



**Key Success Factor in Strategy Implementation: A Case Study of LocalTapiola
Etelä Insurance Company**



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Abstract

Research Title : Key Success Factor in Strategy Implementation: A Case Study of LocalTapiola Etelä Insurance Company

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The purpose of this thesis is to help LocalTapiola Etelä to find out how their employees have adopted LocalTapiola's current strategy from employees' point of view and to help LocalTapiola Etelä to plan what can be done to support employees going towards LocalTapiola's objectives and goals. LocalTapiola's new strategy period starts in next year so they can make improvements based on this study. The research was done by comparing both literature and journals and internet sources to the results of questionnaire. Research method was quantitative research. A questionnaire was sent via email to LocalTapiola's employees. A quantitative method was selected because of the need to attain responses from all LocalTapiola's employees. Because of the growing competition in the insurance industry in Finland, Finnish insurance companies need to take actions. Global companies that provide insurances only online have arrived to Finland and are changing the insurance industry in coming years. In addition, customers are buying more and more in online and demands fast and easy service. Three biggest insurance companies have the biggest market shares. Those three companies have been in same position for years. In future this might change. (Insurance year, 2017). This study consists of six parts: Introduction, Theory and literary reviews, Research Planning, Designing a Survey Questionnaire, Data Analysis and Conclusion. Topic that we discuss about is how LocalTapiola have succeeded by bringing the new strategy to employees and in their daily work and what they can do next to ensure that the new strategy is well implemented. Because LocalTapiola's new strategy made changes to whole company and employees work change management is also in big role of this implementation process. Results of research were positive. In general, in LocalTapiola Etelä strategy was seen in positive light and as succeeded. Also, supervisor was seen as a furtherer for cultural change. Also, employees saw their own role in positive light in that area. Strategy communications got lowest points in survey but it can also be seen as a succeeded thing because employees have adopted the strategy well. Of course, in communications part there can be improvements made in coming strategy period.

Keyword: Strategy, Strategy implementation, Leadership, Motivation, Human Resources



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Chapter 1

1.0 Introduction

LocalTapiola is an insurance company owned by its customers. LocalTapiola's customers are households, farms, entrepreneurs, corporates and organizations. At the beginning of the year, 2016 LocalTapiola launched its new strategy. New strategy provides LocalTapiola's customers: "A safer, healthier and financially successful life" (LocalTapiola Annual Report, 2016). The topic that we discuss about is how LocalTapiola has succeeded by bringing their new strategy to employees and in their daily work and what the company can do next to ensure that the new strategy is implemented well.

LocalTapiola Group consist of LocalTapiola General, 20 regional companies, LocalTapiola Services, LocalTapiola Life, LocalTapiola Asset management, LocalTapiola Real Estate and subsidiary: Turva. Group has a total of 3,400 employees. This research focuses on one of LocalTapiola's regional company's employees. The regional company that we are focusing on is LocalTapiola Etelä. LocalTapiola Etelä has approximately 57 000 customers and approximately 80 employees.

A strategy is the plan that directs actions towards results we want to achieve. A firm's strategy can be defined as the actions that managers take to attain the goals of the firm. Because of the resources that are available are limited, strategy is important tool for achieving goals. (Haugan, 2011).

According Haugan (2011) most firms want to use strategy to maximize the value of the firm for its owners. For doing that firms use strategies, which increase the profitability of the firm and its rate of profit growth over time.

LocalTapiola introduced its new strategy to employees for the first time at the end of the year 2015. The company needed a new strategy so that they could keep up with growing competition in the insurance industry.

What does LocalTapiola need to do so that LocalTapiola can hold their place in their industry despite a growing and changing competitive landscape? One thing that LocalTapiola's will focus on is growth centers, because of migration and changes in population structure. They also need to renew their approach to customers and their service channels. There needs to be improvements in operating efficiency so that LocalTapiola can respond to consumers' demands with prices and offer perceived value for money. LocalTapiola also needs to keep their old customers and create strong and long-lasting relations with their customers. (Strategy of LocalTapiola 2016-2018, slide 4).

The new strategy makes changes to LocalTapiola's practices over the coming years. That is why change management is also in big role in this strategy implementation. LocalTapiola's goal is to expand from a company that provides insurances and investment services to a company that provides lifelong security for their customers. The goal is to make Finnish people's lives more secured and individuals healthier. The whole strategy period takes three years and the new strategy should be implemented between the years 2016 and 2018.

LocalTapiola wants to be number one provider of lifelong security. LocalTapiola needs to differentiate from other companies in insurance industry. Other companies do not have same kind of approach and that is how LocalTapiola can compete in this growing and changing industry. With this new strategy LocalTapiola comes closer to customers' daily life by anticipation, safety and well-being solutions. (Strategy of LocalTapiola 2016-2018, slide 6).

Strategic planning process is related to SWOT-analyze which shows organizations strengths, weaknesses, opportunities and threats. That is why strategies should take advantage of the company's strengths and minimize weaknesses, to focus on opportunities and avoid threats. Because human resources/employees play big role in here and influences to chosen strategy, human resources professionals need to be involved in these activities. (Mondy & Mondy, 2012).

Paper discusses about; theories related to this, research how employees have adopted this new strategy, mission and vision and what should be done in future. New strategy implementation takes three years at LocalTapiola. That started at the beginning of the year 2016 and will end at the end of year 2018. LocalTapiola have not made research before about how this strategy is adopted.

1.1. Objectives

Objective of this study is to find out how LocalTapiola have succeeded by bringing the new strategy to employees and in their daily work and what the company can do next to ensure that the new strategy is implemented successfully. Using a questionnaire, the following questions should be answered:

- How employees see their superiors as a furtherer for cultural change?
- How their own work supports renewal?
- How they see LocalTapiola's lifelong security strategy?
- What are their experiences about custom and services?
- How well employees know the strategy?
- Have LocalTapiola succeeded in strategy communications?
- What LocalTapiola should do to achieve their strategic goals?

Chapter 2

2.0 Theory and literary reviews

This chapter includes theories related to these topics: Changes in the insurance industry, Strategy, Human Resources Management, Strategy implementation and LocalTapiola's background.

2.1 Changes in the insurance industry

The Insurance industry in Finland is increasingly changing from compensation payer to risk preventer. The major forces in the industry are digitalization and changes towards being responsible of invocation of the data. Because of robotics and automation, many risks are changing. For example, a car no longer needs a driver at the controls, and it may no longer be meaningful to even own a car – here also the role of insurance will change. We may always need insurances, but not necessarily for the same purpose that we are used to. In recent decades, the insurance industry has slipped closer towards other financial businesses. (See the report: Insurance industry is ready for digitalization, 2016).

The insurance industry is facing change all over the world. KPMG International conducted a survey for insurers in which 42 percent of respondents said that they did not achieve the objectives of a transformation strategy because of a lack of change management.

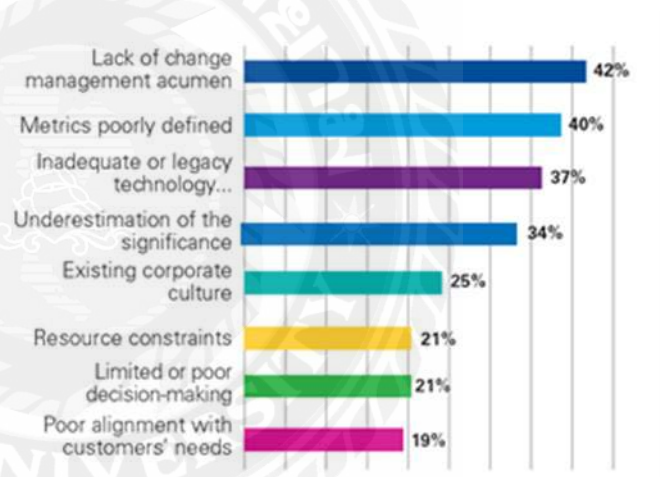


Figure 1 “Greatest Barriers to successful business transformation” (KPMG, 2016, p. 15)

According Soula Courlas with KPMG Canada “In order to truly reinvent the business, insurers need to be able to look across the organization to understand all of the interdependencies and then bring robust change management capability to bear to ensure that all of the initiatives align to achieve their future stage vision”. Figure 1 shows the barriers to business transformation raised by this survey. (KPMG, 2016, p. 8)

In 2017 nonlife insurance premium income was 23 billion in Finland. Three biggest insurance companies have the biggest market shares. Those three companies have been in same position for years. In future this might change when global companies take their place in the Finnish market. Figure 2 and 3 shows market share of the main Finnish insurance companies. (Insurance year, 2017).

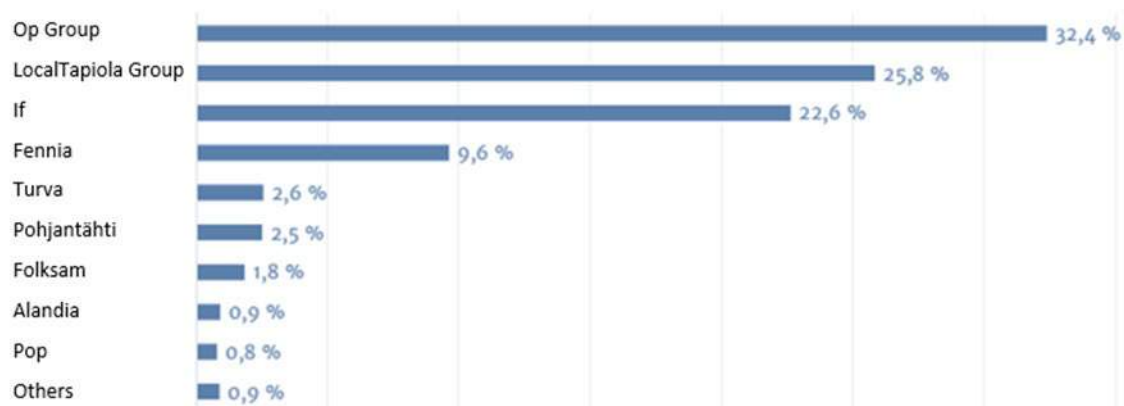


Figure 2 Non-life insurance market shares in 2016 (Insurance year 2016)

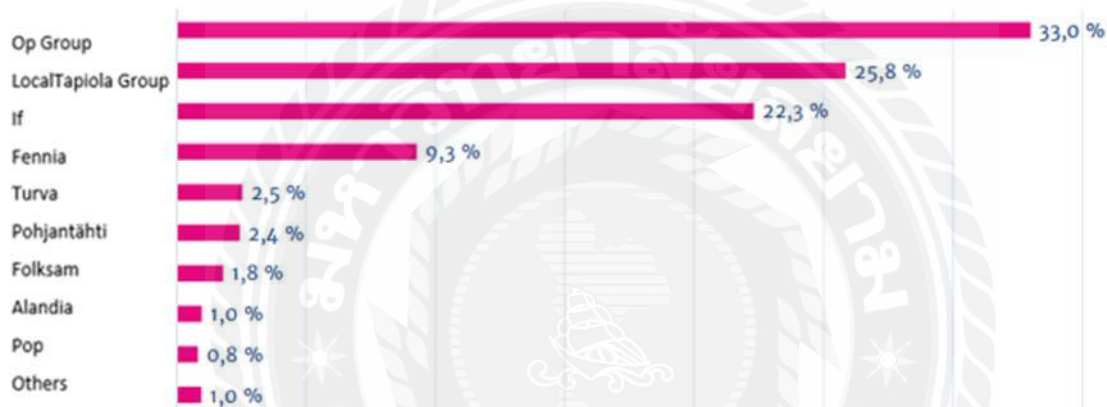


Figure 3 Non-life insurance market shares in 2017 (Insurance year, 2017)

It has been said, that only one thing is constant and that is change. At the same time as digitalization changes employees' work it naturally also changes management. Most of today's management tasks involves change management, but when strategy changes it really measures leadership skills. Assuming that everyone will react in the same way towards change is one of biggest mistakes. If employees do not trust their management, share the organization's vision or buy into the idea of need for a change, there is no chance to renew no matter how good the new strategy is. The only way to succeed is to try to think about change from employee's perspective. Organizations do not change, people change (or do not change) the organization. Change is nowadays a routine and the self-steering of employees is becoming increasingly important. Both self-steering of employees and leadership are needed in the future. (Strategy change will succeed but only with this guidance, 2017)

From managing the change agile way, we can learn from the army's Special Forces. In this environment, one of the leader's most important feature is the ability to forecast change and prepare for the change with a plan. Team members rely on their leader, and they have been trained to face

rapid and continuous changes. Sonny Puzikas, who trains the best special forces in the world, said: "Change must not be too fast, but not too slow, rush and desultoriness both will lead to death". (Strategy change will succeed but only with this guidance, 2017)

2.2 Strategy

Strategy comprises the actions that managers take to attain the goals of the company. The preeminent goal is to maximize the value of the company for its owners naturally with legal, ethical and socially responsible actions. An effective strategy should contribute to increased profitability and the rate of profit growth. Those kinds of strategies can be something with low costs or strategy, which adds value to the products or services that the company is offering. Firms can expand into new markets or customer segments or focus on existing customers or existing markets. Value creation is important. This is especially critical when a company measures differences between their product costs and the value that customers give to that product. A firm can get a higher price when customers place more value on the firm's product. Usually the price that customers are willing to pay for better service is less than the price that firm is going to charge. One reason for this is consumer surplus. Competition puts customers in control. In competitive environments, a firm charge a lower price than it would charge as a monopoly supplier. (Hill, Wee, & Udayasankar, 2016; International business, pp. 406-407).

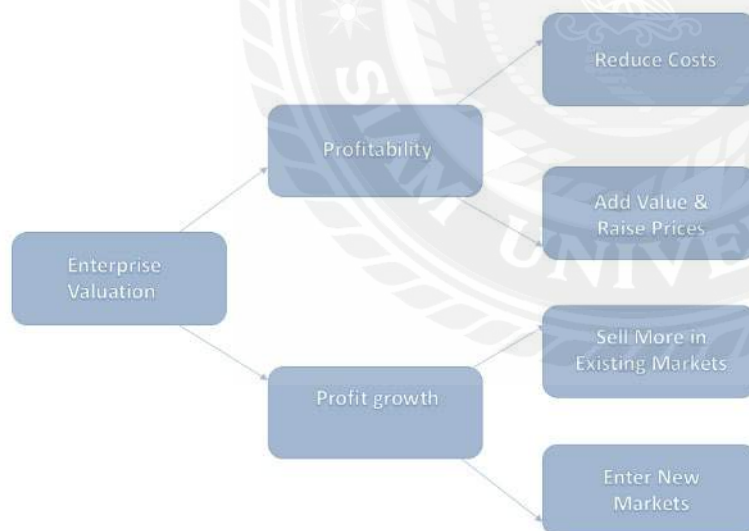


Figure 4 “Value creation alternatives” (Hill, Wee, & Udayasankar, 2016; International business, p. 407).

Strategic management has long been a mystical area. The strategy has long been secretive so, to speak hustle movement behind closed doors. (Ala-Mutka, 2008, p. 9) According Hannus there is no one correct definition for strategy. (Hannus, 2004, p. 110)

Different definitions of strategy. What is strategy?

It means the skill of warfare, particularly of troops, ships, etc. locating in good positions, as well as planning measures or policies in business, politics, etc.
The determination of the long-term goals and objectives of the company, as well as the measures and resources in the allocation of adaptation in order to achieve those objectives.
The core is the strategic positioning: the creation of a unique and superior value-generating station. It is essential to make clear choices, including what is not done. This is accompanied by the construction of the compatibility of the organization's operating model.
In business, it is all about competitive advantage. The purpose of strategic planning is to achieve a sustainable advantage over competitors.

Figure 5 Different definitions of strategy (Ala-Mutka, 2008, p. 15)

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The company's strategic objective is to acquire and create those resources to help it to gain competitive advantage. Its construction means that the business activities pursued greater profits, as the company's average cost of capital is. Because good strategy cannot be forced to measured variable, we cannot show the connection between competitive advantage and strategy in statistics. (Stähle. 2002, p. 20) Connection can be visualized for example with a qualitative graph below:



Figure 6 The chosen strategy will create a competitive advantage, which affects the value of the company (Ståhle, 2002, p. 20)

After strategic planning process is complete, the new strategy needs to be implemented. This have been called the hardest and prime part of the strategic management. It does not matter how great, creative and well formulated new strategic plan the company has, if it is incorrectly implemented. Strategic implementation can require many changes in organization's behavior. It can change one or more organizational dimensions, for example (Mondy & Mondy, 2012):

- Management's leadership ability
- Organizational structure
- Information and control system
- Production technology
- Human resources

When new strategy is ready, that follows hardest and prime part of strategic management; Strategy Implementation. Strategic Implementation is topic that we are focusing on in this paper.

So that company can get best benefit from its new strategy, it should be implemented well. Good implementation might require big changes in the organization. (Mondy & Mondy, 2012).

Strategic management environment consists of three elements: strategic management worldview, perspective and strategy process. The main feature of the strategy is to develop its feasibility in relation to internal and external business environment. In general, business know-how exists at every level, but in cannot be taken to employee's level only with traditional strategy process. The solution to that problem in strategic management is usually the addition of information, but this does not usually add knowledge about business. Management should develop policies, which adds knowledge and communication between people. Strategy is indirect management. Usually we travel from the vision into practice, top-down, linearly. The strategy is management with human scheme of things, as an indirect leadership and social process. If the strategy is guiding philosophy, people make the right decisions by themselves. (Ala-Mutka, 2008, p. 10)

Strategy builds from group of choices that company makes, operations and actions what company does and through decisions that company makes so that they can achieve their goals. Important model in strategic management is that relation between strategic positioning and strategic resources are in balance. Strategic positioning determines areas where should build or acquire new capabilities. Usually that lays the foundation for investments decisions about resources and organizational structure. (Hannus, Lindroos, & Seppänen, 1999, p. 113)

The aim of the strategy is also learning, development of skills in the company and to ensuring the good future for the company. The company itself does not necessarily need a strategy, but employees who work in that company needs direction for their operations. Although directly well-prepared strategy envisions pressure and strategic objectives is not necessarily what employees need, rightly stressed as well-done strategic planning have proven to be good for learning and skills development. The strategy, strategy devising, as well as strategy implementation depends on the company's culture, the circumstances and the situation. The objective of strategic work is not to create a strategy, but taking head start compared to competitors, to stand out from competitors and thereby improve the profitability of the company and with that the future of the company as well. (Hakanen 2007, pp. 4-5) The orientation of new strategic may be, for example, a search for new business areas, for example, with new products, new customer groups, new geographical market areas or discovering new production technology. (Karlöff, 2004, p. 36)

At the beginning of the strategic work must be drawn up analysis of current operations, operating environment and the company. The purpose of the analysis and information gathering is intended to increase understanding. The point is that company is able to collect and filter relevant information that will allow them to prepare for future challenges and to detect future chances faster than their competitors. Its task is the creation of a shared vision of the environment for the whole organization. When employees know what is going on and where the decisions, which have been made are based on, it will give better conditions for the implementation of the strategy. (Hakanen, 2007, p. 6)

2.3 Goals of Vision

The vision tells what the company wants to be in the future. It is the intent of the future. It is a description, image or ideal image of the company in the future. If the future intent is wanted to be more specific or concrete, there can be defined few dates with goals for the coming years. Those are more concrete than vision. (Hakanen, 2007, p. 7)

2.4 Strategic options

Creating a strategy is choices between different options. In the formation of the strategy is and should be number of options. (Hakanen, 2007, p. 7) Strategic work is different in various organizations. The work habits with the strategy will vary. (Norgvist, 2010, p. 22)

Strategic options are related to the following factors:

- Product Market Strategy - The role of product choices in the market is important because that guides strategy in other areas more than any other single choice. What kind of role and important partnerships and networks company has in the future has a huge impact on selection.
- Rivalry strategy - Next step is to choose a rivalry strategy to stand out from the competition. Competitive advantage must be remembered in selecting and forming the key strategies.
- The customer is in the center at starting point for the rivalry strategy choices - a competitive advantage means from the customer's perspective those factors that customers value when he or she is comparing different suppliers produce, products or services from one to another.
- Differentiation and Core competence – Differentiation and the core competitiveness is achieved by the core-competence and abilities. Those guarantee long-term competitive advantage and permanence. (Hakanen, 2007, p. 7)

A common problem for the companies is that strategy work and operational activities do not meet each other. One of the problems is to find the ways how strategies can be implemented. There are different ways to monitor concretization of strategy and the implementation of the strategy.

In order for an employee to implement the strategy in their own work, he or she must know the strategy, to know its content and no how it is linked to their own work. Understanding of the importance of the strategy is the starting point for its implementation. Implementation of the strategy has operations in accordance with the strategy at all levels of the company. If the company changes its strategy, the changes must also be made operational in every level. (Hakanen, 2007, p. 5)

2.5 Human Resources Management

The industry report Insurance 2020: Turning change to opportunity (PWC, 2012) states that different perspectives on change will be shaped by where someone sits inside an organization. One example is the Head of HR who should consider how to ensure that their department can continuously attract and retain the right talent within the organization; especially when the talent has to be culturally aware, multidisciplinary and global (PWC, 2012, p. 20). Human resources play only one role in strategy implementation but it cannot be over-emphasized how important that role it is in strategy implementation.

Nowadays Human resources professions are taking their part of being strategic partner with management. They focus on issues and matters that are important for a whole company and works toward solving strategic problems in their company. Because Human resources professions wants to drive employees towards achieving organizational plans and results, they need to think like organizations CEO. They are ensuring that employees (human resources) supports organization's mission, vision and strategy. Basically, human resources managers play big role in strategic planning, mergers and acquisitions. They need to develop awareness and understanding of business and help line managers to achieve their goals. You can say that human resource professionals are between managers and employees. They integrate the goals of human resources and the goals of organization and also focus on expanding its strategic and high-level corporate participation with an emphasis and adding value (Mondy & Mondy, 2012).

According R. Wayne Mondy and Judy Bandy Mondy there are Four steps of strategic planning process:

1. Determination of the organizational mission
2. Assessment of organization and its environment
3. Setting specific objectives or direction
4. Determination of strategies to accomplish those objectives

The importance of human resource executives is nowadays noticed because they are focusing on how human resources helps the organization to achieve its strategic goals. In the past human resource executives waited the strategic plan was formulated and then they started strategic planning process, where top management determines organizational purposes and objectives and how to achieve those. Nowadays they are involved in the strategic planning process right from the start. (Mondy & Mondy, 2012).

2.6 Strategy Implementation

After new strategic planning process is completed it follows the hardest and prime part of strategic management; Strategy Implementation. So that company can get best benefit from new strategy, it should be implemented well. It might require big changes in organization but if good strategy is well implemented, company gets best benefits from it. Changes may be even in organization structure. A company's organizational structure is typically demonstrated by organizational chart. It is not rare to restructure or reorganize organizational chart frequently. (Mondy & Mondy, 2012).

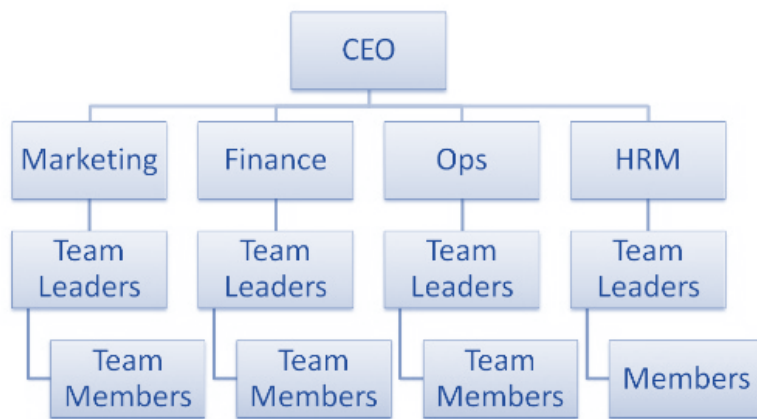


Figure 7 Example of organization chart

Leaders are also in big role in strategy implementation. Good leader can get others to do what he or she wants them to do. So that organization's members will adopt needed behaviors for strategy implementation, managers and leaders are those who must influence to them. Leadership is needed to encourage employees to adopt behaviors that support new strategy and sometimes to accept and adopt new values and attitudes as well. Also, information and control systems need to boost new strategy. That includes for example incentives, the organization's rules and policies, resource allocations and so on. (Mondy & Mondy, 2012). We discuss more about the importance of leadership further in this chapter.

Technology, equipment and tools can play big role in strategy implementation. With right tools, it is easier to achieve wanted goals. Human resources functions need to be aligned properly so that strategic plan can be implemented successfully. A proper balance of human resources supports strategy implementation. After strategic planning has taken its place, human resources planning should be done to support and help to implement strategic plan. (Mondy & Mondy, 2012).

Aleron is firm which helps companies with operations. They have listed important steps of their process of strategic implementation. Those steps are listed below.

First step: Strategy. There company needs to define their vision objective and goals. How will they get there and what are the needed investments and future income and expenses?

After that comes Value Proposition, proposition to customers as well as funders. What is the service and what is value for that?

Third one is Operating model: What needs to be done to organizational structure and culture? How can company ensure that their plan is implemented?

Last step is Implementation: First task in that step is implementation of Operating Plan. Then execution of that. (Strategy and planning, 2016)

The process for turning strategy into actions for achieving strategic objectives and goals is called Implementation. Implementation may be more important than the strategy itself. Actions moves strategic plan from a document to something real. Many companies fail in this implementation part. There have been listed reasons why nine out of ten organizations have failed in strategy implementation:

- No link between strategy and budget
- Not enough or no any incentives for employees
- Owners and managers do not spend enough time to discuss about strategy
- Workforce do not understand the strategy

Strategic plan can be called as a map which pursues a strategic direction, performance goals, customer's value and directs organization to right direction so that it could be successful. Good map does not guarantee that company will get there like does not roadmap either guarantee that you find place that you are searching for. Strategic plan demonstrates activities what and why and implementation demonstrates who where, when and how. Both steps are needed for company to succeed. (Strategic Implementation, 2016).

There have been listed common pitfalls of strategic implementation (Strategic Implementation, 2016):

- Lack of dedication. If there is no responsibilities or incentives, it is hard to get employees to dedicate.
- Lack of communication. If the plan is not introduced to employees well, it is hard for them to adopt that.
- Plan is separated from management process.
- No intelligible plans. There might be only numbers which do not tell to employees that much. Employees do not know what to do and how.
- Plan which is meaningless. Strategic plan, mission, vision, values and resources do not support each other.
- Annual strategy. There are no short-term goals what to measure.
- No progress measures. Strategy implementation is hard to measure.

- Lack of empowerment. Employees need tools to impact relevant measures.

For successful implementation there are few questions which may help to evaluate the strategic plan:

- How committed are the managers to implement the plan and move it forward in the company?
- How the plan is communicated throughout the company?
- Are there enough people who can drive the plan forward?
- How to get employees motivated?
- Are there internal processes which drive the plan forward?
- Is there enough money, resources and time for this plan?
- Are there roadblocks for the strategy? If there is, what are those?
- How to use available resources and achieve good results with them?

There are five key components which support implementation. Those are: people, resources, structure, system and culture. All these need to be in balance with strategy so that implementation could be successful. First you need make sure that you have right people for doing the right job. If they are not ready yet, they might need training or there might be recruitment needed as well. After that comes question about resources. Is there enough time and support for this implementation? Then structure of management, communicating with employees and so on. To keep on track on the progress right management and technology systems can be useful. Culture must be something that supports employees to do their job with right attitude and feeling. The working environment can support for example team work which can be helpful in some situations. To get employees to commit and focus on the new strategy, company can use rewards or incentives which support that. It can be something positive which comes from achieving goals or something negative if that does not happen. Reward does not have to be something big but still it might motivate employees. (Strategic Implementation, 2016).

Sometimes it might seem that implementing needs another plan itself. With right kind of organizational control system managers can drive through the new strategy. There should be motivation with incentives and managers have to be able to give feedback to their employees. (Strategy implementation - meaning and steps in implementing a strategy, 2016).

Performance Management is often associated to strategic implementation. You can find Performance Management in many different areas in life. For example, at school there are grades, at work there

are different incentives and promotions. According Agelo Kinicki & Mel Fugate: “Performance Management is a set of processes and managerial behaviors that involve defining, monitoring, measuring, evaluating, and providing consequences for performance expectations.” (Kinicki & Fugate, 2016, p. 182).

One way to effective Performance Management is follow these steps:

- Defining the performance
- Monitoring and evaluating performance
- Reviewing performance
- Providing consequences

Effective Performance Management can increase employee engagement and also create better organizational performance. Usually performance Management process have three purposes. First one is to make employee-related decisions. Second guide employee development and last one is to send employees strong signals about something that they are supposed to do and how to advance their careers within given organization. About this third purpose we can find example from school. Grade signals what is important, professor tells what student is expected to do to get good grade, in that case: reward. (Kinicki & Fugate, 2016, pp. 182-183).

Research shows that Performance Management is very important. That includes clear expectations, to help employees to accomplish their work, feedback regularly, and providing new opportunities for employees to succeed and develop at their work. According article in Psychology today “When people have goals to guide them, they are happier and achieve more than they would without having them.” Goals ensure better focus, enhances productivity and also bolsters self-esteem when you achieve your goal. (Kinicki & Fugate, 2016, pp. 183,186).

There can be two kind of goals. A performance goal which targets specific result and a learning goal which means improving your knowledge or some skill or skills. Managers can forget that employees need to have needed skills or training so that they can achieve their goals. In many cases managers focus on motivating their employees but do not consider necessary skills and then goals may rather frustrate than motivate employees. In these cases, it is more useful to set first learning goals and after that performance goals. (Kinicki & Fugate, 2016, p. 187).

There are four steps in managing the goal—setting process.

Step 1: Set goals

Step 2: Promote goal commitment

Step 3: Provide needed support and feedback

Step 4: Create action plans

At Step 1 needs to consider the goal. One good tool for that is “SMART”. What SMART you define:

Specific – Is your goal specific. Answers the five 'W' questions:

- What: What do I want to accomplish?
- Why: Specific reasons, purpose or benefits of accomplishing the goal.
- Who: Who is involved?
- Where: Identify a location.
- Which: Identify requirements and constraints.

Measurable – Can the goal be measured. Answers questions:

- How much?
- How many?
- How will I know when it is accomplished?

Attainable – Is your goal attainable. Usually answers questions “How”:

- How can the goal be accomplished?
- How realistic is the goal based on other constraints?

Result orientated - Is your goal result orientated. Can answer to following questions:

- Does this seem worthwhile?
- Is this the right time?
- Does this match our other efforts/needs?
- Are you the right person?
- Is it applicable in the current socio-economic environment?

Time bound – Time frame or target date. Answers questions:

When?

- What can I do six months from now?
- What can I do six weeks from now?
- What can I do today?

At Step 2. needs to think goal commitment. It is important because for employees it is easier to be motivated from goals which they personally think are relevant, obtainable and fair.

At Step 3. opportunities for support and feedback need to be considered. Needs to think do employees have needed skills and information, if they do not, training need to be provided. Reward preferences

and rewards needs to be in balance. Support and help need also be available. Specific feedback, what went wrong in what task and how it can be done differently and what went well. Usually there need be both monetary and nonmonetary incentives provided so employees can be motivated.

At Step 4. Creating the action plan. At first can be considered what is the time used for training. Compare plan for planes used before of planes that others have used. What is similar and what can be done at same way and what parts need improvement. (Kinicki & Fugate 2016, p187-189).

This goal setting process can be used in many areas of your life. For example, in studies. Research shows that many college students that do not finish their studies gain benefit when they participated in intensive online tutorial on how to write and achieve your personal goals. In four months, there was significant improvement. (Kinicki & Fugate, 2016, p. 187).

2.7 Monitoring and controlling strategy implementation

Monitoring the strategy implementation should be started early so that company can avoid losses or damages caused by unsuccessful implementation. Every short-term operating objective need to be linked to measures. With those measures it is easier to monitor and control the strategy implementation. To succeed in strategy implementation, employees needs to be engaged. First to the company and also to the new strategy. One well-tried monitoring system is to arrange meetings regularly. Usually implementation with small steps have positive impact on engaging and because of that also has also good impact on implementation performance. Evaluating implementation when it still is unfinished can be good because opportunity to use past successes or learning from mistakes. (Kinicki & Fugate, 2016, p. 191).

Monitoring and evaluating is second step in Performance Management right after Defining and Communicating performance expectations. According Agelo Kinicki & Mel Fugate: “Monitoring performance involves measuring, tracking, or otherwise verifying progress and ultimate performance.” Information that can be gathered by monitoring is used to identify problems, see succeeded parts and to see opportunities what can be done to achieve goal or goals. So that this could be useful there needs to be accurate measures how to evaluate performance. (Kinicki & Fugate, 2016, p. 191).

There can be used for different things to measure:

- **Timeliness:** Is the work done on time? For example, how many customers was served in one day or how many phone calls customer service pickup?
- **Quality:** How well was work done? For example, how customers were treated, did they get smile and warmly welcome?
- **Quantity:** How much was the sales. How many units were sold per day?

- Financial metrics: How much profit was gained? For example, how much profit per unit? (Kinicki & Fugate, 2016, p. 192).

According Agelo Kinicki & Mel Fugate: “Evaluating performance is the process of comparing performance at some point in time to a previously established expectation or goal.” One example can be sales. Let’s say customer service advisor has goal to sell insurances with 12 000 \$ per year. At the end of January or beginning of February he or she can measure and evaluate how he or she have succeeded so far. If sales are 1 000 \$ or over, he or she have succeeded well. This is both measuring and evaluating. If he or she have not achieved the goal they need to evaluate why. (Kinicki & Fugate, 2016, p. 192).

One a lot used tool for evaluating performance is 360-degree feedback. It is a system/process where employees get confidential and anonymous feedback from the people who they work with. About eight or twelve people can fill feedback form. Form asks questions for example about work place competencies. There are both, questions with rating scale and written comments. Also, self-rating survey needs to be filled out. With this managers and leaders can get understanding about strengths and weaknesses. With 360 feedback system managers gets report about results.

360-Degree feedback measures:

- Behaviors and competencies
- Assessments provide feedback on how others perceive an employee
- Addresses skills such as listening, planning, and goal-setting
- Evaluation focuses on subjective areas such as teamwork, character, and leadership effectiveness (What is 360 degree feedback?, 2016)

2.8 Importance of leadership in strategy implementation

As we discussed before the importance of leadership is underlined in strategic implementation. So that company can achieve its strategic goals, they need good leaders who can get company’s employees to adapt needed actions towards strategic goals.

Good leader knows how to guide individuals or group to the right direction. He or she can show the way for others. It is easier to lead group that listens you and trusts that you know what you are doing. Usually leader haves some kind of charisma, leader needs to be confident and needs know how to find positive things from changes and needs to see opportunities even when things are not going as they were planned. Leader also needs: cognitive abilities, interpersonal skills, business skills and strategic skills. (Kinicki & Fugate, 2016, p. 440).

Goleman have listed six types of Leadership styles:

- Commanding leader can be called “dictatorship”
- Visionary mobilizes people towards vision
- Affiliative leader uses on emotional need over work needs
- Democratic leader/Social leader uses participation, listening to both to the bad and the good news
- Pacesetting leader builds challenging and exiting goals to people
- Coaching connects corporate goals whilst helping people, finds strengths and weaknesses and links these to career aspirations and actions

For example, social leader is one of the leader types to lead a group or team to some direction. Social leader knows how to bring people together. It depends on workplace, team, group or situation that what kind of leader there would be needed. Social leader knows how to get team members excited about their tasks. He or she inspires employees. (Goleman’s ‘Six Leadership Styles’, 2016).

Leader needs to have other social skills as well; humor, negotiation skills etc. Leader knows how to communicate with different people from different cultures or from different backgrounds. It does not matter if you are man or woman, black or white, 15 or 80 years old, good leader knows how to treat you and treat everyone as equal and knows how to motivate different people as well. You can call it social influence. (Goleman’s ‘Six Leadership Styles’, 2016).

There are listed five traits that leaders need to differentiate from other employees:

- Intelligence
- Dominance
- Self-confidence
- Level of energy and activity
- Task-relevant knowledge

Researches tells lot about different traits that leaders should have. You can use for example, meta-analysis to predict what kind of leader individual would be. It is based on two variables: task-orientation and interpersonal attributes. (Goleman’s ‘Six Leadership Styles’, 2016).

With good social skills good leader builds trust, respect, team spirit, positive energy etc. If group haves for example good social leader it knows that sharing, teaching, learning together and supporting each other helps whole team, and it is more likely to get the result that they are reaching for. They need to work efficiently together as a team. Good leader supports team members and develops team

and individuals by using individual's strengths and weaknesses, so they will work more efficiently. (Goleman's 'Six Leadership Styles', 2016).

Leader also needs to know how to take a different perspective to different things. Emotional intelligence is important. Leader needs to use empathy so he or she can understand others attitudes. He or she needs to have some hunch of how members will react to changes especially when this change is perceived as a bad thing. He or she needs to know how to affect to that reaction. If the change is negative thing, he or she needs to know how to turn it around. Leader needs to find positive things about it and motivate whole group again. (Goleman's 'Six Leadership Styles', 2016). For example, some employees may have seen this change in LocalTapiola's strategy as a negative thing. Good leader knows how to motivate different people so that they can see positive things in changes.

Individuals react to different things in different ways and they need different kind of things to motivate them. Some people come to work just to get their salary and that might be only thing that matters to them. Some people may come to work so he or she can do something that he or she desires. Someone may need that good team spirit and it might be only thing that motivates him or her. Someone just needs to be challenged every day so he or she can enjoy about his or her job. It is very important to understand that people are different and they are motivated from different things. (Goleman's 'Six Leadership Styles', 2016).

For example, social leader respects individual accomplishments, personal development and employee satisfaction. He or she wants to provide meaningful task to his or her employees. Social leader measures success by factors such as cohesive team and high morale. On contrast, the task-oriented leader measures succeed of the project based on the extent to which goals and objectives were completed. (Goleman's 'Six Leadership Styles', 2016).

Task-oriented leader also sets specific deadlines, goals and expectations. That is how he or she motivates whole team. Task-oriented leader also expects that his or her team is going to do everything as it was planned and they are not going to fail. On contrast social leader motivates his or her staff in different way, with friendly, interested behaviors. (Goleman's 'Six Leadership Styles', 2016).

For example, social leading may work in many places, but the task-oriented style of leadership might work and reach to good results when careful management of resources is needed, such as financial resources.

Leaders personality affects to results much but also group that he or she works with affects a lot. Groups norms (attitudes, opinions, feelings and actions) controls behaviors of group. Group development has theory which is called Tuckman's Five-Stage Model of group development. At first

stage is Forming. That is so-called “ice-breaking” stage where group members may be uncertain and anxious for example about their roles, people in charge and goals of that group. Individual may think “how do I fit in?”, group might think “Why are we here?”. After that come second stage: Storming. That is testing time. Individual may think “What is my role?” and group “Why are we fighting over who is in charge and who does what?”. Then come third stage: Norming. There come questions: “What do the others expect me to do?” “Can we agree on roles and work as a team. Then comes fourth stage Performing. This is solving stage. “How to get our work done?” “Can we do the job properly?”. And last stage is Adjourning. There work is done. “What’s next?”. By understanding these steps, it is easier to work in group and also to lead a group. Team differs from group by leadership, accountability, purpose, problem solving, and effectiveness. By understanding individuals, groups and teams, it is easier to lead them. (Kinicki & Fugate, 2016, pp. 440-457).

2.9 Motivation

Motivation is the force that drives someone to do something and explains why someone does that. Motivation directs our actions. For example, someone’s motivation at work can be money and if employer wants him or her to do something that he or she may not be willing to do, employer should use to some kind of bonus. Or if challenges motivate individual employer may use that to get him or her take that task.

There are two types of motivation: extrinsic motivation- motivation comes in some kind of reward. It can be money, promotion or it can come from avoiding some kind of punishment. Example about that could be that staff gets bonus if they achieve some specific goal. Then there is intrinsic motivation which comes from positive feelings that we get. For example, if I am studying about motivation because I want to achieve better understanding about it, that is intrinsic motivation. If I am studying it just to avoid getting a bad grade, I do it because of extrinsic motivation.

There are many theories about motivation. One famous is Maslow’s need hierarchy. It explains human behavior by need hierarchy where is five stages:

- Physiological (basic need- hunger)
- Safety (protection from danger)
- Love (need to be loved and love)
- Esteem (reputation, need to get recognition from others)
- Self-actualization (self-fulfillment for example at work or parenthood)

With that information employer can understand how employee should be motivated. Theories about motivation provides us easier way to understand behaviors in work life and helps us to motivate others. For employer there are five important reasons why they should motivate their employees (Martela & Jarenko 2015, p 13-15):

1. To get employee
2. To get employee stay at your company
3. To get employee engaged at work
4. To get employee perform organizational citizenship behavior
5. To get employee to help their colleagues

Values and attitudes are also closely related. Attitudes represents our feelings and opinions about some person, place or some specific object and can be both positive or negative. Attitudes are usually based on our values. Values represents our beliefs and influences to our whole life across all situations that we are part of. Values comes from family, friends, belief systems, events that we have lived and from our society. That if we have positive or negative attitude affects lot to our lives and of course to our career as well. (Martela & Jarenko, 2015, pp. 13-15).

Nowadays change is usual at every work place. World changes and so does our work. How you see the change, affects a lot to that how you can adapt things that comes among that change. If you see always something bad in new things, it is much harder for you to learn new things that comes, because you resist those. On the other hand, if you see change as on opportunity to make a progress, it is much easier to adapt new things. You can even improve that situation by helping others see the positive sides as well. Many employer respects that kind of attitude and sees the value of that. (Martela & Jarenko 2015, p. 22).

There are three components of attitudes which helps us to understand when attitudes affect to us and how these affects to our behavior. First one is the affective component which describes how we feel about some object or situation. Second one is the cognitive component which tells what we believe about some object or situation. Third one is behavioral component, how we intend to act toward someone or something. One example can be that your colleague brings his dog at work. Here affects what do you feel about dogs, let's say you like dogs (affective component). You believe that having a dog makes people happier (cognitive component), so you are not likely to convey about that (behavioral component). (Martela & Jarenko, 2015, p. 23).

We can face cognitive dissonance so called mental stress. That is situation where our behavior/knowledge/opinion or attitude are in disharmony. We can try to get a rid of that by changing our attitude or behavior or both. We need to try to find positive sides about that thing or try to find a reason why this thing could be adaptable to our values. (Martela & Jarenko, 2015, p. 23).

2.10 LocalTapiola

LocalTapiola is mutual group of companies owned by its customers. There are nearly 1.6 million owner-customers. LocalTapiola officially started its operations on 1.1.2013, when two Finnish insurance companies Lähivakuutus and Tapiola merged. These companies' history reaches to 17th-18th century. In 2012, the history of the companies took a new turn when Lähivakuutus and Tapiola announced their merger. Nowadays LocalTapiola has about 3 400 employees.

LocalTapiola provides:

- Life insurances
- Non-life insurances
- Pension insurances
- Investment and saving services
- Tailored insurance products to meet the needs of corporations and their employees

LocalTapiola Group is formed from:

- 20 regional companies
- LocalTapiola General
- LocalTapiola Life
- LocalTapiola Services
- LocalTapiola Asset Management
- LocalTapiola and Real Estate Asset Management
- Subsidiary: Turva

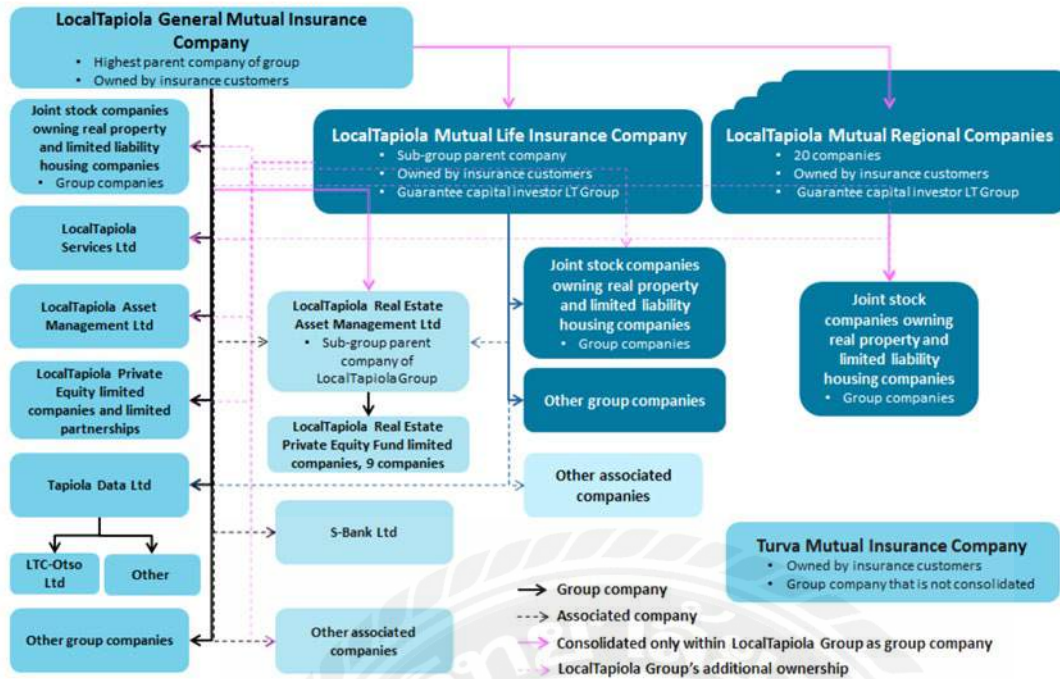


Figure 8 LocalTapiola General Mutual Insurance Company

LocalTapiola needed to change their strategy because of the changes of insurance industry in Finland. Now there is more global companies and global rivalry and also totally new companies that provide insurances online. Customers are buying more in online and also want service to be fast and easy to use. Also, there are lot of mergers with banks and insurance companies and also cooperation with health care companies. Customers appreciate quick service and value for money. (Strategy of LocalTapiola 2016-2018, slide 3).

What LocalTapiola needs to do to staying in competition? They need to focus on growth center because of the migration and changes of population structure. They also need to renew their approach and service channels. Also, there need to be improvement in operating efficiency so that LocalTapiola can respond to consumer's needs with prices and value for money and also to success in growing rivalry. LocalTapiola also needs to keep their old customers and create strong and long-lasting relations with their customers. Below summary of LocalTapiola Group's results from 2017. (Strategy of LocalTapiola 2016-2018, slide 4).

LocalTapiola Group's key figures 2017

LocalTapiola Group	2017	2016
Operating profit, EUR million	343,0	327,4
Total earnings, EUR million	408,3	363,8
Solvency II capital adequacy ratio at the end of the period under review, %	175,4	189,6
Non-life insurance		
Combined ratio excl. unwinding of discount expense, %	88,9	91,8
Risk ratio, %	57,9	60,8
Cost ratio, %	31,1	31,0
Direct business premium income (non-life insurance), EUR million	1095,2	1 118,8
Growth of direct business premium income (non-life insurance), %	-2,1	1,3

Figure 9 LocalTapiola Group's key figures 2017

New strategy changes a lot of LocalTapiola's practices in coming years. LocalTapiola's goal is to expand from insurance and bank service provider to company that provides lifelong security. Goal is to make Finnish people's lives more secured and healthier. The whole process takes three years and the new strategy should be implemented between 2016 and 2018.

LocalTapiola have few numerical targets, which they want to achieve and measure. Those are for example, LocalTapiola's benefit program which means that customer gets more discount when he or she takes all insurances from LocalTapiola. For example, if customer have home insurance, car insurance and travel insurance from LocalTapiola he or she gets 13 percent discount from all insurances. If customer takes also life insurance discount raises to 17 percent. There are four stages in that discount program and with this new strategy LocalTapiola wants their customer to be at level three (-13 %) or four (-17%). In other words, LocalTapiola wants their old customer to centralize their all insurances to LocalTapiola and make sure that customers have comprehensive packet of insurances just for customer's needs. Second indicator is EPSI. Epsi rating indicates customer satisfaction and loyalty, employee's commitment and experiences and efficiency of Executive Board. (Strategy of LocalTapiola 2016-2018, slide 10).

They are also using NPS-index/ Net Promoter score which measures growth. LocalTapiola wants to achieve scores 9-10. Those are Promoters who are loyal enthusiasts who will keep buying and refer others, fueling growth. (The net promoter score, 2016).

Naturally LocalTapiola is also interested in premiums. They want to achieve 2,8 percent growth in premiums annually. Which means higher growth than usually in that industry. For life insurances, LocalTapiola is expecting 25 percent growth of sales annually. Cost ratio are expected to be 26-29,9 percent at the end of the year 2018. (Strategy of LocalTapiola 2016-2018, slide 12-13).

Vision: "Number one company in lifelong security."

Mission: “LocalTapiola’s mission is to secure our customers life and provide financial success.”

In LocalTapiola’s new strategy, there are four steps:

1. Become the number one company in lifelong security.
2. To grow in growth centers and focus on current customers.
3. To improve operating processes by standardizing.
4. Renew as customer-oriented. (Strategy of LocalTapiola 2016-2018, slide 5).

LocalTapiola wants to be number one in lifelong security because they need to separate from other companies in same industry. Other companies do not have same kind of approach and that is how LocalTapiola can compete in this growing industry. With this new strategy LocalTapiola comes closer to customers’ daily life by anticipation, safety and well-being solutions. (Strategy of LocalTapiola 2016-2018, slide 6).

New strategy’s nuclear is life safety and customer experience.



Figure 10 LocalTapiola’s vision is to be at the end of the year 2018

LocalTapiola wants easy and fluent transaction, good web sites where customers can visit easily and quickly and service times to be shorter so that customers get what they want easily and quickly. Customers also need to have knowledge about their life security and about their insurances (they

know what they buy). LocalTapiola wants to be well-known from lifelong security, know-how, professional service and locality. LocalTapiola have brought in the market a series of new experiments and solutions to improve the safety and well-being.

In the Future LocalTapiola has significantly improved the efficiency of its operations, which will bring new opportunities to provide insurances to customers with lower prices and better services. Efficiency is improved, especially when the amount of the products has been reduced, the processes acting in unison by all companies and automation for simple cases has been significantly increased. (Strategy of LocalTapiola 2016-2018, slide 14).

Strategic period 2016–2018 targets and actions

LocalTapiola will reshape its operations significantly during the strategic period by expanding from being an insurance and finance group into a lifelong security company. Lifelong security describes LocalTapiola's way of serving customers throughout their lives and in changing situations.

A) We will become the number one provider of lifelong security

LocalTapiola will reshape its operations significantly during the strategic period by expanding from being an insurance and finance group into a lifelong security company. Insurance and finance solutions will continue to be our core business area but we will expand our operations by offering our customers related forecasting services and solutions for security, risk management and well-being.

B) We will grow in growth centres with our current customers

LocalTapiola is already connected to every Finn via its own customers or those of its partners. For this reason, the core of our operations is actively serving current customers and supplementing lifelong security.

The target is to offer the best customer experience and lifelong security by combining personal service with entirely new digital solutions.

C) We will increase efficiency by standardising processes

By improving the efficiency of our operations we can guarantee customers good value for money and price competitiveness as new forms of competition expand.

The target is to reduce the operating expense ratio, operating costs and personnel expenses.

D) We will modernise in a customer-oriented way

The key to our success is strengthening our customer-oriented operating methods and motivated customer service culture.

Being a pioneer in lifelong security, offering entirely new digital services and meeting other future needs for change will also require us to develop new types of expertise and to consciously overhaul supervisory work and culture.



LÄHITAPIOLA

Figure 11 Key actions to implement the strategy 2016-2018 (Strategy of LocalTapiola 2016-2018, slide 4).

Change indicators for the strategic period



LÄHITAPIOLA

Figure 12 Figure 12: Changes during strategy period

LocalTapiola have listed changes that are expected to be improved and measured at the end of strategy implementation. (Strategy of LocalTapiola 2016-2018, slide 15).

Chapter 3

3.0 Research planning

In Scientific research a certain kind of material is always needed. The material can take many forms. Without good research material there is no good scientific research. It does not necessarily mean that from good material you always get good results. At the beginning, it is good to look for good research methods. The most important thing is to know the objectives of the study or the reason for research. You need to consider whether the trial function defined with sufficient precision. After this, the need to find an appropriate method for analysis. A good way to find research method is to find a suitable example of the research. (Aaltola & Valli, 2010)

Qualitatively research means a whole range of different interpretative research practices. (Metsämuuronen, 2008, p. 14) It refers to any research, which aims to findings without quantitative methods or statistical methods. Qualitative research is used words and phrases, while the quantitative study based on the figures. The implementation of qualitative research is not an exact frame of reference such as in quantitative research. (Kananen, 2005, p. 10) Since qualitative research does not have theory or paradigm, which would be entirely its own, it is very difficult to define. Paradigm is a set of basic experience, which represents the researcher's view of the world. (Metsämuuronen, 2008, p. 15)

When there is no need for accurate numeric answers, qualitative research is a suitable alternative. However, there are risks, for example, one is that the answers are too vague or difficult to interpret. (Kulpa, 1999) Qualitative research reveals more feelings and experiences than quantitative research. One of the qualitative research approaches is the application of the theory on raw data in in-depth interviews in a particular target group. In this can be seen interviewee perspective for development areas. (Mills, 2005).

Quantitative research seeks to generalize. Simply the fact is that the respondents were asked questions related to the phenomenon under scrutiny. Quantitative research there are more measurements than qualitative research. (Kananen, 2008, p. 10) The starting point of the quantitative research is to the research problem where we are searching for the answer. After that needs to think about what information is needed to solve a research problem. Then, figuring out where and how to collect the specific data. (Kananen, 2008, 11)

Quantitative Research progression steps are as follows (Kananen, 2008, p. 12):

- What information is needed
- How data is collected
- What questions are presented

- What question types are used
- Text of the question
- Form layout
- Pretest for the form
- Preparation of an observation
- Implementation of the study
- Form inspection and numbering
- Recording forms
- Report writing

Qualitative research methods are used in the methodology of the main observation, text analysis, and interview transcription. In a quantitative study observation is groundwork that need to be done for example for survey form. (Metsämuuronen, 2008, p. 15).

Qualitative research can also be used in addition with quantitative research. Quantitative research allows so-called statistical and the use of specific methods so it is suitable for survey which is done large numbers of people. In qualitative survey data collection methods can be an interview or a mailed questionnaire (Aaltola & Valli, 2010). If the research is done with qualitative research and quantitative research, it is a kind of multi -task research. Qualitative research can be considered a continuation of quantitative research, as required in-depth understanding and interpretation of the results. (Kananen, 2005, p. 13)

3.1 Designing a Survey Questionnaire

This research was done with quantitative research. A questionnaire was sent via email to LocalTapiola's employees. A quantitative method was selected because of the need to attain respondents from whole LocalTapiola. Employees had time to answer the questionnaire between 2.5.-15.5. The big picture of how LocalTapiola's strategy is implemented and adopted in LocalTapiola Group was analyzed by the LocalTapiola's HR department. In this survey we wanted to know is there the differences between LocalTapiola Etelä's answers and whole LocalTapiola group's answers.

The original questionnaire was planned together with LocalTapiola Etelä's HR director Kati Heininen but before the original questionnaire was sent, we find out that the HR department in LocalTapiola Group is planning to do same kind of survey for whole LocalTapiola. We decided together with LocalTapiola Etelä's Business director and my thesis advisor Brian Norman Hunt that we will not send another questionnaire, we rather use the same results and compare LocalTapiola Etelä's answers

to whole group. We taught that if we send another questionnaire in same month, we do not get enough answers to do the analyze.

In this thesis the questions that needs to be answered are: How the strategy is adopted? This tells LocalTapiola Etelä's management the stage where employees are. How employees see their superiors as a furtherer for cultural change? When LocalTapiola gets answers to this question, they know if there are area that they need to improve. How their own work supports renewal? From this question answers LocalTapiola knows should they make changes to employee's job descriptions. How they see LocalTapiola's lifelong security strategy? This tells employees attitudes towards new strategy. What are their experiences about custom and services? This tells how strategy presents to LocalTapiola's customers from employees' point of view. Have LocalTapiola succeeded in strategy communications? This tells should LocalTapiola focus more to communications part. What LocalTapiola should do to achieve their strategic goals? This gives LocalTapiola improvement ideas. From these questions the seven themes for questionnaire were created. Those themes are introduced in following chapter.

Surveys are implemented because of the need of information and feedback. This information is used for planning and improvement. According Survey Fundamentals article there are five steps in survey process:



Figure 14 Five steps of survey process

In designing step first needs to be defined the problem that needs to be examined- question is what the goal is. After that outline persons that will be surveyed. Usually survey tells the feedback from specific group. In first step there also needs to be figured questions that needs answers. Then can be decided what is the best way to get those answers. After that can be decided, what mode of collection data should be used to get best results from survey. There are many alternatives for example (How to do a survey, 2001):

- Personal interviews
- Telephone surveys
- Mailed questionnaires/drop-off surveys
- Web-based surveys and email-based surveys

Second step develop includes developing questions. Questions should fit to overall plan and questions should be appropriate for the mode and population that have been chosen. Questions should meet the goals of survey. If questions do not meet the needs or are unnecessary those questions can cause confusion or distract respondents. Survey should be reliable and valid so questions needs to be developed according that. Each question should mean one thing for everyone and answers should measure the property that it should measure. (How to do a survey, 2001).

In developing phase should be thorough because questions create base for survey. There is risk that person who is responding to survey does not understand questions at the same way that questioner does. (How to do a survey, 2001).

Respondent's willingness, skills and time used to fill survey needs to be taken into account so that survey could pull off. Questionnaire needs to be designed and tested carefully so that survey can succeed. Certainly, only good questionnaire does not guarantee that survey will succeed. In designing part there are many things concerning about content and layout that needs to be taken account. Questionnaires' reasonable length and layout's clarity are important things. If questionnaire is too long it will be cause that people does not answer to that. Filling questionnaire should not take longer than 15-20 minutes. Usually decision about answering to questionnaire is based on first impression of questionnaire. Decision is usually made based on cover letter and questionnaires' image. Low response rate can ruin even well-planned survey. Questions should be clearly itemized for example with lines or with boxes. Using columns can help questionnaire to look shorter and clearer.

Survey questionnaire should be comprehensive so it gives answers for research problem but at the same time, it should be simple and easily understandable. Usually respondents do not know the research subject equally as researcher. Respondents should be able to understand questions at the same way that others do. Because of that, questions should be straightforward and specific. Good question is always reasonable by its length. (How to do a survey, 2001).

Privacy protection needs to be always taken into account. Respondents needs to be able to trust that information that they give does not to leak to wrong hands. Respondents anonymous needs to be considered in questions preparation. Good questioner starts with easy questions. It is easier to answer questions when those are in logical order. Good questions, balance of questions and comprehensiveness of content are important things in survey. (How to do a survey, 2001).

Baseline is that everything is asked reasonable comprehensively. In analyze phase fine-grained information is easy to summary. For example, age of respondents should be rather asked as year of birth so that information is more useful in analyze phase. (How to do a survey, 2001).

There should be good reason if there is an open question in questionnaire. Because of all respondents will not answer to open questions and ways of answers will also vary a lot and information may not be expected quality. Some quantitative variables could be asked with question which ensembles' open question. For example: "How many times have you participated at class?" (How to do a survey, 2001).

In questionnaire there should be enough instructions for responses. For example: "Circle the correct answers". There should be question and instruction for answer. If questions move on with repeated instructions can instructions be omitted? If respondent is not expected to answer all questions should be clearly told to which questions respondent should move next.

In addition to, general instruction, instructions for answer and pointing out correct spots for answer it is usually useful to make specifications for content. For example questions "How many times you have..?" there could be added word "approximately": Approx. ____ times.

Examples should be used only for good reason because examples can direct respondents answer to some direction or limit capability to answer. Questions should be so simple that examples are not needed. (How to do a survey, 2001).

One hard decision in designing survey is that are questions asked separately or in sets. When there are factors that are concerning same subject or answer alternatives are consistent is set of questions useful. When there are separate matters related to same issues should questions be asked separately for example with list. Answering set of questions is usually easier than reading complicated alternatives or questions that repeats oneself. (How to do a survey, 2001).

Answers can also be listed ready and respondent could be asked to choose for example three most important things or to put those things to order of importance. Structured question's answer alternatives should usually be exclusionary. Exceptions are preference questions (choose five best opportunities) or multiple-choice questions. (How to do a survey, 2001).

Chapter 4

4.0 Data analysis

Questionnaire was sent to 3 275 employees. Response rate was surprisingly high: 55 % whole LocalTapiola group and 51,5 % LocalTapiola Etelä. The survey was conducted between 2.5.2018 and 15.5.2018. There were seven themes in the questionnaire and three open questions. Totally there was 38 statements/questions. Because LocalTapiola's management wanted answers to questions that are presented in chapter 3, these seven themes were selected to questionnaire.

Themes:

1. Superiors as a furtherer for cultural change
2. Own work as furtherer for renewal in last six months I have..
3. LocalTapiola's lifelong security strategy
4. Experiences about custom and services
5. Experience about LocalTapiola's solutions scope and effectiveness
6. A vision of LocalTapiola's strategic capabilities
7. Strategy communications
- 8.

Open questions

1. What are LocalTapiola's strategy's key objectives?
2. Where have we succeeded in terms of life long security strategy?
3. What are the things where we should improve and what totally new, we need?

Approx. 37 present respondents left open feedback. In LocalTapiola Etelä 33 present of respondents left open feedback. The average of Strategy Questions whole LocalTapiola was 4.1 (1-5). LocalTapiola Etelä's was 4,05.

The survey results are higher than was expected. LähiTapiola sees itself as a Lifelong security company. At the same time unfortunately, clients are experiencing by LocalTapiola as an insurance company.

In whole LocalTapiola group 89% of respondents feel that they know the strategy. So, we can say that strategy communication has been implemented well. The average for strategy communication was 3.8 but employees has adopted the strategy quite well. The staff has adopted the concept of life long security very well.

Four out of five think's that their own work and their supervisor's work is supporting for LocalTapiola's renewal. On the other hand, only slightly more than half of the employees sees the company's strategic capacity to be sufficient level.

In general employees sees they're own capability for renewal in better shape than supervisor's role as a furtherer of renewal. 75,14% (Etelä 83,93%) completely agreed or agreed to some extent to first theme "Superiors as a furtherer for cultural change" and 82,87 % (Etelä 76,86%) to the second theme Own work as furtherer for renewal. In LocalTapiola Etelä results were vice versa.

Theme 1. Superiors as a furtherer for cultural change

Total 5 statements under this theme. 51 persons answered from LocalTapiola Etelä. Average to these questions was good 4,37.

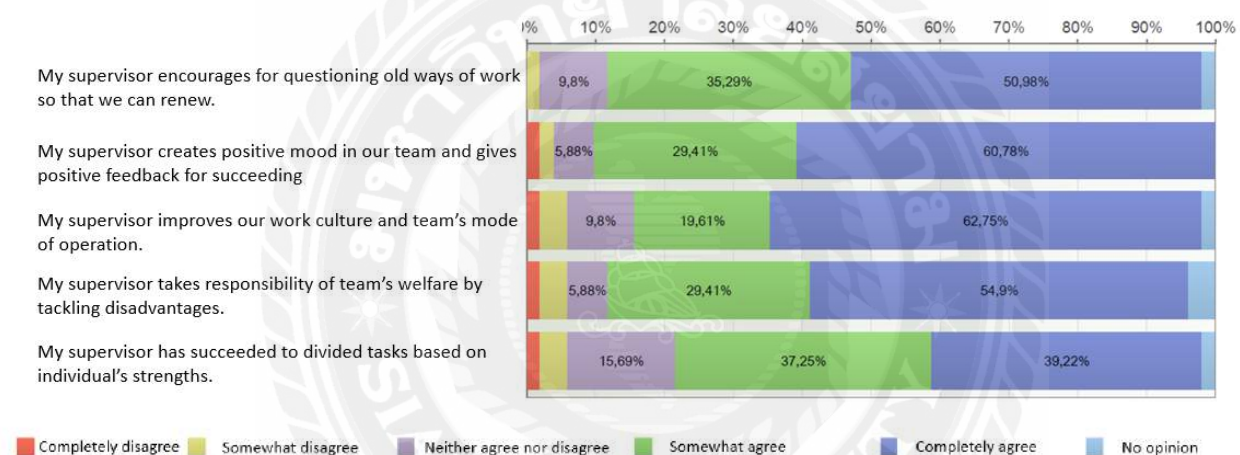


Figure 1 LocalTapiola Etelä's answers to first theme

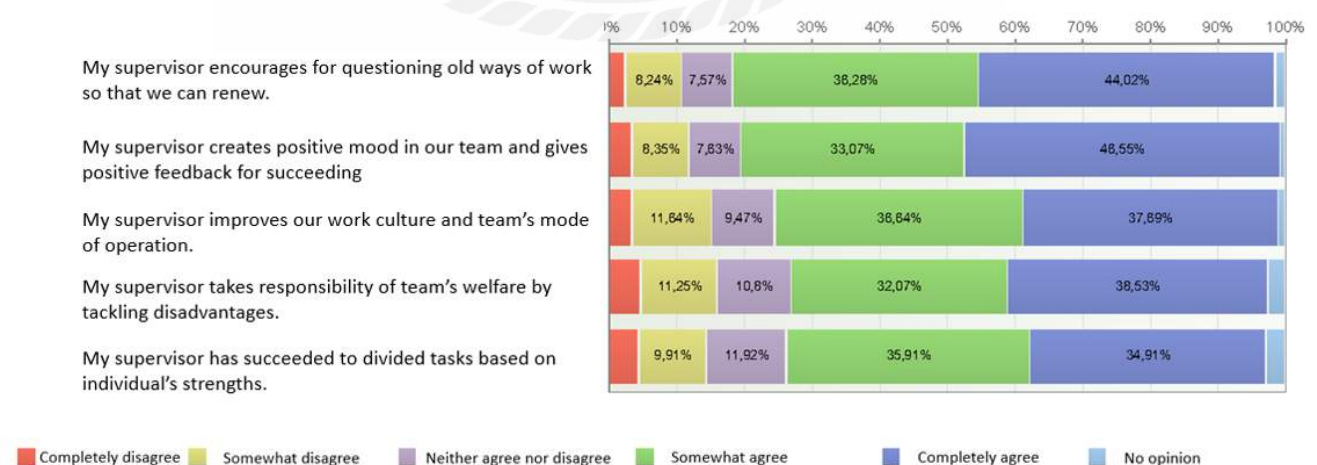


Figure 2 LocalTapiola Group's answers to first theme

Etelä's answers were evenly. Only last statement "My supervisor has succeeded to divided tasks based on individual's strengths" average was lower than the others were: there is something that supervisors can improve in future. This was also lowest statement in LocalTapiola Group's answers to first theme. In LocalTapiola group there are also respondents that Somewhat disagrees and Completely disagrees. In LocalTapiola Etelä there are only few who things that.

Theme 2. Own work as furtherer for renewal in last six months I have..

Second theme was "Own work as furtherer for renewal in last six months I have..". There where total 5 statements. 51 persons answered from LocalTapiola Etelä Average to these questions also was good 4,18.

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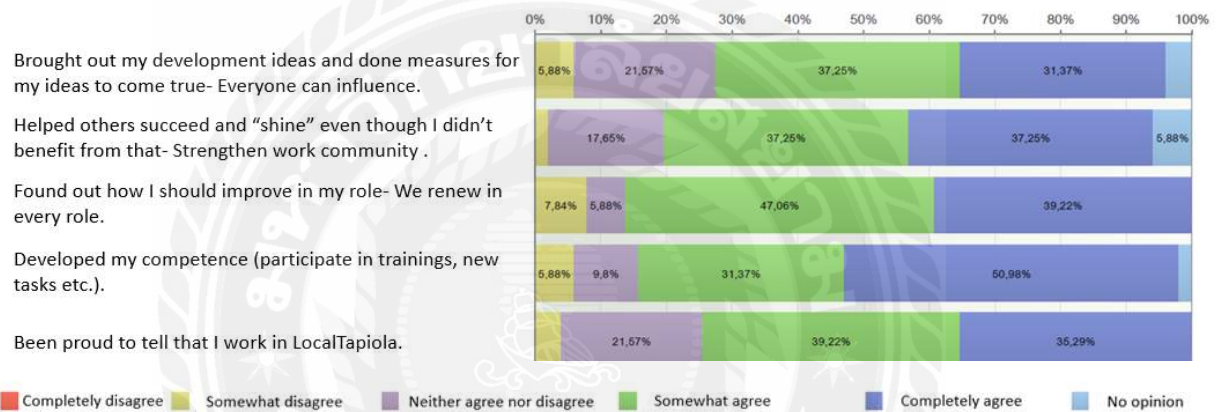


Figure 3 LocalTapiola Etelä's answers to second theme

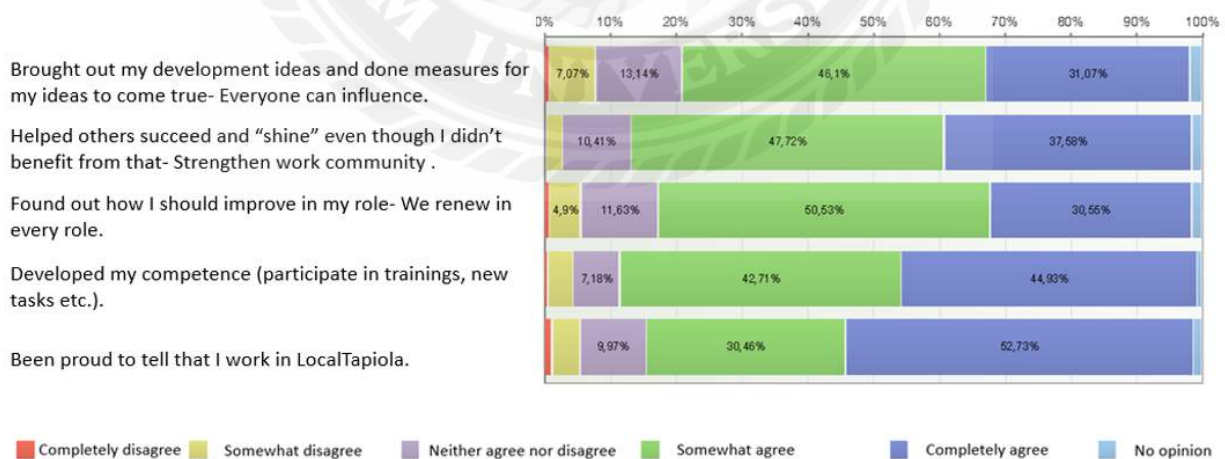


Figure 4 LocalTapiola Group's answers to second theme

So, in general employees saw their own capability for renewal in better shape than supervisor's role as a furtherer of renewal but in LocalTapiola Etelä results was vice versa. In LocalTapiola Etelä 83,93% completely agreed or agreed to some extent to first theme "Superiors as a furtherer for cultural change" and 76,86% to the second theme Own work as furtherer for renewal. In LocalTapiola Etelä superiors do good job in this area but also employees are succeeding well in this area. Also, one good thing to raise is that LocalTapiola's employees' have been proud when they tell that they work in LocalTapiola.

Theme 3. LocalTapiola's life long security strategy

Total 5 questions under this third theme LocalTapiola's lifelong security strategy. 49 persons answered from LocalTapiola Etelä. Average to these questions was 4.

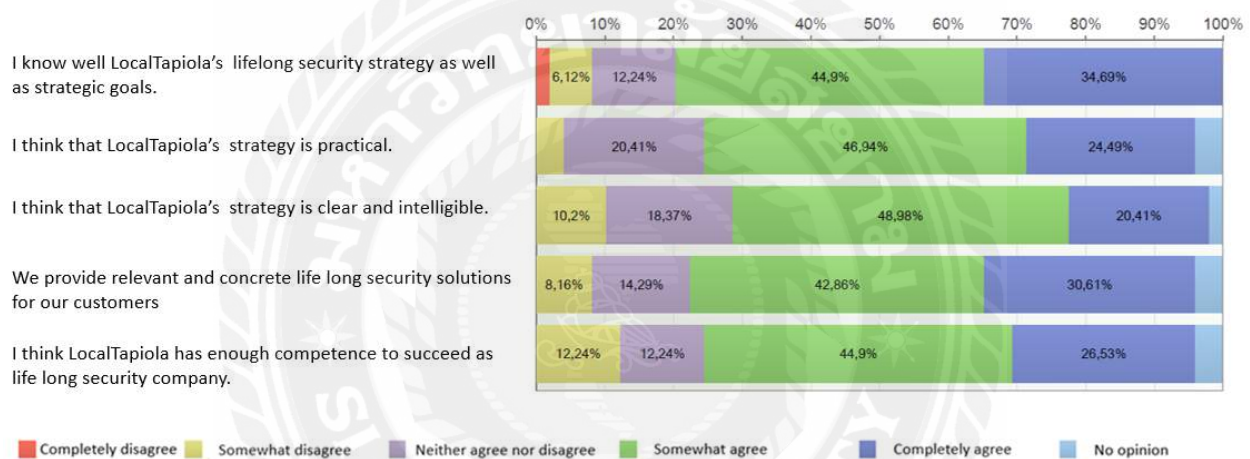


Figure 5 LocalTapiola Etelä's answers to third theme

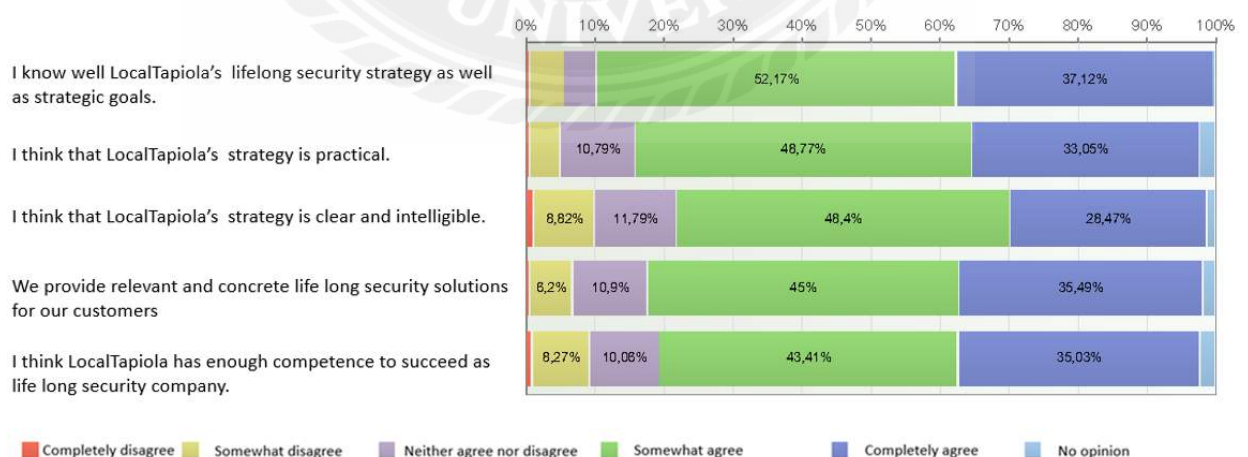


Figure 6 LocalTapiola Group's answers to third theme

In general employees see LocalTapiola's strategy as clear, practical and think that LocalTapiola provides relevant solutions for their customers. 79% from LocalTapiola Etelä's employees tell that they know LocalTapiola's strategy. In whole LocalTapiola group 89 % tell that they know LocalTapiola's strategy so there are differences within LocalTapiola Group. In General, in this theme there is no major change between LocalTapiola Etelä's or LocalTapiola Groups answers. Average to this theme in Etelä was 4 and in whole group 4,12.

Theme 4. Experiences about custom and services

Total 4 questions under this fourth theme Experiences about custom and services. 48 persons answered from LocalTapiola Etelä. Average to these questions was 4,42.

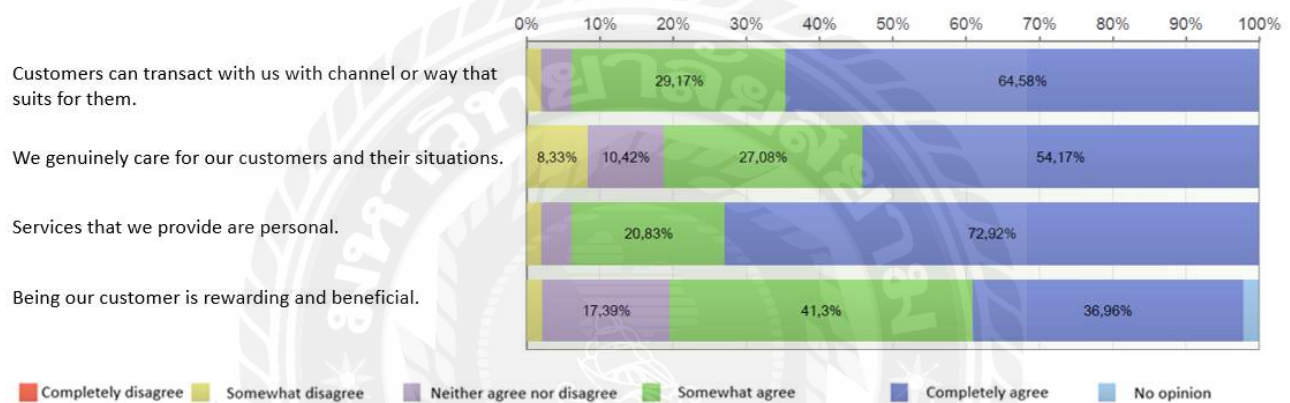


Figure 7 LocalTapiola Etelä's answers to fourth theme

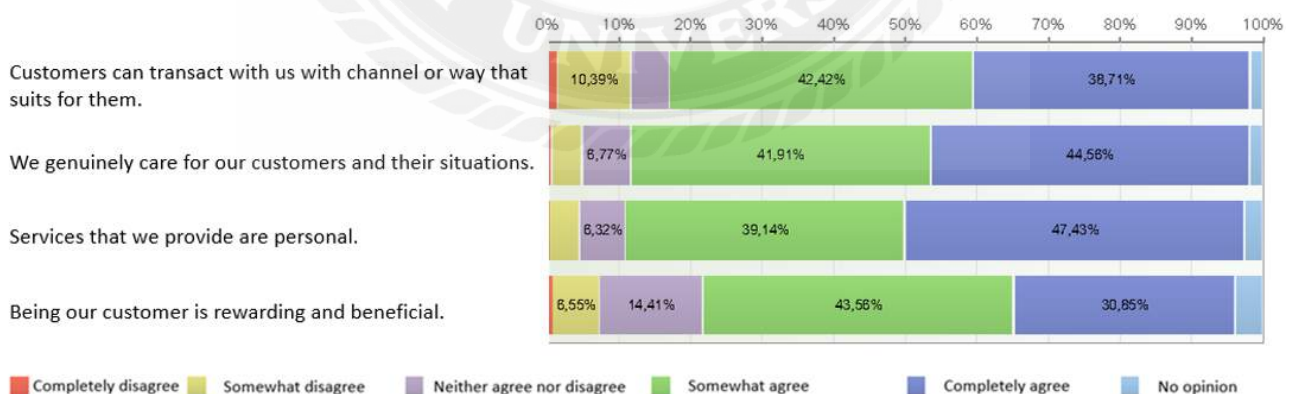


Figure 8 LocalTapiola Group's answers to fourth theme

Average between Etelä's answers and whole Group's answers were again close. Groups average was 4,22 and Etelä's 4,42. But if we look answers more closely there are differences. For example, first

statement “Customers can transact with us with channel or way that suits for them.” In LocalTapiola Etelä 64,58 % completely agreed and in whole LocalTapiola Group only 38,71 % completely agreed on this. Other good example is third statement “Services that we provide are personal.” Etelä’s answer 72,92 % completely agreed and in whole LocalTapiola Group only 47,43 % completely agreed. Differences in this outlook can be explained because in LocalTapiola Etelä’s respondents many works in customer interface and they see these things in different way than persons who works for example in development department. LocalTapiola Group’s respondents include all employees from development and other departments where employees do not work in customer interface and they see these things in different light.

Theme 5. Experience about LocalTapiola’s solutions scope and effectiveness

Total 4 questions under this fifth theme Experience about LocalTapiola’s solutions scope and effectiveness. 50 persons answered from LocalTapiola Etelä. Average to these questions was 4,43.

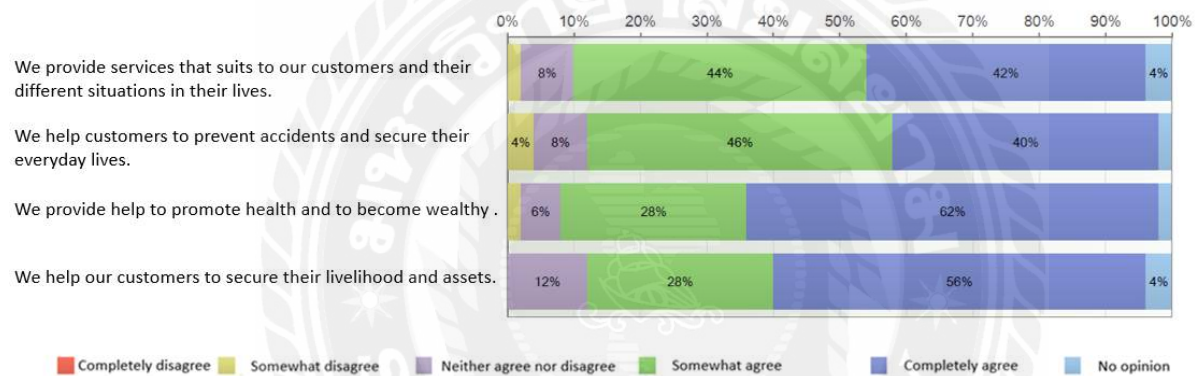


Figure 9 LocalTapiola Etelä’s answers to fifth theme

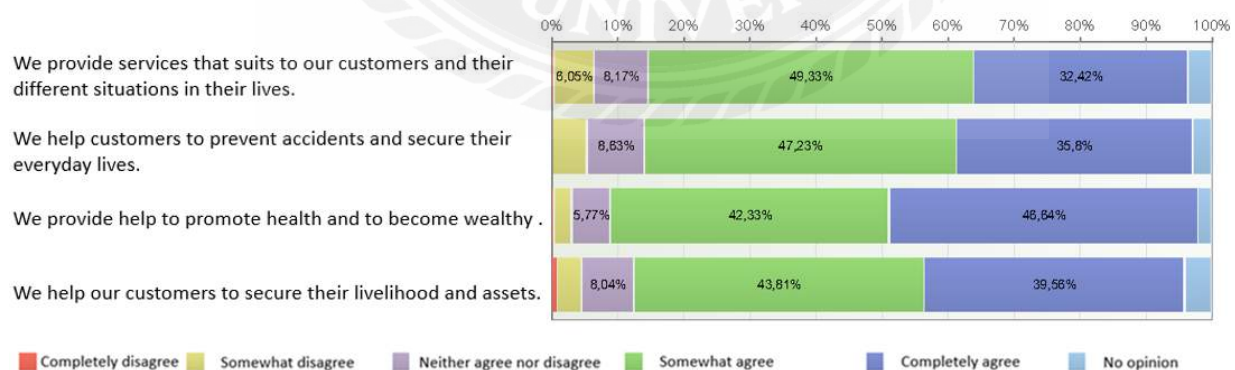


Figure 10 LocalTapiola Group’s answers to fifth theme

Again, in this theme answers are divided similarly. Etelä’s average was 4,43 and LocalTapiola Group’s average was 4,27. In this theme there is no major differences how answers are divided like in fourth theme there was. We can say that employees think that LocalTapiola provides suitable

services for their customers and LocalTapiola helps their customers to prevent accidents and provide also help to ensure customer's wealth.

Theme 6. A vision of LocalTapiola's strategic capabilities

Total 8 questions under this sixth theme A vision of LocalTapiola's strategic capabilities. 50 persons answered from LocalTapiola Etelä. Average to these questions was 3,71.

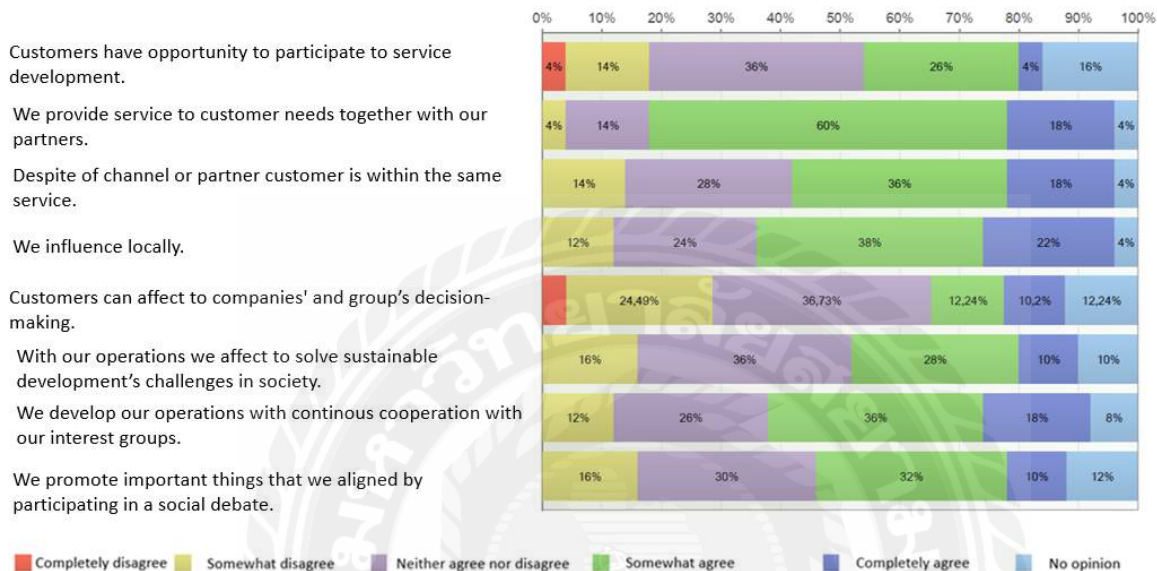


Figure 11 LocalTapiola Etelä's answers to sixth theme

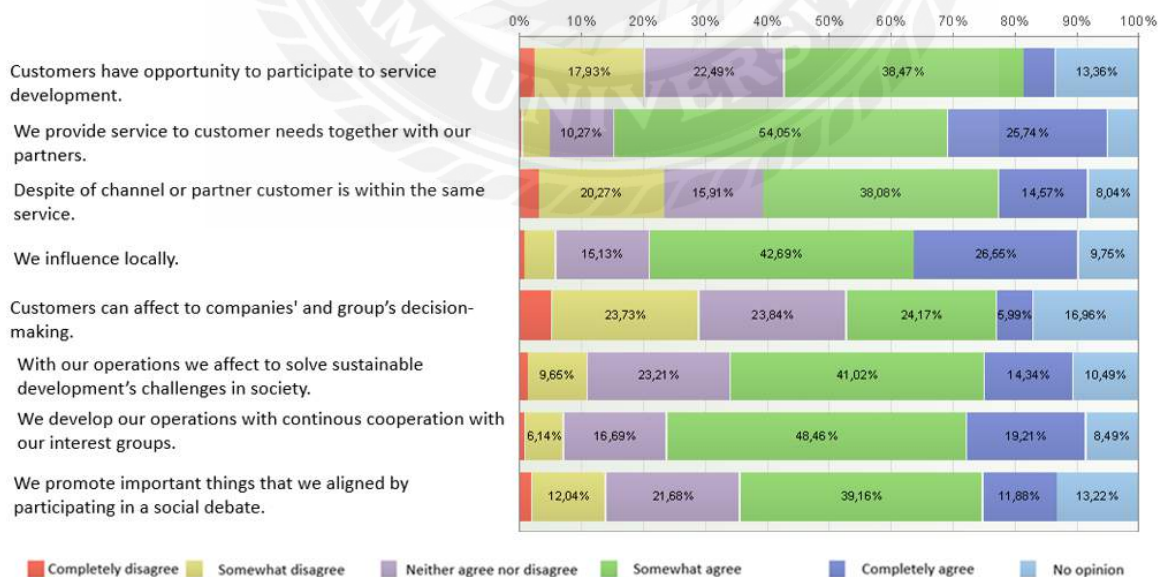


Figure 12 LocalTapiola Group's answers to sixth theme

In LocalTapiola Etelä this theme got lowest answers. In whole LocalTapiola Group this was second lowest and lowest was theme seven: strategy communications. Lowest answers averages were about customers opportunity to affect company's decision making and customers opportunities to participate in LocalTapiola's service development. Still employees think that LocalTapiola provides services for customer's needs and that LocalTapiola regional companies influence locally.

Theme 7. Strategy communications

Total 4 questions under this seventh theme about Strategy communications. 51 persons answered from LocalTapiola Etelä. Average to these questions was 3,78.

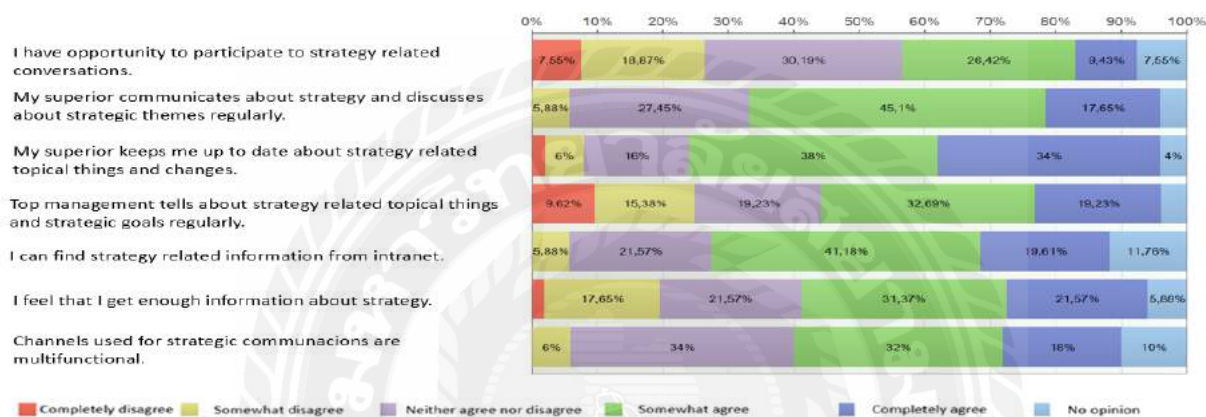


Figure 13 LocalTapiola Etelä's answers to seventh theme

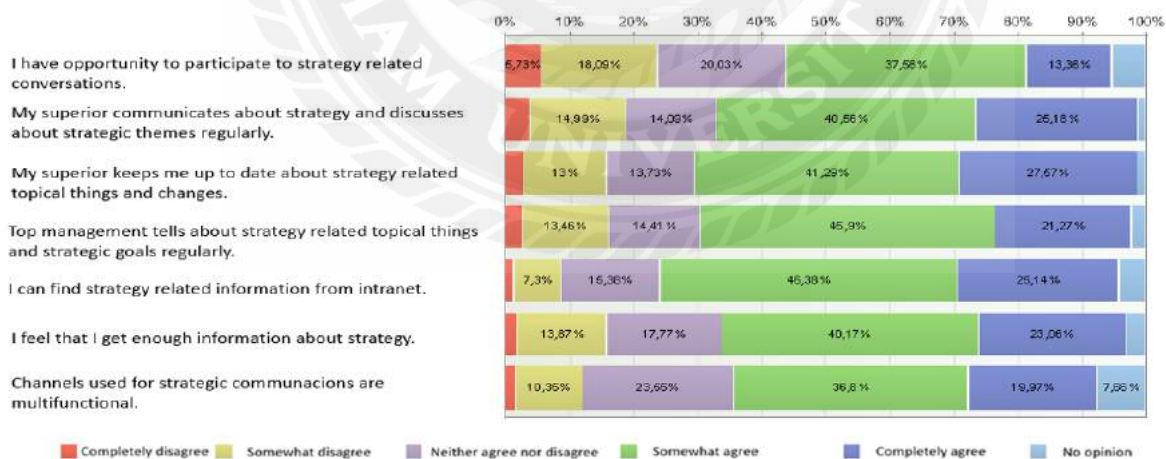


Figure 14 LocalTapiola Group's answers to seventh theme

In LocalTapiola Etelä approximately 35 % of employees think that they have opportunity to participate in strategy related conversations. In whole group this in approximately 40 % of employees.

Most of employees think that they get enough information about strategy but there can be improvements made in communications always.

Open questions

1. What are LocalTapiola's strategy's key objectives?

In LocalTapiola Etelä 17 persons answered to this question. Employees sees that LocalTapiola can become lifelong security company by providing health insurances and services and financial services for customer's needs. Answers were pretty similar. Health was raised almost in every answer and also financial part. Employees have understood the strategy well.

2. Where have we succeeded in terms of life long security strategy?

In LocalTapiola Etelä 17 persons answered to this question. From answers raised that Terveystalvi-service is one thing that makes LocalTapiola succeeded in terms of lifelong security. In addition, LocalTapiola's need survey tool was raised as a good thing. There were good things but also it was mentioned that LocalTapiola has things that they need to improve. One thing that was raised was that strategy is very sales driven even though it also covers more than just sales.

3. What are the things where we should improve and what totally new we need?

In LocalTapiola Etelä 17 persons answered to this question. One thing that was also raised in open question 2. was that employees needs more time to adopt renewal. Many things have changed at the same time so employees have lot of new things to learn. Old and complicated systems were also raised many times. In addition, customer's self-service is not up-to-date.

LocalTapiola needs to do also more product and service renewal based on customer's needs.

Chapter 5

5.0 Conclusion and recommendation

The purpose of this study was to help LocalTapiola Etelä to find out how their employees have adopted LocalTapiola's current strategy from employees' point of view and to help LocalTapiola Etelä to plan what they should do in the Future to support employees going towards LocalTapiola's objectives and goals. This was interesting topic to make research because LocalTapiola launched new and different strategy and it was interesting to follow how that new direction from compensation payer to risk preventer and even more "lifelong security" provider can be adopted.

As it was told in "Insurance industry is ready for digitalization 2016"- report the Insurance industry is increasingly changing from compensation payer to risk preventer. The major forces in the industry are digitalization and changes towards being responsible of invocation of the data. Changes in insurance industry has driven LocalTapiola to do something different.

Mondy & Mondy wrote that strategy implementation has been called the hardest and prime part of strategic management. Strategic implementation can require many changes in organization's behavior. It can change one or more organizational dimensions, for example

Management's leadership ability:

Organizational structure

Information and control system

Production technology

Human resources (Mondy & Mondy, 2012)

LocalTapiola's management have succeeded in this part and LocalTapiola also made organizational structure changes. Also, according KPMG International survey lack of change management is most common reason why firms did not achieve the objectives of a transformation strategy (KPMG, 2016, p. 8). In case of LocalTapiola we can say that they succeeded in this part. They succeeded in change management part because employees adopted the change well. LocalTapiola's problems are in other parts. They still need to concretize the change to their customers.

Questionnaire was sent to whole LocalTapiola group employees. This study focused only to one of LocalTapiola's regional companies: LocalTapiola Etelä. From LocalTapiola Etelä 51 employees answered. Answers were also compared to LocalTapiola group's averages. In questionnaire, there

were seven themes and under each theme there was 4-7 statements and, in the end, there were three open questions.

In general, in LocalTapiola Etelä strategy is seen in positive light and as succeeded. Unfortunately, that is only what LocalTapiola's employees think because if we compare these results to customers answers in different survey there is difference. (Elämänturvaindexi, 2018). So that LocalTapiola can achieve their strategic goals they need to do more so that customers also see LocalTapiola as a "Lifelong security company". LocalTapiola have succeeded by bringing their strategy to their employee's daily work.

In LocalTapiola Etelä supervisor were seen as a furtherer for cultural change. Also, employees saw their own role in positive light in that area. There were no major differences between LocalTapiola Etelä and whole group. It is good thing that employees both in LocalTapiola Etelä and in whole group are proud to tell that they work in LocalTapiola. After Lähivakuutus and Tapiola merged there have been difficult years to merge two companies' cultures and operating models. Therefore, we can say that answer to that question was surprisingly high.

Employees sees LocalTapiola's strategy as clear, practical and thinks that LocalTapiola provides as relevant solutions for their customers. LocalTapiola Etelä's employees tells that they know LocalTapiola's strategy. Most of employees thinks that LocalTapiola provides relevant solutions for their customers. This same thing was asked from LocalTapiolas customers in other survey and customers sees that in different light. Employees sees LocalTapiola as lifelong security company but customers still see LocalTapiola as a traditional insurance company who sells insurances. It is good thing that employees see LocalTapiola's strategy as clear and understandable but second step is that LocalTapiola needs to bring concrete lifelong security solutions to customers as well. (Elämänturvaindexi, 2011).

Strategy communications points was under the average of whole survey. Employees hope that there will be improvements in strategy communications. Even when employees think that still they know the strategy pretty well. In big picture employees sees strategy as successful.

Employees had lot to say in open feedback part. From open feedbacks, we can say that they have adopted well Lifelong security central elements and that LocalTapiola needs to give time to employees adapt new things.

As Hakanen wrote in order for an employee to implement the strategy in their own work, he or she must know the strategy, to know its content and no how it is linked to their own work. If the company changes its strategy, the changes must also be made operational in every level. There are different

alternatives to strategic implementation and to measure that. (Hakanen, 2007, p. 5) LocalTapiola did not have measure for that how well employees have adopted the strategy but this survey tells that they have adopted it well. LocalTapiola had other objectives that they will measures. See picture below.

Figure 15 Strategy 2016–2018 quantitative targets and evaluation of progress

Strategy 2016–2018

quantitative targets and evaluation of progress



5.1 Recommendations

Analyzing results that LocalTapiola measured could be next step to understand how they have succeeded in strategy implementation in general.

As we discussed before in Chapter 2 “Performance Management is a set of processes and managerial behaviors that involve defining, monitoring, measuring, evaluating, and providing consequences for performance expectations.” (Kinicki & Fugate, 2016, p. 182).

One way to effective Performance Management is follow these steps:

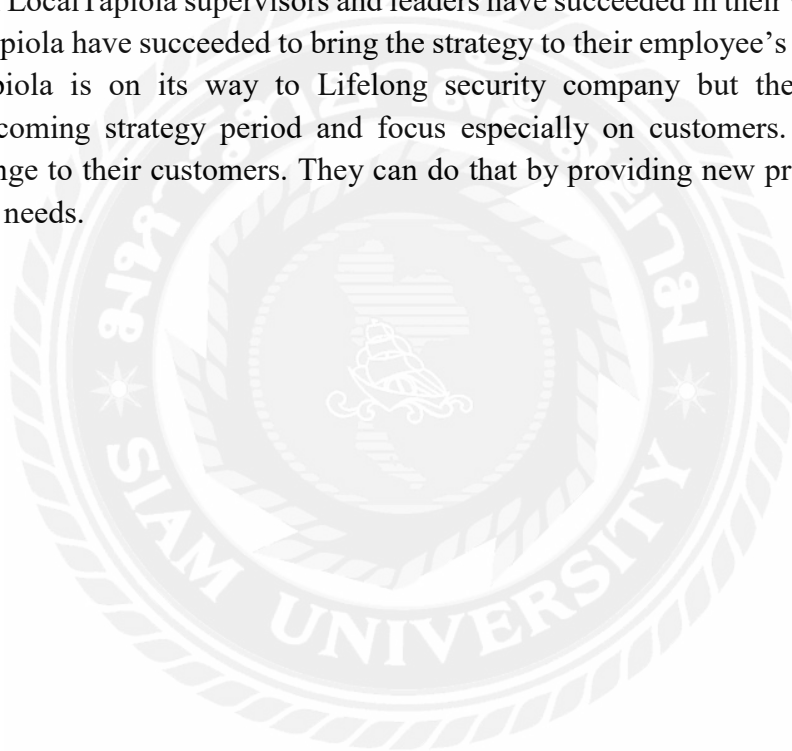
- Defining the performance
- Monitoring and evaluating performance
- Reviewing performance
- Providing consequences

This is something that LocalTapiola can think in their next strategy period. They could define performance that is linked to new strategy and evaluate how employees perform in that. Finally, they

can provide consequences its other words link incentives for example bonus to this. That is how they can get employees even more engaged to the new strategy.

LocalTapiola also needs to support employees to adopt new things. When many things are changing at the same time, they need to plan that everything does not change at the same time of employee's point of view so that employees have enough time to adopt the change.

LocalTapiola also need to support employees with updated work tools. Employees gave feedback that they have many old and complicated systems that they need to use. LocalTapiola have many systems because of merger. Now they are trying to get rid of old systems and renew and reduce number of different systems. In Chapter 2 we also discussed about the importance of leadership in strategy implementation. In LocalTapiola supervisors and leaders have succeeded in their work and that is one thing why LocalTapiola have succeeded to bring the strategy to their employee's daily work. We can say that LocalTapiola is on its way to Lifelong security company but they still need to do improvements in coming strategy period and focus especially on customers. They still need to concretize the change to their customers. They can do that by providing new products and services based on customer needs.



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