual features of managers.

Following that, the fifth chapter focuses on utilising the theoretical knowledge and frameworks to create a practical management guide relevant for the commissioning company. The presented management framework consists of nine segments divided into 3 main topics: alignment, effectiveness and adaptation. The framework is created based on research findings and the case company's current situation while applying certain pre-existing frameworks for further applicability.

Lastly, main conclusions and recommendations are given in the sixth chapter, thus completing the project. It also offers concluded information about the main findings and their key implications, reflections about the research and the significance of the project.

3 CASE COMPANY

3.1 Company introduction

StarKid Universe is a mindfulness and meditation company offering educational content specifically curated for children. The content consists of interactive visual storytelling through the combination of puppetry and different meditation and breathing exercises. The company's aim is to aid in children's wellbeing and development as well as support parents and caregivers. The objectives are accomplished through offering tools and resources for addressing various challenges with focus and concentration as well as emotional regulation. (StarKid Universe n.d.)

The company is based in Ljubljana, Slovenia but its aim is to target the US market and is currently registered in both countries, operating in the mindfulness and online education industries. With less than 20 people in the workforce, the company is classified as small (European Commission 2003). The social mission of the company is to provide meaningful educational content for children (StarKid Universe n.d.), attained by designing and delivering engaging and age-appropriate content. This thesis will interchangeably refer to the company as either the "case company" or StarKid Universe.

The chosen case company provides relevance to the thesis topic by its small and social nature as well as being interested in developing its current management practices. Both their internal and external operations seek to have a social impact through a positive and wellbeing organisation and environment. The external social mission aspires to aid in children's development, provide support for parents and caregivers through an online community and establish supportive and educational partnerships emphasising similar social values. The internal social mission, which is the main focus in the thesis, highlights employee wellbeing, transparent communication through multiple scheduled meetings and measuring employee satisfaction and experiences via feedback. StarKid Universe perspective and experience contribute to the topic through their website data, their founder-

manager's interview analysis and the thesis writer's personal experience and observation via previous managerial work experience in the specified company.

3.2 Current management practices

The company is founded by a sole individual also working as the main manager within it. The work team consists of the founder, freelancers, part-time employees and interns, thus the durations of work contracts, monthly working hours and number of team members working simultaneously can vary. The management is a collaborative task between the founder and an HR and management intern. The specific management responsibilities include overseeing operations and employees, administrative tasks, planning and development, performance monitoring, recruitment, product development and establishing and maintaining stakeholder relationships. In small companies, team members and employees have a bigger chance of influencing the management directly (Jennings & Beaver 1997). In the case company, it can be seen in the flexible and communicative company culture.

The leadership approach in StarKid Universe prioritises positive company culture through shared company values, collaboration and mutual trust since the founder cannot oversee all operations at all times, even within the small company. The company conducts individual, departmental and common tasks and meetings of which some are regularly scheduled, and some held whenever necessary. The skills of the management and their personal preferences and perspectives directly impact their management decisions, especially in small companies (Jennings & Beaver 1997). The current decision-making process allows for feedback and perspectives from others either working in the company or assessing it as an outsider for business advice.

The essential mission and vision of StarKid Universe is clearly defined and communicated whereas the smaller goals and objectives are more ambiguous due to frequent changes in company structure, tasks and targets, typical for smaller companies. Focusing on improving the current management practices in a small social company that has regular team changes can add cohesion, functionality

and inspiration among the workplace. The current management challenges originate from the changing team, lack of funds and the lack of time to improve the current management practices due to the founder's other responsibilities in the company. For effective management, the leader must find a beneficial combination of strategic management practises, despite the present challenges (Williams et al. 2019, 2379).

4 RESEARCH METHODOLOGY

4.1 Data collection and limitations

The aim of the research was to gather insight about the topic of management in small social companies through a qualitative research of secondary data and combine and compare those results with the primary data received from an interview with the case company's manager. The objectives were to give further information about the topic by evaluating the effectiveness and challenges and provide case company specific recommendations. Secondary data collection, in which utilised data has been previously collected by someone else for a different research purpose (Perez-Sindin 2017, 1578), offered a possibility for collecting and reviewing previously published books, case studies, articles and journals. The utilised content and studies focus on different perspectives which for instance were in management or in SME practices. These different contexts were collected and combined to answer this particular research and its themes.

Utilisation of secondary data offers accessibility to a wide array of information instantly that include multiple different types of analyses and perspectives (Wilson 2021, 263). By researching existing studies, information about current knowledge was received. Data for the research was collected through Tampere University's library search service Andor and Google Scholar. The main keywords in the database searches were "effective management practices", "small social company" and "management practice failures". These keywords were subject to adjustments, depending on the specific topic searched, different perspectives and the evolving research questions.

The searched data was assessed by its purpose, credentials and accuracy by cross-checking information through multiple different sources (Wilson 2021, 268). Aspects considered when selecting applied sources were relevance to the topic of small social company management, date range of studies being less than 15 years old in 2024, author and publication credibility being reputable, and the overall quality of the text and research. Ultimately, 11 studies and sources with 6-

1000 respondents or subjects in their respective studies were organised and combined to conclude the results of the secondary research.

While the research focus was on analysing secondary data, some primary data was collected through an interview with the case company's founder-manager. A format of semi-structured open ended set of questions, in which the questions and the theme are organised while still allowing variation and flexibility (Cassell 2015, 16), was utilised to gain information. To obtain insight about the management practices within the case company, an exploratory interview approach where the specific topic is further explored was applied (Cassel 2015, 60). By interviewing the founder of the case company, knowledge about their personal experiences and perspectives concerning the topic of management was attained. The main structure and content of the interview questions can be found as an appendix 1.

The thesis acknowledges the limitation of the interview sample size to being only one individual's perspective which cannot be generalised within a broader context. The interview was utilised in communicating the case company's individual insights and experiences, consequently applied to support the conclusions and recommendations acquired from the secondary research. For the secondary research, limitations were considered to be in the data availability and age as well as due to the fact that the studies utilised did not completely answer the thesis' specific research questions, thus including unnecessary information. According to Wilson (2021, 263), the disadvantages of secondary research therefore originate from the not directly comparable results and the overall time consumed in familiarising oneself with the data of the studies.

4.2 Validity and reliability

For producing trustworthy research and results, reliability and validity must be rationalised. When examining the validity of qualitative research, the credibility of data diversity and transferability in generalising results warrants recognition (Stumpfegger 2017). Proper usage and alignment of theories and knowledge of

necessary information, in this case being the management successes and failures, manager opinions, studies and journals, as well as the usage of credible sources was critical for credibility. For further transferability, discovering and combining management insights through secondary data research for others to subsequently utilise was key.

In terms of reliability of qualitative research, Stumpfegger (2017) highlights dependability through consistency of achieving similar results and confirmability of the results and neutrality of the researcher. Dependability can also be associated with utilising suitable methods for the research. For it, the necessary resources include time and access to relevant journals and studies as well as previous studies of success and failure points and management information about small and social companies. For confirming the research and its process, information about all the utilised and reliable sources, studies and journals was given. Only studies with clear methodologies were utilised and cross-verification was implemented by examining multiple studies with different perspectives.

4.3 Data analysis

By utilising existing data from studies and literature, larger data sets were combined within the resources of the thesis. The purpose of the analysis of the collected studies was to evaluate and explain management practices and key features of managers of small and social companies. The research areas were divided into three: the most advantageous management practices, managerial failure factors and individual managerial features that were then thematically divided into three categories based on most findings established from all research areas. These found topics were mission and motivation, communication, and development and adaptation, explored further in the upcoming chapters. The interview responses of the case company's manager were also included within the analysis.

The studies' topics and methodologies are introduced during their first mentions within the text and after, their usage is confirmed by citations. Since there is not

substantial amount of information and data currently in the context of management in small social companies, different perspectives were synthesised to create a cohesive and reliable set.

4.3.1 Mission and motivation

The majority of the analysed studies referred to the importance of company mission and motivation as one area affecting management success. Motivation among all members of a working team as well as individual commitment and dedication were rated highly important in Wronka-Pośpiech's (2013, 600-601) qualitative study of critical success factors of social enterprises comprised of 300 respondents in Polish social ventures and in Rauch & Hatak's (2016, 496-497) meta-analysis of 56 studies of HR-enhancing practices in SMEs. Similarly, the case company's manager also emphasised the importance of selecting optimal team members with motivation and similar values as the company in their interview. A clear company mission ensures knowledge about goals which in turn can increase motivation among all. A clear vision, more informal communication and greater possibility to directly affect the operations, typical for small companies, can also increase employee engagement and commitment. Additionally, companies committed to a social mission have an opportunity to differentiate themselves from the market by refraining on utilising the social aspect only as a marketing tactic.

According to a management survey of almost 1000 respondents in over 10 companies about positive and negative leadership conducted by Birkinshaw (2013), negativity derives from, thus affecting the company culture and overall success, the lack of a clearly articulated vision, quick punishment for shortcomings and the act of micromanaging others. The individual acts of recklessness were also found to be a cause for harmful management practices, according to an article about negative leadership by Robinson (2024). This can show for instance in poor financial management or ignorance towards feedback. Alternatively, the interviewee from StarKid Universe suggested that the whole team and its atmosphere can also negatively impact the company. They explained that at the start of es-

establishing their company, issues lied in the individual work ethics of recruited people, leading to a lack of effort and general negativity. Therefore, a good selection process is vital.

On a managerial and individual level, the interviewee also communicated the scarcity of their time to be an ongoing challenge. Since they act both as the founder and the manager where some tasks and responsibilities must be prioritised, not enough time can be put on management. When examining both findings simultaneously, one can see that for effective management, both the management and the rest of the team must be motivated and aware of the company's purpose. For better performance, management focuses on creating and implementing plans, practices and structures as well as staying transparent about the operations to mitigate motivational issues.

When examining the necessary personal attributes of a manager about the topics of knowledge, mission and motivation, a desire to help and mutual respect were common traits in the success according to the utilised studies of social company management of over 10 interviewees across four social ventures by Yaari, Blit-Cohen and Savaya (2020, 38-39) and successful entrepreneurial traits in SMEs based on 500 interviews by Wattanakomol and Silpcharu (2023, 1364). Recognising a similar aspect, the interviewee explained their management style to "correlate with the brand values that want to be encouraged in the company", encompassing values such as compassion, empowerment and joyfulness. These values also corresponded with the research findings of a desire to help and mutual respect.

The manager of StarKid Universe also specified that even though managing a team was a new experience, it was positive from the beginning due to their personal motivation and desire. It could be asserted that even though the motivation of the complete team is important, the main work atmosphere is dependent on the manager's commitment and incentives. Additionally, Wattanakomol and Silpcharu's (2023, 1363-1364) study found that other essential traits affecting company mission and motivation were in effective authority, punctuality and attentiveness, thus highlighting the importance of the manager's availability for their employees. The case company's manager explained that they had found further

flexibility to increase motivation among team members and also highlighted that in a position where lack of time is common, the manager must find compassion towards themselves too.

4.3.2 Communication

The studies also showed communication to be crucial for effective management, in multiple different means due to its effect on the performance of distinguished parties. Participation, performance appraisal (Rauch & Hatak 2016, 497) and building partnerships (Yaari et al. 2020, 41) require communicational competence from the management. Due to the small size and social values, creating authentic relationships with different stakeholders can be easier, thus leading to better interactions and benefiting all. However, managers also need to consider their resource constraints with communication, as with any other operation. For effective and timely internal communication, the interviewee endorsed their use of a shared calendar including all meetings and other important information as well as regular communication done weekly. Additionally, collaboration through regular feedback from all team members, either through physical meetings or online feedback forms, has proved to be beneficial, according to them.

As for communication failures, the lack of a clear articulation of a vision as well as withholding important information from some team members can negatively affect the company and its success (Birkinshaw 2013). The lack of proper communication can also affect all other areas of the company and its environment, both in the overall motivation as well as in development. Ignorance and ambiguity are mistakes in communication that are easier to avoid when they are properly acknowledged.

Communication and skills related to it arose in the multiple studies explored. This included the general communication skills and availability for the employees (Wattanakomol & Silpcharu 2023, 1364) as well as providing support when needed and recognising efforts and achievements (Birkinshaw 2013). Similarly, the interviewee of the case company also underlined the importance of a constructive attitude and feedback along with open and timely communication. For

effective communication, environmental and interpersonal awareness was also highlighted in a leadership article by Jordan, Wade and Yokoi (2022). Effective communication skills must be implemented in both internal and external delivery.

4.3.3 Development and adaptation

For effective management leading to company success, management considers development and adaptation. While the study of social firm success factors highlighted managerial proficiency (Wronka-Pośpiech 2013, 601) in this regard, others noted training and development for skill enhancement for all parties (Yaari et al. 2020, 41; Rauch & Hatak 2016, 497; Hackselius-Fonsén 2018, 39). The interviewee also noted a similar point in skill development due to the constantly evolving nature of business where business skills in planning and researching, for instance, always warrant attention. By further evaluating the relationship between proficiency and training, it could be concluded that proficiency requires constant development through further training.

In addition to constant development, strategies for adapting to changing situations or environments were seen crucial for success. Since different circumstances require different approaches, it was found that nowadays, managers should also have adaptation skills when it comes to utilising leadership styles (Jordan et al. 2022). Hackselius-Fonsén (2018, 15) also highlighted that even though operational adaptation to changes can be quick, larger changes take much longer to be established and integrated fully. In this regard, the importance of long-term plans and practices was emphasised. The case company manager also acknowledged that at least smaller changes are constantly implemented due to different upgrades or variations in a dynamic business setting.

Some areas of management practices can also negatively affect development and adaptation within a company. In the context of small social companies, the possible resource constraints, either in funds, time, personnel or all of the above, can cause challenges. In their research of observing 260 hours of six different managers' work, Tell and Gabrielsson (2013, 147) found that most daily time of managers was spent on operational issues and the demanding and fast-paced

workload limits their more creative learning and development opportunities. The StarKid Universe manager identified a similar issue, and since the company is growing, their personal lack of time for all areas and operations is significant. They mentioned it as an aspect possibly resulting to ineffectiveness since team members' tasks could be delayed by awaiting directives from the management.

The background of the manager, whether in business ventures or social knowledge, presented differing challenges in the possible lack of knowledge in one or the other (Yaari et al. 2020, 41). While the challenges can originate from the management's lack of knowledge or expertise, the difficulty of developing the existing skills or obtaining new managerial skills also exists (Jennings & Beaver 1997). Additionally, by practicing excess caution and disproportionately dividing creative and monotonous but necessary tasks, the management's impact on the company may be negative (Robinson 2024). Therefore, management must stay flexible and adaptable to possible changes.

Besides the individual traits or practices of managers mentioned, Gilley, J., Gilley, A., Jackson & Lawrence's (2015, 84) study of managerial practices encouraging employee growth found that according to their survey consisting of 463 responses, under 30% of the respondents felt management consistently encouraging their development. The finding would suggest that management's lack of resources for their own development can also impact their development communication towards their employees.

Wronka-Pośpiech's (2013, 601) study determined strong leadership to be most critical for the success of the specific companies. Strong leadership and management involve the act of continuous learning and development to remain adaptable and conscious of changes. According to the interviewed manager, they have gained considerable knowledge about the management process by experiencing and practicing it directly. A similar point was also reiterated by a study suggesting that managerial learning and development derives from practical situations where arising problems are handled by experimentation (Tell & Gabrielsson 2013, 146). The willingness to learn and evolve also affect the success of a company (Jordan et al. 2022).

Besides prior experience, education level (Omri, Frikha & Bouraoui 2015, 1083), high knowledge of all company stakeholders (Wattanakomol & Silpcharu 2023, 1363) and the knowledge of personal strengths and weaknesses in a managerial position were also identified as variables in company success (Jordan et al. 2022). Relating to the knowledge of personal features, the interviewee also emphasised the significance of focusing on personal wellbeing whilst managing the constant time constraints. Awareness towards one's personal features as a manager combined with adaptability skills aids in leadership skills and styles by balancing strictness and autonomy of different tasks.

For further development and adaptation, the ability to prioritise tasks was acknowledged (Wattanakomol & Silpcharu 2023, 1363), as well as providing challenge to the employees in addition to giving them space to execute the given tasks (Birkinshaw 2013). Decision-making skills were also concluded as a prominent management success factor (Wattanakomol & Silpcharu 2023, 1363; Birkinshaw 2013). Agility and adaptability aid in multiple different situations and circumstances, thus offering important managerial skills to address.

5 ORGANISATIONAL MANAGEMENT FRAMEWORK

By utilising an organisational management framework, a company can improve its operations, increase its efficiency and cultivate a supportive work environment encouraging wellbeing and clarity. The aim of the suggested framework is to aid a small social company in improving its internal management operations through a more systematic approach where reflection on multiple areas of organisational management is essential. Additionally, its goal is to provide a tool for effective management and offer a clear visualisation of the most important management areas to consider in internal operations.

Prior to utilising and implementing the framework, a company should possess an updated business plan containing information about its concept, general missions, goals and market to understand its current positioning before effectively developing its internal practices. While the reflection of the different parts may seem like a time-consuming project, it offers valuable knowledge and insight about improvement in addition to the discovery of main causes and reasonings behind possible daily or operational issues occurred before.

The proposed framework contains three separate segments, divided into nine distinguished sections (Figure 3). The sections and suggestions are synthesised into a practical framework according to the results acquired from the research analysis and theoretical knowledge gathered from the literature review conducted previously. While the order and outline of the framework is personalised and combined from findings and the case company's specific circumstances, some parts suggest the usage of already established frameworks or tools. It is suggested to examine and review the sections in the order they are presented next.

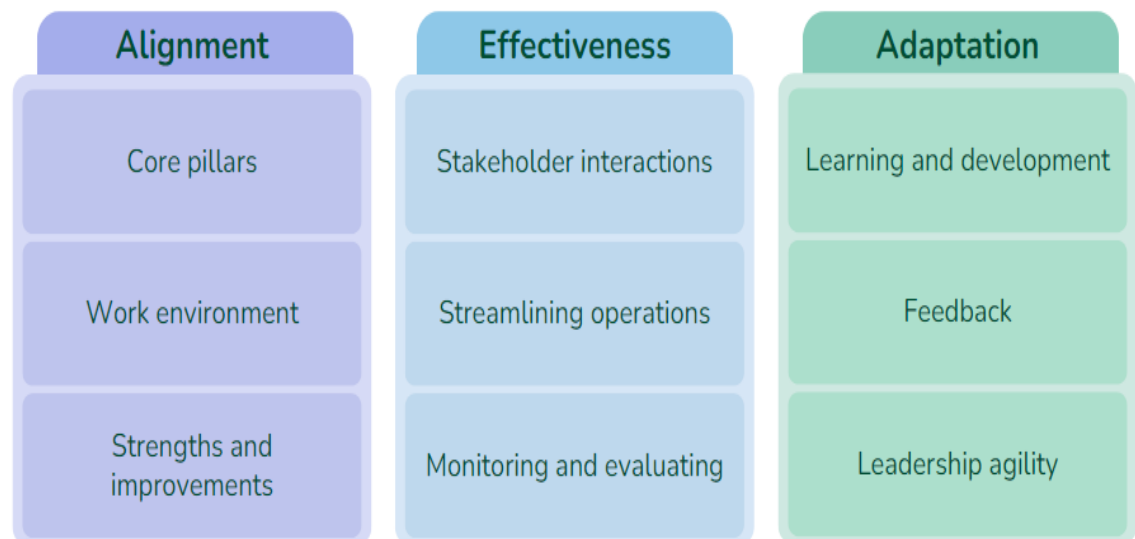


FIGURE 3. Organisational management framework.

All introduced sections encourage further reflection, writing and discussion. The three segments, designated as alignment, effectiveness and adaptation, are introduced and described individually in the next chapters. The case company's perspective is incorporated by combining personal experience of working in the company and the case manager's interview responses. The supplied perspectives form examples aiding the case company's additional future reflection.

5.1 Alignment

The first segment of the organisational management framework addresses the alignment of core pillars, such as company mission, vision and values, along with goals and objectives (Figure 4). It is recommended to first consider these topics, since they aid in understanding the company and its purpose in more detail. It will consequently support decision-making and strategising by adhering to the general values and aims articulated. By having the vital information about the company documented, its delivery to every team member equally is smoother.

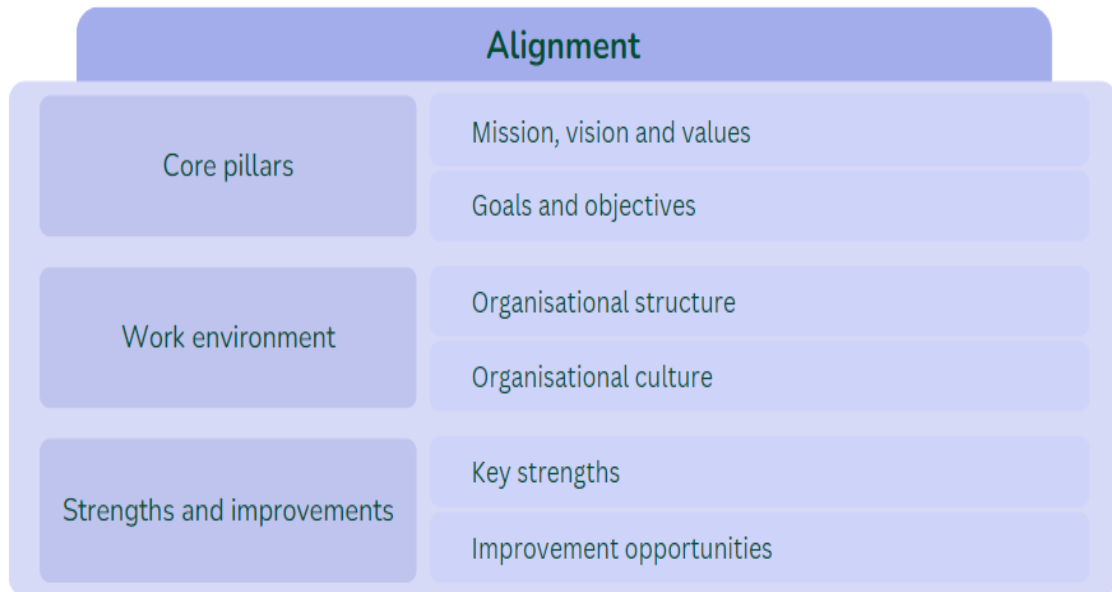


FIGURE 4. Alignment segment of the organisational management framework.

If not yet established for the whole company, the fundamental purpose of the specific company should be articulated since it helps in further considering its mission and vision. By management expressing and implementing it, the employees can find their personal purpose within their work, thus leading to further effectiveness and motivation (Dhingra, Samo, Schaninger & Schrimper 2021). This was also supported by the research findings in which company operations and practices aligned with company values combined with the selection of team members with similar values increase the mission and motivation experienced in the company. The case company's values, such as compassion, collaboration and communication, must be visible in all practices and simultaneously act as key values on an individual level with the employees too. While company leaders are more likely to be fulfilled by their work than their employees, alignment of personal and company values can increase the experienced purpose of all parties, making it a vital aspect of a positive work environment (Dhingra et al. 2021).

After articulating the overall purpose of the company, the mission and vision of it should be examined. The case company, StarKid Universe, defines its mission as creating meaningful and educational content for children while the vision highlights the utilisation of mindfulness to help children thrive (StarKid Universe n.d.). To fully articulate and implement them, a company should consider writing precise mission and vision statements. The mission statement should answer to

who, what, when, where and why to offer a detailed description and consider the perspective of the company's current daily activities for a certain period of time, while the vision statement addresses the long-term goals in the future (Chandler 2023). In the research analysis, it was acknowledged that a clearly articulated vision impacts employee motivation, thus highlighting its significance.

Next, the company should focus on its goals and objectives. By dividing the goals into SMART sections, so considering the specific, measurable, achievable, relevant and time-bound areas and utilising an agile methodology by dividing the bigger goals into smaller objectives, the progress is more manageable to control and observe. It also allows the manager to regulate resources, prioritise specific tasks and set new targets.

The second section of the alignment segment addresses the work environment (Figure 4). The organisational structure encourages further reflection on different roles and responsibilities which are necessary even for agile and flexible teams for clarity and structure. The leadership structure must also be examined alongside the efficiency of currently used communication channels and reporting practices. While StarKid Universe's administrative structure is rather informal and flexible, according to the manager's interview data, the main decision-making power and general responsibility is still held by the founder-manager. The work environment has been described as encouraging and social by the interviewed manager.

In the structural section, it is also encouraged to examine the changing external environment regularly, for instance by utilising a PESTLE framework, and consider future organisation needs as the company grows. For the case company, this indicates the necessary reflection on the three different department sizes and possible considerations of team members in additional roles. A more unambiguous organisational structure can aid the case company in areas emerged in the research analysis, for instance in mitigating issues from the manager's lack of time and providing more challenge and responsibility for development.

Regarding the organisational culture, the use of Competing Values Framework is encouraged. It is a four-part tool used to understand organisational culture and effective organisation that aids in finding the most important and dominant type

of culture for a specific company. By utilising it, companies can find their positioning within the axes according to two dimensions which consist of internal or external focus on the vertical axis and stability or flexibility on the horizontal axis, thus offering information on which leadership styles, values and effectiveness fields are proposed. (Cameron 2009, 2.) The flexibility-stability axis expresses the level of autonomy within the company, while the internal-external orientation clarifies the focus on which the company is more oriented towards, either being its internal or external operations.

When determining the case company's positioning on the axes, their culture and operations need to be examined. StarKid Universe currently employs a flexible management style with opportunities to experiment and affect decision-making alongside an external focus to increase customer awareness and acquisition by prioritising their wants and needs. These aspects would lead the case company in the adhocracy quadrant where the framework suggests highlighting innovation and creativity, articulating the company vision and change management as well as adaptation for further effectiveness whilst applying innovative, entrepreneurial and visionary leadership qualities in management (Cameron 2009, 3-4).

The final section of the alignment segment highlights discovering the company's primary strengths and possible improvement areas (Figure 4). Its significance was also referred to in the research analysis since it was found that increased insight decreases bad decision-making by the management, clear articulation mitigates the risk of unintentional withholding of information or unawareness of it and enhances constant development. Both strengths and improvement areas should be considered in different organisational areas and departments to find further insight on successful and unsuccessful practices. The topics should be considered from internal and external perspectives and gathered by analysing data from performance and feedback, for instance. The reflections offer information on what the company could streamline or further implement to improve current operations.

Utilising a SWOT analysis to gain a more detailed understanding of the company's internal strengths and weaknesses alongside its external opportunities

and threats is recommended. It is a visual tool aiding in planning and management that gathers knowledge of the company's position and operation while offering a perspective relative to similar organisations (Peterdy 2022). In StarKid Universe, the strengths consist of for instance of their social mission, supportive company culture and the differentiation of the offered good within the market. Alternatively, some development areas can be found in delegating tasks and obligations to decrease the founder-manager's managerial responsibilities, increasing cross-departmental collaboration and articulating priorities and goals.

5.2 Effectiveness

The second segment of the organisational management framework is effectiveness, consisting of stakeholder interactions, streamlining operations and monitoring and evaluating (Figure 5). It includes operations and recommendations focused on improving the company's effectiveness after aligning its mission, vision and goals.

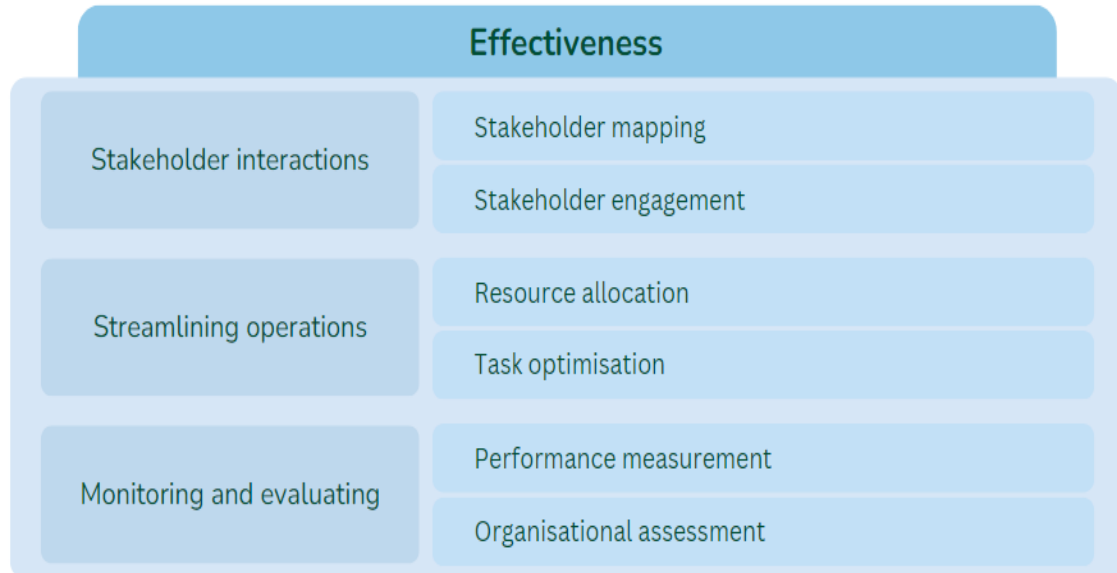


FIGURE 5. Effectiveness segment of the organisational management framework.

For managing all stakeholder interactions, which forms the first section of the effectiveness segment in Figure 5, Stakeholder Mapping is proposed. It is a visual tool for identifying and understanding all internal and external parties influencing or being impacted by the company. To utilise it, the management is advised to

identify all stakeholders, possibly by brainstorming it with the team to mitigate errors or inaccuracies. This allows an opportunity to align the stakeholders according to their communication and management priority, thus creating a clearer visualisation of the engagement and its needs. Lastly, stakeholders are engaged to understand their perceptions of the company and its mission, for instance in whether the success of the company will directly impact them as well, why they are interested in the mission or what information about the business they would like to still receive. (Dam & Teo 2022.)

Following Stakeholder Mapping, further engagement must be considered. Most stakeholders are not focusing on one specific company only and therefore, they must be kept engaged and interested in the specific company's offer. To manage engagement, a company can offer possibilities for targeted events or meetings, maintain regular communication by updating them about current topics and sending inquiries requiring reciprocated communication as well as elaborate on and reach set goals (YEC 2019). For effective stakeholder engagement, it must be aligned with the previously set company goals.

Regarding the case company, an additional role or responsibility of stakeholder engagement can be examined further. The current internal feedback opportunities and regularly scheduled feedback meetings ensure employees' information and engagement about internal operations. However, further information can be supplied by articulating knowledge and feedback received from other stakeholders, such as investors, advisors or partners. The addition of further organisation within communication can mitigate the negative impacts of the founder-manager's time resources and ensure effective and necessary communication, thus decreasing possible negative impacts from the lack of it, acknowledged in the research analysis. Additionally, factors concerning successful management, such as recognition, participation, availability and constructiveness can improve the performance of stakeholders.

The second section of the effectiveness segment, streamlining operations, incorporates resource allocation and task optimisation into the framework (Figure 5). Removing unnecessary steps that could be automated or modified, thus streamlining them, saves resources and increases productivity. Resource allocation,

where all resources and the areas of the business where they are directed towards, should be examined to increase effectiveness. Resource allocation requires agility since it should be dynamic and flexible and manage to answer where, how much and how to allocate them (Atsmon 2016). In a social company setting, the allocation should also actively consider company values to mitigate mismanagement. According to a conducted study, over 80% of senior executives considered resource reallocation as the most important aspect for company growth (Atsmon 2016), therefore highlighting the significance of continuous and flexible observation of capital.

Additionally, task optimisation must be considered for better productivity. It can aid the company in areas emerged from the research by better utilising the limited time of the founder-manager and prioritising tasks and practices. StarKid Universe employs the usage of a manual weekly planner where team members individually mark their tasks and results daily, and the data is examined weekly in a regularly scheduled meeting to discuss progress. Currently, the data of the weekly activities is collected manually since the planner platform does not support automatic recording of progress. For efficiency, the usage of a project management tool for tracking is suggested by utilising platforms such as Asana, Trello or Monday.com.

For further organisation and optimisation, the company can consider task automation, for instance in regular weekly emails, feedback reviews and social media. When all goals and aims are definite, automating repetitive tasks, thus offering more opportunities for creativity and innovation, becomes easier due to increased understanding and insight. By streamlining repetitive tasks, variation and enthusiasm towards work can also increase, enhancing commitment and motivation according to the research analysis.

The last section emphasises monitoring and evaluating by defining key performance indicators, KPIs, and assessing the organisational practices (Figure 5). KPIs should be constructed specifically for a particular company to gain the most crucial information necessary. They act as execution measurements that should relate to the company's objectives, be easily communicated and understood,

have the possibility to impact the company and be adaptable to different areas and occasions (Warren 2011, 5-6).

For the case company, which consists of management, sales and marketing and production departments, the KPIs can be divided into those three categories. In the management department, employee satisfaction and employee questionnaire results can be analysed, whereas in sales and marketing, the performance focus can be put on monthly growth and sales, interactions and contacts, social media engagement and website visitors. Alternatively, the KPIs for the production department can be identified as ongoing and finished projects and estimated and actual project times and costs. The general KPIs across all departments can be measured with finished tasks and their results. The usage of KPIs can aid in task automation and progress tracking. Since their goal is to increase knowledge of the desired outcomes, they must be effectively documented and the results must be regularly shared (Warren 2011, 7-8).

The organisational assessment considers practices currently utilised by the case company designed to save time, increase communication and track progress. For instance, team members are encouraged to present ideas for improving current practices and processes. These points can be introduced in multiple regularly scheduled weekly meetings focusing on different aspects. The different meetings include individual, team and feedback meetings intended for both monitoring and evaluating all parts of the operations. For further evaluation, it is suggested that evaluation towards management and its practices is included to complement other reviews.

The evaluation on individual, departmental and team level, as well as internally and externally, supports constant training and development and increases knowledge, both aspects surfaced in the research analysis. Besides increased communication through the meetings, flexible roles and cross-departmental collaboration are also advocated. Two of the most commonly used communication channels in the case company, Slack and email, have distinct means of usage, increasing organisation of communication. A weekly planner is used as a pro-

gress tracking practice designed to increase knowledge and general effectiveness. For further organisation, a schedule for evaluating company-wide results is proposed where progress is explored in more detail.

5.3 Adaptation

The final segment of the proposed organisational management framework for a small social company addresses the importance of adaptation after deliberating alignment and effectiveness aspects beforehand. It contains sections for learning and development, feedback and leadership agility as key factors and focus areas (Figure 6). Its main idea highlights that in order to implement effective management and possess successful internal operations, management must adapt and evolve continuously.

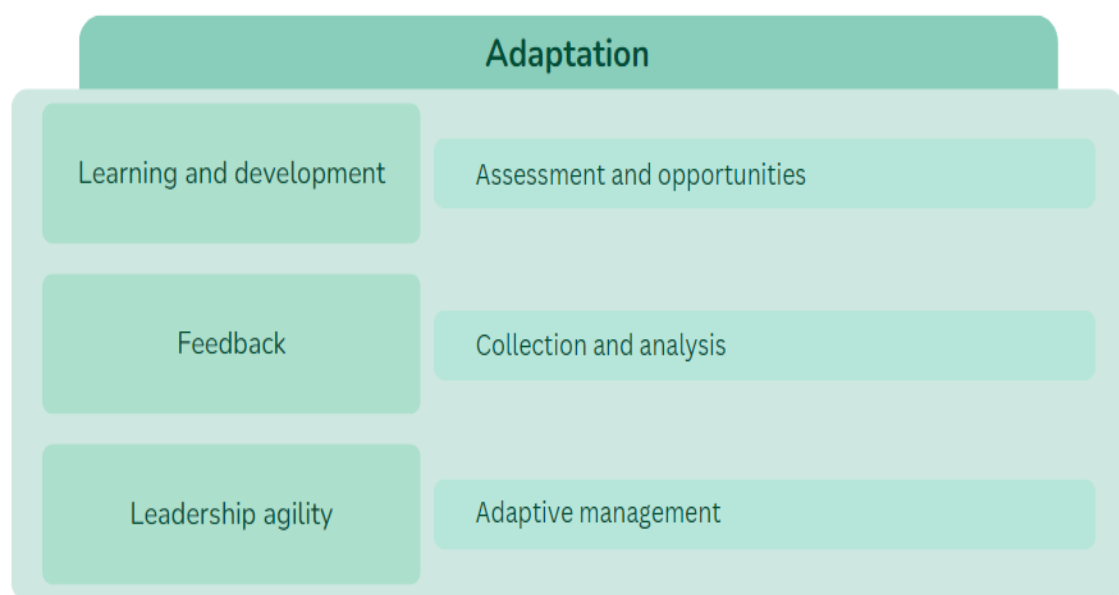


FIGURE 6. Adaptation segment of the organisational management framework.

In order for a company to evolve and successfully respond to internal and external changes, it must consider its continuous learning and development opportunities, comprising the first section of Figure 6. The areas for improvement can be found by examining previous segments and sections of the framework as well as remaining informed of current trends and opportunities externally. The knowledge and skill development must affect both the management and other team members, either individually or within the team or department.

Management's recognition and treatment of team members as individuals, encouragement of teamwork and involvement of team members in decision-making significantly impact employee development (Gilley et al. 2015, 82). The research analysis also presented constant development, adaptation skills to changing circumstances, provision of sufficient challenge and the manager's knowledge of own personal features as factors affecting the success of organisational management. The factors covered can also affect the implementation of learning and development opportunities, possibly leading to further success.

The following highlighted section in the adaption segment is feedback (Figure 6). Its aim is to prompt reflection of how different stakeholders can share their feedback and how it is stored and analysed by the management. The channels and opportunities, both internally and externally, must be clarified to the stakeholders and in order to properly benefit from the feedback, suggestions or different perspectives, the data must be carefully considered, thus requiring adaptation skills. The feedback gotten from employees, customers, investors or industry experts, for instance, can be valuable for the development of the company.

For internal feedback from team members, the case company utilises feedback forms filled in the beginning, during and after concluding their contract with the company. Since the company currently employs people for a certain period of time, usually for under six months for an internship for instance, the feedback and its utilisation in improving operations is vital. The company also regularly hosts feedback meetings for the whole team where conversation and new development ideas are encouraged. To further benefit from the gotten internal feedback, it is suggested that the company focuses on storing, connecting and analysing the comments for instance by storing the information in a specific location, visualising the data and also implementing regular review meetings discussing whether feedback has been satisfactorily integrated. The current practices combined with some developments can improve factors found beneficial for successful management in the data analysis, such as insight, communication and constant development.

The last section of the small social company organisational management framework considers agile leadership (Figure 6). Organisational agility is the ability to dynamically react and respond to internal or external changes in the company environment, necessitating the need for agile leadership for effective and flexible response and implementation of necessary changes (Attar & Abdul-Kareem 2020, 172-173). The importance of a positive company culture and encouragement for creativity where experimentation in finding most beneficial leadership styles for specific situations is highlighted. Due to the managerial time constraints of the founder-manager in the case company, the team members within it must be sufficiently self-organised and hold responsibility. In such teams, agile leadership is essential for effectively guiding the team (Parker, Holesgrove & Pathak 2015, 119-120).

The conducted research analysis also emphasised that strong leadership equals constant development and requires managers' knowledge of their own personal features. An agile leader must be able to identify available, either hidden or visible, assets while connecting and implementing them into plans and strategies (Morrison et al. 2019). Morrison et al. (2019) differentiate the possible assets into physical, skill, knowledge, social and capital aspects. For the case company, these assets can be identified as the brand authenticity, the founder-manager's passion and topical knowledge, company culture and adaptability due to the size and flexibility of the team.

Agile leadership, adaptation skills and further knowledge mitigate the risks of poor managerial decisions, found to be one factor negatively impacting the organisational management success in the research analysis. The appropriate use of leadership models and styles affects the success of self-organised teams (Parker et al. 2015, 125). For instance, in some situations in StarKid Universe, a strong leader with clear decision-making capabilities can increase trust whereas sometimes, the possibility to affect decisions can improve morale and motivation. An agile leader manages the team by understanding the needs of the situation and adapting accordingly.

By reflecting and implementing the key areas of all nine introduced sections, the organisational management process and satisfaction can improve. All of the segments and their sections are designed to complement each other and therefore provide further insight. The suggested organisational management framework provides a structured outline to follow for reflecting and understanding the company's internal operations and practices as well as its possible vulnerabilities and development areas.

6 CONCLUSIONS AND RECOMMENDATIONS

The aim of the thesis process was to research and identify beneficial managerial practices for internal operations in small social companies, thus offering increased insight. The analysis of the findings allowed the creation of a practical management framework which offered a structured possibility for further reflection and gave specific recommendations for the case company. The specific small and social company, StarKid Universe, is encouraged to explore and implement the framework in their operations for further success.

The main research questions of key management practices, common managerial failure factors and practices to include and implement in an organisational management framework were researched through a combination of secondary and primary data. By utilising secondary research as the main research methodology, a more varied and larger scope was employed since combining the different perspectives, such as small or social company aspect, offered a more varied view. Primary research was also employed in the form of a management interview by interviewing the case company's founder-manager, thus providing their personal perspective for the analysis. The derived findings from the 11 studies and one interview were then connected for further analysis of similarities, differences and possible contradictions. The studied aspects were managerial success factors, managerial failure factors and managers' personal attributes affecting the success of companies.

The research findings were thematically divided into mission and motivation, communication, and development and adaptation since those areas consistently occurred in the different studies utilised. Regarding mission and motivation, managerial areas of importance were found to be the presence of a clearly articulated company vision, aligned operations and practices with company values and the necessity of a shared commitment and motivation between all team members and the management, requiring motivational responsibilities. The findings related to communication highlighted the importance of management's actions towards other team members, such as recognition, availability and constructiveness.

In development, both management and all other team members' constant development was found to be vital, proving its necessity in impacting all parties. Additionally, continuous adaptation to the changing environment, managerial skills of providing enough challenge and prioritising for instance, and strong leadership were significant development factors affecting the success of management. The challenges and possible negative impacts in all managerial areas presented derived from management's typical lack of time, scarcity or suppression of communication, and general lack of managerial skills or their insufficient development.

The research analysis provided a foundation for the organisational management framework that highlighted a social approach towards a more successful and healthy work environment. The suggested organisational framework combines information received from the research and previous theory to provide case company specific recommendations. The implementation of the framework requires initial time investment for reflection. Since the case company's management consists of the founder-manager struggling with time constraints and a management intern, it is suggested that the employed intern with more time to focus on management operations and their development examines the research and its end result in the form of a framework in more detail and further communicates it to the founder-manager and the rest of the team.

For clarity, the management framework is divided into three main segments, called alignment, effectiveness and adaptation, all of which then consist of three separate sections. The alignment segment contains sections for core pillars of mission, vision and goals, work environment and considerations for strengths and improvement areas. In the second segment, the effectiveness in stakeholder interactions, streamlining operations and monitoring and evaluating is considered. The final segment reinforces adaptation by encouraging to observe learning and development opportunities, feedback and leadership agility of management. The suggested framework includes multiple suggestions for reflection, application and implementation to improve current operations. The given recommendations within the management framework are discussed in more detail in chapter five. The aim of implementing the framework is to increase clarity and communication of strategies, practices and general values, especially valuable for a changing workforce, topical for the case company.

In a larger context, the thesis project provides structure and guidance for internal organisational management in small social companies by offering specific points of focus, encouraging reflection and feasible implementation. Since the thesis addressed a small social company perspective from the case company's viewpoint, the analysis and recommendations are given specifically to StarKid Universe, thus further research and scrutiny is recommended in future. Despite the limited scope of the thesis research, it can provide a basis for further research.

The most significant application for real life practice is derived from the possibility of offering reflection areas for further development of organisational management operations. Regarding the specific case company, StarKid Universe, it is recommended to invest time for analysing and implementing changes suggested by the framework to develop the current managerial operations as well as focus on aligning all practices and operations with the social mission and values. Additionally, while the framework provides initial structure and suggestions, the topics and areas included within it should receive continuous assessment by the management, emphasising the importance of adaptation and agility.

Since the prevalence of small companies and emphasis on social values and missions are continuously increasing, both within businesses and consumers, the significance of wellbeing companies is extensive. Positive and constructive management generates satisfied and therefore, more productive employees. Consequently, it can positively impact the delivery of a product or service and attract consumers, thus highlighting the impact of successful management in the overall success of companies.

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APPENDICES

Appendix 1. Management interview questions

Background

1. Could you please describe your experience of managing people at StarKid Universe?
2. How would you describe your personal management style?

Management dynamics

3. Are there some specific management practices you have found effective?
4. What are the key challenges you have faced when managing the company?
 - a. How are these challenges typically handled?
5. Have you noticed any areas of management that would need improvement?
 - a. Have you implemented some changes already?

Management impact

6. How do the management challenges impact the company?
7. How are the current management practices implemented and how do they show in the company?
8. Do you have some specific managerial goals and plans on how to achieve them?

Finishing reflections

9. Are there any specific management areas or topics where further support could benefit you and the company?
10. Is there anything else you would like to comment on?