



The narrative that came to life:
The strategy process behind The Espoo Story

Charlotta Björk
S110860

Department of Management and Organization

Hanken School of Economics

Helsinki, 2015

HANKEN SCHOOL OF ECONOMICS

Department of: Management and Organization	Type of work: Master's Thesis
Author and Student number: Charlotta Björk, s110860	Date: 19.12.2015
Title of thesis: The narrative that came to life: The strategy process behind The Espoo Story	
Abstract: The purpose of this historical case study is to provide a description of the narrative strategy making process in Espoo 2011-2013 resulting in the strategy called “The Espoo Story”. The historical case study contributes to specific theory development within both SAP (Strategy as Practice) and narrative analysis through the deep understanding of a narrative strategy process in a city organization. A review of Strategy as Practice and narrative analysis literature creates a framework for understanding of how an entire organization can participate in the narrative strategy making process. The framework in addition explains how narratives may be used to make sense of, and communicate the strategy. In order to analyze the strategy process in Espoo between the years 2011-2013, a historical case study is presented based on semi-structure interviews with key-decision makers within the organization as well as extensive documentation from the time period. The historical case study shows that the new involving narrative strategy making process created an approachable strategy, with seemingly endless applications. The strategy narrative, which emerged through eight phases, appeals to residents of the city, elected officials and city officials and has evoked extensive retelling. The entire process is characterized by polyphony, which has in this case contributed to the implementation of the Espoo Story.	
Keywords: Strategy, strategy process, organizational narratives	

TABLE OF CONTENTS

1	INTRODUCTION.....	1
1.1	Background.....	1
1.2	Problem background.....	2
1.3	Purpose.....	4
1.4	Limitations	4
1.5	Definitions	5
1.6	Structure of the thesis	6
2	THEORETICAL FRAMEWORK.....	7
2.1	Strategy-as-Practice	8
2.2	Practice, praxis and practitioners	10
2.3	Discourse perspectives on strategy.....	12
2.4	Narratives in organizational analysis	14
2.4.1	The realist, interpretive and poststructuralist approach to organizational narratives	17
2.4.2	Fundamental studies combining narrative analysis and strategy	19
2.5	Summary of the theoretical framework.....	22
3	METHODOLOGY	24
3.1	Qualitative research strategy.....	24
3.2	Historical case study	25
3.3	Inductive research design	25
3.4	Data Collection	26
3.5	Description of the interview sample.....	29
3.6	Data Analysis	30
4	BACKGROUND INFORMATION ABOUT STRUCTURE, ORGANIZATION AND DECISION-MAKING IN THE CITY OF ESPOO.....	32
4.1	The city structure	32
4.2	The decision making system.....	33
4.3	Management and Organization within the City of Espoo.	34
5	DESCRIPTION OF THE NARRATIVE STRATEGY MAKING PROCESS WITHIN THE CITY OF ESPOO 2011-2013.....	35
5.1	Background	37
5.2	The preparation phase: first ideas about the narrative	38

5.2.1	Initial reactions to the narrative approach	39
5.3	The ideation phase: Engagement of stakeholders in creating narratives (polyphony)	40
5.3.1	Web-interviews	41
5.3.2	The Resident Evenings.....	43
5.3.3	A day as the Mayor.....	45
5.3.4	Workshops during Espoo day 25.8.2012	45
5.4	The analysis phase: Outlining the common (meta)narrative.....	46
5.4.1	Old Council seminar 21.11.2012	46
5.5	Formation phase: Creating a foundation for the (meta)narrative	47
5.5.1	The Council Strategy Seminar 31.1-1.2.2013	47
5.5.2	Results of the discussions and open space workshops at the Council strategy seminar.....	50
5.5.3	The three aspects of the Espoo Strategy basis	56
5.5.4	The cross-administrational development programs	59
5.6	The writing phase: concretization of the narrative.....	63
5.7	The feedback phase: refinement of the narrative	63
5.7.1	Espoo Story draft available online for comments 15-29.4.2013.....	63
5.7.2	Esimiesareena 14.5.2013.....	65
5.7.3	Council Strategy Seminar II, 13.5 2013.....	69
5.8	The formal acceptance phase: formally accepting the common narrative.....	70
5.8.1	City Board of Espoo meeting 27.05.2013 on The Espoo Story	70
5.8.2	The Council Negotiation Committee meetings.....	71
5.8.3	Council meeting concerning The Espoo Story 10.6.2013	72
5.9	The mobilization phase: development of sector and unit stories, spreading narratives.....	76
5.9.1	The creation of sector and unit stories and scorecards	76
5.9.2	Analysis of the unit and sector stories and scorecards	79
6	DISCUSSION: KEY FINDINGS AND MANAGERIAL IMPLICATIONS.....	83
6.1	Key findings.....	83
6.1.1	Practices of consumption and production.....	83
6.1.2	Multimodality	84
6.1.3	Polyphony and metanarrative.....	84
6.1.4	Participation.....	85
6.1.5	Implementation	87
6.2	Managerial implications and development suggestions	88

6.3	Limitations and suggestions for future research.....	94
7	CONCLUSIONS	96
8	SVENSK SAMMANFATTNING.....	100
	BIBLIOGRAPHY	112

APPENDICES

Appendix 1	Interviewguide	116
Appendix 2	Scorecard.....	117
Appendix 3	The Finnish Early Education Story	118
Appendix 4	The Espoo Story	119

TABLES

Table 1:	Material used in thesis	28
Table 2:	Propositions to The Espoo Story during the Council meeting 10.6.2013	73
Table 3:	The strategy process: Observations and development suggestions	89

FIGURES

Figure 1:	Strategy process timeline 2011-2013.....	36
Figure 2:	Illustration of the open space workshop meeting spots	49
Figure 3:	Tweet from the opening of Esimiesareena.....	66
Figure 4:	Draft of The Espoo Story design.....	68
Figure 5:	The final Espoo Story design.....	68
Figure 6:	Esimiesareena map over tables forming discussion forums	68
Figure 7:	Tweet from Esimiesareena open space workshop by the city of Espoo.....	68

1 INTRODUCTION

1.1 Background

How is a strategy for an entire city written? How is a strategy created that feels both personal and relevant for an organization with 14000 employees from over 800 professions, a political Council with 75 elected officials from 8 different political parties not to mention the 260 000 unique residents living in the city. This thesis is a historical case study the renewed strategy process in Espoo taking place in the years 2011-2013.

From a theoretical perspective this thesis builds on Strategy as Practice (SAP). SAP as a field has grown rapidly since it was founded in the 1990's. SAP has emerged as a new method of studying strategic management, strategy work and strategizing. (Golsorkhi et al., 2015). SAP focuses on "the doing of strategy; who does it, what they do, how they do it what they use and what implications this has for shaping strategy" (Jarzabkowski & Spee, 2009, p.69). SAP differs from traditional strategy research by offering an alternative to the individualistic models that dominates the field of strategic management where strong emphasis is placed on firm performance. SAP research builds on practice theory. Practice theory focuses on human activity, which is often called "praxis" (Reckwitz, 2002). In practice theory the behavior of an individual, the praxis, is influenced by social practices. The theory thus explores how human agency can explain action through social practices (Vaara & Richard, 2012)

Discursive aspects on strategy have been one of the fastest growing areas within SAP in recent years. Strategy involves talk in many forms; strategy is understood and communicated verbally and in text. Discourse is thus present in all forms of strategizing from strategy meetings and statements to the company mission. The field of discursive aspects of strategy can be classified into many perspectives (Balogun, Jacobs, Jarzabkowski, Mantere and Vaara, 2014). One of these perspectives is narrative analysis which will be the perspective applied in this thesis. Narrative analysis emphasizes storytelling, and the use of narratives within organizations. The perspective holds much promise for the future and has experienced a lot of activity in recent years. Even social sciences in general has experienced a narrative turn with research aiming to understand how humans make sense of their surroundings and construct experiences, knowledge and identities through the use of narratives (Fenton & Langley, 2011). Since the perspective is still very young, there are many things still being explored like how a strategy is interpreted and used, and how a common strategy can be created. This

narrative take on strategy is further emphasized in the theoretical framework through an overview of narratives in organizational analysis and the narrative turn the social sciences has experienced in recent years. Different approaches to the study of organizational narratives exist. A realist approach is employed in this thesis, meaning that narratives are regarded as representation of the phenomenon being studied. Narratives are thus tools for getting closer to the phenomenon, rather than being the focus of the study. (Vaara et al., 2016) The realist approach is suitable in this thesis since the focus lies on understanding practices within the narrative strategy making.

This thesis describes the narrative strategy making process within Espoo 2011-2013. Espoo was founded in 1972; with its rapid growing number of residents it is today the second largest city in Finland. The election of the new Mayor of Espoo in the beginning of 2011 sparked the development of new way of creating, using and communicating the city strategy. The new strategy approved by the Council 10.06.2013 is called The Espoo Story. In The Espoo Story narratives are used to build context for the new strategy. The contrast to the previous strategy is considerable. In sheer numbers the previous strategy was nearly 100 pages long, whereas the new strategy, The Espoo Story, is only five pages long. The design of the strategy process has changed, now building on as many actors as possible participating in strategy creation. Residents, enterprises and employees were invited to contribute in multiple ways ranging from web-interviews, resident evenings and workshops on the topic. More than 20 000 comments from different sources were taken into consideration when The Espoo Story was created. The new strategy, The Espoo Story, aims to guides the city's operations clearer and better than before towards common goals. (Building The Espoo Story” Powerpoint presentation at Council Seminar 21.11.12)

1.2 Problem background

Traditionally strategy work has been seen as created by the top management and consultants. The rest of the organization has then, simply implemented the strategy. (Jarzabkowski et al., 2007) This traditional view on strategy is today seen as increasingly outdated. Among others the new and fast growing perspective on strategy, Strategy as Practice (SAP), criticize and pose an alternative to the traditional way of understanding strategy work. Scholars have begun to regard strategic management as a social practice (Küpers et al., 2013; Golsorkhi et al., 2015; Jarzabkowski et al., 2007; Johnson et al., 2003). Organizations are spending increasing amounts on workshops,

seminars and recreational days where the strategy work takes place. Strategy is a lived, embodied experience according to the SAP perspective, and the creation is a social group activity that is not limited to the top management. (Samara-Fredericks, 2003; Whittington, 2006; Küpers et al., 2013)

The social sciences in general have experienced a narrative turn. With the narrative turn research has shifted towards understanding how humans construct experiences, knowledge and identities through narratives (Fenton & Langley, 2011). An increasing number of strategy researchers are now regarding storytelling as a strategic practice (Küpers et al., 2013; Sonenshein, 2010). Furthermore, many researchers emphasize that organizational storytelling is a polyphonic activity. This means that not solely the CEO practices organizational storytelling, but by many narrating organizational members, that give the strategy a voice. (Boje, 1991; Barry & Elmes, 1997; Küpers et al., 2013). Narratives are important for the study of strategizing. The ontological view suggests that strategy is in fact a narrative in itself, whereas the instrumental view regards storytelling as a tool for communicating a strategy. Storytelling makes a strategy more easily understood and internalized. (Küpers et al., 2013)

Despite the increasing knowledge about strategy formulation, and organizations regarding strategy as vital for success, the actual implementation of strategy is often lacking. Even an excellently written strategy does not guarantee that it is spread in the organization, and truly implemented. Some researchers suggest, that the reason for this is that a majority of organizational members do not know, or understand the strategy of the organization (Kaplan & Norton, 2005). There is a lack of detailed analysis of the practices of production and consumption of strategies in their narrative form within organizations.

The City of Espoo faced the same challenges as many organizations, and decided to adopt a new approach to strategy work. The Espoo Story is the result of this decision and is the narrative strategy created in Espoo between 2011-2013. This thesis is a historical case study of the narrative strategy making process that created The Espoo Story. The City of Espoo invited all stakeholders to participate in the narrative strategy making process, and made a strategy narrative instead of a traditional strategy. This was a completely new way of making strategy in Espoo. Through the historical case study of the narrative strategy making process in Espoo this thesis aims to contribute to the specific theory development within both SAP, and narrative analysis. The

contributions are made through a deep understanding of a narrative strategy process in a city organization with special focus on practices of production and consumption.

1.3 Purpose

The purpose of this thesis is to provide a description of the narrative strategy making process that created The Espoo Story. The new strategy, The Espoo Story, aims to guide the city's operations better and clearer than before towards common goals. (Building The Espoo Story" PowerPoint presentation at Council Seminar 21.11.12) The Espoo Story includes a strategy basis and a story that describes where Espoo is coming from, where Espoo is, and where Espoo is heading, and how to get there. The Espoo Story is the result of over 22 000 suggestions, and will be the strategy of the Council term 2013-2017.

The purpose of this thesis is to provide a description of the narrative strategy making process in Espoo 2011-2013 resulting in the strategy called "The Espoo Story". The case study contributes to specific theory development within both SAP and narrative analysis through the deep understanding of a narrative strategy process in a city organization with special focus on practices of production and consumption.

The research questions for this thesis are

RQ1: How is a strategy narrative created in a strategic planning process?

RQ2: What are the key problems and challenges from top management's perspective?

1.4 Limitations

This is a case study of the strategy process within Espoo between 2011-2013 that created The Espoo Story. The aim of this thesis is descriptive. The description is based on interviews and documentation provided by Espoo. This presents certain limitations to the thesis, as real time observations were conducted. Furthermore, the data collection around the process, consisting of documentation and interviews took place nearly two years after the studied 14-month process. Details might thus have been forgotten, and alternative accounts about the past might have been created over time. Furthermore, only the key decision makers of the strategy process were interviewed and thus the sample does not represent the entire organization. In order to compensate for these issues multiple sources of data have been used and triangulated. Thus, the

complete a description of the narrative strategy making process is a realistic description of the process and activities over the time period. However, the interview sample is to some extent biased, due to overrepresentation from certain departments. Furthermore, the researcher's interpretation of events and accounts influences the chronological description of events.

In a case study of qualitative nature, the researcher's role is key, when building the description of events. The researcher's interpretation of events is the central basis for a decision regarding what is highlighted, and what is left untouched, or less mentioned. As widely recognized individual interpretations of accounts are influenced by many factors, such as culture, political opinions, previous experience and educations. These factors are hard to control, but it is necessary to recognize their influence. A side from these factors the researcher has no previous knowledge, or relation to either Espoo, or any of its key actors. Furthermore, the researcher has no previous experience of strategy processes within city organizations, and thus was able to conduct the interviews, as well as analyze the results in a neutral manner. The results of this thesis cannot be generalized to apply to every organization. However, the results create an understanding of the key challenges from a top management's perspective in creating a strategy narrative in a strategic planning process.

1.5 Definitions

Organizational Narrative

In this thesis the definition of organizational narratives by Vaara, Boje and Sonenshein (2016, p.2) is used. The authors define organizational narratives as "temporal, discursive constructions that provide means for individual, social and organizational sensemaking and sensegiving".

Strategy

Strategy is the direction and scope of an organization over the long-term, through which advantage is achieved for the organization through its configuration of resources within a challenging environment, in order to meet the needs of markets and to fulfill stakeholder expectations. (Johnson et al., 2011)

Strategy Process

The strategy within an organization is the result of a strategy process. The process has three particular traits: it is the logic that explains the causal relationship between variables, it refers to actions of individuals, and organizations, and it is a sequence of events that describes how things change over time.

1.6 Structure of the thesis

The theoretical framework is presented first in the thesis. The theoretical framework focuses on the SAP, strategy as discourse and narrative analysis in organizational research. The SAP framework is chosen due to its focus on the “doing of strategy”, rather than companies having a strategy. Since purpose of this thesis is to provide a description of the narrative strategy making process in Espoo, this framework is suitable. In addition SAP, organizational narratives will be the second focus of the theoretical framework. The Espoo Story is a strategy in a narrative form, which makes a deep understanding of narratives essential in order to understand the strategy process. Following the theoretical framework, the methodology behind the historical case study is presented.

The methodology is followed by a chapter that gives the reader necessary information for understanding Espoo. This information about the city and the city organization makes it possible to understand how the strategy process effected operations within the city. Special attention has been given to the decision-making process within Espoo as this has implications for the strategy process. Strategy processes within city organizations differ to some extent from the strategy process in a private enterprise. To this background, the narrative strategy making process within the city of Espoo will be described chronologically, and in great detail, according to the SAP research practice. The events will be presented using different data sources (primary and secondary) simultaneously, in order to present an as realistic description of the narrative strategy making process as possible.

After the description of the narrative strategy making process within the city of Espoo 2011-2013, a discussion about key findings and managerial implications will be presented. The thesis will end with a conclusion of the historical case study and a summary of the thesis in Swedish.

2 THEORETICAL FRAMEWORK

The foundation of the theoretical framework consists of Strategy as Practice (SAP) and narratives in organizational analysis. Thus, the framework consists of a SAP perspective on organizational strategy work with a focus on the use of narratives. SAP focuses on the actual doing of strategy within the organization. This “doing of strategy” is called strategizing within SAP literature. Strategizing involves talk in many forms as strategy is both communicated and understood verbally as well as through text. Strategy as Discourse (SAD, one of the fastest growing fields within SAP) focuses on these discursive aspects of strategy. SAD, and especially its focus on narrative analysis is one of the major components of the theoretical framework. The theoretical framework will end with an overview of narratives in organizational analysis, and highlight influential studies in this field that has successfully combined narrative analysis and strategy.

Strategy is a frequently used term in everyday life, from the business world to academia. Despite frequent and widespread use, the word “strategy” still lacks a coherent and generally accepted definition. Various definitions, as well as various perspectives on how a strategy is created exist side-by-side. The most prominent research perspectives on how a strategy is created are divided into three categories by Mintzberg, Ahlstrand and Lampel (1998). The three categories are normative, descriptive and configurative perspective on strategy.

The normative category consists of all perspectives that focus on how strategy *should* be created. This category consists of The Design School, The Planning School, and The Positioning School. The Design school regards strategy formation as process of conception; matching internal competences are matched with external opportunities. The Planning School regards the strategy formation process as a formal, quite complex step-by-step process. The Positioning School regards strategy formation as an analytical process where one of the five positions in the market (existing across all industries) is picked by/ for the company, based on careful analysis and elaboration.

The descriptive category of strategy perspectives consists of six categories focusing on specific aspects of the strategy formulation. The Entrepreneurial School regards strategy formation as a visionary process. The Cognitive School regards strategy formation as a mental process. The Learning School regards strategy formation as an emergent process that is the result of learning over time. The Power School regards strategy formation as a process of negotiation and that the process is influenced by the

influence of different actors and politics. The Cultural School regards strategy formation as a collective process where strategy emerges from social interaction that takes place and is based on a shared culture. Finally the Environmental School sees strategy formation as a reactive process, where the environment surrounding the company is the dominant force and the strategy is simply the company adapting to the changing environment.

The third and final category is called the configuration school. Within this category strategy formation process is seen as a process of transformation. This category is the combination of all perspectives and regards strategy as being the source of transformation for the otherwise fixed organization.

These different perspectives can be detected in the various definitions on strategy that exists. For example Mintzberg (1978) found that strategy is not a product of fully rational actions and thus he defined strategy as simply patterns in a myriad of decisions and actions. This definition is an example of the descriptive category of strategy perspectives. Whereas Porter (1990) found that differentiation is the most important part of strategy. Hence the goal of a strategy is to create a hard to mimic competitive advantage. Porters evaluation of the strategy reflects a normative perspective on strategy. Furthermore, Chandler (as cited in Johnson, Whittington and Scholes, 2011) stated that strategy should have a logic structure, starting with defining goals, and ending with division of resources in order to achieve these goals. This focus on the structure of the strategy is also a reflection of the normative, deliberate perspective on strategy. A widely recognized perspective on strategy is for example represented by Johnson, Whittington and Scholes (2011). The authors describe strategy as simply the long-term direction of an organization. This perspective was a reaction to the earlier very narrow perspectives on strategy, often focusing on a few elements in the strategy.

In addition to these three perspectives: the normative, the descriptive and the configurative school, a fourth perspective is introduced through the SAP (Strategy as Practice) perspective that begun developing in the early 1990's. This perspective is employed in this thesis and will now be presented.

2.1 Strategy-as-Practice

SAP focuses on “the doing of strategy; who does it, what they do, how they do it what they use and what implications this has for shaping strategy” (Jarzabkowski & Spee,

2009, p.69). This is very much in contrast to the other perspectives, that regards strategy as something organizations “have”.

The SAP research differs from conventional strategy research presented in the previous section. Dissatisfaction with conventional strategy research and its strong focus on firm performance resulted in the creation of a new perspective: strategy-as-practice (Jarzabkowski et al., 2007). In traditional strategy research the analysis builds on multivariate analysis on firm and industry-level effects on performance. Despite it being human actors who start the process, surprisingly little focus has been placed on researching activities of these actors. When and if, actors have been studied in previous research focus has been fixed on top management as the single source of strategy (Jarzabkowski & Spee, 2009). SAP research is an alternative to these “individualistic models of decision-making that still dominate the field of strategic management” (Vaara & Richard, 2012, p.286). This follows the general shift within social sciences and management literature, where focus has moved towards a study of what people actually do in effect. (Whittington, 1996; Whittington, 2006; Jarzabkowski et al., 2007; Vaara & Whittington, 2012).

SAP research differs from traditional strategy research in that it employs aspects such as sociology, social psychology, and anthropology rather than economic theories as traditional strategy research does (Vaara & Whittington, 2012; Jarzabkowski et al., 2007). Specific areas within these subjects that are frequently used are cognition, narratives, power, dialog, culture, sensemaking and practice. SAP research is related to process research.. There has been a lot of activity and rapid growth in the field during recent years. Despite the short existence of the field there now exists SAP conferences, workshops, special issues, papers in many credible refereed journals and a website with thousands of members. (Jarzabkowski & Spee, 2009; Vaara & Richard, 2012; Golsorkhi et al., 2015) However, a lot of work is still needed in order for SAP research to reach its full potential (Vaara & Whittington, 2012). SAP has emerged as a new approach for studying strategic management, strategic decision-making, strategizing, strategy making and strategy work (Golsorkhi et al., 2015) (Whittington, 1996; Johnson et al., 2003; Jarzabkowski et al., 2007).

SAP research is concerned with “doing of strategy”. SAP is based on a set of presumptions: strategy is seen as being unstable, existing in social interactions between individuals on multiple levels within the organization. (Golsorkhi et al., 2015) Furthermore, SAP regards strategy as the result of *strategizing*. Activities that can be

seen as strategizing are activities that are of importance for strategic outcomes and the competitive advantages of the company. (Jarzabkowski et al., 2007). Strategizing can be conscious or unconscious, as well as planned or emerging (Vaara & Whittington, 2012).

Practice research and SAP research partly overlap one another regarding the focus on human activity, often called “praxis” (Reckwitz, 2002). In practice theory the behavior of an individual, the praxis, is influenced by social practices. The theory thus explores how human agency can explain action through social practices (Vaara & Richard, 2012; Jarzabkowski et al., 2007). In contrast praxis in SAP research refers to any and all activity involved in strategy making. Although SAP originates in practice theory it also draws from, and builds on, the process approach on many other fields such as strategy-making (Burgelman, 1983; Mintzberg & Waters, 1985) decision-making (Eisenhardt & Bourgeois, 1988), planning (Langley, 1989), sensemaking (Gioia & Chittipeddi, 1991) and middle-manager strategizing (Floyd & B, 2000). The SAP domain is described by Whittington (2006) as a “reciprocal relationships spanning micro and macro levels of organization between the three key elements of praxis, practices and practitioners” (as cited Fenton & Langley, 2011 p. 5). SAP contributes to research by providing a more integrative view on strategy. Using both micro and macro levels of analysis provide a extensive understanding of strategy. (Whittington, 2006)

While some researchers such as Chia & MacKay (2007) criticize SAP research for not being clearly distinct from Practice Research, many researchers see great potential in the perspective that only started developing in the early 1990’s (Balogun et al., 2014; Golsorkhi et al., 2015; Vaara et al., 2016).

2.2 Practice, praxis and practitioners

SAP research to large extent builds on the framework of practice, practitioners and praxis. The SAP perspective holds strategy to be the result of strategizing. The strategizing in turn occurs in the interaction of practice, practitioners and praxis. More specifically strategizing takes place when all of the three elements are co-active. (Whittington, 2006) Jarzabkowski, Balogun and Seidl (2007, p 5) highlight that one of the greater challenges of SAP research to be “identifying the phenomena under investigation”. The elements are overlapping and linked in a way that makes it nearly impossible to study in isolation one for research without touching upon at least one of the others. The elements of strategizing are next presented separately in greater detail.

Praxis refers to any and all activity involved in the strategy making. Praxis is defined by Jarzabkowski, Balogun and Seidl (2007 p.5) as "praxis comprises the interconnection between actions of different, dispersed individuals and groups and those socially, politically and economically embedded institutions within which individuals act and to which they contribute". Thus, praxis can be studied at both the micro and macro level, and are influenced by both individuals and norms. Praxis refers to all internal activities that form and implement the strategy (Jarzabkowski & Spee, 2009). It is important to keep in mind that praxis includes habitual and non-habitual, formal and informal as well as centralized and non-centralized activities. Examples of praxis include everything from City Board meetings, presentation, projects and conversations. (Whittington, 2006). Praxis can be researched on an institutional level in mergers and acquisitions or at a micro level through studying how the individuals act in mergers and acquisitions. (Vaara et al., 2004)

Practices involve all the tools and the methods, norms and procedures employed in creating a strategy. (Vaara & Whittington, 2012). The use of practices provide "behavioral, cognitive, procedural, discursive and physical resources through which multiple actors are able to interact in order to socially accomplish collective activity" (Jarzabkowski et al., 2007, p.6) Three mayor categories of practices are highlighted by Vaara and Whittington (2012): the analytical practices, socio-material practices and discursive practices. *Analytical practices* can include SWOT-analysis or Porters five forces analysis and are essentially structured ways of brainstorming. *Socio-material practices* include meetings, workshops and recreational days that help facilitate and frame the strategy work. *Discursive practices* on the other hand include problematization, rationalization and objectification. (Vaara & Whittington, 2012) A practice may also be a physical thing such as a Gantt charts, a whiteCity Board or post-it notes. Practices within organizations are complex, multi-faceted and change over time. (Jarzabkowski et al., 2007) Practices are also very influential within an organization, and have the power to both provide and withdraw legitimacy. (Vaara & Whittington, 2012)

Practitioners are the actors of the strategy process. These individuals derive agency through the use of practices and praxis. (Jarzabkowski et al., 2007) Practitioners can also be said to refer to all those involved in the strategy process, or seek to influence it. (Golsorkhi et al., 2015) In other words, these actors draw upon practices to act. However, this does not mean that practitioners use practices systematically.

Practitioners adopt and develop practices, using them according to the needs of the organization and the situation at hand (Whittington, 2006). The focus of SAP research with regards to the practitioners lies in understanding the role and identity of the practitioner. The SAP perspective studies who the practitioner is as an individual, and how previous experience and knowledge guides the way he or she works and interacts (Vaara & Whittington, 2012). Traditionally practitioners have been defined as top managers, but the SAP perspective uses a much broader definition (Vaara & Richard, 2012; Jarzabkowski et al., 2007). SAP adds two categories of practitioners: *strategy specialists* (such as consultants and advisors) and *middle managers*. SAP research focus lies mostly on middle managers, as they as a group influence the strategy work immensely, but have previously been neglected. (Balogun & Johnson, 2004; Balogun & Johnson, 2005).

2.3 Discourse perspectives on strategy

The discursive perspective on strategy has been one of the fastest growing areas within SAP in recent years. It is no coincidence, as strategy work involves talk in many forms. Strategy is understood, and communicated both verbally and through texts. Discourse is present in all forms of strategizing: in strategy meetings, in mission and vision statements, and even in rumors within an organization. (Balogun et al., 2014)

Within the discursive aspects of strategy Balogun et al (2014) recognized that literature within the field can be classified into six main perspectives: post-structuralist discourse analysis, critical discourse analysis, rhetoric analysis, conversation analysis, analogy and metaphor analysis and narrative analysis. These six perspectives are briefly presented in this thesis. Special is placed on the narrative perspective within the discursive aspects of strategy.

Balogun, Jacobs, Jarzabkowski, Mantere and Vaara (2014) have structured SAP into six specific perspectives on strategy in order to provide an overview of differing perspectives in the research area. Starting from the poststructuralist discourse analysis regards *strategy as a body of knowledge*. According to this perspective, a strategy essentially is a body of knowledge that is more or less an institutionalized field of practice. Furthermore, poststructuralist discourse analysis finds that strategizing within an organization is both enabled and constrained by the particular history, social codes and knowledge regarding specific concepts, theories and models, that exists within the organization. Knowledge about these enabling and constraining elements of

strategy can be a source of power for the strategist, thus introducing the dynamic between strategy discourse and agency. Authors such as Kinghts and Morgan (1991) and Ezzanel and Willmott (2008) have contributed to the field with regards to how strategy can be understood as a body of knowledge.

Critical discourse analysis distinguishes itself from the other perspectives through its focus on linguistic details of text. Critical discourse analysis is a interdisciplinary methodology with its roots in applied linguistics. Critical discourse analysis is used to explore foundations of social phenomena and their implication on power. Critical discourse analysis gives special attention to exploring how local discourse link with broader levels of society. The perspective has been applied to several topics within strategic management but has been particularly successful for understanding dynamics that surround organizational change. Mantere and Vaara (2008) contributed to the perspective through their study on strategy participation. Hardy, Palmer and Phillips (2000) in turn highlighted how discourse can be seen as a strategic resource.

Rhetoric analysis is focusing on argumentation, justification and persuasion having been introduced by the great Aristotle. This perspective is very useful for the study of strategy because it recognizes that actors use speech in order to impact on an implied audience, be it shareholders or employees of the company. It furthermore gives special emphasis to the rhetoric structures of speech and the individual cognition of actors. Rhetorics help to communicate strategy in a way that makes sense, despite a strategy often having multiple goals and interests. Influential authors within this perspective are for example Sillince, Jarzabkowski and Shaw (2012). These authors have studied how strategic actions are shaped through rhetorical construction and ambiguity.

Conversation analysis is the perspective that explores strategy as conversational accomplishment. Main themes for this perspective are talk and language in use. Furthermore, emphasis is also given to the production of meaning and relevance through linguistic skill. This perspective can be used to explore how strategists use language when crafting their strategy. Of special interest is the analysis of what the strategists chose to highlight and what to hide. For example Samara-Fredricks (2003) contributed to the perspective by studying everyday efforts to shape strategic direction. (Samara-Fredericks, 2003)

Analogy and metaphor analysis argues that strategy is a form of inductive reasoning. The use of analogies and metaphors creates cognitive familiarity and thus helps with

overcoming novelty. Analogies and metaphors are essential for sensemaking, framing and legitimation processes. Analogies and metaphors are also great constructs of social and organizational reality. In the study of analogies and metaphors workshops and meetings are of great interest, since these are symbolic events where a great deal of the strategizing and strategy work in general takes place. Analogies are a way for the strategic actors to transfer insights and knowledge from familiar to unfamiliar settings. Authors that have contributed to the field are among others Heracleous and Jacobs (2008) with their study of how organizations may be understood through embodied metaphors.

Narrative analysis puts emphasis on storytelling and the use of narratives in organizations (Boje, 1991; Balogun et al., 2014). Narrative perspectives hold much promise as a research interest and have developed a body of literature on narrative, strategy and strategic change. The perspective started growing through Barry and Elmes highly influential paper that highlighted the link between narratives and strategy. Within the narrative perspective the role of the strategy for different actors are examined. Within the strategy process the “readers” and the “writers” of strategy are studied. The limitations of both actors create a certain dynamic in strategy making. The reader’s interpretation of the strategy is greatly influenced by especially the reader’s world view, whereas the writer has no ability to control the myriads of interpretations that the strategy will allow. The perspective both explores the use of narratives in organizational processes of strategy development, as well as regards the strategy itself as a form of narrative. The influence of narratives within strategy literature has grown rapidly and is discussed further in the next chapter of this thesis since the theoretical framework of this thesis stands on two legs, SAP and Narratives.

2.4 Narratives in organizational analysis

This section provides an overview of narratives in organizational analysis. The overview begins with describing organizational narratives. Then three narrative approaches to analyzing organizational stability and change are presented. The three approaches will be followed by a literature review of the most influential studies on how narratives have been used in the study of strategy.

The social sciences have experienced a narrative turn, with research that aims to understand how humans make sense of their surroundings and construct experiences, knowledge and identities through the use of narratives (Fenton & Langley, 2011).

Narratives are central to social sciences, and have gained popularity within management and organization studies in recent years, reflecting both the utility and versatility of narratives. Within Organizational Analysis narratives are used in macro, meso and micro research. Studying strategy is an example of macro research, studying change is an example of meso research and studying personal growth is an example of micro research. (Vaara et al., 2016)

Traditional narrative analysis has its roots in literary theory and linguistics (Polkinghorne, 1988; Boje, 1991). There are two common ways of defining narratives within organizational analysis: the structural approach and the narrative paradigm. According to the structural approach, narratives are organizational stories that have a distinct grammar bringing sequential elements from the past to the present. Furthermore, these narratives have a coherent plot, making the structural approach meaningful. The other approach called the “narrative paradigm” considers all communication between humans as examples of narrative understanding. Humans make sense of their reality through narratives that are automatically influenced by history culture and character. (Fenton & Langley, 2011) Only if using a structural approach the narratives themselves could be isolated and analyzed as coherent wholes. In this thesis Vaara, Boje and Sonensheins (2016, p.2) definition of organizational narratives is used. The authors define organizational narratives as “temporal, discursive constructions that provide means for individual, social and organizational sensemaking and sensegiving”.

According to Vaara, Boje and Sonenshein organizational narratives have six key features. The first feature is the definition presented earlier that portrays narratives as temporal, discursive constructions that provide means for individual, social and organizational sensemaking and sensegiving. The authors argue that it is specifically the temporality of narratives that distinguishes them from other forms of discourse analysis. The second feature is that narratives are not necessarily full stories with a complete plot line but are more fragmental and ambiguous than traditional narratives are held as in classic narrative research and linguistics. The use of narratives simply corresponds to organizational communication as being complex and ambiguous and being embedded in organizational cultures and knowledge. Thirdly, the authors highlight the importance of recognizing the difference between narrative, narration account and story for organization analysis. A story is an existing narrative that is told and retold in different form; an account is a person’s own narrative description of for

example an event. Narration is the process in which narratives are told whereas storytelling is the activity of spreading stories in and around organizations (Boje, 2008). The fourth feature of organizational narratives according to Vaara, Boje and Sonenshein (2016) is that they are linked to both micro and macro levels. At the macro level the organizational narratives are linked with broader societal contexts, whereas at the micro level, organizational narratives are linked with discursive and rhetorical elements. The fifth feature is that organizational narratives are closely linked with both written and spoken language. However, they may also include other forms of communication such as visual and audio. The final feature of organizational narratives is that they are known to be central in terms of stability and change in organizations.

It is important to bear in mind that narrative theory assumes heterogeneous interpretations of text, and thus every reader will understand and relate to the text differently depending on background, education, emotional state, motives etc. This highlights the duality of narratives in strategy. The narrative perspective on strategy recognizes that both sharing the story and understanding the received story is equally essential to the strategy process. Strategy is created through the constant dynamics and activities of the practice, praxis and practitioners within an organization. (Whittington, 2006). Fenton and Langley add to this by describing strategy as being the result of where the narrative circles of practice narratives, praxis narratives and practitioner narratives overlap. Building on this, Barry and Elmes (1997: p 433) summarized the essence of narrative strategy using a powerful metaphor “If we accept the notion that map reading is as important as map making (Huff, 1990; Weick, 1990) then the strategist’s problem is as much one of creating and inviting cartographic text, as one of highlighting the right path”.

From a narrative perspective on strategy the elements needed in order to build a successful narrative strategy differs to the elements needed for a successful traditional strategy. The success of traditional strategies is the result of an adequate objective planning, based on the correct facts and figures, whereas the success of the narrative strategy stems from a different foundation. From a narrative perspective on strategy the success of a strategy can be determined by how it is being a part of the organizations storytelling, and thus, a persuasive story that revokes retelling is the crucial element of a successful narrative strategy in contrast to facts and figures for a traditional strategy. The content and structure of the story determines if it is worth listening to and retelling. Strategic effectiveness from a narrative perspective is

therefore determined by organizational acceptance, approval and adoption. (Barry & Elmes, 1997)

2.4.1 *The realist, interpretive and poststructuralist approach to organizational narratives*

How are narratives analyzed in organizational research? Three distinct approaches exist and these approaches will now be presented according to Vaara, Boje and Sonenshein (2016). These approaches to narratives all use narratives in research in different ways, as well as regard them differently as phenomena. While three separate approaches exist, researchers often use combinations of approaches rather than one pure, which implies that the approaches are in reality not as separate as they are theoretically presented.

The realist approach, regards narratives as representations of the phenomena being studied. Thus, the narratives themselves are not the focus of the study in realist approaches, but mere tools for getting closer to the phenomena. There are two main realist approaches to narratives that are presented next: the narratives as representation and narratives as data. *Narratives as representation* mean that narratives aid the researcher with his or her case construction. This technique is popular in particular for process studies where the goal is to understand stability and change within an organization. This approach contributes especially with longitudinal representations of stability and change. *The narratives as data* approach uses narrative as a source of data in order to access the chosen phenomenon. The phenomenon within the organization and the narratives describing or surrounding the phenomenon exist independently. Thus, narratives are an important source of data for studying the organizational phenomenon at hand, but the narratives, while remaining as only one source of data among others. Within this approach narrative for the researcher can refer to the actual interview data, or it can be regarded as a tool for capturing an experience. This approach contributes to the research on organizational stability and change by providing analyses on the effect of narratives on a phenomenon.

Within the *interpretive approaches* the role of narratives is peoples' constructions of organizational phenomena. The interpretive approach to organizational narrative analysis has been very prominent and developed fast into a distinctive research area. The analyses themselves draw from both literary studies and social psychology. The central theoretical framework for the approach is sensemaking. Sensemaking through

narratives studied with an interpretive approach may be either individual or collective and thus this approach recognizes two types of narratives to be analyzed: the individual narratives and the composite narratives. The contribution to the study of organizational stability from the interpretive approach is insight to the construction of narratives as well as polyphony. *The individual narratives* are as the name implies, individual accounts or stories of organizational phenomenon or events. The accounts or stories are analyzed from a narrative perspective to shed light on the construction of narratives. The analysis stems from psychology, sociology, literary theory and linguistics. The individual narratives by themselves are objects of study. *Composite narratives* attempt to build composite narratives to capture the collective meaning of a group or an organization. In order to do so the researchers gather narratives from several organizational members or actors. When having collected several narratives the narratives are analyzed in relation to each other in order to identify patterns within the narratives and create composite narratives that reflect the collective meaning of the group based on many individual accounts. Through this approach polyphony may be discovered through the different interpretations of the phenomena that can be identified across the narratives.

The *poststructuralist approaches* to narrative analysis draws from poststructuralist and critical perspective to organizational studies. The poststructuralist approaches attempt to uncover the complexity, fluidity and fragmentation of narrative representation. This approach has two main sub approaches to organizational studies: narrative deconstruction and narrative emergence. *Narrative emergence* illuminates how narratives and stories are created and how they play a central role in social constructions of organizational phenomena. This approach regards organizations as continuously constructed entities, which existence and relation to change and stability are socially constructed through narratives. The narrative emergence approach to organizational narrative analysis is also called ontological, referring to how the narratives explain organizational becoming, existing and the reality. *Narrative deconstruction* challenges the dominant narratives as they often point to specific assumptions underlying the narratives. This approach focuses on narrative hegemony, how some narratives are privileged over others often marginalized ones. Thus the biggest contribution to the study of organizational analysis of stability and change is the critical analysis of hegemonic representation.

2.4.2 Fundamental studies combining narrative analysis and strategy

Within organizational narrative analysis the field studying narratives and strategy is one of the fastest growing bodies of literature. Above all sources of research on strategy process and practice studies are very fruitful. Key themes that are studied include narrative constructions on organizational strategies, the roles of narratives in strategy work and the role of storytelling in strategic change. Contributions to the field have been many. First and foremost, research has shown that sensemaking and sensegiving through narratives are essential in strategy making. Research even states that existing strategies may be understood as established narratives where as new narratives may be regarded as antenarratives and thus communicate possible futures for the organization. Finally the research has highlighted the role of language and communication in strategy work, especially as managerial storytelling. Seven articles are regarded as illustrative representations of research within the field. An overview of these articles will now be presented. (Vaara et al., 2016)

In the article *Strategy retold: Toward a narrative view of strategic discourse* by Barry and Elmes (1997) an interpretive approach to narrative analysis is used, and the article focuses on strategy making within organization. Using several narrative theories, the authors explore strategic management as fiction in their pioneering article. When traditional conceptualizations of strategy to great extent have built on an organizational notion of fit to environment and prediction of future, the narrative view on strategy offers a contrasting view. The narrative view pays attention to language and how it is used to create meaning and an organizational discourse of direction. Thus from a narrative perspective a successful strategy is not built on state of the art financial analysis or objective planning, but on how persuasive the organizational story differs from other stories and how much it is retold and spread. The authors introduce several key narrative concepts. Drawing on Shklovsky's scheme a narrative is part of a continuous balancing act between being believable and being novel. The authors point out that overly familiar narratives will not receive much attention and radically novel narratives will not be credible. In addition to this balancing act three specific genres of strategy narratives are recognized in the article. The first genre is *epic narratives* that use a few elements to create a dramatic, often heroic story. The second genre, *technofuturist narratives* are detailed, and complex at detached forecasts. The final genre is the *purist narratives*, offering defamiliarizing character-based narrative that gained rapid popularity in the 1980's offering a fresh alternative to the epic and

technofuturist narratives that. The technofuturist narratives had quickly grown all too familiar within the corporate world. (Barry & Elmes, 1997; Vaara et al., 2016)

Another influential article called “Narrative in strategic change” by the authors Dunford and Jones (2000), studies the strategic change narratives that emerge in three tech companies in New Zealand. The authors studied how the companies responded to deregulation of their operational economy. The authors employed an interpretive approach, focusing on strategic change narratives with sensemaking and sensegiving as the theoretical basis of the article. As narratives of change often seek to explain events surrounding the change, comparing the narratives of the senior managers in tech companies was very successful as they responded to the same change. The study contributed to narrative analysis by being able to illustrate that managerial sensegiving in strategic change employs narratives. Furthermore, the study elaborated on various forms of narratives used in organizations. (Dunford & Jones, 2000; Vaara et al., 2016)

Narratives are central in sensegiving and sensemaking, a fact that is explored in the article “Epic and tragic tales: making sense of change” by the authors Brown and Humphreys (2003). The article is an interpretive study focusing on strategic change in a post merger college in the UK. The theoretical framework is based on several narrative theories. The authors take an opposite stand to the functionalist account of change, focusing on observable actions, but instead gave attention to the language in use and the individual constructions of the process that had taken place over a long period of time. The authors in particular studied the narratives used by senior managers and other organizational members (subordinates) after a merger. The research question was looking to unravel how individuals and groups make sense of major strategic change. The study shows a divergence regarding the two organizational groups, resulting in two different genres of narratives employed. The senior employees told narratives belonging to the genre of epic narratives, while the other organizational members’ narratives had a tragic orientation. The main contribution to organizational narrative analysis is the notion that narratives may function as both enablers and constrainers to strategic change. (Humphreys & Brown, 2003; Vaara et al., 2016)

The next article highlights that understanding organizational narratives may provide key contributions to understanding strategy practice. The article “SAP and the narrative turn” by the authors Fenton and Langley (2011) is an interpretive study focusing on strategic practices, and has communicative constructions of practice as the theoretical basis. The authors highlight that narratives may be found in many levels and forms

within an organization. Narratives may be present in objects created through strategizing: such as individuals' accounts of their work or in micro-stories told by organizational members in everyday life. The article Furthermore, explores narrative approaches to strategy praxis, practitioners and practice. The authors have highlighted the key role of narratives in strategy making, as both enablers and constrainers of change as well as their intimate role in sensemaking and sensegiving within an organization. (Fenton & Langley, 2011; Vaara et al., 2016)

The importance of temporality in strategy work is recognized in the article "Temporal work in strategy making" by the authors Kaplan and Orlikowski (2013). The interpretive study focuses on strategy making in an organization facing industry crisis. The theoretical basis for the study is built on temporality theories, practice theories and narrative theories. The article compares five strategic projects within the organization facing industry crisis, focusing on the organizational members differing interpretations of what the future might hold, what is currently at stake and what actually occurred in the past. Based on their study the authors introduce a *model of temporal work*. The model highlights the importance of temporality in strategy work and articulates how actors resolve differences and align their interpretation of the past, present and the future, in order to create a strategic account that enables strategic choices and actions. In order for an organization to settle for a specific account it seems, as there is a strict need for it to be both coherent and plausible. Kaplan's article provides valuable insights to the strategy-making mechanisms within an organization, especially regarding the importance of temporality. (Kaplan & Orlikowski, 2013; Vaara et al., 2016)

Through analyzing a workshop the following article identified three specific narrative practices that occurred in a strategy workshop that provided insight about the systematic use of narratives in organizational life. The article "Strategy as storytelling: A phenomenological collaboration" by the authors Küpers, Mantere and Statler (2013) is an interpretative study focusing on strategy making based on multiple phenomenological and narrative theories. The article studies strategy as an experience, and in particular the storytelling practices of corporate strategy making through the eyes of nonsenior stakeholders. Based on a strategy workshop the authors identify three embodied narrative practices that occur during the workshop. The narrative practices where: *discursive struggles* over key terms ("hot words") in the strategy discussion, *de-sacralization* of strategy (strategy is not mystical or magical) and lastly recurring *rituals of self-sacrifice* (unraveling roles and responsibilities of participants). These

findings have contributed greatly to the understanding of the systematic use of narratives and strategy in organizational life. (Küpers et al., 2013; Vaara et al., 2016)

The identification of enabling and constraining narratives in strategic sensemaking was first explored in the article “Strategy and chronotopes: a Bakhtinian perspective on the construction of strategy narratives is a poststructuralist approach to narrative analysis focusing on strategy making. The authors Vaara and Pedersen (2014) build on Bakhtinian notions of narratives and chronotopes in an attempt to unravel the temporal aspects of strategy narratives. The authors argue that the understanding of how time and space are constructed in strategy narratives is key to understanding how and which narratives that enable or constrain the strategic sensemaking. Prior to the article very limited attention had been given within narrative analysis on the question of temporality in strategy constructions and thus the study filled a gap in the field of research. The main contributions of the article are the identification of processes through which understanding of time and spaces are constructed with strategy narratives. Furthermore, the authors highlight that constraining and enabling resources for strategy making are influenced by strategy narratives consisting on different genres with corresponding chronotopes with individual combinations of time and space. (Vaara & Pedersen, 2014; Vaara et al., 2016)

All of these influential authors represent differing approaches to narrative analysis in relation to strategy research. The studies have highlighted different aspects that are important for gain a better understanding about how narratives both enable and constrain strategy-making.

2.5 Summary of the theoretical framework

In summary, the following theoretical framework has been created in order to fulfill the purpose of this thesis. The purpose of this thesis is to create a description of the narrative strategy making process within Espoo. The research questions of the thesis are:

RQ1: How is a strategy narrative created in a strategic planning process?

RQ2: What are the key problems and challenges from top management’s perspective?

The theoretical framework in the thesis builds on the SAP (Strategy as Practice) perspective and narratives in organizational analysis. The SAP perspective is concerned

with the actual strategy making within organization and focuses on the practice, practices and practitioners that are essential for the strategizing forms strategy. Within SAP many aspects on strategy exists, but the theoretical framework of this thesis highlights discursive aspects on strategy. The discursive aspects of strategy study how strategy is understood and communicated in all forms of strategizing (Balogun et al., 2014). Within the discursive aspects on strategy the framework focuses on narrative analysis. Narrative analysis puts emphasis on how storytelling and the use of narratives in organizations (Boje, 1991). This narrative focus is further emphasized in the overview on narratives in organizational analysis. The combination of these research areas, aims to create a framework for understanding how a strategy narrative is created, and which the key challenges from top management's perspective in doing so.

3 METHODOLOGY

In this chapter the methodology underlying this thesis will be presented. As mentioned in the introduction, the purpose of this thesis is to provide a description of the narrative strategy making process in Espoo 2011-2013. A process resulting in the strategy called “The Espoo Story”. Firstly, the research design and means of data collection will be presented, followed by a description of the interview sample. Finally the chapter describes how the collected data was used in creating the description of the strategy process.

3.1 Qualitative research strategy

In research methodology two research strategies are generally identified: the qualitative research strategy and the quantitative. These strategies tend to have differing epistemological and ontological foci as well as differing methods for gathering and analyzing data. (Saunders et al., 2012) This means that these strategies have different answers to what knowledge is, and what the purpose of the research is (Bryman & Bell, 2005).

Very simplified the quantitative research often is looking to measure in order to explain relationships between traits. Typical quantitative methods for gathering data are experiments and questionnaires. Qualitative research, on the other hand, is looking to create a unique understanding of a phenomenon. Typical methods for gathering data for qualitative studies are historical studies, observations, and interviews. The quantitative research generally adopts a deductive approach with a high number of respondents since the goal is to create results that are possible to generalize. The qualitative research is not looking to generalize, and thus creates a holistic picture through fewer respondents but more depth through for example interviews. (Ghauri & Grønhaug, 2010). It is also possible to have a dual strategy, adopting both qualitative and quantitative research strategies.

The research strategy of this thesis is qualitative, with an inductive approach. The primary data collection has been conducted through semi-structured interviews. In addition to this, other relevant documentation has been used in order to create a detailed description of the narrative strategy making process. The data collection will be presented in greater detail in the relevant section.

3.2 Historical case study

Within qualitative research, a case study is a commonly used method. Conducting a case study entails studying one or a few cases on multiple dimensions. (Bryman & Bell, 2005) The target might be an individual, an organization or an event. A case study is also a good method for studying processes and change. Generally a case study can be seen as the appropriate choice of method when the research questions include the words “how” and “why”. In case studies the research is first and foremost descriptive and explorative. (Ghauri & Grønhaug, 2010) However, case studies that build on theory could also be explanatory according to Dubois and Gadde (2002). In addition to this the Dubois and Gadde argue that case studies contribute valuably to specific theory development through deep understanding of the research topic or phenomenon that is achieved through building the case study. While both qualitative and quantitative research methods may be used, qualitative data collection remains the most common in case studies. (Gummesson, 2000). Qualitative data may consist of both primary data generated through for example interviews and observations as well as secondary data through financial reports, budgets and other documentations. SAP research tends to use qualitative methods, and more specifically interviews, that usually are conducted on multiple organizational levels within the case organization (Vaara & Whittington, 2012). When creating a qualitative case study selecting a statistical sample is not necessary. (Eisenhardt, 1989). The samples for qualitative case studies tend to be *theoretical sample*, meaning that the sample corresponds with the theoretical concept presented (Dubois & Gadde, 2002).

3.3 Inductive research design

The choice of research approach is fundamentally a question of how the theory, and the empirical data, will be related to each other. Generally the research approaches are divided into three categories: deductive, inductive and abductive approaches (Bryman & Bell, 2005). This thesis adopts an inductive research design, and empirical data is thus used in order to create categories, patterns and models that create theories. An inductive approach pays attention to the context and is more including than the other research approaches. The deductive approach creates pre-defined hypotheses based on theory, which are tested with empirical data. A deductive research approach is an appropriate choice when there is a lot of research on the research topic. Thus this approach was not suitable for this thesis, since the study is exploratory in its nature, and the research on the topic is still limited. An inductive approach is generally used

when the research topic remains relatively unexplored. The abductive approach is a combination of the inductive and the deductive approaches and might build on inductive observations that are tested deductively. However, not all researchers agree that the abductive approach should be treated as a separate approach. For example Gummesson (2000) does not regard the abductive approach as a third approach, but as a reminder of that all research tends to be both deductive and inductive. On the other hand, others claim that a strictly inductive approach is nearly impossible to implement, since this would be building the study on a foundation void of any theoretical notion. (Eisenhardt, 1989). Thus it is possible that the research design of this study may have some traits of an abductive research design.

This historical case study has an inductive research approach, and empirical data is used to identify patterns and models that contribute to creating theories. Thus the entire context of the case is important for understanding how a strategy narrative is created in a strategic planning process. The inductive research design is also appropriate when taking into account the descriptive and explorative purposes of the study. The approach can be limiting regarding how well the results can be generalized. (Saunders et al., 2012; Bryman & Bell, 2005; Gummesson, 2000). The results of this thesis cannot be generalized to apply to every organization. However, the results create an understanding of the key challenges from a top management's perspective in creating a strategy narrative in a strategic planning process. While this knowledge is not possible to generalize, the key learning's may aid other organizations valuably when creating strategy narratives, since it gives an understanding of what might occur in such a process. Over time, when a foundation has been built with many similar studies to the one in this thesis, it will be possible to create deductive research designs, which results may be generalized.

3.4 Data Collection

As mentioned before, the primary data collection for the case study was semi-structured interviews. Above all, it is the flexibility of the interview with regards to data collection that makes it a good alternative. (Bryman & Bell, 2005) There are three types of qualitative interviews: structured, semi-structured and unstructured interviews. Structured interviews follow a strict interview guide, with fixed questions that are presented in the same order and manner across all interviews. Questions are not added, nor removed. The unstructured interview is the opposite, and resembles to some extent

a normal conversation with the difference that both parties recognize the meeting to be an interview and themes are used to guide the discussion. Questions may freely be added and the interviewer is free to follow-up on interesting topics. The semi-structured interview represents in many ways the middle way. During a semi-structured interview the interviewer follows an interview guide with questions and follow-up questions, but has the freedom to add or spear questions, or change the order of the questions depending on the situation. Generally, qualitative interviews are either unstructured or semi-structured. Using semi-structured interviews is especially beneficial if the research has a rather narrow focus, since it helps with focusing the interview to this area. (Bryman & Bell, 2005)

The interviews for this study were semi-structured, in order to allow the flexibility needed to understand the interviewees experience of the strategy process. Furthermore, the interviewees having differing roles in the strategy process flexibility in the interview was needed in order to be able to focus on the relevant aspects in the interviewee's experiences. The interviews were conducted April 2015 to June 2015. During this timeframe 21 actors in top positions within Espoo were interviewed. The sample is ideal in order to create a case study that describes the strategy process since all key actors of the process were included in the sample. The sample of included actors ranged from decision-makers and the individuals actually writing the strategy to observers. In addition to the interviews, meeting transcripts and other relevant documentation such as PowerPoint decks from presentations given about the strategy work, guidelines and project reports provided by Espoo were used to create a case study of the strategy process that took place between 2011-2013. The interviews were conducted as a part of a more extensive research project at Aalto University. The researcher herself conducted the interviews. During the interviews an interview guide was used to structure the interviews, but questions were added or subtracted depending on each unique interview situation.

Material	Amount	Document description									
Interviews	21	Sample consisting of 17 directors, two elected officials, one secretary and the Mayor									
PowerPoint Presentations	8	“Building The Espoo Story” The Council Seminar 21.11.12 (Mayor)	“The strategy model and the strategy process from a Council perspective” Council strategy seminar 31.1-1.2.2013 (J.V)	“Cross-administrational development program workshop” Council strategy seminar 1.2.2013	“Espoo’s Challenges during the Council term... (etc)” Council Strategy seminar 31.1-1.2.2013 (Mayor)	“Welcome to the Espoo Esimiesareena” 14.05.2013	“Web-comments on the strategy draft” Spring 2013 (summary/analysis of comments)	Support material for the Unit/Sector story workshop” 2013	“A living city strategy” 20.3.2015 By Jorma Valve		
Meeting Transcripts, Schedules and Invites	10	Feedback from the Council strategy seminar 1	Espoo Story transcript of comments 2013	Result of the workshops at The Council Strategy seminar 31.1-1.12	27.05.2013 The City Board preparation of the Espoo Story for Council, meeting transcript	3.6.2013 Council Negotiation committee meeting transcript	10.6.2013 Council Negotiation committee meeting transcript	10.06 The Council approval of The Espoo Story meeting transcript	Schedule for the Council Strategy Seminar 1, 31.1-1.2.2013	Schedule for the Council Strategy Seminar 2, 13.5.2013	“Implementing The Espoo Story, Welcome to the Esimiesareena” 14.05.2013
Stories	10	The Espoo Story	The story of The Corporate Group	The story of Public Utilities Services	The story of Education and Cultural Services	The story of Social and Health Services	The story of Technical and Environment Services	The story of Sport Services	The story of Finnish Education	The story of Elderly Care Services	The story of Health Care Services
Other	5	Project plan: Espoo Story and development of the strategy process 2.8.2012	Strategy model (Espoo Story)	Espoo.fi website	Scorecard from Finnish Early Education Unit (2014)						

Table 1: Material used in thesis

3.5 Description of the interview sample

As touched upon before, a purposeful, theoretical sampling strategy was used. While this limits the ability to generalize the findings, purposeful sampling is the appropriate choice for a case study of the strategy process within Espoo. The respondents of the interviews all had top managerial positions within Espoo during the time of the strategy process. The organization within Espoo consists of the Council, The Corporate Group Administration and four sectors. Eleven managers and one secretary from the corporate group administration were interviewed, including the Mayor. Six directors from the four sectors: the education and cultural services sectors, the environment and technical services sector, the social and health services sector and the public utilities sector. In addition to this, two elected officials in managerial position were interviewed. Lastly, a professor from Aalto University was interviewed due to his involvement in a big leadership development program within Espoo. Thus, the entire top management, ranging from the Mayor to the sector directors was interviewed. This sample is more than adequate in order to unravel the creation of the new strategy through the novel strategy process, since this group was responsible for both the decision-making and creation of the new strategy. In total 21 central actors within the process were interviewed, thirteen of which were male and eight female.

The concrete selection was based on a list of key actors within the strategy process presented by the strategy director in the beginning of the research project. From the original interview list of 24 key-actors, 18 were interviewed. The loss of participants was a result of either the suggested participants not wanting to participate, or severe time constraints. During the interviews a snowball sampling strategy was also used to identify any potential “unofficial key actors” of the process, or potential gaps in the list provided by the strategy director. This combination led to 21 key actors within the strategy process having been interviewed. The interviews were scheduled to last one hour, but due to some participants’ time constraints and the general flow of the interview, the duration, varied from thirty minutes to one hour. The interviews were conducted in private, closed meeting rooms at main offices of Espoo or at other convenient location chosen by the interviewee. As none of the interviewees opposed recording of the interview, all interviews were recorded. During the interview official strategy documents were placed on the table as supporting material for the interviewee. The interviewees spontaneously used these documents, during the interviews by gesturing to specific areas of interest or influence.

In addition to the primary data from the interviews also secondary data was used to document the strategy project as a whole. Central documents were provided by the strategy director, such as PowerPoint presentations, handbooks, project rapports and transcripts from meetings and seminars. In addition to this the researcher gathered complementary data during when discovering gaps in the provided data from Espoo's website and online database for public meeting transcripts in order to an as detailed description of the narrative strategy making process as possible. At times the documentation was contradictory or even impossible to comprehend for a nonemployee of the city in which case the researcher consulted several secretaries in order to understand the motive behind for example complex proceedings during meetings.

3.6 Data Analysis

All interviews were transcribed in detail, mostly by the researcher herself but she also received assistance from a trainee at the department of management and organization. The transcription took place during the summer of 2015. Thus, the interviews were held during two months in the spring, the interview records were then transcribed during the two months that followed. Immediately after the transcripts of the interviews were complete, an intense data analysis followed. During this part of the analysis the researcher read through all transcripts as well as the other material provided by Espoo. By creating an overview of the complete material more careful analysis could be conducted based on the complete dataset. First a timeline was created in order to have a framework to arrange the information from documents and the interviews according to. Once the material was placed chronologically the description of the strategy process started to take form. In the description all relevant data to that specific event in the process was used simultaneously. More specifically this meant that all data relating to a specific event in the strategy process was analyzed simultaneously. The interviewees' responses were then triangulated in order to create a deep understanding of how events of the strategy process were perceived by the interviewees. This created multiple perspectives on the strategy process and results from meetings. The interview material was also compared with meeting transcripts and other documentation in order to discover dynamics between reality and the interpretation of the process. Based on these observations illuminating quotes concerning the subject at hand were chosen to complement the holistic description of every step of the strategy process. Quotes may easily be misused so that only one side of

the reality is communicated, therefore this thesis strives to when possible always use quotes that express all sides to the story. This is why most events described in the strategy process will be supported by several opinions and voices expressed through quotes. This way of both analyzing and presenting data is chosen in order to create holistic, realistic and detailed description of the narrative strategy making in Espoo between 2011-2013.

4 BACKGROUND INFORMATION ABOUT STRUCTURE, ORGANIZATION AND DECISION-MAKING IN THE CITY OF ESPOO

In order to fully to comprehend the complexity of the strategy process within Espoo, it is necessary for the reader to get to know the basics about the structure of the city, as well as the decision-making and the organization within the city. The strategy process was tailored to include the whole city in the strategy process. This meant including all actors, sectors and decision-making organs as well as the residents of Espoo in the process. The information presented is based on the Espoo.fi website. In this thesis all words related to Espoo's organization are spelled according to the spelling used within the organization.

4.1 The city structure

Espoo was founded in 1972, with its rapid population growth it is today the second largest city in Finland. The city itself has not one city center but five, each one being equivalent to a medium-sized Finnish city. These five city centers are; Leppävaara, Tapiola, Martinkylä-Olari, Espoonlahti and Espoo Centre.

Leppävaara is the largest of Espoo's centers. Leppävaara has an active city center with multiple schools, a shopping center and transport connections to Helsinki. **Tapiola** is known for being the cultural city center with a unique vicinity to nature. The new western metro line will greatly influence Tapiola in the near future making it better connected to Helsinki. **Matinkylä- Olari** is the center for outdoor and recreational activities in Espoo with its vast nature and two marinas. A new resident area next to Espoo's Central Park is being built called Suurpelto offering diverse housing in a unique setting. **Espoonlahti** is home to more than one fifth of all Espoo residents and is known for its seaside atmosphere and recreation opportunities. Espoonlahti has a lot of business premises and is the home to many large corporations. **Espoo Center** is the historic and administrative center of Espoo. Espoo Center has two shopping centers and a very active library. Espoo center is built around the mass transit station by the same name. The Council is situated in the Espoo Centre.

4.2 The decision making system

Municipal self-administration is guaranteed in the Constitution of Finland. The right to self-administration comes with responsibilities, such as representative democracy. The roles of the Council, the City Board, the Mayor and the committees in Espoo will now be described in order to understand the organizational dynamics within Espoo.

The highest decision-making authority in Espoo is *the Council*. The Council consists of 75 members elected every fourth year by the city residents. The election of the new Council for the next four-year period is traditionally held in October but due to the new standards imposed by the government of Finland, future elections will be pushed forward and held in April 2017. The Council is responsible for operations and finances in Espoo. Furthermore, the Council makes decisions about the annual budget and the strategic policies within the city. Lastly, the Council has the important role of assigning officials to the City Board and other organs of the city. The Council during the 2013-2017 had a majority of representatives representing the National Coalition Party (29), the Green League (13) and the Finnish Social Democratic Party (10) as well as the True Finns Party and the non-aligned with 10 representatives each. (www.espoo.fi/valtuusto)

The Council elects *the City Board and the mayor of the city*. The City Board consists of 15 members with personal deputies. The members are elected for two-year periods. The most important responsibilities of the City Board are to execute the decisions that the Council has made. Furthermore, the Council handles the preparation of matters to be discussed in the Council based on suggestions from the committees. *The Mayor* serves under the City Board and manages the city administration and economy as well as other operations. There are 12 *committees within Espoo*, ranging from the City Planning Committee to the Early Education Committee and the Auditing committee.

In summary, residents of the city elect the 75-member Council for a four-year term. The Council is the highest decision-making organ within the city. The Council in turn elects the City Board that consists of 15 members that are responsible for execution of Council decisions as well as taking care of case preparations for decisions to be made in the Council. These cases are prepared based on the recommendation from the appropriate committee of that specific domain. The Mayor of the city is also elected by

the Council and serves under the City Board being responsible for city administration and economy. The City Board supervises the interests of the city as well as represents it.

4.3 Management and Organization within the City of Espoo.

As mentioned the Mayor runs the city under the City Board. The city is organized into five parts; the Corporate Group Administration, Social and Health Service Section, Education and Cultural Services Section, Environment and Technical Services Section and the Public Utilities Services Sector.

The Corporate Group Administration lead by the Mayor consists of the Internal Auditing Unit and the Mayor's Office. Together they manage and monitor the whole corporate group of the city. The responsibilities of the group ranges from management, strategy and finance and urban development to administrative and legal matters. All these functions are found in the Corporate Group Administration in order to enhance good administration and decision-making. In addition, Espoo has four sectors. *Social and Health Services Sector* in Espoo with its 3300 employees are responsible for all health care, family and social services including service for the elderly in Espoo. *The Education and Cultural Services Sector* with its nearly 7500 employees is responsible for all education, training, cultural services and sports in both languages in Espoo. *The Technical and Environment Service Sector* with its 600 employees are responsible for the urban structure of the city in addition to administering all of the city's properties. *The Public Utilities Sector* is Espoo's own service provider responsible for maintenance for streets and buildings owned by the city, all catering and rescue services.

The Mayor is head of the city organization and is thus responsible for its administration, finances and other operations. The mayor serves under the City Board and consequently also under the Council. The Mayor is responsible for the matters prepared by the city organization for Council and City Board meetings are properly prepared, a task crucial for the decision-making process within Espoo.

5 DESCRIPTION OF THE NARRATIVE STRATEGY MAKING PROCESS WITHIN THE CITY OF ESPOO 2011-2013

This chapter presents a chronological description of the narrative strategy making process within Espoo 2011-2013. The description is based on extensive documentation and in-depth interviews with the key-actors of the strategy process. Quotes provided are chosen as a way to illuminate different perspectives of the subject at hand, and are free translations of the interviews held in Finnish. The description of the narrative strategy making process will follow the timeline from 2011-2013 presented below presented below. The process is in this thesis regarded as consisting of eight phases, whereas in reality the process was less rational. Regarding the process as consisting of eight phases will give structure to the description of the narrative strategy making process and support the analysis.

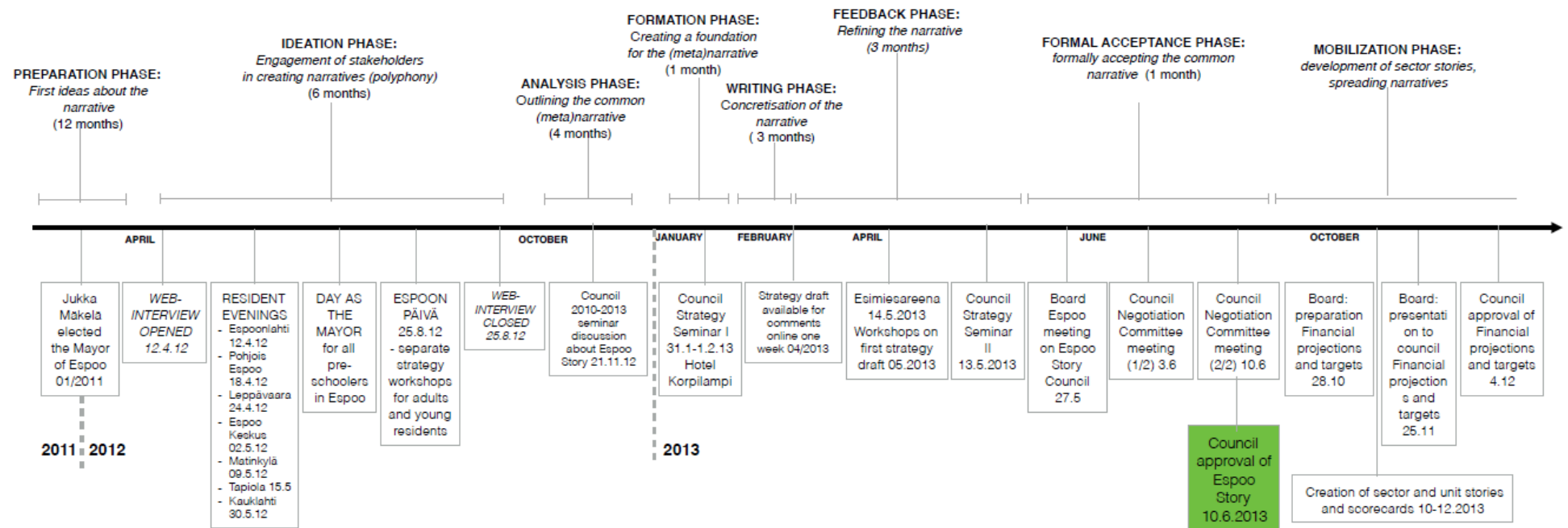


Figure 1: Strategy process timeline 2011-2013

5.1 Background

The strategy process that created the Espoo Story between the years 2011-2013 introduced change in the city organization with a completely new perspective on both *what* a strategy should contain and *how* the process behind the strategy should be conducted. Espoo has a long tradition of creating strategies and both the strategies and the strategy processes have continuously developed over time.

“Espoo has been creating strategies, probably Espoo created one of the first city strategies in Finland, and we have been doing one for every Council term probably since 1994 or at least the early nineties. This is not Espoo’s first strategy; this has been the way in which the city management has been developed for a long time now. Every Council does its own strategy for the Council term and the format has developed little by little over time and is still being developed... This is one strategy in a long chain of strategies. That is how I see it, and I have been involved many times and that is how I also know the previous strategies” - Interviewed City Official

During the interviews many city officials provided information about tradition of strategy making within Espoo, as well as how the building of strategy has developed over the years. Ever since the first strategy was written in the early nineties there has been many shifts in both structure and style of the strategy. The first strategy (not yet called a strategy at the time) consisted of 12 goals connected to the financial plan. The goals were written with simple language in a very condensed form. As many as half of these original 12 goals are still said to be a part of today’s Espoo strategy. The next version introduced the actual term “strategy”. With the new terminology came an initial crude strategy structure, which rapidly grew into an increasingly complicated framework. The amount of goals included skyrocketed and a great amount of time was spent on wording the goals. In an attempt to create increasingly precise goals, the goals became extremely hard to read. As development continued over several years the strategy became around 40 pages long. A long the road an idea was introduced that all goals should have a plan of evaluation and follow-up procedures, taking the strategy to a length of nearly a 100 pages. The next target thus became to create a strategy less than 30 pages long, and so it continued. With the pursuit of a shorter strategy a slow language renewal appeared striving for a more simple and easily understood language to be used. Therefore, The Espoo Story is the result of decades of development.

“There has been quite many phases, it is quite old for us (the doing of strategy), it started after the great recession in the nineties. Then we started doing one for the first time and there have been many phases since then, it has become narrower to then grow wider again. This last change was still probably the biggest change that has happened since the beginning.” – Interviewed City Official

While a lot has changed over the years, the content still resembles the content of previous strategies, but is presented in a new and condensed form. The Espoo Story is

in a nutshell shorter, clearer and has greater emphasis on implementation than its predecessors.

5.2 The preparation phase: first ideas about the narrative

The Espoo Story was first mentioned in the speech that the Mayor gave to the Council and personnel after being elected. However, no procedures were taken to introduce change right away, since the previous strategy was still in place. The Mayor, and his team, thus had roughly a year to plan the new strategy process. It is clear from the different accounts, that the Mayor had an extensive understanding of the Espoo Strategy. Prior to the election the Mayor had been an active elected official for eleven years, he had been both the Chairman of the Espoo City Board and the Chairman of the Espoo Council (2005-2008 and 2009-). While the idea to create a new form of strategy within Espoo was presented by the Mayor when he became elected, the idea was born much earlier.

The Mayor discovered his interest for leadership during his studies at the Helsinki University of Technology. As chairman of the Board at the student union, he discovered that leadership is not about leading, but rather about interaction. He also discovered that the active actors and units within the union created the best results of the student union. The conclusion became, that the most important task for student union was to create circumstances that enable “doing”. According to the Mayors view results occur when the right circumstances are paired with motivated, skillful actors.

The interest for linking this leadership philosophy to the strategy was born later. As a representative for his former employer the Mayor had the opportunity to be a part of the STRADA project at the Helsinki University of Technology. Focusing on strategy implementation, STRADA was a research and development program during the nineties. Here the Mayor discovered that it is not enough, in this day and age, to have one boss dictating what the organization should do. A much more dynamic, interactive management needs to be implemented in a way that the strategic goals and targets are created together and that they can stand the light of day.

While creating directions and goals is a demanding task in any organization. Espoo faced two-faced challenges in creating the city’s directions and goals. Firstly, Espoo is a big employer, with its 14 000 employees. Secondly, due to the dual management system of elected officials and city officials, information and decisions from essential

two organizations are needed at the same time: information from the client interface in all sectors, and as well as the Council decisions and opinions as the political decision-making organ. Having this dual management system calls for a unified vision.

“We need to have a unified understanding of how we handle things from the perspective of the residents, us in the management as well as the from a political standpoint. We need to share the same goals, and to the extent possible the same targets. We need to have our skies in the same direction, because we are all trying to do the same thing. We need to manage in a way that enables our great employees to use all their resources to do their job. This means that we need to share a common story. Our leadership should be based on a positive human perspective and appreciative interaction ”- Interviewed City Official

Rapid growth has also posed challenges from an organizational perspective. The number of residents has grown tenfold over the last 60 years. Quality growth management has been needed. The idea of creating the strategy in a narrative form grew stronger during this preparation. The narrative format was seen as key, for how to create a more unified way to manage. Espoo needed a way to manage that is clearer, simpler and gives more direction than ever before. The idea was then to create two levels: the great story, that is all these things, and then allow the sectors and the units to use their expertise to create plans of how to manage and develop their operations in accordance with the overlapping story. However this structure developed overtime and in the beginning there was mostly a strong vision of how the new strategy should guide the organization.

Thus, it was the new Mayor’s desire to create a more enabling leadership philosophy and a stronger focus on strategy implementation. This development was needed in order to manage the rapid growth of Espoo. Together these factors created the strategy and management program that exists today.

5.2.1 Initial reactions to the narrative approach

While the strategy had previously been continuously developed, the introduced narrative approach to strategy creation was completely unheard of. The initial reactions to strategy as a story approach were mixed. Some members shared the opinion that this narrative approach is a good idea, since the strategy will now become easier to both grasp and communicate internally as well as externally. This group hoped, and believed, that the new strategy will be easier to understand, approach and internalize. One city official summarizes the point of view as:

“As an idea I thought it was good. The goals for the story were that it would be more understandable, clearer and shorter and I don’t remember what else, but overall if even one of those goals is achieved we have succeeded” – Interviewed City Official

In addition there were some members that held the idea of creating a strategy in the format of a story as a good one but for a different reason. They described the narrative strategy as being a very contemporary approach and hence a good fit for Espoo. This point of view is represented by a quote from another city official:

“The narrative form is highlighted in communications and marketing. That is why I held it as a very wise and great thing to do.” – Interviewed City Official

As often, there were also members that were neither against nor in favor of the idea of creating the new strategy as a story. For them the task of creating a working strategy was the most important: not the label of the document.

“The real first spontaneous reaction was.. well I guess people can tell stories all they want.. That was the first reaction that regardless we will still do the job” – Interviewed City Official

“It was held good that the strategy process would be renewed. And it would be called a story. Which I guess is fine/cool. It is fine/cool to sometimes change words because it can create new meaning.” –Interviewed City Official

Finally there were some members that had a negative initial reaction. The concern was that the new strategy would be too complex, and if it would be rigid and solid enough to lead the organization and create results. These members asked themselves, if a story strategy still would have the necessary authority to guide the organization?

“At first it felt a little funny this Espoo Story name, of course we have always had these serious bureaucratic names so it felt like they were now playing with serious matters”- Interviewed City Official

5.3 The ideation phase: Engagement of stakeholders in creating narratives (polyphony)

For the new strategy to make a difference, it needed to be created in a novel way. The new strategy needed a strong basis of information from four main sources: history, the residents, the politicians and the officials.

The somewhat scattered City of Espoo with five city centers, many nationalities and a rapid growth in number of residents causing the heart and soul of the city to become foggy would now be united by history. The new strategy, The Espoo Story would start by explaining the origins of Espoo.

“Through this story we can tell our residents, our elected officials and why not the whole Finland The Espoo Story. Everyone knows the story of the capital city and how it got its right to be the capital from Turku this is not created out of thin air. This city and this area has its own story, and that story is valuable.. it is a growth story and it now that it is told well it will be easy to build on it further. It takes our intent further. That’s how I see it” – Interviewed City Official

The history was thus integrated in the strategy through the story about “where we are coming from”, covering roughly the first 500 years of the city’s history. The next steps for gathering the necessary foundation for the strategy can be described in two words “integration and involvement”. New ways of integrating and involving all stakeholders (residents, elected officials and city officials) were created.

The first step was to gather information for the new strategy basis by involving all these stakeholders in the process. This was done through five different methods: the web-interview, the “a day as the Mayor” event for 6-year-olds, paper surveys at service homes and at senior counseling for elderly. Workshops were held during the Espoo day and resident evenings organized in order to gather information and involve residents in the strategy making. The goal of the five channels was to make it possible for residents of all ages to be a part of the process. The material was used to create the vision, the principles and The Espoo Story.

5.3.1 Web-interviews

At the core of the new involving process of creating the Espoo Strategy lie the web-interviews. The web-interview was accessible online from April 2012 to August 2012, and everyone with an interest in Espoo was invited to participate anonymously. The creation of the new strategy meant starting off from a big resident interface. There was a clear desire to know what Espoo meant to its residents, and what was considered important.

The web-interview was created in collaborated with a company called Fountain Park. Their web-interview concept is that that the respondents firstly were given a main question. In this case the main question was “What is the best Espoo in 2025”. From that basis the responders could create their own answer to what it could be like. When the next respondent logs in he or she gets to comment on how important the earlier suggestions are.

In addition to the main question about Espoo in 2025, some additional questions were also created, to which the respondent’s evaluation was asked. The twist here is that for the respondent there is no way to tell who created the question: a city official, or another resident. Thus, the respondent communicated what he or she held important in the city based on the standard set of questions as well as evaluated the suggestions that had been made by other respondents. This created a snowball effect of all answers,

building on each other, which resulted in a comprehensive understanding of how the residents value things in Espoo. The web-interview “What kind of Espoo do you want?” attracted 4 258 respondents providing nearly 15 000 ideas and comments. The answers were organized in to themes, resulting in 22 topics that were held important. The top three categories that were held most important were “recreation and nature”, “children” and “basic services”. The broad participation of the residents and the involving approach from the city was highly valued by city officials

“I am very pleased that we probably all in all gathered 20 000 comments with our different methods that we then used in the creation of The Espoo Story. Comforting was that the comments from the residents where to a big extent what we expected, so we were already quite in tune.” – Interviewed City Official

Although being quite in tune with the residents many interviewees highlighted the importance of revision. Many of the things held important were “taken for granted” such as the highly valued proximity to nature when living in Espoo. This was something to be taken into consideration when designing new residential areas as well as public transport.

Although the web-interview generated a vast amount of comments and ideas, it has not appeared to be a concern for the directors, since they were provided with solely summaries of the answers. It was also held as a good and exemplary way of involving the residents in the strategy process, as well as being a good PR and marketing channel for bringing attention to the strategy that was being created. Furthermore, the web-based interview was regarded as a fresh approach. The officials frequently pointed out that the web-interviews were in no way conducted as just a formality, but that the results were carefully comprised, analyzed and to the extent possible, used when creating the strategy. Furthermore, it is worth mentioning that even if the web-interview primarily was created to involve residents it also was a great way to involve the employees of the city in the strategy process. In fact, nearly 40% of the respondents in the web-interview were city employees.

Many interviewees expressed hopes of having even more residents involved in the strategy process through the web-interviews. Especially certain groups are hoped to have a bigger presence in the future. For example, the city officials would like to see more students participating.

“It gave a very interesting picture of that the residents see as the future Espoo. A lot of the material and matters that came up in the web-interviews have been integrated into The Espoo Story. It has been a central tool for the content creation.” – Interviewed City Official

Some shared a contrasting perspective to the web-interviews. While regarding the results very useful, and appreciating the importance of welcoming as many stakeholders as possible to the discussion, they were not sure if the strategy was the right fit for this involvement. They argued that, in fact, the results of the web-interview did not really add that much to the creation of the strategy, but considered them important nonetheless.

“I do not know if it necessarily should have been linked to our strategy work but to some other resident-influence-project. The most interesting part was to discover what the residents are expecting. If we look at the end result, it is possible that we would have ended up there on our own. After all we know how to translate the wants of the residents to official language and from there to goals and from there to implementation. The verbal difference is not that big, but I still hold this to be an interesting approach” - Interviewed City Official

One of the questions asked in the web-interview was what the respondent would do if they were mayor for a day. The results of the web interview shows that both employees of the city and residents would take the time to learn about the everyday life at the different offices and basic service providers within the city. Among the employees the biggest concern was about the wellbeing of children, youth and families. Respondent questioned if the resources are at a sufficient level and prioritized correctly. The biggest concern for the residents was the sufficient help and support for minorities and weak residents. Residents questioned if all residents are truly taken care of equally. (“Building the Espoo Story” PowerPoint presentation, 2012)

“I would do a introductory visit to daycare centers, schools, elderly care centers. I would listen carefully what the clients and the employees have to say. I would not stop at that, I would start fixing things that are not working, and spread praise to the units that are doing well.”- Web-interview answer (from presentation at The Council Seminar, “Building The Espoo Story” 21.11.12)

5.3.2 The Resident Evenings

The City of Espoo invited the residents to the resident evenings to discuss how future Espoo should look like, with both city officials and elected officials. The event was marketed on the Espoo.fi webpage as well as through other channels. The reason why the resident should take the opportunity to participate was explained as followed by the Mayor

“ The city has the best possibility to succeed in providing service in the areas that the residents have been involved in developing. In addition to this also dedicated officials are needed ” - Jukka Mäkelä (as cited at Espoo.fi webpage)

The resident evenings where held in all seven of Espoos residential centers during the spring: in April and May in Espoonlahti, Pohjois-Espoo, Leppävaara Espoon keskus,

Matinkylä, Tapiola and Kauklahti. The resident evenings lasted for around two hours. During the resident evenings, the Mayor presented the process of creating the new strategy, and invited the residents to discuss what they found important in Espoo.

“The results from each resident evening were written down, what the residents said, and used when writing the strategy. In that way I think that involvement was quite broad and we used different channels to reach different age groups and then we used the material.” - Interviewed City Official

Keeping discussion at a strategic level that concerned the whole city proved (at times) challenging. Many accounts of the resident evenings describe that the needs and wants of the residents closely linked to local issues and concerns. Residents were naturally primarily interested in discussing neighborhood issues and other things held important in a specific part of Espoo. As described by a longtime official at the City of Espoo:

“When we summarized what had been discussed at the resident evenings we came to the conclusion that it was the local problems in that part of the city that they wanted to bring into attention... we have discussed, that in a way, it gave a narrow picture, but it was at least one way in which they were able to be a part of the process. *Yes it was probably important for them to feel heard.* Yes probably they now feel that they got a chance to express their opinions.” - Interviewed City Official

The above-presented quote highlights the importance of arranging the resident evenings as a gesture, as the evenings presented a opportunity for each and every resident to feel welcome to participate in the strategy process. It was evident, that the officials at the City of Espoo value these attempts to include the residents and truly have a dialog with all stakeholders when creating the strategy. The link between the resident evenings and the written strategy is seen as strong by many of the interviewed.

And then there were the Mayor's resident evenings, in which I participated in almost all of. *Okay* They were organized in all city centers, to which residents could come, and there we listened to the residents. It was rare and maybe a unique approach in Finland so far. It started from us listening to what the residents of Espoo held important. *There were probably many different views on that.* Yes really many, but then there were some values that got broader support and were integrated in the strategy” - Interviewed City Official

Some concerns were also raised regarding how the residents interpreted the resident evenings. Especially the concerns focused whether the information gathered would be used. Would the comments presented by the residents during the resident evenings lead to actions or would they be regarded as irrelevant for the strategy process and be thrown away?

How do people experience it if we organize those resident evenings with both city officials and elected officials present, and we have a good discussion but then it is like.. then what? They came there and told us about their concerns and problems, we listened and replied. Maybe we even discussed some ideas on how to proceed.. but then in away- Then what? Does it seem to them like we once again listened and everything continued as before?” – Interviewed City Official

Not all officials were as engaged in the resident evenings as others. Still a general consensus remains that participation both from the residents, city officials and elected officials is important for the strategy process

“If I remember correctly, there was not that many people there, like there usually is not in those kind of.... I was not participating, maybe I should have been but I was not. *Well it is not possible to be everywhere.* No you really can’t, but now looking back it would have been good if I had been there.” - Interviewed City Official

During the resident evenings the topics most discussed were: listening to the residents, fixing roads, smoothness of traffic, ticket prices for public transport, lack of land, lack of sufficient healthcare services, location of service points, as well as the cleanliness of the city areas. (“Building The Espoo Story” PowerPoint presentation at the Council Seminar 21.11.12)

5.3.3 *A day as the Mayor*

In addition to the web-interviews the information and provided involvement of residents was also facilitated through non-virtual channels. Six-year-olds got to participate in the “a day as Mayor”-interview for preschoolers. The children had the opportunity to tell what they would do if they were mayors’ of Espoo for a day. The idea was here to involve the children, and indirectly the parents of the children. Based on the interviews, the preschoolers would take care of the finances, develop the city and the day-care centers, and take care of the nature, their surroundings and each other.

“ I would help others if they can’t get somewhere or if they are stuck” – Preschooler as cited in (“Building The Espoo Story” PowerPoint presentation at the Council Seminar 21.11.12)

“I think the interviews were taped, of what all of children would do if they were the Mayor for day.. but it was a nice material and through the children the message is brought home. Like this we really tried to involve different groups in the making of the strategy” – Interviewed City Official

5.3.4 *Workshops during Espoo day 25.8.2012*

During Espoo day all residents were invited to brainstorm about the future Espoo in workshops as well as participate in the web-interview. At the exhibition center WeeGee the visitors were invited to remember Espoo 2025 as seen from the future. In addition to this, visitors were also invited to create ingredients for the upcoming Espoo Story at a workshop called “Let’s create the future Espoo” At the Barona Areena during the Espoo Live event for young residents of Espoo youngsters could among other things have the opportunity participate in a “ Mayor for a day” workshop.

For the residents participating in the Espoo 2025 workshop at WeeGee, the most important issues for the future city were a clean environment, good services, functioning traffic and being environmentally friendly. The young residents participating in the “mayor for the day” workshop hoped to influence building of places for hobbies, nature, finances, events and issues that were related to school. (“Building The Espoo Story” PowerPoint presentation at the Council Seminar 21.11.12)

Furthermore, there were three physical stations around the city during the Espoo day where residents were invited to participate in the web-interview described earlier. These were at WeeGee, Sello Shopping center and in Keilaniemi business district. During the Espoo day, video material from the pre-school children’s day as the Mayor where shown in the Entresse, Iso Omena and Sello libraries.

5.4 The analysis phase: Outlining the common (meta)narrative

The ideation phase that lasted for six months gathered in total nearly 20 000 comments from all stakeholders. The analysis of these comments was rigorous and a summary of the findings was presented for the outgoing Council during the strategy seminar that will now be presented.

5.4.1 Old Council seminar 21.11.2012

After the broad data gathering during the ideation phase, the process turned into what is here called the analysis phase during which the collected data was analyzed. At the end of the Council term in November 2012 the outgoing Council discussed The Espoo Story. At that time, all five methods for involving residents and stakeholders had been carried out. The comments from that discussion are now presented. (“Espoo’s challenges during the Council term” PowerPoint 31.11.2.2013)

The outgoing Council thought that it was useful that the residents of Espoo were invited to participate. The invitation to participate was especially appreciated by children. The results show, that Espoo should be a good place for everyone. The outgoing Council found it important to create indicators of involvement. Furthermore, the outgoing Council highlighted that a well-functioning every-day life is important, that service in both national languages must be guaranteed, and that it is important to create jobs for

the youth and the mentally challenged. The rest of the seminar focused on other relevant matters for the Council to consider besides the Espoo Story.

5.5 Formation phase: Creating a foundation for the (meta)narrative

The phases leading up to the new council term consisted of preparation, ideation with stakeholders, and analysis of the gathered data. When the new council was elected it became time to make decisions. In practice all decisions regarding the contents of strategy basis on which the Espoo Story is written was made during the seminar that will be described next. Since the results and discussions of the seminar created the strategy basis these will be presented in as much detail as possible in relation to the approved Espoo Story.

5.5.1 The Council Strategy Seminar 31.1-1.2.2013

Based on all the data gathered and analyzed during the previous council term the strategy process developed from what is here called the *evaluation phase* to the *formation phase*. The phase consists of a two daylong strategy seminar, where the strategy basis for the council term was written. The newly elected officials were involved in the making of the new strategy right from the beginning. The first seminar challenged the newly elected officials to reflect on what they wanted to include in the new strategy. The aim of the strategy seminar was to kickoff the creation of The Espoo Story. In the seminar, the Espoo vision and values were drafted, as well as the strategic focus of the Council term. In addition to this the content of the Council cross-administrational development programs were created.

The Council strategy seminar was a two-day long seminar in Hotel Korpilampi in Espoo. During the first morning, there was a presentation by the Mayor followed by discussion around the presentation themes. The themes discussed were the challenges of the Council term, the results of the web-interview, and the strategy basis. Before the lunch break the Council also heard a presentation by Reijo Tuori on the financial challenges and the members of the Council had the opportunity to discuss and ask questions. After lunch CSO Jorma Valve gave a presentation on the strategy model and strategy process from the Council perspective.

In his presentation he described that within the City of Espoo it has been decided that the term “*strategy*” stands for “The strategy is a conscious choice of direction in a

changing business environment”(authors translation, Espoo’s Strategy model, 2013 p.3) *The Espoo Story* tells the story of where the city is coming from, where it is heading and how to get there. The story also tells about the values, attitudes and goals of the organization. The more concrete and condensed form of the story supports is the strategy basis.

In Espoo the foundation of the strategy builds on vision, values and policies. The *vision* shows the direction and intent of the city. The *values* in turn are the basis for the organizational culture and communicate what is held as most important in the operations. The *policies* show the implication of the values in day-to-day operations.

Within the City of Espoo scorecards are used to set goals and follow up on progress. In the scorecard *strategic aspects* are the directions from which the goals are derived. The *goals* in turn are based on the vision and can be considered long-term intents. When these goals are pursued by the organization pursuits the city progresses towards the vision. Furthermore, *The objectives of The Council Term* have to be achieved in order to progress towards reaching both the goals and the vision. In contrast to the goals, the Council goals need to be measurable or otherwise possible to evaluate. *The performance targets* are targets set by the Council annually that reflects the target of the Council-term. *Unit objectives and Unit Targets are then set* in each domain by each unit for itself reflecting the Council Objective. *Indicators* are to be linked to these objectives and targets in order to the result measurable.

This was followed by a two-hour-long workshop where the vision, principles and the aspects (resources, residents and services, vitality and competitiveness) were brainstormed. The final subject on the agenda of the first day was an open discussion regarding the goals of the Council term.

The second day of the seminar featured a presentation by Päivi Hoverfält on program leadership development. This was followed by the first workshop of the day hosted by the Mayor. On the agenda was content ideation for the cross-administrational development programs. Cross-administrational development programs are designed to ensure implementation of The Espoo Story, and will be explained in greater detail in chapter 5.2.4 of this thesis. The programs enable cross-sector collaboration and create a foundation for dynamic problem solving. There are five cross-administrational development programs: “vitality for the elderly”, “sustainable development”,

“competitiveness, innovation and entrepreneurship”, “youth vitality”, and lastly “a participatory Espoo”. The open-space brainstorming was structured with an administrated flow of topics that passed through the workshop. The results of the Council workshops are now presented. The seminar ended with a presentation on how the strategy process would continue after the seminar.

The structure of the workshops was free. One meeting point for each topic was created, five in total. The participants were divided into two groups, and five meeting spots were created for each group, creating ten spots in total. Each meeting point was assigned themes, a flipchart, a facilitator and a leader of the meeting. The participants of the meeting were asked to discuss the topics of that specific meeting point. The role of the leader is to guide the meeting and the facilitator documents the opinions on the flip-City Board. The participants were allowed to move freely from meeting spot to meeting spot during the duration of the workshop, which was approximately two hours. Some rules were set for this open space work. These were “the law of two feet, whoever comes is the right people, what happens it happens, it starts when it starts and it’s over when it’s over”. The themes ranged from what the elected officials wanted the strategy to represent to what content should be preserved from the previous strategy. The results from all groups were refined during the seminar into a condensed and coherent whole. This was a different approach from what had been previously done and it was successful. (“The strategy model and the strategy process from a Council perspective” PowerPoint presentation at Council strategy Seminar 31.1-1.2.2013)

“It was not done like we created the first version that they then would have edited. They created the actual first version, which I thought was really valuable way of starting the process. Through that we got the structure, the base from which then continued to build ” – Interviewed City Official

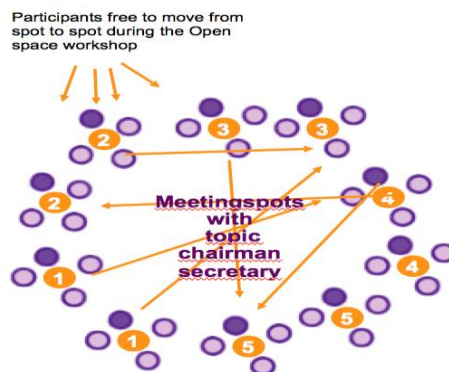


Figure 2: Illustration of the open space workshop meeting spots

5.5.2 Results of the discussions and open space workshops at the Council strategy seminar

During the strategy seminars first day the Mayor gave a presentation on how the implementation of the old strategy (2010-2013) had succeeded and what conclusions for the new strategy could be drawn from the experience. These conclusions are presented next based the PowerPoint presentation used on that day. ("Espoo's Challenges during the Council term", PowerPoint presentation, 2013)

The financial aspect goal of the Council term (2010-2013) was that the city's finances would be in a sustainable balance. During the Council year the city has progressed towards this goal, but has been slowed down by the general economic situation and instability.

The Council term goal (2010-2013) regarding the personnel aspect was that Espoo has knowledgeable, competent personnel that are participating in development and are capable of change that improves the productivity of their work. During the Council term 2010- 2013 Espoo has progressed towards this goal. The number of personnel has remained stable despite the increasing number of residents

The Council term goal (2010-2013) regarding service production aspect was that the organization of the service network would be developed according to the 2020-concept. The evaluation was that Espoo has progressed towards this goal during the Council term, but the goal overlaps the following term and will continue over the next Council term.

The Council term goal (2010-2013) regarding the resident and client aspect was that the residents of Espoo would be more active taking care of themselves, their loved ones and surroundings. The service quality should remain good in both national languages. The evaluation was that the city has progressed towards the goal during the Council term.

Finally Council term goal (2010-2013) regarding the vital, competitive and sustainable development aspect within the city was that the city should be internationally interesting and tempting. Competent people, and companies, should be interested to settle down in Espoo. The evaluation for this was that the city has progressed towards

the goal during the Council term and that further work towards this goal will continue during the next Council term.

The conclusions for new Council from the previous strategy were that the original 31 objectives of that Council term grew to 39 after the Council of 2010-2013 approved the strategy. The additional objectives added during Council examination of the strategy created overlapping in both aspects and objectives. The conclusion for creating the new strategy highlighted the importance of including less Council term objectives. In addition to this the new strategy should have a simpler structure, be clearer and simply guide the operations. Furthermore, many of the objectives of the previous Council term are still relevant and should be integrated in the new strategy according to the Mayor.

The first open space workshop of the seminar concerned the topic of the vision, material of the Espoo Strategy and focus points for the three aspects of the Council term. The second open space workshop focused on the cross-administrational development programs. A summary of the most important results of the two workshops is now presented in order to facilitate understanding of the foundation for what would become The Espoo Story.

During the strategy seminar the Council started by reflecting on the vision. The vision was seen as partly obsolete. The elected officials expressed a great desire to renew the vision. However, opinions were scattered around the question of what the vision should function as: should it be a marketing pitch, or should it merely represent the unachievable dream. Discussion about the vision in the workshop, documented in the transcript of the seminar open space workshops, can be divided into three general themes: “wording and language”, “function” and “emphasis”. The discussion according to the themes will now be presented.

A great deal of the discussion focused on the tone of the language. There was a call for it to move from the passive, declaratory style of the 2010-2013 vision, towards a more proactive tone. In accordance with this transition the Council stressed that the wording of the concepts should be simple and clear, making the vision understandable for everyone. Furthermore, the vision should in no way be a set of clichés without meaning; the vision should guide the organization towards a better tomorrow.

Creating the new vision would become quite the balancing act. On the one hand it should respond to the future challenges, and recognize the needs of the residents of

Espoo, on the other hand communicate a dream of what Espoo should become. According to the Council the vision should work at two levels: it should have resonance with the residents as well as represent the utopia. Words that were used in the workshops to describe how the vision should be were; inspirational, brave, tempting, positive, humane, safe, inviting and open. Furthermore, the point was made, that the vision should be a distant ideal state of the city, and thus it should not be a description of what Espoo is. A consensus was not reached regarding to what extent the vision should be a marketing pitch. “*Would you move to this city based on this vision*”. The vision should, according to the discussions during the workshop, emphasis that “we are doing this together, striving towards the same goal”. The vision should also communicate that Espoo is a responsible city, where everyone has the ability to influence decisions and are invited to participate. Other points of emphasis were sustainable development, equality and Espoo being a pioneer.

During the discussion about values questions were raised regarding the amount of values that should be included in the strategy basis, and the wording of these values. Some wanted to completely change the current values of the city, while others called for more openness about the seminar where the discussion about values is held. The neighboring city of Helsinki was described as a prime example of best praxis, having had a live stream from their seminar accompanied by a twitter feed in the seminar, where citizens could actively participate in the discussion in real time. According to some elected officials, the values of the city should not be listed but should rather be reflected in the results of the operations. The consensus of the discussion was to keep the amount of values rather low as well as highlighting the implication for each value for city operations.

The open space workshop started with topics regarding which of the values that should be kept from the old strategy to the new. The values whose worthiness for keeping were Espoo being “client and resident oriented”, “equal, tolerant and humane”, “creative and innovative”, “partnerships and communality”, “effective” and sustainable”. The discussion regarding these values based on the transcript from the seminar will now be described.

Client and resident orientation was for many the most important value. However, some questions were raised regarding whether this should be called a value, or if it is simply a fundamental responsibility in all city operations. Furthermore, the Council was not sure if the wording of the value was communicated enough in such a manner

that is integrative, active and innovative. There was also some criticism about the client orientation as being easily lost and forgotten in the actual decision-making. Despite the discussion, this value was seen as the most important value in Espoo. It was also the value that received the most votes in the vote that summarized the open space workshop. The value is today a part of the final strategy.

Espoo is resident- and client-oriented

It is important for everyday life to go smoothly in Espoo. Residents, communities and companies are the best resources of Espoo. The active involvement of residents in the development of services and co-operation with partners ensures successful service production meeting the needs of residents. – The Espoo Story 10.06.2013

The value and operating principle of Espoo as being *equal, tolerant and humane* was also discussed. Some concerns were raised about this value being too broad with big separate values simply being put together. Espoo as being humane and equal was supported. However, adding the word tolerance was debated. Suggestions of changing the wording to “appreciation” were made.

This particular value only received a small number of votes in the voting that followed, but never-the-less became a big part of the final Espoo Story. This value is one of the three values and operating principles that constitutes the value base of the Council term. In The Espoo Story this value is communicated as follows:

Espoo is fair

We operate openly, justly, equally, humanely and tolerantly. - The Espoo Story 10.06.2013

Next on the agenda was the value of Espoo being *creative and innovative*. Concerns were raised if this really can be said to be a value and operating principle or whether it is a descriptive trait of Espoo residents. Creativity and innovation were regarded as ways to operate rather than being values. Furthermore, it was highlighted during the discussion, that if this were to be presented as a value focus should lie on supporting and inspiring actors to operate creatively and innovatively. Everyone should be encouraged to attempt to fulfill their dreams. During the voting innovation received many votes. The value of Espoo being a responsible pioneer can easily be linked to the discussion held at the workshop. In The Espoo Story this value is included as follows:

Espoo is a responsible pioneer

Pioneering refers to broadmindedness and creativity, openness, a desire to question the status quo and courage to do things in a new way. It also includes the utilization of research and international experience, experimentation and dealing with the possible failures related to them.

We are developing Espoo sustainably, socially, ecologically and economically. – The Espoo Story
10.06.2013

Espoo being a responsible pioneer also builds on the “*sustainable development*” value basis. As with many of the values discussed from the previous strategy, this value was held important, but once again the question was raised whether this really was a value. This discussion resulted in the search for a wording that would include all dimensions of sustainable development: economical, social, ecological sustainability. A suggestion of using the word responsible was presented during this discussion. This wording was included in the value presented in The Espoo Story (Espoo is a responsible pioneer).

The values of *partnership and effectiveness* were not included in The Espoo Story. Correspondingly, the discussion at the Council seminar highlighted the fact that both partnership and effectiveness is included in all operations and activities that the city organization undertakes, and thus should not be included in the strategy basis as a value. In addition to this, the Council found the wording of partnership as hard to relate to with a vague meaning.

After evaluation and discussion regarding what values from the previous strategy basis should be included in the new strategy basis, the discussion proceeded to the question of which values are of rising importance in Espoo. There were three values that rose to the surface during the discussion: *safety, respecting dreams and equality*.

Starting from safety, this was a value that was considered as starting to gain importance based on the web-interview among the residents. The safety value entails financial, spiritual and physical safety. This is a basic need, and according to the discussion there should be a policy of zero-tolerance of threats to the overall safety. The value of respecting dreams of others includes a diversity of values, but does not include inequality. Lastly, equality and human dignity were also values that were found to be important both to politicians and to the residents of Espoo. All three of these rising values within Espoo were discovered through the web-interview which was one of the channels through which residents of Espoo were invited to participate in the building of The Espoo Story by telling what they value and how they think Espoo should be like in 2025. Discussion regarding the choice of the five most important values in Espoo finalized the open space workshop. The values listed on this top five list were: “*humanity and appreciation*”, “*safety*”, “*responsibility*”, “*team-spirit and support*” and “*being brave*”. The humanity and appreciation values stemmed directly from the old strategy basis, and was still regarded as one of the core values of the City of Espoo.

Safety was added as a new value, and was seen as especially important since it stemmed from resident suggestions. *Responsibility* was part of the top five and entails city, and enterprise responsibility as well as the residents' responsibility for their life, their loved ones and their surrounding. This value also represents involvement, participation and partnership. Responsibility as a value in the City of Espoo is largely seen as a broad understanding of sustainable development. *Team spirit and support* was also seen as important, even if the wording was deemed in need of revision. Here this value would include inspiration and being a pioneer. Lastly, *being brave* was included on the top five new values. Being brave was in Espoo seen as a necessity for being able to be a pioneer. In order to have the courage to attempt to fulfill dreams bravery is essential. Bravery as a value was seen as representing freedom and respecting dreams.

To a great extent, the values written in the final story, can be said to reflect this top five listing created during the Council strategy seminar. Especially two out of the three values can be argued to cover all of the above mentioned five.

The value "*Espoo is a responsible pioneer*" can be seen as involving responsibility, team-spirit and being brave from the top five list of most important values.

Espoo is a responsible pioneer

Pioneering refers to broadmindedness and creativity, openness, a desire to question the status quo and courage to do things in a new way. It also includes the utilization of research and international experience, experimentation and dealing with the possible failures related to them. We are developing Espoo sustainably, socially, ecologically and economically. The Espoo Story 10.06.2013

The value "*Espoo is fair*", on the other hand includes both humanity and appreciation from the top five values list.

Espoo is fair

We operate openly, justly, equally, humanely and tolerantly. - The Espoo Story 10.06.2013

This is not to say that the last value and operating principle from the final Espoo Story would not include all of these values or at least correlate with them.

Espoo is resident- and client-oriented

It is important for everyday life to go smoothly in Espoo. Residents, communities and companies are the best resources of Espoo. The active involvement of residents in the development of services and co-operation with partners ensures successful service production meeting the needs of residents. - The Espoo Story 10.06.2013

5.5.3 The three aspects of the Espoo Strategy basis

In The Espoo Story, the Strategy Basis consists of three elements; the vision of Espoo, the values and operating principles of Espoo, and the objectives of the Council terms based on different aspects. The three aspects in the strategy basis are “*resource and management*”, “*residents and services*” and lastly “*vitality, competitiveness and sustainable development*”. During the first day of the strategy seminars, the three aspects of the Council term were discussed. For each aspect two questions were discussed: what are the most important goals for each aspect of the Council term and what should be achieved during the term with regards to relation to the aspect and corresponding goal. The aspects, goals and objectives of the Council term are used to guide the operations in the city organization. Each sector and unit creates their own targets for the Council term based on the Council term aspects, goals and objectives. Thus, the decisions regarding this part of the strategy basis will have very practical implications for the future. For more information about the dynamics between the scorecards and the strategy basis please see chapter four of this thesis. Next, discussions regarding the respective aspects during the strategy seminar workshop are presented, based on the transcripts from the seminar.

The discussion regarding the aspect of *resources and management* largely focused on that sufficient preventive actions need to be taken, so that resources of the city are used, maintained and acquired in the best manner possible. Resources in this context refer to infrastructure, buildings as well as personnel. The areas that were highlighted, were, firstly making Espoo the best employer in Finland. This could be achieved through developing leadership and management, supporting wellbeing at work as well as developing competence of personnel. Another topic of interest for the Council was making sure that existing facilities were used effectively, and were properly maintained. The third big topic of the discussion was to make better make-or-buy decisions and achieve better cost-effectiveness. The Council wanted to see development in purchase competences. Furthermore, the Council wanted to see a better financial stability in the city debt-management.

Discussion was then directed into specific objectives to be achieved during the Council term. These objectives included creating more work opportunities, better supervision over acquisitions, creating good, non-luxurious, spaces for everyday use and involving the third sector. During the discussion, the involvement of elected officials was highlighted. Ideas about gathering, or “vacuuming”, ideas of the elected officials online

was discussed. Furthermore, the council called for an overall better work division so that the elected officials can contribute better, especially through following up on projects.

The resource and management aspect in The Espoo Story is presented below. Even if it does not include all matters that were discussed at the seminar it corresponds well with the discussion. The goals and objectives of the Council term are used as the foundation that the scorecard of each sector and domain are built upon, and thus guide the sector operations for the Council term.

Resources and management

Goal: The finances of the Corporate Group of Espoo will be well balanced. Competent personnel able to carry out reform will improve the quality and productivity of services.

Objectives of the Council term:

Espoo will serve as a pioneer in the improvement of productivity and the impact of municipal services.

Management, managerial work and job satisfaction will improve and attain a good level. Financial leeway will remain and the financial position will be balanced.

-The Espoo Story 10.06.2013

The *residents and services aspect* is a rather broad one, which can easily be seen from the transcript of the workshop. The discussion ranging from specific services to the support of youth wellbeing. One example of these services is the “youth guarantee” that makes sure that everyone less than 25 years old (or newly graduated less than 30 years old) has a meaningful occupation (work, internship, studies) within three months of registering as unemployed. Integration of refugees in society, the wellbeing of elderly, information about services, activities for residents, service production quality control as well as services that should be provided at home were discussed. The Council found it important to be able to manage and monitor the services provided in a relevant and accurate manner. Furthermore, the Council wanted to find a way to increase customer and resident involvement in service development and ideation. On the other hand, discussion also involved questions about how Espoo should prioritize services provided, ensuring high quality services despite a challenging economic situation. Areas of special general interest were service access, developing home services, and client orientation.

The *residents and services aspect* as presented in The Espoo Story:

Residents and services

Goal: Espoo residents will be active and independent in taking care of themselves, their loved ones and immediate surroundings, but nobody will be left without support if their own resources prove to be inadequate. Espoo will arrange services in resident-centred way in co-operation with the residents.

Objectives of the Council term:

Service selection will form an entity of services that are preventative, reduce health and wellbeing differences, ensure early intervention, support the independent activities of residents and increase the client's freedom of choice.

Services and the immediate surroundings will be developed in co-operation with residents.

Services will be produced in collaboration with partners, and different service channels will enable the availability and accessibility of services.

Espoo will be a pioneer in the development and implementation of a national service channel.

- The Espoo Story 10.06.2013

The aspect as presented in The Espoo Story touches upon many of the things mentioned in the strategy workshop. However the wording and presentation of the aspect goal and objectives are at such an abstract level that it possible to imagine someone might feel there is a gap between workshop results, and the presentation in The Espoo Story despite, the themes and topics being very similar.

The discussion on the third aspect, called *vitality, competitiveness and sustainable development*, identified ease of transportation, affordable living and office space, job creation and education to be some of the fundamentals for making Espoo a more vital and competitive city. It was also during this discussion that “sustainable development” was added to the title of this aspect. Thus creating a vital green network, having ecological city procurement criteria, as well as being the ideal city for environmental technology through collaborations with the Aalto University. In order to create a vital and competitive city, it is also important that all residents are involved in value adding activities. In addition to this, the Council calls for more innovative unemployment politics. The metro was also held as an extremely important factor for increasing the vitality and competitiveness of the city, as well as being important for sustainable development in the city. Furthermore, there was a desire from the Council to create a culture that supports entrepreneurship, linked to this is pioneering, information sharing, as well as flexible solutions. Espoo also wants to support attracting as well as keeping companies settled in Espoo, by creating and supporting the pre-requisites for enterprises through available office-space (traffic and use of land) and people (education, living, nature, interaction and city culture).

The vitality, competitiveness and sustainable development aspect as presented in The Espoo Story.

Vitality, competitiveness and sustainable development

Goal: The city will be internationally appealing and interesting. Professional people, entrepreneurs and companies of all sizes will put down roots in Espoo.

Objectives of the Council term:

Espoo will develop its appeal as an internationally appealing innovation environment for competence, science, art and economy (T3).

As part of the metropolitan area, the networked city structure of Espoo will be developed economically, socially and ecologically sustainable.

The accessibility of service concentrations will be improved with public transport connections.

The city centres will be developed from their own strengths to form attractive and pleasant places for living, services, working and leisure time.

Segregation will be prevented and the different housing needs of Espoo residents will be met by offering the preconditions for affordable and diverse housing production and land.

Encouraging entrepreneurship and innovation, Espoo will build wellbeing and wealth for the metropolitan area and all of Finland.

- The Espoo Story 10.06.2013

Goals and objectives again correspond with discussion at the strategy workshop. The link between discussions and the strategy is evident. A good example is that during the seminar suggestion in of inserting “sustainable development” into an aspect title, actually was implemented. The goal as presented in The Espoo Story compared to the transcript of the results of the workshop has a stronger focus on corporations than one might have expected.

5.5.4 The cross-administrational development programs

One way of managing the implementation of The Espoo Story is through the cross-administrative development programs put in place. The development programs are designed to help with the most challenging and problematic areas within the city. The cross-administrational development programs connect all sectors in the city organization. By doing so, the programs create cross-sector collaboration enabling creative and dynamic problem solving. There are five cross-administrational development programs: “*vitality for the elderly*”, “*sustainable development*”, “*competitiveness, innovation and entrepreneurship*”, “*youth vitality*”, and lastly “*a participatory Espoo*”. Cross-administrational development programs are a part of The

Espoo Story and will be evaluated halfway into the Council term. During the strategy seminars cross-administrational development programs content, goals and ideas for the Council term were created. During discussion at the seminars ideas for the development programs were quite detailed, but they correspond very well with the actual doings of cross-administrational programs operating in Espoo. In The Espoo Story cross-administrational development programs are presented as follows:

Development program and program management

Five development programs crossing administrative borders will be implemented as a response to the city's greatest challenges. The program control will combine fiduciary and office holder management in a new way. Common procedures will be developed for the program and project management of Espoo. - The Espoo Story 10.06.2013

Next, the actual doings of cross-administrational development programs are presented based on their own description from the Espoo web site. Both goals and active projects and undertakings are presented to the extent that has been communicated by the program.

The cross-administrational development program called "*Participating Espoo*". The program aims to create new ways for the residents of Espoo to participate and influence the decision making in Espoo. This will be made possible through the utilization of new and more efficient tools for interaction between the city, the Council and residents of the city. Through this strive local democracy will be strengthened resulting in an Espoo that the residents enjoy and feel that is their own. The goals of the development program is a functioning decision making, rewarding local initiative, making sure that all societal groups are included in the process. Above all the cross-administrational development program works for a more open participation and ways of making and impact. During the strategy seminar the discussion in addition to the above mentioned also revolved around the role of the city as facilitating and supporting the creation of new events and ideas, such as the restaurant day in neighboring Helsinki.

The cross-administrational development program *Youth Vitality* program is set in place to ensure that the youth guarantee is being implemented in Espoo. Furthermore, the program has aims well beyond simply realizing the guarantee: the implementation should also take in to consideration the possibilities for further studies and work. The program is aiming to ensure that every young resident in Espoo has the opportunity to find a meaningful hobby, which he or she enjoys, regardless of the persons socioeconomic background. In short, the goals are, to create better wellbeing for the

youth residents of Espoo through supporting possibilities for further education and making it possible for all young people in Espoo pursue a free time activity that they enjoy despite socioeconomic status. The program also aims lowered youth unemployment and less lack of housing.

The cross-administrational development program *Vitality for The Elderly* is focusing on how to create a better Espoo for the elderly. Special emphasis has been placed on the beneficial aspects that a healthy, active lifestyle has on the quality of life and independence of the elderly. Services are thus created in collaboration with the elderly and their families, to create ways to support the wellbeing of the elderly. The cross-administrational development program has a holistic approach, and thus the goals of the program are that the elderly will have a better wellbeing, health and functionality. This will be achieved through educational events, counseling services and personal training. Creating a smoother and easier environment for the elderly supports living at home. The committee will look at housing, and city structure, to support the elderly. The caregivers are supported through support groups, hotline support, and activity centers.

The final goal is less loneliness, which will be achieved to create opportunities for the residents of Espoo to participate, network and gain information about the services offered within the city. Popular events organized by the program weekly in both Sello and Iso Omena are “mall-walks for elderly”, which are group exercising by walking in in the malls. The activities, and the presentation of the program correspond very well with the results of the workshop on the development program during the strategy seminar. The 4-5 focus points are almost identical to the ones that can be identified from workshop transcripts.

The *sustainable development* cross-administrational development program is focusing on sustainable development through all aspects of the city organization; the goals of the program are to create efficient sustainable solutions for the sustainability goals of the city. These goals include areas such as financial, social and environment, ecology and energy. These goals are achieved through events and through development of for example better means of public transport. During the strategy seminar the focus of this development program were very concrete issues such as supporting people biking to work by sufficient bike roads as well as creating sufficient changing rooms and bathrooms to all facilities. In addition to this, everything from local food, to protecting the archipelago, was discussed as important matters for the development program. An

interesting note from the strategy seminar also shows that the focus of the program was questioned. Sustainable development felt like a very broad program, since it includes financial, social and environmental aspects. The question was raised if the program name and focus should be focused on solely to ecology but both argument pro and against this change was presented during the seminar. The presentation of the program at the city websites clearly reflects that neither the name nor the focus has been made narrower.

The cross-administrational development program *for Competitiveness, innovation and entrepreneurship* has the goal of boosting the city's vitality through attracting new residents and companies to create economic growth. The program strives to make the everyday life flexible and smooth for both individuals and companies. This will make the whole city work more efficiently resulting in higher tax incomes and a better tomorrow for Espoo as whole. The goals for the three focus areas are: regarding the competitiveness is making Espoo an attractive city to live and have a company in. Espoo wants to be the most entrepreneurial friendly city in Finland. Regarding the innovation in Espoo it will be supported through investments, outspoken support from officials encouraging by words and example that it is always good to try and to think different. Finally the entrepreneurship will be supported through the cross-administrational development program. Entrepreneurship will be supported through an active collaboration partner offering educational services, facilities and programs to help new companies establish their operations, attract necessary funding and grow. The presentation of the program on the city website seems to correspond very well to the discussion at the strategy seminar workshop. Especially the small facilitating actions from the city organization where emphasized during the workshop. "The city should not interfere and provide functioning infrastructure for entrepreneurship"

During the workshop some concerns and questions regarding the cross-administrational development programs were raised. These included questions the expected importance and impact that the program should have. The answer provided explained that this was entirely up the program. The best case would be the program having a great impact on the city operations and activities and the worst case being that the program standing in the way of operations. There was also a slight concern on how the inter-program coordination would look like as well as evaluation and rapports on progress. There was a consensus of keeping the bureaucracy as light as possible. From the discussion it remained unclear how big budgets the programs have as well as how

the Council can comment and guide the activities of the program through out the Council term. This was held especially important since there were only five elected officials per program and thus these officials could otherwise control the actions according to their political interests. During the discussion there was also a call for mentoring to the project teams so that focus would be kept as well as projects progressing according to timetables. There was also a word of warning presented at the workshop:

“There is a risk that the focus lies so heavily on organizing these programs that implementation of the programs, the actual doing of the work, is forgotten” (Transcript of results of the workshops at The Council Strategy seminar 31.1-1.2.12)

5.6 The writing phase: concretization of the narrative

The writing phase, that followed the formation phase where the strategy basis was created was to a big extent a closed phase. The phase lasted for roughly three months during which The Espoo Story was written behind closed doors by the core duo, consisting mainly of the strategy director and the Mayor. Copies were not spread during the writing, and only chosen groups were invited to comment along the way. All gathered data was used in creating the draft of the Espoo Story. Already in the first draft the results of the Council seminar and the ideation phase are evident. This secrecy created an eagerness among the stakeholders to have the opportunity to comment on the draft, and to again be a part of the process.

5.7 The feedback phase: refinement of the narrative

During the writing phase that, lasted roughly three months, very few had an opportunity to see or influence the Espoo Story besides from the Mayor and the Strategy director. The feedback phase includes a lot of inspiration and excitement since all stakeholders had the opportunity to comment on the draft of the Espoo Story. The Feedback phase is here defined as consisting of three events that will be presented next: the opportunity to comment online, the Esimiesareena and the Council Strategy Seminar II.

5.7.1 *Espoo Story draft available online for comments 15-29.4.2013*

The Espoo Story draft was available online for comments 15-29.4.2013. Residents, personnel and elected officials were invited to comment on the Espoo.fi website. This

opportunity to comment was utilized by over one hundred people during the two weeks the draft was available for comments. The Council was represented through the Coalition party, the Green Party, the Social Democratic party, The True Finns, and the Swedish People's Party of Finland and the Left Alliance that commented on the strategy draft. For reasons unknown the Center party and Christian Democratic Party did not comment on the strategy draft. The comments will now be presented based on a transcript of the received comments and a PowerPoint presentation on the topic. ("Web-comments on the strategy draft" PowerPoint presentation spring 2013; Espoo Story transcript of comments, 2013)

The majority of the comments expressed that using a story is a good way of presenting the strategy. The respondents found it refreshing and good that The Espoo Story was so easy to read and inspiring. Furthermore, one element of The Espoo Story attracted more positive comments than any other element. This element was the historical overview, giving roots to the City of Espoo. However, the respondents found that the main emphasis on the strategy should lie on the future Espoo and not on the history. The respondents also held green values as important and many wanted to see more discussion and focus on public transport and other forms of ecologic transportation. Respondents also expressed that The Espoo Story inspired them as these comments represent:

"Freely written without the strategy-corset, while still including the structure and elements of a strategy"

"It is short but covers it all. It is really inspiring and motivating that it has been decided to create a strategy in this form!"

"The simplicity and the clarity is probably the best part of the draft. The voices of the residents can be heard in the draft. The goals are concrete, resident-oriented and just the right amount ambitious. When reading the draft I get the feeling that "wow what a place Espoo will become to be through this."

"The Espoo Story has been created to become very versatile and positive. The presentation style guides the thoughts to a really positive 2025. The will to believe is big. I also find it good that there is a possibility to comment freely. That they even ask and try to take into account the opinions of the people for whom this is done"

"The draft finally gives a hint of what The Espoo Story as a strategic tool could be"

(Espoo Story transcript of comments, 2013)

Furthermore, a lot of the comments also talked about the narrative form. The residents and the personnel even presented ways in which the story could be improved both rhetorically as well as linguistically by suggesting comments on wording, spelling and grammar. One respondent commented, that the story is good since it actually describes

Espoo, in contrast to the traditional strategies where the same text could be used as a strategy in any other city. The story makes the strategy personal and relevant. Below are two ideas out of many on how the story could be improved.

“The story could be built around a subject. He could be Eemil the Espoo resident, that observes his forefathers land and finally ends up in Espoo 2025”

“The story is missing a soul, it is not touching. Lending from the writer Sirpa Kähkö “within stories lies the deepest and most unexplainable comfort of humans”

(Espoo Story transcript of comments, 2013)

However, not all the feedback was this equally positive. Especially, focus on the youth population, the handicapped and the Christian faith was lacking, according to a large number of respondents. The motioning of specific organizations, such as the ice hockey team, or a neighborhood, also caused outbursts from other organizations or neighborhoods, ravening to. Some wordings were found bizarre, such as, Espoo being “elderly loving”. Some respondents found the story too abstract in order to allow accountability for results, and critique was given for lack of transparency in the process as well as that it having been hard to find proceedings from meetings. The following comments illustrate the negative feedback that The Espoo Story received through online comments, but also how open, emotional and personal comments were.

“Have you forgotten about the safety? Why does not this issue that is held important for residents and companies not show? Why do you arrange online-interviews and questionnaires if you do not listen.”

“The handicapped are not even mentioned! The story says that extensive services exist in Espoo. But our severely handicapped son has lived years without a treating doctor. Dammit!”

(Espoo Story transcript of comments, 2013)

The biggest issues that arose from comments from Council parties were multicultural Espoo, granting of accessible services for everyone, public transport, versatile housing offering and a reactive political system. Many small details and wordings were also commented upon. Furthermore, residents, employees and the Council group commented that the King’s Road lead from Turku to Vyborg which apparently was something that was not presented correctly in the story draft.

5.7.2 *Esimiesareena 14.5.2013*

Esimiesareena is an annual event within the city organization of Espoo gathering all personnel in managerial positions to the Barona arena for a seminar. In 2013 700

managers participated in the seminar during one afternoon from 12-16.15. During the seminar of 2013, the first story draft was considered by these 700 Espoo city managers. Esimiesareena also functioned as The Espoo Story implementation kickoff, while The Espoo Story had not yet been finalized. The seminar started with a welcome from the Mayor. A leadership dialog followed on the topic of how leadership in Espoo had developed. Before the seminar took a break the Mayor presented The Espoo Story, and after the break the content of The Espoo Story was discussed in smaller groups. The day ended with an inspirational speech from the Mayor encouraging managers to go out and implement The Espoo Story. Jari Ylitalo from Aalto University guided group work. Next, this whole seminar day is described in greater detail.

The goals of Esimiesareena were to continue the discussion on leadership development, start the implementation of The Espoo Story, and strengthen sense of community among the managers of the City of Espoo. During the Esimiesareena, a message board was used, through which participants were able to send text messages to a number in order to vote on questions presented during the seminar, as well as to comment freely. The first question posed to the managers utilizing this text message tool, was in what mood the managers arrived to Esimiesareena, answering alternatives ranged from five meaning very excited, to one meaning that the manager would have preferred not to participate at all. Following the vote all-700 managers present were asked to discuss with the person sitting next to them about their thoughts regarding Esimiesareena, and the workshops to come. The next mobile question was “how has the leadership developed in your unit during the last year?” Here answer alternatives ranged from five indicating, “has developed significantly” to one indicating, “the leadership has become significantly worse”. Below is an image tweeted by the City of Espoo, from the opening of the seminar anno 2015.



Figure 3: Tweet from the opening of Esimiesareena

After these opening exercises sector directors entered the stage, holding a open panel discussion about how leadership, managerial work and operational culture had developed in Espoo during the previous year. From the interviews conducted for this thesis, it is easy to tell that this element in the seminar was a highly appreciated by the managers. Discussions on stage made managers feel united, and helped them recognize that they all faced the same struggles. After this, results of the questionnaire sent out before Esimiesareena were presented. The pre-seminar questionnaire had a response rate of 58%, with 450 respondents reporting that during the last year there has been a positive atmosphere regarding the managers' personal development as leaders, and a lot of change has been implemented. In addition to this, the managers reported that they have learn and realized useful things about being a manager and leader. However, they also report that while development has taken place in the own unit or sector, there are still many things that needed improvement. After this presentation managers were again asked to discuss in pairs their thoughts regarding the panel discussion with the sector directors and the results from the pre-seminar questionnaire.

Once the review was completed, The Espoo Story was next on the agenda. The Mayor presented The Espoo Story and how it is a new way of communicating the new Espoo strategy. All contents of the Espoo Story would be edited and developed further before The Espoo Story was approved in the Council but the essence and core was already in place when presenting at the Esimiesareena. For example in the vision, only the words highlighted in yellow below were added after Esimiesareena. The values remained the same while sustainable development to one of the aspect titles. And thus the aspect "Vitality and Competitiveness" became "Vitality, competitiveness and sustainable development".

A networked Espoo comprising five city centers will be a pioneering responsible and humane city that is a good place to live, learn, work and do business in **and where residents can have their say in matters.** ("Welcome to the Espoo Esimiesareena" PowerPoint presentation at Esimiesareena 14.05.2013; The Espoo Story 10.06.2013)

Also, the visual aspect of the strategy would still be changed before the strategy was approved in the Council. After the Mayor had described how the future structure of the strategy would look like, he presented material that would be created during the autumn, in order to help with implementation of The Espoo Story. This material included The Espoo Story itself, instructions for writing the sector and unit stories, a PowerPoint deck, video material and flyers. Below the drafted Espoo Story design is compared to the final Espoo Story design.

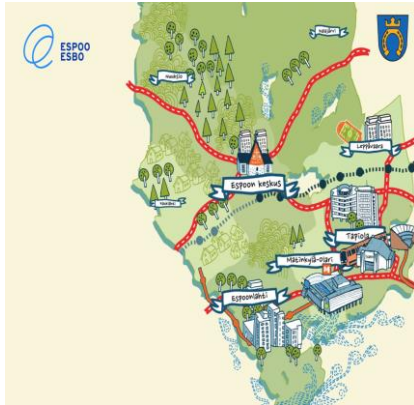


Figure 4: Draft of The Espoo Story design



Figure 5: The final Espoo Story design

Organizing 700 people into group discussions required planning. The floor plan, as presented below, offers perspective to the scale of the Esimiesareena.

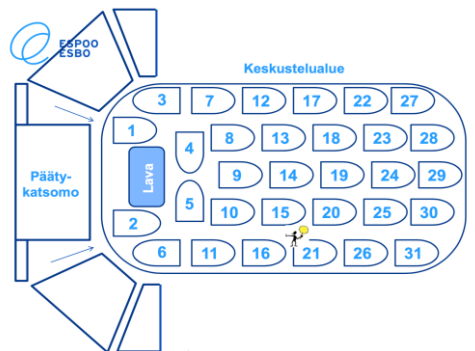


Figure 6: Esimiesareena map over tables forming discussion forums



Figure 7: Tweet from Esimiesareena open space workshop by the city of Espoo

The City of Espoo also tweeted during Esimiesareena and above the group discussion regarding The Espoo Story as can be seen above. The group discussions had a clear

structure. All groups had a group administrator, who was a member of the leadership forum. Managers were asked to introduce themselves in their five people group, and then discuss what they found to be the most important aspects and most inspiring in The Espoo Story. Furthermore, they were asked to discuss comments and questions that The Espoo Story brought to mind. Then it was time to circulate groups. In the new group, participants were tasked to discuss in what way the whole personnel could be involved in creating their own unit story, goals and targets as well as implement them.

Group work was followed up by an administrator discussion highlighting different opinions that came up during discussions about The Espoo Story and how to involve personnel in implementation. After this session, managers were asked to discuss with the person next to them about what thoughts administrators' discussion had triggered, and what they felt were important takeaways from the discussion, regarding The Espoo Story, and how to involve the own unit in implementation.

After this support material that would be available during autumn was revised. The seminar ended with a final mobile question where the participants were asked to rate how successful Esimiesareena had been, with five indicating "very successful, it exceeded the expectations" and one indicating "I did not ignite". A pair discussion also followed this final vote with questions about what was good, and in what mood participants left Esimiesareena.

Results of discussions were not documented since the purpose of discussions was to give the managers a chance to reflect upon The Espoo Story, and their role in implementation rather than influencing the story itself. Esimiesareena was a very successful event, and has been mentioned multiple times in the interviews for this thesis as being very inspiring and educative events, that are looked forward to by the great majority of managers.

"The implementation is what counts.. at the Esimiesareena we discussed how to put our own targets and how to plan the implementation. We managers had the chance to discuss together all afternoon about these kinds of things" – Interviewed City Official

5.7.3 Council Strategy Seminar II, 13.5 2013

The goal of the second Council strategy seminar was to evaluate The Espoo Story and strategy basis draft and targets of cross-administrational development programs. The one-day seminar was held at the Council house. The seminar started with chairman of the Council, Timo Soini, opening the seminar and presenting the goal of the seminar.

This was followed by the chairman of the City Board Ari Konttas, giving an update on the preparation of the Council agreement. Next, the seminar focused on The Espoo Story and strategy basis for one and a half hours. The session covered the statements received from the Council groups as well as a presentation of The Espoo Story draft by the Mayor. Presentations were followed by an hour of discussion.

After lunch the Mayor continued the seminar by presenting cross-administrational development programs as a part of implementation of The Espoo Story. The head of each development program then gave a short (approx. 10 minute) presentation on goals and program description under development. This was followed by evaluation of development-programs in the Council groups during one hour. After afternoon coffee the Council groups then had 6 minutes each to give their directions for future preparation and development of The Espoo Story and cross-developmental programs. The seminar came to an end by the Mayor presenting the next follow-up actions and the Chairman of the Council closing the seminar.

5.8 The formal acceptance phase: formally accepting the common narrative

During the feedback face comments from all residents, elected officials and other stakeholders were gathered. Based on the comments changes were made to the Espoo Story draft. During the one-month long negotiation and formal acceptance phase that followed the Espoo Story was considered in four meetings and finally approved by the council 10.6.2015. Many suggestions to alter the Espoo Story were still made during this phase, which caused some turbulence in the final stages of the strategy process. Next these four meetings will be described.

5.8.1 City Board of Espoo meeting 27.05.2013 on The Espoo Story

The meeting was held at 27.05.2013 on The Espoo Story was the last meeting where the strategy is considered before Council Approval 10.6.2015. The main events of the meeting as well as the City Boards proposition for the Council are now presented based on the protocol from the meeting in question. (The City Board preparation of the Espoo Story for Council, meeting transcript 27.05.2013)

During the City Board meeting, some changes were suggested to the strategy. The suggestions were mostly additional sentences, to both The Espoo Story, and Strategy

Basis. However, when representatives had presented their suggestions for the strategy it was deemed so extensive that the chairman of the City Board decided that they combined created a competing Espoo Story proposition. Due to this the suggestions were not treated as separate suggestions but as one united. This might appear as a drastic decision by the chairman, but in reality the suggestions from the green party included five separate added sentences to The Espoo Story, and nineteen for the strategy basis, resulting in one sentence changed in each paragraph. However, this decision to treat the motion as one competing strategy proposal to be taken to a vote upset the presenting representatives. They asked to have their opposing view noted in the protocol.

The motion was taken to a vote in the Espoo City Board, voting on whether to accept the original strategy proposition presented by the Mayor, or the new edited strategy with changes. The City Board voted in favor of the original proposition.

The proposition from the City Board for the Council meeting thus came down to three things. Firstly, the City Board suggested, that the Council should approve The Espoo Story and Strategy Basis. Secondly, the City Board proposed, that the Executive City Board should have the right to edit The Espoo Story for communicational purposes as long as these revisions did not change the content of the strategy. Thirdly, the City Board proposed, that the Council should approve the cross-administrational development programs goals. With this, The Espoo Story was handed over to the Council for decision-making.

5.8.2 The Council Negotiation Committee meetings

The Council Negotiation Committee gathered twice on the topic of The Espoo Story. The first meeting was held 3 June 2013 and before the Council seminar 10 June 2013. (Council Negotiation committee meeting transcript, 3.6.2013; Council Negotiation committee meeting transcript, 10.6.2013)

The Council Negotiation Committee facilitates collaboration between political parties in the Council. The Committee consists of the chairman for every Council group. The committee discusses current topics that will be discussed in the Council, and takes a stand in all significant investments. The role of the participants is to gather, and communicate, opinions of their group to the Council Negotiation Committee. In addition to the elected officials present in the Council group, the Council and City

Board chairmen, the mayor and the Sector Directors may be present during Committee meetings. The Committee gathers on Monday the week before every Council meeting as well as on the day of the Council meeting at 4 p.m. The Council Negotiation Committee meetings were held according to this normal protocol in 2013.

During the first meeting, 3 June 2013 the Council Negotiation Committee presented their suggestions for the Espoo Strategy. During the second meeting in 10 June 2013 the Mayor presented the new complete strategy proposition based on the amendments from the meeting held on the 3 June 2013. The chairman of the Council Negotiation Committee also makes a complete strategy proposition, in accordance with the Mayor's proposition. The True Finns, The Green Party and the Christian Democratic party presented new amendments to the new strategy propositions.

5.8.3 Council meeting concerning The Espoo Story 10.6.2013

The meeting held at 10.06.2015 on The Espoo Story was the meeting that would approve (or disapprove) the strategy. The main events of the meeting are now presented based on the protocol from the meeting in question. (The Council approval of The Espoo Story meeting transcript, 10.06.2013)

The meeting begun with the Mayor of Espoo presenting The Espoo Story to the Council. Members of the Council then proceeded to presented change proposals. Firstly, one complete strategy proposition was presented by representatives of the Coalition party, and the True Finns. The proposition presented hence challenged the original complete strategy proposition. In addition further ten amendments were presented. Four of the amendments concerned the story, and another four concerned the objectives and goals of the Council turn. Two amendments concerned the values of Espoo. All parties proposed a minimum of one amendment, and the exact allocation among the parties can be seen from the table below.

Proposition	Amount	Presented by
Complete strategy proposition	1	The Coalition Party & True Finns
Amendment concerning story	4	1- The Green Party 1- The Green Party + Left Party 1- The True Finns 1- The Center Party and The Coalition Party
Amendment concerning the objectives and goals of the Council	4	2- The Green Party 1- The True Finns

term		1- Social Democratic Party and the True Finns
Amendment concerning the values	2	1- The Green Party 1- The Christian Party + The Green Party
Proposition to return matter for further preparations	1	The Center Party + The True Finns

Table 2: Propositions to The Espoo Story during the Council meeting 10.6.2013

The Green Party, was by far the most active by having a stake in six out of the ten amendments. However, it was The True Finns and The Center Party that brought the meeting to a standstill by proposing that the matter was to be turned back for additional preparations. The Chairman noted that due to this proposition, all speakers had to address this proposition in their speeches. The meeting then took an extraordinary break for negotiation 11.25-11.40 PM.

When the negotiation break ended, the representatives from the True Finns and the Coalition Party withdrew the proposition of returning the matter for further preparations. This was followed by eight amendments being changed by representatives to wishes. Changing them to wishes had a big impact on how the meeting would proceed. The reason for why representatives from the Council were encouraged to change their amendments into wishes was that there was otherwise a risk that even more amendments would be suggested, making it impossible to accept the strategy proposition in the Council. Furthermore, there is a tradition of the Council negotiation committee always accepting strategy content a week before the Council meeting, in order to find compromises ahead of time. This was also the case now, the content of the strategy had been agreed upon one week before and thus the great amount of amendments was in conflict with this agreement. During the negotiation break, it was decided among the groups that all amendments were to be withdrawn and changed into wishes. All amendments were changed except two proposed by the True Finns.

“Wishes are by their nature wishes meaning that the Council wishes that the City Board will..” . – Email correspondence 16.10.2015 between City Official and the researcher explaining the change from amendments to wishes

The Chairman then proposed that firstly the Council would vote the complete strategy proposition presented by the Coalition Party and the True Finns, against the original

strategy proposition. The proposition that wins will then be compared with the two amendments and voted upon. Lastly, the proposed eight wishes will be voted upon.

The result of the voting was, that the complete strategy proposition by the Coalition Party and the True Finns was accepted, and thus would be hereafter referred to as “the strategy”. In the vote on the two propositions, one was voted against and the other was according to the protocol also voted against but still included as “accepted wishes” in the results of the Council meeting. The representatives of the rejected amendment expressed their discontent by a note in the protocol.

All wishes with the exception of one, were accepted unanimously by the Council and thus needed no vote. The proposition that needed voting was presented by a duo from the Left Party and the Green Party and was accepted as a wish following the vote.

The result of the Council meeting was in accordance to the City Board proposition. Firstly, the Council approved The Espoo Story and Strategy Basis. Secondly, the Council gave the Executive City Board the right to edit The Espoo Story for communicational purposes as long as the revision would not change the content of it. Thirdly, the Council approved the goals cross-administrational development programs. In addition to these outcomes that were accepted in accordance with the City Boards proposition the Council accepted the following wishes:

- As an fourth value: Espoo is a sustainable development city. Espoo develops the city with solutions that are in accordance with the principles of sustainable development. We are enhancing the ecological, financial and social sustainability of our sectors. Social sustainability includes cherishing both historical and cultural heritage as well as respecting the Christian heritage.
- As an fourth value: Espoo is sustainable development city. Espoo develops the city with solutions that are in accordance to the principles of sustainable development. (Similar to the previous wish, but leaving out enhancements, accepted as a separate wish by the Council)
- To The Espoo Story’s section “Everyone’s Espoo” it was wished that an addition would be made as follows: “The group sizes are small, and the teachers and parents have time to focus on their children”

- As an change was wished to the goal on page five “Espoo produces and arranges services in a resident-oriented manner in collaboration with the residents.
- As an addition to the goals of the Council terms was wished. “Espoo functions as the service producer and arranger. The services are, if needed, produced with collaboration partners”
- As an addition to the goals of the Council terms was wished. ”Accessibility to the service centers by public transport. The share of public transport, biking and walking will grow.”
- As an addition to the objective “vitality, competitiveness and sustainable development” was wished. “The city’s own reasonably priced production of housing will triple before 2017, including fractional ownership apartments. Espoo will only reserve land for builders that build for the common good, if the housing costs of the apartments remain reasonable, and does not exceed the city’s own production cost.”
- As an addition to the objective “residents and services” was wished. “Espoo grants enough personnel for humane and quality nursing services in social and Healthcare services as well as in early education services”.
- Two wishes to the section under the subheading “Where are we” were made. “Haltia nature center showcases the whole Finnish nature” and “Prerequisites of business life will be improved in many ways”

During the interviews conducted with the City Board of Espoo, this abovementioned meeting was touched upon frequently. Next, a number of comments are presented to illustrate the sentiments regarding the final approval of The Espoo Story and the discussions and events of that meeting.

“When a new Council is elected it is not quite right to say that they will be served with a new strategy because it has now been this extensively processed and created. And like at this stage it is not possible to begin to change it. Because of this great process” – Interviewed City Official

“The final Council meeting was a bit sad, a lot of amendments for changes were made by the parties. And then very exceptionally, a negotiation break was taken where through pressure the amendments were twisted into wishes” - Interviewed City Official

“It was not a process that had been properly planned regarding the final steps about how the elected official should be involved, so that they feel like they have a chance to influence.” – Interviewed City Official

“In politics, we solve conflicts by voting, and we are used to voting. Voting is not a bad thing but of course when it has been thoroughly processed and almost everyone is satisfied it feels awkward and annoying to still vote about something, but I feel it is a part of politics” – Interviewed City Official

As can be seen from the interview comments, the meeting was quite emotional, and the interpretations of events that took place in many ways conflicting. From the interview material, one can see, that all parties felt that this last power struggle was necessary, and the right thing to do, but that it should have been avoided through more consequent involvement of all stakeholders throughout the strategy process so that these discussions could had been made much earlier.

5.9 The mobilization phase: development of sector and unit stories, spreading narratives

When The Espoo Story had been approved in the Council, the work of mobilization begun. One step in making sure that the Espoo Story would become a part of the entire organization was asking all units and sectors to write their own sub-stories to the Espoo Story with linked scorecards. The own story and scorecard were designed to guide operations within the sector or unit during the council term as well as allow for follow-up on the process. Now the task of writing the sector or unit story will be described. In addition all final sector stories and some unit stories will be presented.

5.9.1 *The creation of sector and unit stories and scorecards*

Another way of insuring implementation of The Espoo Story in addition to cross-administrational development programs is sector and unit stories. Sectors and units in Espoo were asked to write their own specific sub-story to support The Espoo Story. This was something that was regarded as a fun task within the organizations and throughout the strategy process; there are many accounts of representatives expressing impatience over when they get to start writing their own story.

“Every now and then when I heard that it had been communicated to the sectors, that when we have a Espoo Story, the sectors and units may start writing their own stories that describe their development... questions were actually asked during the process about when they can start writing their own story... Yes the excitement was there for this “ - Interviewed City Official

The foundation for writing stories will be described, based on the guidelines and support material provided for the units and sectors to help them write their stories. The responsibility for creating the unit and sector specific stories lies on the unit/sector manager or director. The stories were to be a maximum of one A4 page long, and

should answer a basic set of questions, including four specific questions. The first question regarded what the sector or unit can do, and what it should do, in order to implement The Espoo Story. The second question regarded the key challenges for the sector or unit are during this Council term. Here the sectors were specifically asked to take the changing operational environment into consideration. Then, the unit or sector was asked to imagine how the unit or sector should look like 2016, which, at the time of creating the story, was three years later. The last question was which the three to five key actions are that needs to be done in order to reach that goal state. In addition, the sectors and units were advised to collaborate in writing their stories since they should form a coherent whole. The story itself, should be creating using the same rhetoric as The Espoo Story: “where are we going, and how do we get there?”. Lastly, the sector and unit scorecards should be created, when creating the sector and unit specific stories.

While the process of writing the sector- or unit-specific story was free the directors presented with a suggestion for a workshop, which could be used for creating stories. The “template workshop” is now described. The template recommends, that the directors might wish to ask the participants of the workshop for some pre-assignments, in order for the workshop to be as productive as possible. This could, for example, mean to ask the participants to familiarize themselves with The Espoo Story, and to start reflecting on what implications The Espoo Story has for the specific unit or sector. The suggested agenda begins with a presentation of the purpose of the workshop. Here, the workshop method would be presented, and the participants integrated through an exercise of discussing, in which order the participants started working at the unit or sector. Who has been around the longest? Here everybody was to be asked his or her own “arrival story”. This would be followed by an overview of the current situation of the sector or unit. This could be done through a group SWOT-analysis, on a flipchart. Example questions as a basis for the discussion were provided, including questions such as the results of the operations, client management, competences of the unit, processes and the roles within the unit or sector etc. When the overview was completed, the proposed agenda of the workshop moves on to the “where are we going” section. Here the participants were asked to imagine how the unit could look like by the end of the Council term (2016), and how the unit can implement The Espoo Story to get there. This activity was recommended to be a team activity, with the participants divided into groups, and the results to be written on flipcharts so that they could be used when writing the unit or sector story. The workshop would move on to

objectives of the Council term, where units and sectors were asked to create their goals and targets based on the perspectives and objectives of the Council term, such as “residents and services” or “resources and management”. The results of this activity were to be written down visibly, since the next activity was to create specific monitors for each target. The discussion should here concern how the unit or sector by reaching their targets and goals can participate in implementing The Espoo Story. In addition to the targets and monitors, a person responsible for each specific target should also be named. An appropriate amount of targets would be three to five. Finally the workshop would then be summarized through a discussion on things that should be highlighted in the own strategy, and how the process of creating the unit or sector specific story should continue with writers and feedback-loops leading up to the final approval of the unit- or sector-specific story.

Among the interviewed, there was a strong general consensus of the unit and sector specific stories, as being important for making the strategy meaningful for the units and sectors in everyday operation. The task to write their own stories also made sure that The Espoo Story would be carefully read and reflected upon, since a thorough knowledge about the story is necessary for writing the unit or sector specific ones. However, while the task was accepted with enthusiasm among the management, some disappointment could be detected regarding that when unit and sector stories had been written there was a feeling that a final step was lacking. What’s next? There seemed not to be a proper place for them. Maybe a nice gesture would have been to frame them, and create a story-wall with The Espoo Story in the center in Kuntatalo, as one interviewee suggested. The function of the creating unit and sector specific stories may be illustrated by the following example:

“Not that long ago it happened, that for example, principals of schools asked what the City of Espoo would do in order for this or that in the school would start functioning better. They regarded themselves as separate from the organization... I think that through writing the sector and unit stories, it is clearer that we have common goals and a common starting point. It is not possible for any unit to step outside and complain, but they need to join in. There is great value already in that when we have 5000 employees here that they understand that this is one enterprise or ship or whatever...” - Interviewed City Official

However, the whole organization was not equally excited about nor convinced about the purpose of the activity.

“I have seen to extremes when it comes to writing the unit and sector stories. On the one end it has been done with great excitement and very creatively they have written their own story referring to this one. It has been done very systematically through the whole sector down to every last performance-unit. Some have created “strategy trees” representing the whole sector. On the other extreme there is the ones that wishes that there would be only one Espoo Story and that they could only have operational targets and goals. They see it as unnecessary for them to have to create a new story. Like the story is the story and on unit level they only have operational plans

and there is simply no need for storytelling. But others.. perhaps the more creative people like the story format more.. So both exist. Some have actually written a traditional operational plan and stated that that is their story” – Interviewed City Official

“I would reconsider asking all units and sectors to write their own story./.../ I’m not sure that these stories have been of use. I have somehow gotten the picture that the stories have been written and the scorecards... In the operative management they need stable measures.. the stories do not have a big impact on the actual management but through targets that are derived from the story. “ - Interviewed City Official

5.9.2 Analysis of the unit and sector stories and scorecards

The Finnish-language Educational Sector wrote their story by using a clear structure very similar to the one in The Espoo Story. With the strategy aspects as a foundation, they applied these aspects to their own operations. For example, “Espoo is a responsible pioneer” aspect was added to by stating (authors own translation) that “the teacher researches together with the student good ways for the students to work and learn.” This was transformed into a target “We are searching and finding the best ways to learn for every student”. All aspects from the strategy were considered in the same manner in the story. Furthermore, the story of the educational sector, built on three topics “Learning before and now” and “Learning results are of the highest standard” and “Wellbeing as the foundation for learning” The Finnish-language Educational Sector’s story represents one of the most innovative, and well written sector and unit stories. This story has been added as an example to the appendix tree of this thesis. The other sectors stories and some unit stories are described in short below in order to highlight how they are linked with each other and how they relate to the Espoo Story.

The Social and Health services sector meets the residents of Espoo from baby to grandfather. The sector describes that Espoo has a good starting point, with the healthiest population in Finland. However Espoo faces challenges due to rapid population growth and aging residents. The sector is striving towards a way of operating that is on time and according to the patients needs. Furthermore the services are produced cost efficiently in a professional manner. The way that the sector will reach this is through a “how can I help” mindset and working together in an inspiring, goal oriented and productive manner. The health care services’ story, which is linked to the whole social and health care sectors story, describes an Espoo with increasingly healthy residents according to all measurement. They strive towards a future where the active and educated residents take care of their own and their family’s health. In addition they strive towards Espoo’s healthcare services being the top in Finland in quality and efficiency. The means for getting there are based on a web-service where

the resident can find the help they need and the operational principle of asking “how can I help” and thus treating the patients as active humans rather than passive patients. The council term goals are focused on service design and improved efficiency.

The Elderly Care Services, which is also a part of the social and health services sector, uses the same structure as in the Espoo story in their story. In their story they highlight the rapidly growing number of elderly people in Espoo. Common traits for the elderly in Espoo is that they are highly educated and are in good health compared with what is average in Finland. In addition to this the majority of elderly would like to live at home for as long as possible. The Elderly Care Services are working towards more preventive care and making sure that the elderly to get proper treatment on time. This will be achieved through more collaboration between units, and with the elderly.

The Public Utilities Services highlight that their origins stem from several sectors and was established in its current form in 2011. The Public Utilities Services deliver high-quality services for other sectors within the city. The cornerstones for their operations are creating value, increasing productivity and appreciating their employees. The Technical and Environment service sector on the other hand ensure good use of land and living. They develop the strengths of the city centers, improving public transport and take care of the city environment.

The Education and Cultural Services sector describe in themselves, as the active Espoo’s beating hearth and the most important power source is the active Espoo resident. They offer opportunities for Espoo residents to learn, develop and maintain their well-being. They offer activities for all ages and interests with the goal of enhancing Espoo as an internationally known art, science and economic innovation hotspot. The sport services, which is a part of the education and cultural services sector, wants to see Espoo move. They strive to create sport services close to the residents, close to all city centers. Furthermore sport services support all levels of sport activity: from competing athletes to enthusiasts.

The Corporate Group faced increased demand due to the rapidly growing number of residents. The core responsibility of the group is to guide, manage and supervise the entire corporate group of the city. The group describes Espoo facing great challenges in the future that will be managed through improved guiding, and improve productivity, which will enhance the vitality and competitiveness of the city. The means for achieving the desired way of operating is through focusing on core responsibilities and that

everyone in the entire city organization both know the Espoo Story and their role in implementing it.

The logic between the different elements of The Espoo Story and the scorecard used to ensure implementation is now described. *The Strategy Basis* consists of three elements; *the vision of Espoo*, *the values and operating principles of Espoo* and finally *the objectives of the Council term based on different aspects*. There are three aspects presented in The Espoo Story: “resources and management”, “residents and services” and lastly “*vitality, competitiveness and sustainable development*”. The aspects are strategic areas, from the direction of which the goals are set. The goals are, long-term goals set for one strategic term at a time. Aspiration to fulfill these goals leads the organization towards the vision. Council term objectives are matters that the city needs to achieve in order to take the first steps towards reaching both the goal and the vision of the city.

The scorecard illustrates this chain of logic consisting of “vision- goal- aspect-objective of the Council term-unit objective and unit target” as can be seen in appendix two. A scorecard is created within all sectors and units of the organization. The scorecard consists of a chart with seven filled out boxes. The first two are filled straight from the Strategy Basis, namely the goal and the objective of the Council term for each aspect as can be seen in appendix two. Boxes that are completed by the sector and unit are the objective of the Council term, the unit target and the measures that needs to be taken and a person responsible for the target or objective. These unit objectives are derived from the Council objectives and the goal.

For example the goal in the aspect of resources and management “The finances of the corporate group of Espoo are well balanced. Competent personnel able to carry out reform will improve quality and productivity of services” and the objective of the Council term “Espoo will serve as a pioneer in improvement of productivity and impact on municipal services. Management, managerial work and work and job satisfaction will improve and attain good level. Financial leeway will remain and the financial position will be balanced”. Adding to these the Finnish Language Early Education Unit as can be seen I appendix two, has defined the unit objective of the Council term to be “The Education and Cultural Service sector has contracts about internal services with the Public Utilities sector in order to create more continuous collaboration”. This objective is then followed by the unit target “The education and cultural service sector

has contracts about internal services” The evaluation criteria set for this target is “contracts” and the measures to be taken are “The unit will participate in SITO and PAL contract drafting to the extent deemed relevant for the operations of the unit. Furthermore the person responsible for this target and objective is indicated. The scorecard used in Espoo then has several columns for follow-up on the implementation of targets and objectives. In the example of the early education unit the target and objective has been evaluated to be on the right path at the evaluation 30.4 “The unit has participated in the contract drafting regarding meal-service production and arrangement in the domain. The unit target will be met”. The rest of the scorecard is then filled out in the same manner as presented here and seen in appendix two.

6 DISCUSSION: KEY FINDINGS AND MANAGERIAL IMPLICATIONS

In this discussion, firstly, the key findings of from the narrative strategy making process will be presented according to five themes. The presentation of key findings is followed by a discussion presenting managerial implications and development suggestion for each of the eight phases in the strategy process.

6.1 Key findings

The key findings of this thesis can be divided into five themes: practices of production and consumption, multimodality, polyphony and metanarrative, participation and implementation. The key findings will now be presented according to their respective theme.

6.1.1 *Practices of consumption and production*

The purpose of this thesis is to describe the narrative strategy making process between in Espoo between 2011-2013. The narrative strategy making process involved many *practices of consumption and production* as can be seen from the eight phases of the strategy process that are further discussed in chapter 6.2. Examples of practices of consumption and production in the strategy process are the web-interviews, and the strategy seminars with various workshops. The practices of consumption and production that the strategy process consisted of, to the most extent supported the strategizing well. These practices enabled the strategy narrative to develop into The Espoo Story, as will be further discussed in chapter 6.2. According to the SAP perspective strategy is the result of strategizing. Strategizing takes place in interaction between the practice, praxis and the practitioners. (Balogun & Johnson, 2004) Strategizing in Espoo heavily depended on all of these elements. The Council seminars and the City Board meetings are examples of praxis, whereas example of practices the resident workshops during the Espoo day, web-interviews, and the possibility comment on the final strategy online. Furthermore, the Espoo strategy process had a great number of practitioners, ranging from the Mayor to residents. Strategy practices were adopted and developed to suite the needs of the organization. Going forward, the strategy process have a more established set of practices, which will give more stability to the strategy process and reduce uncertainties in the transition between the process

phases. Lastly, the roles of all practitioners will become increasingly clear, giving more clarity to the process.

6.1.2 *Multimodality*

It is important to highlight the *multimodality* of the entire strategy process. Currently, many researchers in the field are highlighting the importance of studying other modes of semiotics (Vaara et al., 2016). My research shows that The Espoo Story did not emerge only as a writing process. The multimodality was very present during the entire strategy process. The Espoo Story emerged in the speeches given by organizational members given during the strategy process. It emerged through the videos posted online, about the making of the strategy process. It emerged through the posts on social media during the strategy process and it emerged through the visual appearance of the strategy document itself. The Espoo Story's physical representation is described by many interviewees as a treasure map, and is even folded as one. The symbolism and metaphors used to strengthen and spread the Espoo Story are many. One example can be found in the Kuntatalo in Espoo, where the meeting rooms are named after the values in the strategy. An increasingly important tool for communicating an organizations strategy is on the organization webpages. This is evident on the Espoo.fi webpage, where all material relating to The Espoo Story can be found easily accessible. The multimodality of how The Espoo Story has been created is one of key success factors of the strategy process. The discussions on multiple platforms, has been constant, before, during and after the strategy process itself

6.1.3 *Polyphony and metanarrative*

From a narrative perspective on strategy, one of the most crucial things is to create a common strategy narrative. However, the question remains whether a common narrative is possible despite all possible interpretations of the strategy content. This thesis adopts a dynamic perspective on this question. The Espoo Story case clearly shows that the process has fluctuated in its focus on having one, common, narrative. During for example the ideation phase, all narratives were welcomed and saved. During this part of the process all stakeholders were actively encouraged to present their narratives. The polyphony begun during this phase, and the storytelling continued throughout the strategy process. However, as the process evolved having one commonly accepted narrative became increasingly important. In the formal acceptance

phase, pressure was high on establishing a clearly defined common narrative. Thus the level of accepted polyphony has changed during the process.

Polyphony is a powerful force, and can strengthen the strategy through creating interesting additions to the narratives. These additions make the narrative come to life, and makes it evolve, which evokes continuous retelling. However polyphony may also pose a threat to the strategy process, by possible diluting the *metanarrative*. A metanarrative is in a sense the “master story” that encompasses all stories about a certain event. It is in a sense the “story about the story” (Boje, 1991). The common metanarrative was outlined during the analysis phase, and the formation phase created the actual foundation for it during the first Council seminar. The narrative was concretized during the writing phase and refined during the feedback phase. Finally it was formally accepted during the Council meeting 10.06.2013. The active storytelling continued during the entire process, not to mention in the mobilization phase where sector and unit stories were developed. During the mobilization phase, the sector and unit stories, in addition to the unofficial storytelling, accompanied the Espoo Story. However, the polyphony was deliberately controlled. The scorecards and sector and unit stories are intimately linked to the metanarrative, The Espoo Story. The narrative form has enabled the metanarrative to be communicated by several voices, which has engaged people in the strategy making better than ever before. It has also helped the narrative come to life in the sense that the storytelling has not ended just because the strategy process has. The polyphony has remained as strength for the strategy process, partly since it has been monitored with structured sector and unit stories and scorecards. Furthermore, the polyphony has been allowed to grow stronger but also to become more united towards the end of the process.

6.1.4 Participation

The narrative form has enabled the biggest benefit that the narrative strategy making process has brought: *the participation*. Participation is an important topic in strategic literature, and is also a big challenge for organization to achieve in the strategy process (Mantere & Vaara, 2008). The Espoo case is an excellent example of how it is possible to get multiple stakeholder groups to participate in the planning process. The Espoo Story has from the very beginning been very approachable, and the narrative form has helped to engage all stakeholders, from residents to elected officials. The narrative has made the strategy understandable, and easy to retell, which is one of reason for why

The Espoo Story has spread well beyond the walls of the Kuntatalo. The participation was strong throughout the strategy process, in different forms, from web-interviews, to the Esimiesareena, to the writing of sector and unit stories. The participation from external stakeholders was more extensive than ever before. However, some organizational members used to the previous strategy process and roles, struggled to identify their new roles and responsibilities within in the strategy process. It is very important to develop a framework that includes both internal and external stakeholders.

There is a difference between the readers and writers of the strategy (Barry & Elmes, 1997). The contents of The Espoo Story are accordingly interpreted heterogeneously according to the background, knowledge and culture of the recipient. One-way for the stakeholders to participate, was the opportunity to comment on the strategy draft online. The differing interpretations of the content were evident from the comments given online regarding The Espoo Story draft. The comments to a big extent reflected how all actors monitor their “territories”. This means that the participants make sure that the strategy fits the organization. A lot of strategizing includes making sure all perspective and groups are taken into consideration and that the strategy fits the organization (Golsorkhi et al., 2015). For example many elected officials fought a hard battle, to get the exact right wordings incorporated in The Espoo Story, during the formal acceptance phase. This type of monitoring is necessary, in order to create a strategy that includes and empowers the entire organization. In the future the Council will probably have more opportunities to influence the strategy content earlier during the strategy process to avoid many late changes.

Nonetheless, all interviewees firmly believed that over time all actors in Espoo would become familiar with the new strategy process. The familiarity will help the members of the organization to find both their place, and a meaningful way to contribute. It is clear that the broad participation created momentum, in the organization, during the strategy process.

This excitement and active retelling of The Espoo Story has highlighted the necessity, and the power, of involving all stakeholders in the process. The Espoo Story derives value from “newness”. This is somewhat worrisome according to the organizational members, since it is uncertain whether the four year long council term, is enough time for stakeholders to become eager to create a new strategy. Or whether the strategy can be renewed enough to attract attention again. However, a considerable amount of the

content in The Espoo Story can be traced back to the very first strategies ever written in Espoo. This means that a sense of newness and inspiration has been achieved through many other ways, which holds promise for the future.

6.1.5 Implementation

In strategy research, strategy implementation is a central theme (Golsorkhi et al., 2015). The narrative form of The Espoo Story keeps the strategy content at an abstract level, which has implications for the *implementation*. The strategy in its narrative form, is engaging and enables participation, but is not easy to implement as such. The Espoo Story has evoked retelling and the strategy is used in day-to-day operations, primarily as a tool for giving legitimacy to actions and decision. There is a certain legitimating power to strategy, and actors both derive legitimacy for their actions and use the strategy as agency.

In many cases the abstract wording of strategies can be distancing. The Espoo Story remains rather abstract which is both an asset and a threat. On the one hand, the abstractness gives room for various interpretations and applications, which strengthens the strategy's significance. But on the other hand, the risk with an abstract strategy is that implementation cannot be ensured, due to the lack of accountability. There is a risk that the positive narrative of a bright future, spreads easily, but remains on a visionary level. Strategy narratives need to be supported by tools that help with making hard decisions and taking necessary actions. The Espoo Story is an example of how the strategy narrative can be supported by tools that support the operations of the city organization. The three tools for implementation, which support The Espoo Story, are: sector and unit stories, scorecards and cross-administrational development programs. To enable implementation, the narrative has in the entire organization been derived into scorecards and sector and unit stories. The implementation has in addition to this, been supported by cross-administrational development programs. Adapting the Espoo Story to scorecards and sector and unit stories is time-consuming but is also yet-again a guarantee for rewarding Espoo with a truly considered and integrated strategy. However, these tools and methods for supporting implementation still need to be further developed. In the interviews many mentioned, that the tools in their current form, do not support the operations as well as they could.

During the interviews, many also highlighted, that one of the absolute strengths of the new strategy is the way in which it is written. It is easy to understand, and this has

made it more approachable, evoking more discussion than ever before. Both city residents, as well as employees of the city have discussed the strategy in a new way.

“I don’t think anyone within the staff does not know what The Espoo Story is” - Interviewed City Official

“It is quite rarely that you feel that the annual report is a good give-away. But this one.. the 24 stories about Espoo, is actually a nice thing to give to, for example, foreign guests. It provides a good overview of the city.” – Interviewed City Official

6.2 Managerial implications and development suggestions

The eight phases of the narrative strategy making process will now be evaluated as a coherent whole, in order to create an understanding of the strengths and weaknesses of the strategy process. The results of the evaluation of the phases are summarized in the table below. Interviewees’ ideas about how the strategy process could be developed the future, and challenges that occurred will also be highlighted through quotes in the discussion.

THE STRATEGY PROCESS: OBSERVATIONS AND DEVELOPMENT SUGGESTIONS							
(+ = Positive observation, # = Development suggestion)							
PREPARATION PHASE: <i>first ideas about the narrative</i> (12 months)	IDEATION PHASE: <i>stakeholders involved in creating the narrative (polyphony)</i> (6 months)	ANALYSIS PHASE: <i>outlining the common (meta)narrative</i> (4 months)	FORMATION PHASE: <i>creating the foundation for the (meta)narrative</i> (1 month)	WRITING PHASE: <i>concretization of the narrative</i> (3 months)	FEEDBACK PHASE: <i>refining the narrative</i> (3 months)	FORMAL ACCEPTANCE PHASE: <i>formally accepting the common narrative</i> (1 month)	MOBILIZATION PHASE: <i>development of sector stories, spreading narratives</i>
+ Careful preparation for the strategy process	+ A strong message about the new way of making strategy	+ The careful analysis of all collected data created a strong foundation for the strategy work	+ The Council had free hands to create the strategy basis based on the good preparations of the matter	+ A fairly efficient phase (short)	+ The possibility to comment online was very utilized	+ Many Council parties had a strong desire to influence the content	+ The sector and unit stories were written with excitement and broad involvement
+ Perseverance created trust in the organization	+ Different channels for involving different stakeholder segments	+ Excited and proud organization	+ An inspirational and successful seminar	+ Both the Councils' and stakeholders comments can be recognized	+ The comments from were used in the refinement of The Espoo Story	+ A truly considered and integrated strategy	+ The sector and unit stories are linked to The Espoo Story
# A roadmap could be created in this stage for the entire process	+ Easily approachable strategy process	# The outgoing Council's expertise could be utilized better	+ The collected data was used when presenting suggestions " <i>the residents would like...</i> "	+ The secrecy created a desire to see The Espoo Story	# Not all Council parties commented, separate channel needed	# A channel for the Council to influence the strategy content earlier (During strategy seminar 2?)	+ The cross-administrational development programs are a new way of supporting the implementation of The Espoo Story
# Clearly defined roles and responsibilities for actors	+ The results are a strong part of the Espoo Story		# The used strategy vocabulary should be more clearly defined	# Clear division of the work needed. Some felt left out	# Informing the residents about how the comments were utilized		# Clearer roles and purpose of sector stories, scorecards and c-d. programs

Table 1: The strategy process: Observations and development suggestions

The preparation phase, that lasted roughly a year, consisted of a thorough evaluation of the strategy process currently in place, in order to map which elements to integrate in the new strategy process. The core duo, consisting of the Mayor and the strategy director, examined similar narrative strategy processes that had been carried out in the corporate world. Elevator manufacturer KONE's legendary three-page strategy was a great inspiration for The Espoo Story. This part of the strategy process was, to a large extent, a closed phase, involving primarily the Mayor and the Strategy director. This was perhaps necessary, at the time, in order to gather necessary information. However, it also introduced some uncertainty in the organization, when the process did not proceed according to the habits of the organization. Uncertainty about what was happening, and who was involved, created some negative energy during early phases of the process. The uncertainty can be avoided by presenting clear guidelines to the organization about the entire strategy process in an early stage. However, the careful preparation of the strategy process, and the Mayors perseverance about the idea, was created trust in the organization.

The ideation phase started in April 2012, almost 16 months after the election of the Mayor in January 2011. The phase was a very open, and was humorously called "the Mayor's roadshow" by some interviewees. This name reflects the extent to which the Mayor became the embodiment of The Espoo Story. This was a strong message about the new way of making strategy within the city of Espoo. This ideation phase is described with much enthusiasm by all interviewees. There is a clear sense of pride for the organization in doing things differently, and reaching out to residents and other stakeholders. The data was gathered through many channels, in order to make sure to involve all resident segments. The web-interview provided an extensive understanding of the values and objectives of the residents of Espoo. In addition to this, web-interviews were a great opportunity to involve the employees of the city. Almost half of the respondents were employees of the city. In this open and innovative phase of ideation, all comments were documented thoroughly, and reflected upon carefully. Furthermore this phase made the strategy process very easily approachable, and the results of the comments collected during this phase, are a big part of The Espoo Story.

The analysis phase that followed lasted roughly four months. This phase consisted of extensive analysis of the nearly 20 000 comments gathered during the ideation phase. The careful analysis created a strong foundation for the strategy work. The analysis phase also brought the Council term of 2008-2011 to an end. The phase can be

characterized as semi closed, with the exception of the Council of 2008-2011 seminar discussion about preparations for The Espoo Story. While the Council could have provided suggestions for the next Council, about creating the strategy, this was not the case. The meeting transcript from the seminar reflects that the Council was to the most extent excited and proud about the successful ideation phase, and in addition to this, took the opportunity to highlight politically important matters. In the future, the outgoing Council's expertise could be utilized better.

With the newly elected Council in place the formation phase of the strategy process took place. The formation phase consisted of a two-day long strategy seminar for the Council. The Council was given free hands to create the strategy basis. This creation was facilitated through open space workshops during the seminar. In the open space workshops, the Council among other things discussed the strengths and weaknesses of the previous strategy, as well as the collected comments from the residents. These discussions resulted in the strategy basis upon which The Espoo Story was written. The gathered comments from the ideation phase were invaluable to the seminar and were frequently drawn upon in order to create legitimacy for suggestions to the strategy basis. The workshop results were rigorously documented, and the results of the seminar are present in the final Espoo Story.

“Discursive struggles over ‘hot’ words” is an embodied narrative practice presented by Küpers, Mantere and Statler (2013). This narrative practice was most visible during the open space workshops, with extensive discursive struggle over words, such as pioneer, equal and resident-orientation. According to researchers, it is exactly this search for a common understanding of discourse ambiguity that is the essence of strategy work in an organization (Küpers et al., 2013). However, the discussions regarding objectives and values also continued to circle back to the question about what a value truly is. Thus, going forward, creating a common understanding of the used terminology will make the discussions more relevant and precise, while still enabling important narrative practices to take place. The strategy seminar was very appreciated among the organizational members and was seen as both inspirational and successful.

After the intensive formation phase, the process evolved into a very quiet writing phase, behind closed doors, lasting for approximately three months. Thus this phase was fairly efficient and short. Accounts of this period highlighted the secrecy around the writing of the strategy. No copies of the strategy draft could be kept, and if the draft was presented to, for example the City Board, all copies were collected when the meeting

ended. This secrecy was, in a way, very powerful, since it created impatience in the organization and a desire to “finally” get to read the strategy. Narratives about the strategy narrative were created on multiple levels in the organization. Fenton and Langley (2011) highlighted this key role of narratives in strategy making, as enablers and constrainers, as well as their link to sensemaking. Both the Council and stakeholder’s comments can be recognized in the final Espoo Story, which is vital for the strategy process. However, going forward a clear division of also the task of writing is needed, since some organizational members felt left out.

“The Mayor to a big extent personified the strategy. If I remember it correctly he thought about it for a long while by himself and we had to wait a bit to see when it would be finished, and when we would get to see the first strategy draft. It was very strongly his own for a while, but I know some key actors from the organization were involved as well, and maybe some people from the outside?” – Interviewed City Official

The feedback phase that followed lasted for roughly two months. During this phase, the strategy draft became open for comments online. Many took the opportunity to comment on the draft. Especially the narrative form of the strategy, and the historical link, were highly appreciated. Many suggestions were made, on how to develop The Espoo Story into an even better story. Ideas for example included introducing characters, such as Eemil from Espoo, to the story. Barry and Elmes (1997) describe, that the success of a traditional strategy is based on accurate financial analysis and projections, but the success of a narrative strategy builds on other factors. The success of a narrative strategy depends on the extent to which the story is persuasive, and evokes retelling in the organization. The comments on The Espoo Story to a large extent focused on how to improve the story. This might reflect that the story itself already was persuasive and intriguing, since there was a desire to continue building upon it.

During the feedback phase, the soon to come implementation of The Espoo Story was prepared and the second Council Strategy Seminar. It may have been the focus on implementation, instead of development of The Espoo Story, in this phase that brought on the turbulent events of the formal acceptance phase. However, the possibility to comment on the strategy draft online was very utilized. The comments were then used in the refinement of The Espoo Story. However, not all Council parties used this opportunity to comment on the strategy draft. Additional channels for the Council to comment might be needed in the future. An idea is also to ensure that all stakeholders are informed of how the comments have been used to emphasize the dialog in the strategy process.

During the one-month long formal acceptance phase, The Espoo Story was considered in one City Board meeting, two Council Negotiation Committee meetings, and finally the Council meeting in June, which approved The Espoo Story. This phase was quite dramatic, involving various power struggles and political games. Extensive suggestions to change the strategy were presented during the City Board meeting in late May by the Green Party. The meeting ended up considering these suggestions as not 24 separate but as one competing Espoo Story. The suggestion was taken to a vote that ended in favor of the original Espoo Story. The flood of change suggestions to The Espoo Story continued during both of the Council Negotiation Committee meetings, and culminated during the final meeting to approve The Espoo Story. This dramatic ending to the strategy process might have been possible to prevent, by a clear opportunity for the elected officials of the Council to influence The Espoo Story earlier in detail, as attempted during the final meetings. Maybe Council Seminar II could in the future be extended to facilitate this. However, it is good that the Council had a strong desire to influence the content. This desire to influence created a thoroughly considered strategy.

The mobilization phase ended the strategy process, with the creation of sector and unit stories and scorecards for the implementation of The Espoo Story. This phase was characterized by inspiration and enthusiasm. The longed for opportunity to create the sector and unit stories had finally arrived. The sector and unit stories were written with broad involvement in the sectors and units and were closely linked to the Espoo Story. However, there was some disappointment when there was no clear place or purpose, for these stories once written. There is hope that a place and purpose for the stories is found going forward. In addition scorecards, in their current form, do not support leadership as well as they could. Thus the scorecards need to be further developed in the future. The scorecards need to have a more dynamic structure, with more accurate way to measure activity.

During the mobilization phase, the cross-administrational development programs started their operations. The cross-administrational development program is a new way of supporting the implementation of the Espoo Story. Having cross-administrational development programs was regarded as good, but their scope and purpose needs to be better defined. Nevertheless, it must be stressed that some development programs did find a good target to work towards, but others experienced frustration due to a great amount of meetings and limited operational result. The main problem seemed to be, finding balanced, clear roles in the teams consisting of elected

official and city officials. Furthermore, in many cases the goals of the development programs are overlapping goals and responsibilities of some sectors, leaving the purpose of the development program unclear. Cross-administrational development programs are seen as having potential of being highly beneficial to the organization. Many interviewees suggested, that cross-administrational development programs should be fewer in number, but bigger in scale, in order to truly have an impact. Furthermore, these programs should target upcoming problems, rather than well-established “institutional” problems, such as sustainable development. Suggested themes for the development programs ranged from immigrant integration to work-life balance. Over all the process was considered very successful, and it has brought a lot of pride, energy and inspiration to the organization.

“Development programs should focus on problems that will arise soon and not on the already existing ones. This only creates unnecessary overlap with the operations and functions we already have” – Interviewed City Official

“The thought was good with the cross-administrational development programs.. the cross collaboration between divisions within the organization, so that not all work is only done internally. However, I have heard that many of the goals of the cross-administrational programs are the same as the challenges already dealt with by the divisions. The overlapping creates the question of what the program then should achieve. I think that is rather challenging” - Interviewed City Official

6.3 Limitations and suggestions for future research

The purpose of this thesis is to provide a description of the narrative strategy making process in Espoo 2011-2013. The description has created an understanding of how a narrative is created in a strategic planning process. Furthermore, the key problems and challenges from a top management’s perspective have been identified. This historical case study contributes to both SAP literature and narrative analysis. However, this Espoo case might be an exception, and it is thus important to create more case studies in order to identify patterns and issues.

This thesis focused on the process of creating a narrative strategy, but research that would go deeper, and focus more on narrative theories would be valuable. There is a need to study the narrative itself carefully. In addition studying the organization in depth would also be necessary, in order to understand how the strategy is spread throughout the organization. In this thesis the focus was placed on the Board and the Council, but the strategy work for example around the unit stories in the units is equally interesting. SAP and narrative analysis hold much promise for the future, and

will contribute valuably to the understanding of strategy work and the roles narratives play in this.

7 CONCLUSIONS

The Espoo Story is the result of a complex process, involving many stakeholders and phases, as can be concluded from the description of the narrative strategy making process. It contained most elements from a classic drama, with a plot that reaches a dramatic climax before the happy ending. The purpose of the Espoo Story, was to guide the city's operations more clearly than before, according to common goals within the organization. All data used, from both interviews and documentation, supports that this purpose was achieved. The thorough involvement many stakeholders helped identify the common goals of the organization. These common goals guided the process towards the final Espoo Story that today guides city operations.

The purpose of this thesis is to provide a description of the narrative strategy making process in Espoo 2011-2013 resulting in the strategy called The Espoo Story. In order to reach the aim of the study, relevant literature has been reviewed from fields of SAP and narrative analysis. In addition, both primary data and secondary data were used in creating the description. The primary data consists of interviews with the key decision makers of the strategy process. The secondary data consists of extensive documentation from the process including transcripts, project plans, and PowerPoint presentations used during the process. The data has been triangulated, in order to create an as detailed and realistic description of the strategy process as possible. The conclusion of the historical case study are presented next according to the research questions of the study

RQ1: How is a strategy narrative created in a strategic planning process?

The empirical study shows, that in Espoo, the strategy narrative is created in a strategic planning process that lasted 14 months and spanned over eight distinct phases. In the first phase called the preparation phase, the first ideas about the narrative were formed. In the second phase called the ideation phase, stakeholders were involved in creating the narrative. The polyphony of the strategy process begun during this phase, and was present during the entire process. The third phase called the analysis phase, outlined the common metanarrative. The metanarrative was based on the 22 000 comments from stakeholders gathered during the ideation phase. In the fourth phase called the formation phase, the Council gave the metanarrative a foundation in the form of a strategy basis. The fifth phase called the writing phase, concretized the narrative into a written draft. This draft was commented upon during the sixth phase,

called the feedback phase. During the feedback phase, the common narrative was refined. The seventh phase called the formal acceptance phase, accepted the common narrative, which united the polyphony of the process. In the final and eighth phase, the mobilization phase, the sector and unit stories and scorecards were developed. In addition spreading of the narrative and storytelling continued. These eight phases created the Espoo Story. The process has been divided into phases by the researcher, in order to create a holistic understanding of the process and the development of the strategy narrative.

RQ2: What are the key problems and challenges from top management's perspective?

The key problems and challenges from a top management's perspective have been identified in literature, and are highlighted by the empirical study. The key problems and challenges divided into five themes are: *practices of consumption and production, multimodality, polyphony and metanarrative, participation and implementation*. The Espoo Story has extensive practices of consumption and production. These practices have together created a strategy that is well considered, and integrated in the organization. The Espoo Story is used in the organization continuously. Establishing clear practices of consumption and production is vital for the success of a strategy narrative, since the process is as important as the ready strategy itself. *Multimodality* has contributed valuably to the narrative strategy making process. The strategy has not only taken from on paper, but through speeches, illustrations, plays, videos, magazines and much more. The multimodality has created a living strategy that evokes retelling and which is reflected upon frequently. The *polyphony and metanarrative* theme highlights how polyphony can both be an asset and pose a threat to the metanarrative. Many differing versions of narratives may dilute the metanarrative, and lower its significance. The Espoo case has shown that the level of polyphony can vary between phases of the strategy process. The narrative does not have to be common from the very start, but that it might be beneficial to allow it to develop into a common one throughout the process. This highlights the importance, of well-designed practices of production and consumption that can facilitate this development securely. *Participation* is also a key challenge in creating a strategy within an organization. It is through engaging stakeholders and the organization in the process that the strategy becomes meaningful for the organization members. Meaning and significance is created through joint ownership of the story. The narrative form of the strategy has made the strategy more approachable, and more stakeholders then ever before have

participated in the strategy process. Finally, *implementation* is a key challenge with a narrative strategy, since the narrative form keeps the content abstract. An abstract content holds few accountable, which is a challenge for implementation. In the Espoo case tree tools support the implementation: sector and unit stories, scorecards and cross-administrational development programs. While these need to be further developed, they have contributed valuably to the implementation by ensuring that The Espoo Story has been processed and integrated in the entire organization.

According to the SAP perspective a strategy is the result of strategizing. Strategy is nothing an organization has, but something it does. (Balogun & Johnson, 2004) Strategizing takes place in interaction between the practice, praxis and the practitioners. Thus the theoretical contribution of this thesis to SAP literature has been to describe strategizing in Espoo and the strategy process behind The Espoo Story. A special focus has been placed on practices of production and consumption of the strategy. From a narrative perspective this thesis has shown how a strategy can take the form of a narrative and how a strategy narrative is built, used and shared.

The practical contributions of this study mainly concern the managerial implications and development suggestions for the strategy process. The study shows that a narrative strategy is more involving than a traditional one, and evokes retelling. The study also shows the necessity of established practices of consumption and production, and that tools for supporting implementation are vital for an organization using a narrative strategy.

There is a strong future outlook for The Espoo Story as Espoo's representation of their strategy. The Espoo Story, in its narrative form, is widely liked in Espoo. It has brought both pride and inspiration to the organization. The applications for, and variations to, the Espoo Story are endless. There is room for development, and further improvement, regarding both the process, and the implementation, of the Espoo Story. However, Espoo has been able to introduce the narrative strategy making process in sustainable and successful way.

In conclusion, the success of The Espoo Story is all about the manner in which it has been created and how the content is written. Clearly, the result of introducing this new of being creative within the city has resulted in not only a good strategy, but also, in a more inspired and energized organization.

“I think it is great that we actually did it. It is a new way of thinking and through that a new way of operating.. it is really is a big deal. - Interviewed City Official

8 SVENSK SAMMANFATTNING

1. Inledning

En alltmer utmanande ekonomisk situation ställer höga krav på optimering och prioritering av organisationers verksamhet, för att uppnå bästa möjliga resultat. Samtidigt pågår i Finland en snabb urbanisering, och allt fler väljer att bosätta sig i metropolområden. Städerna växer i en sällan tidigare skådad takt, och denna snabba tillväxt ställer stora krav på såväl städer som organisationer. En god strategi är grunden för att klara de stora samhällsliga förändringarna. En gemensam vision och gemensamma målsättningar skapar balans i en organisation och leder den i rätt riktning. En organisations strategi skall vägleda organisationen i den dagliga verksamheten, men långt ifrån alltid är detta fallet i verkligheten. Dyra organisationskonsulter anlitas allt för ofta för att skapa så kallade ”skrivbordsstrategier”, som förblir oanvända. I Esbo stad väcktes önskan om att skapa en strategi som skulle förena stadens 14 000 anställda, 75 fullmäktigevalda och stadens invånare runt en gemensam strategi för att skapa framtidens Esbo.

I denna avhandling är berättande och berättelser centrala begrepp eftersom Esbos strategi ”Berättelsen om Esbo” är en strategi med en berättande karaktär. Termer för att beskriva detta är valda enligt användningen i Hanna Sofia Rehnbergs avhandling ”Organisationer berättar” (2014). *Strategiskt berättande* avser organisationers användning av berättelser i syfte att nå övergripande verksamhetsrelaterade mål. Följaktligen kallas de berättelser som används inom organisationens strategiska kommunikation *strategiska berättelser*. *Narrativitet* syftar i denna avhandling till strategins berättande karaktär och *narrativisering* till fenomenet att göra något (här strategin) till en berättelse.

När Esbos nya strategi, ”Berättelsen om Esbo”, skapades mellan 2011-2013 var målet att den skulle leda stadens verksamhet tydligare än förut mot gemensamma målsättningar. Strategin har genomgått en narrativisering, d.v.s. getts en berättande karaktär. ”Berättelsen om Esbo” berättar berättelsen om Esbo från en historisk tillbakablick till nuläget, samt blickar mot framtiden. Staden har även valt ett nytt sätt att skapa sin strategi, med syftet att involvera så många intressenter i strategiprocessen som möjligt. Detta gjordes bland annat genom en webbintervju, verkstäder och invånarkvällar. Detta synsätt på hur strategi skapas överensstämmer väl med SIP (eng. Strategy as Practice), det unga forskningsområdet inom företagsledning och

organisation, som kallas strategi i praktiken. SIP ser inte strategi som något en organisation har utan något som en organisation gör (Balogun et al., 2014). Denna inriktning fokuserar på processen bakom strategin och används därför som teoretisk referensram i denna avhandling. I denna avhandling används dessutom narrativ analys för att förstå betydelsen av användningen av strategiska berättelser inom organisationer.

Esbos strategiprocess var lyckad, och skapade en omtyckt och välanvänd strategi. Syftet med min avhandling är att beskriva hur strategiprocessen genomfördes i Esbo mellan åren 2011 och 2013. Avhandlingen är en fallstudie av strategiprocessen i Esbo som resulterade i "Berättelsen om Esbo". Avhandlingen återger processen i sin helhet från idé till implementering. Statsorganisationer har traditionellt sällan setts som innovativa, och därför är det viktigt att belysa detta fall. Esbos invånarantal har sedan krigsåren tiofaldigats, och förutspås fortsätta växa i takt med den snabba urbaniseringen (PowerPoint presentation 2013, Espoon haastet ja verkkohaastattelu). En förståelse för hur strategiprocessen skapade "Berättelsen om Esbo" hjälper Esbo att fortsätta utveckla sin strategiprocess. Studien kan även hjälpa andra organisationer i samma situation. I min avhandling besvarar jag således följande forskningsfrågor:

FF1: Hur skapas en strategi med narrativitet i en strategiprocess?

FF2: Vilka är de centrala problemen och utmaningarna ur den högsta ledningens perspektiv?

I min avhandling återges och analyseras strategiprocessen utgående från både primärdata och sekundärdata. Primärdata utgörs av 21 semi-strukturerade intervjuer med den högsta ledningen inom Esbo, som var ansvarig för strategiprocessen. Medlemmar ur stadsfullmäktige, statsstyrelsen samt alla direktörer är representerade i samplet som således ger en heltäckande inblick i strategiarbetet. Sekundärdata består av dokument, rapporter och PowerPoint-presentationer som användes under strategiprocessen. Samtliga data har använts sida vid sida i skapandet av den kronologiska deskriptionen av strategiprocessen. Detta gjordes med syftet att ge en så sanningsenlig bild som möjligt av processens faser och händelser.

2. Litteraturgenomgång

Eftersom syftet med denna studie är att förklara hur Esbos strategiprocess skapade en gemensam strategi med en berättande karaktär, kommer relevant forskning från

området till näst att presenteras. Litteraturgenomgångens struktur bygger på två centrala teorier: Strategi i Praktiken (eng. Strategy as practice) samt narrativ analys inom företagsledning och organisation. Genomgången inleds genom en överblick av strategiforskningen inom SIP-perspektivet, med största fokus på det snabbast växande området inom SIP, Strategi som diskurs, SSD (eng. Strategy as Discourse). SSD fokuserar på hur strategier förstås och kommuniceras inom en organisation. Speciellt narrativ analys inom denna forskning kommer att studeras. Sedan övergår genomgången till narrativisering inom företagsledning och organisation för att belysa hur narrativ används inom organisationer.

Strategi är ett flitigt använt ord i vardagen, i företagsvärlden, och i den akademiska världen. Trots detta saknas ännu en gemensamt accepterad definition på vad ordet betyder. Flera perspektiv på vad strategi är, och hur en strategi skapas, existerar sida-vid-sida. En av de mest inflytelserika beskrivningarna beskriver strategi som den långsiktiga riktningen för en organisation (Johnson et al., 2011). Andra ser inte en strategi vara fullt så rationell, utan snarare ett mönster i en myriad av beslut och verksamhet (Mintzberg, 1978). Andra har fokuserat på en strategis logiska uppbyggnad, som bör inledas med definition av mål, och slutar med resursfördelning för att uppnå dessa mål (Chandler citerad i Johnson et al., 2011). Dessa olika definitioner illustrerar de många perspektiv på strategi som existerar inom företagsledning och organisation. Denna avhandling har valt strategi-i-praktiken perspektivet som kommer att förklaras till näst.

Strategi i praktiken (eng. strategy as practice, förkortas här SIP) fokuserar på hur strategi skapas i en organisation: ”vem som gör den, vad de gör, hur de gör det, vad de använder och vilka implikationer detta har för utformningen av strategin” (Jarzabkowski & Spee, 2009, p.69). Detta synsätt står i kontrast till den traditionella strategiforskningen, som ser strategi som något en organisation ”har”, och inte som något den ”gör”. SIP är ett alternativ till den traditionella strategiforskningens starka individualistiska synsätt på beslutsfattande, som tidigare dominerat forskningsområdet (Vaara & Richard, 2012). SIP ser strategi som resultatet av *strategiarbete* (eng. strategizing). Strategiarbete uppstår i samspelet mellan praxis, metoder, och strategier i en organisation. Med praxis hänvisar man till all aktivitet som formar och implementerar en organisations strategi (Jarzabkowski et al., 2007). Exempel på praxis är möten, presentationer och projekt. (Whittington, 1996). Inom SIP innebär metoder (engelska: practice) i relation till strategiarbetet alla de metoder, normer och

procedurer som används för att skapa en strategi. Dessa kan vara analytiska metoder som användandet av SWOT-analys, sociomateriella metoder, workshoppar och möten för att möjliggöra strategiarbetet och därmed diskursiva metoder som problematisering, rationalisering och objektivisering. Strategerna är aktörerna i strategiprocessen, de erhåller och skapar makt genom användandet av metoder och praxis (Jarzabkowski et al., 2007). Strateger är alla som är inblandade i strategiprocessen eller strävar efter att påverka den (Golsorkhi et al., 2015). SIP-perspektivets fokus ligger till stor del på att förstå strategernas identitet och roller, samt hur de anpassar och använder metoderna och praxis enligt sina egna och organisationens behov. SIP har ett bredare perspektiv på strateger och fokuserar inte enbart på den högsta ledningen, utan även mellanchefer och strategispecialister så som konsulter och rådgivare utöver ledningsgruppen.

Det diskursiva perspektivet på strategi har varit ett av det snabbast växande inom SIP under de senaste åren. Det diskursiva perspektivet är väldigt centralt eftersom strategiskapande involverar kommunikation på många sätt. Strategi förstås och kommuniceras såväl muntligen som skriftligen. Diskurs är närvarande i allt från strategimöten i ett företags vision som i rykten i en organisation. (Balogun et al., 2014). Det finns många perspektiv på strategidiskurs: poststrukturalistisk diskursanalys, kritisk diskursanalys, retorisk analys, konversationsanalys, analogi- och metaforanalys samt slutligen narrativ analys. Narrativ analys belyses i denna avhandling eftersom den betonar strategiskt berättande och användningen av berättelser i en organisation. (Boje, 1991; Balogun et al., 2014) Perspektivet utforskar de strategiska berättelsernas roll i skapandet av en strategi, samt strategins egen narrativitet. Berättelseforskningens inflytande i strategilitteratur har ökat kraftigt under de senaste tio åren.

Traditionell narrativ analys har sina rötter i litterär teori och lingvistik (Polkinghorne, 1988; Boje, 1991). Generellt sett indelas sätten att definiera berättelser inom organisationsanalys i det strukturella förhållningsättet och det narrativa paradigmet. Det strukturella förhållningsättet betonar att organisationsberättelser har en specifik grammatik som för sekventiella element från det förflutna till nutid. Dessutom har berättelserna en sammanhängande handling. Det andra synsättet, det narrativa paradigmet, å sin sida ser all mänsklig kommunikation som exempel på förståelse genom berättelser. Människor använder berättelser för att förstå sin omgivning. Dessa berättelser är automatiskt påverkade av historia, kultur och karaktär. (Fenton & Langley, 2011) I denna avhandling ses berättelser som temporala, diskursiva

konstruktioner som skapar förutsättningar för individuellt, socialt och organisatoriskt meningsskapande och meningsgivande (eng. sensemaking och sensegiving) (Vaara & Whittington, 2012).

Inom berättelseforskning finns det tre sätt att studera berättelser: det realistiska förhållningsättet, det tolkande förhållningsättet och det poststrukturalistiska förhållningsättet (eng. realist approach, interpretive approach, poststructuralist approach). I denna avhandling tillämpas det realistiska förhållningsättet, där narrativ ses som representationer av det undersökta fenomenet, och är därför intressanta, men inte forskningens fokus. Narrativ är verktyg som används för att närma sig fenomenet. Detta i skillnad till det tolkande förhållningsättet som analyserar narrativen i sig, och det poststrukturalistiska förhållningsättet som fokuserar på konstruktioner av verkligheten genom narrativ representation.

3. Metod

Syftet med min avhandling är att beskriva hur "Berättelsen om Esbo" skapades, genom att återge den strategiprocess som skapade den. Således har jag valt att skapa en kvalitativ och historisk fallstudie för att beskriva strategiprocessen mellan åren 2011 och 2013 i Esbo. Kvalitativa forskningsmetoder lämpar sig bra för fallstudier med forskningsfrågor som innehåller orden "hur" och "varför" samt har ett beskrivande och utforskande syfte (Ghauri & Grønhaug, 2010). Kvalitativa data som används för att skapa fallstudier består av primär- och sekundärdata. Inom SIP perspektivet används främst kvalitativa forskningsmetoder genom intervjuer med aktörer på flera nivåer inom den studerade organisationen. (Vaara & Richard, 2012) I denna avhandling används såväl primärdata som sekundärdata. Primärdatat består av 21 semistrukturerade intervjuer med samtliga beslutsfattande aktörer i strategiprocessen. Dessa inkluderar stadsdirektören, fullmäktigerepresentanter samt stadens direktörer. Semistrukturerade intervjuer användes eftersom dessa ger forskaren frihet att anpassa intervjun enligt situation och den intervjuade. Detta gör jag genom att lägga till och hoppa över frågor i intervjun. En intervjuguide användes för att ge struktur till intervjun, men intervjuaren är inte låst till den som vid en strukturerad intervju där avvikelser från intervjuguiden inte tillåts. Ostrukturerade intervjuer som är helt fria till sin natur skulle inte heller ha varit ändamålsenliga, då dessa sannolikt inte skulle ha skapat en tillräckligt systematisk och detaljerad bild av strategiprocessen, utan skulle ha tangerat andra ämnen. (Bryman & Bell, 2005) I tillägg till primärdatat bestående av de en timme långa 21 semi-strukturerade intervjuerna, används även sekundärdata

bestående av dokumentation från strategiprocessen. Denna samling av dokument består av PowerPoint-presentationer som användes under strategiprocessen, mötesprotokoll, seminarieprogram och inbjudningar, samt andra dokument så som projektrapporter och handböcker för personalen.

Det insamlade materialet triangulerades i skapandet av beskrivningen av strategiprocessen. Sekundärdatat användes för att skapa en tidslinje samt en stomme av händelserna under strategiprocessen. Sedan användes de transkriberade intervjuerna för att skapa en mer holistisk syn på strategiprocessen. Intervjumaterialet har använts i citat som belyser åsikter och har använts för att beskriva strategernas roller, åsikter samt tolkning av händelserna. Att använda flera datakällor samtidigt möjliggjorde en objektiv analys av strategiprocessen då det var möjligt att identifiera motsägelsefull information, samt belysa flera vinklar av en händelse. Dessutom kunde den detaljrika återgivelsen av strategiprocessen skapas på ett sätt som inte hade varit möjligt med exempelvis enbart intervjuer eller dokument.

Fallstudier har kritiserats som forskningsmetod, eftersom endast begränsade vetenskapliga generaliseringar kan uppnås, samt att forskarens partiskhet riskerar påverka resultaten (Eston 1995, citerad av Dubois & Gadde, 2002). Trots att fallstudier inte bidrar till särdeles generaliserbara forskningsresultat är de nödvändiga för att skapa en bas i utforskade ämnen. Det finns till dags dato väldigt lite forskning om de strategiska berättelsernas roll i skapandet av strategi. (Vaara et al., 2016) Därför bidrar varje fallstudie med viktig kunskap inom detta ännu utforskade forskningsområde. Forskarens partiskhet är i denna studie måttlig, eftersom denna inte har tidigare anknytning till liknande forskning, Esbo stad eller dess beslutsfattare. Dessa faktorer möjliggör en objektiv återgivning samt analys av det insamlade materialet i form av en historisk fallstudie.

4. Diskussion om strategiprocessen

Syftet med avhandlingen är att beskriva strategiprocessen som skapade "Berättelsen om Esbo". I denna del av sammanfattningen kommer jag att beskriva de åtta faser som jag identifierade att strategiprocessen bestod av, samt förklara innebörden av dessa. Styrkor och svagheter i processens faser kommer även att diskuteras.

"Berättelsen om Esbo" nämndes för första gången i den nya stadsdirektörens första tal som han höll då han blivit vald. Arbetet med att skapa den nya strategin inleddes inte

genast, utan först ett år efter att stadsdirektören blivit vald, år 2013, då även den nya fullmäktige tillträdde. En styrka för hela strategiprocessen har varit stadsdirektörens starka kunnande om Esbos strategi och strategiarbete efter elva år som kommunalpolitiker och bland annat fullmäktigeordförande. Under denna förberedelsefas drogs riktlinjerna upp för strategiprocessen och dess ambitioner definierades. Alla beslut baserade sig på en grundlig analys av den rådande strategins styrkor och svagheter. Denna fas var en stängd fas, och involverade främst stadsdirektören och strategidirektören i Esbo.

Inspirationsfasen inleddes i början av år 2012 och präglades av insamling av kommentarer för strategin genom olika kanaler. Den nya strategiprocessen skulle vara mera involverande än förut, och det fanns en vision om att hela staden tillsammans skulle vara med och påverka den nya strategin. Strategin skulle inte längre vara den högsta ledningens dokument. Under denna fas öppnades webbintervjun, ett verktyg på nätet genom vilket invånarna fick svara på frågor om deras vision om framtidens Esbo, och deras värderingar. Webbintervjun som var öppen från april till september besvarades av över 4000 personer och genererade närmare 15 000 kommentarer och idéer. Vidare arrangerades en kväll för Esbobor(fi. asukasillat) i varje stadskärna i Esbo där invånarna hade möjlighet att diskutera med förtroendevalda och stadens tjänstemän om aktuella frågeställningar med anknytning till strategin. Dessa kvällar för Esbobor arrangerades i april och maj 2012. Man strävade efter att involvera esbobor av alla åldrar i strategiprocessen och således arrangerades även ”En dag som stadsdirektör” för förskolebarnen i Esbo. Under evenemangen blev sexåringarna intervjuade om vad de skulle göra om de fick vara stadsdirektör för en dag. Syftet var även att genom barnen nå ut till barnens föräldrar. Denna inspirationsfas avslutades under Esbodagen 25.8 då strategiworkshoppar för alla åldrar arrangerades utöver det vanliga festprogrammet. Totalt samlades under denna ideationsfas 20 000 kommentarer och idéer av invånarna för den kommande strategiprocessen.

Efter den drygt 6 månader långa inspirationsfasen inleddes en fyra månader lång analysfas där de 20 000 kommentarer och idéer som samlats in analyserades och summerades. Denna fas var drygt 4 månader lång och sammanföll med slutet för fullmäktigeperioden 2010–2013. Det egentliga strategiarbetet skulle inledas i samband med att fullmäktige för nästa period, 2013–2016, inlett sin verksamhetsperiod i januari 2013. I slutet av fullmäktigeperioden hölls ett seminarium där bland annat den

kommande strategin behandlades. De fullmäktigevalda för perioden 2011–2013 uttryckte stolthet över den involverande och innovativa starten på fullmäktigeperioden.

Formationsfasen inledde den nya fullmäktigeperioden, och var cirka en månad lång. Under denna fas ordnades ett två dagar långt seminarium på Hotel Korpilampi, där den nya fullmäktige genom olika verkstäder tillsammans skapade strategibasen som låg som grund för skrivandet av "Berättelsen om Esbo". Det finns en tydlig koppling mellan resultatet av diskussionerna under strategiseminariet och den färdiga Esboberättelsen.

Efter formationsfasen, med den nyvalda fullmäktiges strategibas som grund, inleddes sedan en 3 månader lång sluten skrivfas. Det var främst stadsdirektören och strategidirektören som var involverade i skrivprocessen. Berättelsen om Esbo skrevs utifrån samtliga kommentarer insamlade under inspirationsfasen samt fullmäktiges riktlinjer som skapades under strategiseminariet.

Feedbackfasen inleddes att presentera en möjlighet för allmänheten att kommentera utkastet till "Berättelsen om Esbo". Utkastet var tillgängligt på stadens hemsida under en veckas tid. Över hundra personer kommenterade utkastet och det var främst den historiska överblicken och strategins berättande karaktär som uppskattades. Såväl representanter från fullmäktige som Esbobor utnyttjade möjligheten att kommentera. Under denna fas ordnades även det årliga evenemanget Esimiesareena som samlar stadens 700 chefer till ett gemensamt seminarium. År 2013 var temat för detta seminarium "Berättelsen om Esbo", och utkastet presenterades för cheferna. Även implementeringen av strategin började planeras under seminariets gång. Seminariet har under intervjuerna för denna avhandling upplevts som mycket inspirerande och givande. I tillägg till detta inföll även stadsfullmäktiges strategiseminarium nummer två, där främst implementeringen av den nya strategin behandlades, samt riktlinjer för den del av implementeringen som skulle ske genom de nya förvaltningsövergripande programmen, i vilkas styrgrupper det finns både politiker och tjänstemän.

Den två månader långa feedbackfasen följdes av förhandlings- och den formella godkännandefasen. Under denna fas behandlades strategiutkastet på fyra möten, varav det fjärde var stadsfullmäktigemötet som accepterade "Berättelsen om Esbo" som den nya strategin för fullmäktigeperioden. Fasen har döpts till förhandlings- och den formella godkännandefasen eftersom slutfasen på strategiprocessen var dramatisk. Fullmäktigepartierna presenterade många förändringsförslag under det sista fullmäktigemötet som hotade att stjälpa strategin på slutmetrarna. Lyckligtvis fann

man samförstånd under det sista fullmäktigemötet. Detta innebar att ändringsförslagen ändrades till önskemål. I och med detta godkändes "Berättelsen om Esbo" 10.06.2013 som Esbo stads strategi för fullmäktigeperioden 2013–2016.

Efter detta följde tillämpningsfasen, då det första steget mot implementering av "Berättelsen om Esbo" togs, genom att alla sektorer gavs till uppgift att skriva en strategisk berättelse om sin egen sektor. Den ungefär en sida långa sektorberättelsen skulle byggas upp enligt "Berättelsen om Esbos" struktur, enligt varifrån Esbo kommer, var Esbo är och vart Esbo är på väg och hur den skall lyckas ta sig dit. I tillägg till detta fick sektorerna i uppgift att i sin strategiska berättelse spegla fullmäktigeperiodens vision, värderingar och verksamhetsprinciper ur sin sektors perspektiv.

5. Avslutning och slutsatser

Syftet med min avhandling var att beskriva strategiprocessen som skapade "Berättelsen om Esbo". Strategiprocessen hade åtta faser, varav somliga var mycket involverande och andra var slutna. Den långtgående involveringen av intressenter hjälpte till med att identifiera organisationens gemensamma mål. Dessa mål och värderingar skapade "Berättelsen om Esbo" som idag vägleder Esbos verksamhet.

I enlighet med SIP-perspektivets syn på skapandet av strategi, skapas den i interaktionen mellan praxis, metoder och strategier. I denna strategiprocess fanns det många strategier, från invånare till politiker. Många metoder tillämpades så som seminarier, workshoppar, och webbintervjuer men även praxis följdes genom exempelvis fullmäktigeseminarium. Analysen av strategiprocessen identifierade dock ett behov av att inför nästa strategiprocess klargöra samtliga strategiers roller samt skapa en klar struktur för tillämpningen av metoder och praxis. Dessa åtgärder kommer skapa stabilitet i strategiprocessen vilket kommer möjliggöra ytterligare effektivare strategiarbete.

Strategins innehåll tolkades heterogent i linje med Barry & Elmes (1997) konstaterande om att en strategi har olika skribenter och läsare. I denna strategiprocess övervakade samtliga intressenter sina intressen, vilket är nödvändigt för att en relevant och involverande strategi skapas. Detta fenomen av "kontroll och motstånd" fortlöper under hela strategiprocessen då intressenter vill kontrollera strategins mening och innehåll men samtidigt ifrågasätta hur långt meningen skall kontrolleras. Fenomenet

resulterade även i hårda diskussioner under fullmäktigemötet för att acceptera "Berättelsen om Esbo" som fullmäktigeperiodens strategi.

Bedömningen av framgången av en strategi med narrativitet är en annan än vid bedömningen av en traditionell strategis framgång. En framgångsrik strategi med narrativitet uppmuntrar och lockar till vidare berättande, engagerar och sprids genom hela organisationen. Dess berättande form skapar ett delvis abstrakt innehåll vilket ger rum för tolkningar. Faktumet att "Berättelsen om Esbo" rymmer många tolkningar och tillämpningar reflekterar strategins polyfoni. Denna polyfoni är i bästa fall en stor tillgång för en organisation. Som bäst ger den utrymme för flera röster och strategiska berättelser som stöder varandra och tillsammans skapar en stark helhet. Mångfalden av strategiska berättelser kan även bidra till att betydelsen av "Berättelsen om Esbo" ökar genom strategiska berättelser som stöder tillämpningen och lockar till vidare berättande inom organisationen. Risken med polyfoni är att de strategiska berättelserna inte stöder varandra, utan skapar så många alternativa "Berättelser om Esbo" att strategin urholkas, och blir missvisande.

I traditionell strategiforskning betonas oftast strategiprocessernas monologa karaktär. Med detta avses strategiprocessens enhetlighet då den skapas i exempelvis en serie av möten som kretsar kring strategidokumentet. Fallet med "Berättelsen om Esbo" belyser att det finns en klar styrka i att använda så många kanaler och medium som Esbo gjorde i sin strategiprocess. Detta gäller både för att samla in kommentarer men även för implementering. Traditionellt sett baserar sig även kommunikationen på strategidokument medan det i detta fall har skapats olika workshoppar, videon och evenemang som stöder processen utan att direkt kommunicera strategin. Denna polyfoni har fortsatt även efter att strategin accepterats genom en mångfald av olika former av implementering, men även en mångfald av välkomnande. Belysande är att Esbos stadsteater exempelvis drev med strategiprocessen i sin teaterpjäs. Narrativstrategin har anpassat sig och lämpat sig till detta allmänna ägande och användande.

Den aktiva spridningen av "Berättelsen om Esbo" har belyst strategins nödvändighet och makt. Förutom sitt egenvärde har strategin även ett nyhetsvärde. Berättelsen om Esbo beskrivs i medier och i intervjuerna för denna avhandling som ny, innovativ och modig. Trots att strategin har ett egenvärde är man inom organisationen orolig för ifall strategin kan förnyas inom loppet av den fyra år långa fullmäktigeperioden på ett sätt som på nytt engagerar alla intressenter så som under denna strategiprocess. Frågan

leder till frågeställningen om vilket som är viktigare: process eller innehåll för att ge strategin det mervärdesskapande nyhetsvärdet. Mycket av innehållet i "Berättelsen om Esbo" kan härledas ända till de första strategierna som skrevs i Esbo, vilket kan ge en fingervisning om svaret.

I strategiprocessen förnyades även sättet att implementera strategi i Esbo. Förvaltningsövergripande program skapades, och sektorerna skapade egna strategiska berättelser som är knutna till resultatkort. Dessa har varit ett välkommet inslag, men måste utvecklas vidare för att uppnå sin fulla potential att förverkliga strategin och stöda ledningen av organisationen.

Avhandlingens resultat kan således grupperas enligt fem teman: metoder för produktion och konsumtion, multimodalitet, polyfoni, deltagande och implementering. De tillämpade *metoderna för produktion och konsumtion* var många och bidrog till att skapa "Berättelsen om Esbo". Metoderna bidrog till att utveckla berättelsen från idé till strategi på ett involverande sätt. Metoderna kan och bör utvecklas i framtiden, men har redan nu varit nycklar till Esbos framgångsrika strategiprocess.

Processens *multimodalitet* innebär att "Berättelsen om Esbo" inte enbart skapades som en text på papper. Tvärt om skedde arbetet med, och kommunikationen runt strategin, genom evenemang, videon, teater och tal. Denna multimodalitet skapade en levande berättelse, som är en sann del av organisationen. *Polyfoni* kan både vara en styrka och ett hot för en organisation. Genom att en berättelse kan berättas med många röster och variation sprids den i organisationen och blir trovärdig. Polyfoni kan även vara ett hot för organisationen om berättelserna inte är koherenta utan rentav motstridiga. Då tappar metanarrativet lätt sin styrka och signifikans eftersom dess betydelse urholkas. I Esbos fall var polyfonin en styrka genom hela processen, och åtgärder vidtogs för att säkerställa de berättade berättelsernas enhetlighet genom att sektor och enhetsberättelserna och resultatkorten var tätt sammankopplade med "Berättelsen om Esbo". *Deltagande* är en central fråga i strategi processer (Mantere & Vaara, 2008). Esbo är ett gott exempel på hur man lyckats involvera alla intressenter på ett konstruktivt sätt i strategi processen. Slutligen är *implementeringen* en av de mest avgörande frågorna i en strategi process (Golsorkhi et al., 2015). En strategi med berättande karaktär har ofta ett abstrakt innehåll som inte stöder implementering i sig själv. Esbo är ett gott exempel på hur en strategi med berättande karaktär implementering kan stödas genom verktyg. I Esbos fall har implementeringen stötts

genom sektorerna och enheternas egna berättelser och resultat kort samt genom utvecklings programmen.

Framtiden för "Berättelsen om Esbo" som förmedlare av strategin ser ljus ut. Den strategins berättande karaktär är mycket omtyckt i Esbo. "Berättelsen om Esbo" har bidragit med mycket inspiration och förändring i organisationen som dess medlemmar är mycket stolta över. Styrkan i "Berättelsen om Esbo" är det sätt som den har skapats på, och hur innehållet är skrivet. Detta nya sätt att skapa strategin har resulterat i förutom en god strategi, även en mer inspirerad och nyskapande organisation.

"Jag tycker det är fantastiskt att vi gjorde det. Det är ett nytt sätt att tänka och genom det ett nytt sätt att verka. Det är verkligen en stor skillnad." – Intervjuad

BIBLIOGRAPHY

- Balogun, J. et al., 2014. Placing strategy discourse in context: Sociomateriality, sensemaking and power. *Journal of Management Studies*, 51(2), pp.175-201.
- Balogun, J. & Johnson, G., 2004. Organizational restructuring and middle manager sensemaking.. *Academy of Management Journal*, 47(4), pp.523-49.
- Balogun, J. & Johnson, G., 2005. From intended strategies to unintended outcomes: The impact of change recipient sensemaking.. *Organization Studies*, 26(11), pp.1573-601.
- Barry, D. & Elmes, M., 1997. Strategy retold: Toward a narrative view of strategic discourse. *Academy of Management Review*, 22(2), pp.429-52.
- Boje, D., 1991. The storytelling organization: A study of story performance in an office-supply firm. *Administrative science quarterly*, 36, pp.106-26.
- Boje, D., 2008. *Storytelling in organizations*. London: Sage.
- Booth, W., 1983. *The rhetoric of fiction*. Chicago: University of Chicago Press.
- Bryman, A. & Bell, E., 2005. *Företagsekonomiska forskningsmetoder*. Malmö: Liber.
- Burgelman, R.A., 1983. A process model of internal corporate venturing in the diversified major firm. *Administrative Science Quarterly*, 28(2), pp.223-24.
- Deuten, J. & Rip, A., 2000. Narrative infrastructure in product creation processes. *Organization*, 7, pp.69-93.
- Dubois, A. & Gadde, L., 2002. Systematic combining: an abductive approach to case research. *Journal of Business Research*, 55(7), pp.553-60.
- Dunford, R. & Jones, D., 2000. Narrative in strategic change. *Human Relation*, 53(9), pp.1207-26.
- Eisenhardt, K., 1989. Building theories from case study research. *Academy of Management Review*, 14(4), pp.532-50.
- Eisenhardt, K.M. & Bourgeois, L.J., 1988. Politics of strategic decision-making in high-velocity environments: Toward a midrange theory. *Academic Management Journal*, 31(4), pp.737-70.
- Ezzamel, M. & Willmott, H., 2008. Strategy as discourse in a global retailer: A supplement to rationalist and interpretive accounts. *Organization Studies*, 29(2), pp.191-217.
- Fenton, C. & Langley, A., 2011. Strategy as Practice and the narrative turn. *Organization Studies*, 32(9), pp.1171-96.

- Floyd, S.W. & B, W., 2000. *Building on strategy from the middle*. London: Sage.
- Georgakopoulou, A., 2007. *Small stories, interactions and identities*. Amsterdam/ Philadelphia: John Benjamins.
- Ghauri, P. & Grønhaug, K., 2010. *Research methods in business studies*. Harlow: Prentice Hall.
- Gioia, D.A. & Chittipeddi, K., 1991. Sensemaking and sensegiving in strategic change initiation. *Strategic Management Journal* , 12(6), pp.433-48.
- Golsorkhi, D., Rouleau, L., Seidl, D. & Vaara, E., 2015. *Cambridge handbook of strategy as practice*. Cambridge: Cambridge University Press.
- Golsorkhi, D., Rouleau, L., Seidl, D. & Vaara, E., 2015. Introduction: What is strategy. In Golsorkhi, D., Rouleau, L., Seidl, D. & Vaara, E. *Cambridge handbook of Strategy as Practice*. 2nd ed. Cambridge: Cambridge University Press. pp.1-21.
- Gummesson, E., 2000. *Qualitative methods in management research*. Thousand Oaks: CA: Sage Publications Inc.
- Hardy, C., Palmer, I. & Phillips , N., 2000. Discourse as a strategic resource. *Human Relations* , 53(9), pp.1227-12248.
- Heracleous , L. & Jacobs , C., 2008. Understanding organizations through embodied methaphors. *Organizations Studies*, 29(1), pp.45-78.
- Humphreys, M. & Brown, A., 2003. Epic and tragic tales: Making sense of change. *The Journal of Applied Behavioral Science*, 39(2), pp.121-44.
- Jarzabkowski, P., Balogun, J. & Seidl, D., 2007. Strategizing: The challenges of a practice perspective. *Human Relations*, 60(1), pp.5-27.
- Jarzabkowski, P. & Spee, A.P., 2009. Strategy-as-practice: A review and future directions for the field. *International Journal of Management Review*, p.6995.
- Johnson, G., Melin, L. & Whittington, R., 2003. 'Guest editor's introduction. Micro strategy and strategizing: Towards an activity-based view. *Journal of Management Studies* , 40(1), pp.3-22.
- Johnson, G., Whittington , R. & Scholes, K., 2011. *Exploring strategy: text & cases*. Essex: Ed Pearson.
- Küpers, W., Mantere, S. & Statler, M., 2013. Strategy as storytelling: A phenomenological collaboration. *Journal of Management Inquiry*, 22(1), pp.83-100.
- Kaplan , R. & Norton, D., 2005. The office of strategy management. *Harvard Business Review*, 83(10), pp.72-80.

- Kaplan, S. & Orlikowski, W., 2013. Temporal work in strategy making. *Organizational Science*, 24(4), pp.965-95.
- Knights, D. & Morgan, G., 1991. Corporate strategy, organizations and subjectivity: A critique. *Organization Studies*, 12(2), pp.251-73.
- Langley, A., 1989. In search for rationality: The purpose behind the use of formal analysis in organizations. *Administrative Science Quarterly*, 34(4), pp.598-631.
- Mantere, S. & Vaara, E., 2008. On the problem of participation in strategy: a critical discourse perspective. *Organization Science*, 19(2), pp.241-358.
- Mintzberg, H., 1978. Patterns in strategy formation. *Management Science*, 24(9), pp.934-48.
- Mintzberg, H., Ahlstrand, B. & Lampel, J., 1998. *Strategy safari: A guided tour through the wilds of strategic management*. New York: Simon & Schuster.
- Mintzberg, H. & Waters, J., 1985. Of strategies deliberate and emergent. *Strategic Management Journal*, 6(3), pp.257-72.
- Polkinghorne, D., 1988. *Narrative knowing and the human sciences*. New York: State University of New York Press.
- Porter, M., 1990. *The competitive advantage of nations*. London: Macmillan.
- Reckwitz, A., 2002. Toward a theory of social practices: A development of cultural theorizing. *European Journal of Social Theory*, 25(10), pp.243-63.
- Rehnberg, S., 2014. *Organisationer berättar*. Uppsala: Institutionen för nordiska språk.
- Robichaud, D., Giroux, H. & Taylor, J., 2007. The metaconversation: The recursive property of language as a key to organizing. *Academy of Management Review*, 29, pp.617-34.
- Samara-Fredericks, D., 2003. Strategizing as lived experience and strategists' everyday efforts to shape strategic direction. *Journal of Management Studies*, 40(1), pp.141-74.
- Saunders, M., Lewis, P. & Thornhill, A., 2012. *Research methods for business students*. Essex: Pearson Education limited.
- Sillince, J., Jarzabkowski, P. & Shaw, D., 2012. Shaping strategic action through the rhetorical construction and exploitation of ambiguity. *Organization Science*, 23(3), pp.630-50.
- Sonenshein, S., 2010. We're changing- or are we? Untangling the role of progressive, regressive and stability narratives during strategic change implementation. *Academy of Management Journal*, 53(3), pp.477-512.

Vaara , E. & Pedersen, A., 2014. Strategy and chronotopes: A Bakhtinian perspective on the construction of strategy narratives. *Management*, 16(5), pp.593-604.

Vaara, E., Boje, D. & Sonenshein, S., 2016. Narratives as sources of stability and change in organizations. *Journal of Management Annals*.

Vaara, E., Kleyman, B. & Seristo , H., 2004. Strategies as discursive constructions: the case of airline alliances. *Journal of Management Studies* , 41(1), pp.1-35.

Vaara, E. & Richard, W., 2012. Strategy-as-Practice: Taking social practices seriously. *Academy of*

Whittington, R., 1996. Strategy as Practice. *Long Range Planning*, 29(5), pp.731-35.

Whittington, R., 2006. Completing the practice turn in strategy research. *Organization studies* , 27(5), pp.613-34.

APPENDIX 1 INTERVIEWGUIDE

Background information for the interviewee

1. Purpose of interview
2. Presentation of the research project and scope
3. Interviews will be taped (unless interviewee unwilling)
4. Confidential material (only quotes, no names or positions mentioned)

Warm-up question

5. How would you describe your role within Espoo?

The process

6. Where did it all start?
7. When did you here about the idea of creating a narrative strategy for the first time? What was your reaction?
8. Describe the strategy process
9. What was your role in the strategy process?
10. Who were the key actors in the process and why?
11. Who brought the process forward?
12. The process lasted for a long time, at what stage did your participation start?

About the Espoo Story

13. What is the core of the Espoo Story for you?
14. Do you think there are many opinions about what the core is?
15. Participation and involvement
16. About what things did people disagree during the process?
17. How was consensus reached?
18. How has the strategy been spread and communicated?
19. Problems and challenges in the strategy work
20. What went well in the strategy process?
21. How has the strategy been implemented in the Espoo organization
22. How was your sector or unit story written?

Conclusions

23. If the Mayor would change tomorrow, how would the strategy process continue?
24. What can be learnt from this strategy process for the future?
25. Was this way of making a strategy a good idea?
26. Is there anything you would like to add?
27. Is there anyone else I should I interview?

APPENDIX 2 SCORECARD

SCORECARD 2014 Finnish language early education unit							
ASPECT	GOAL	OBJECTIVE OF THE COUNCIL TERM (ESPOO STORY)	UNIT OBJECTIVE OF THE COUNCIL TERM	UNIT TARGETS /	INDICATOR OR EVALUATION CRITERIA	MEASURES TO BE TAKEN & PERSON RESPONSIBLE	EVALUATION 30.4
RESOURCES & LEADERSHIP	The finances of the Corporate group of Espoo are well balanced. Competent personnel able to carry out reform will improve quality and productivity of services.	Espoo will serve as a pioneer in the improvement of productivity and impact of municipal services. Management, managerial work and job satisfaction will improve and attain good level. Financial Leeway will remain and the financial position will be balanced	The education and cultural service sector has contracts about internal services with the Public Utilities Sector in order to create more continuous collaboration	The education and cultural service sector has contracts about internal services	Contracts	The unit will participate in SITO and PAL contract drafting to the extent relevant for the operations of the unit Person responsible: T.T	The unit has participated in the contact drafting regarding meal-service production and arrangement in the domain. The unit target will be met.
RESIDENTS & SERVICES	Espoo residents will be active and independent in taking care of themselves, their loved ones and immediate surroundings, but nobody will be left without support if their own resources prove to be inadequate. Espoo will arrange services in resident-centered way in co-operation with the residents.	Service selection will form an entity of services that are preventative, reduce health and wellbeing differences, ensure early intervention, support the independent activities of residents and increase the client's freedom of choice. Services and the immediate surroundings will be developed in co-operation with Residents. Services will be produced in collaboration with partners, and different Service channels will enable the availability and accessibility of services. Espoo will be a pioneer in the development and implementation of a national service channel.	Children, youth and elderly services will be developed and the wellbeing will be enhanced	To the five city center areas local development teams are founded	Development teams	Person responsible: T.T, K.T and B.H	The unit has elected the early education representatives to the children, youth, and family services development teams The unit target will be met.
VITALITY, COMPETITIVENESS, SUSTAINABLE DEVELOPMENT	The city will be internationally appealing and interesting. Professional people, entrepreneurs and companies of all sizes will put down roots in Espoo.	Espoo will develop its appeal as an internationally appealing innovation environment for competence, science, art and economy (T3) As part of the metropolitan area, the networked city structure of Espoo will be developed economically, socially and ecologically sustainable. Etc....	Espoo is the most knowing/able city in Finland. The services for international activities and international family services provided by the sector will be developed	The Opinmäki service concept is developed	Service concept	PERSONS RESPONSIBLE: T.T, (S.S, E.H, P.R)	The service concept is under development with different actors. The unit target will be met.

APPENDIX 3 THE FINNISH EARLY EDUCATION STORY



Suomenkielisen opetustoimen tarina

**Tehdään
yhdessä
ESPOO
-TARINA**

Asukas- ja asiakaslähtöinen

Vastuullinen edelläkävijä

Olkeuden mukainen

Koulun ja oppilaiden johtamisessa sekä oppilaiden kanssakäymisessä luodaan yhteinen käsitys arvostavasta kohtaamisesta, jonka mukaan toimitaan.

Espoon koulu
jokainen koh-
arvostavasti.

Oppiva, luova,
osaava ja
vastuullinen
espoolainen 2020

Perustuu hyvinvoinnille ja uskolle omiin mahdollisuuksiin muuttuvassa maailmassa, työntekoon, itsetuntemukseen ja yhteisöllisyyteen.

Henkilöstön osaaminen sekä osallistava ja vuorovaikutteinen johtaminen mahdollistavat aktiivisen ja hyvinvoivan oppimisyhteisön.

Oppilaat / opiskeijat
oppivat tekemään
tietoisia valintoja
työn kehityksestä

Jokaisen oppilaan /
opiskelijan kanssa
etsitään ja löydetään
hänelle parhaita
tapoja oppia.

Opplaiden kanssa konkretisoidaan ikätaso huomioon otettavan kehityksen (sosiaalinen, taloudellinen ja ekologinen) mukaisia valintatilanteita joko teemapäivinä tai muun opetuksen yhteydessä.

Opettaja selvittää oppilaan kanssa oppilaalle luontevia tapoja työskennellä ja oppia.

Opetus- ja varhaiskasvatuslautakunnan opetussuunnitelmaan kirjaama toiminta-ajatus

Espoon suomenkielinen opetustoimi tarjoaa lapsille ja nuorille korkeat aisoiset, monipuoliset ja alueellisesti tasapuoiset kehittämis- ja koulutusmahdollisuudet. Toiminnan lähtökohdana on koulutuksellinen tase- arvo, joka huomioi oppijan yksilölliset ominaisuudet.

Espoon tavoitteet kunnan kehittämissuunnitelmassa

1. Osaava espoolainen 2020. Oppiva, luova ja osaava ihminen pystyy toimimaan tuntemattomassa ja tulevaisuudessa.
2. Eheä oppimispolku. Hyvinvoiva oppija elämän eri tilanteissa ja vaiheissa vuorovaikutuksessa ympäristön kanssa.
3. Vastuullinen johtajuus. Yksin ja yhdessä vastuu yhteisten tavoitteiden toteutumisesta.

OPPIMINEN ENNEN JA NYT

Espoossa kuntalaiset ovat voineet käydä koulua 140 vuotta, aluksi ruotsiksi ja 122 vuotta suomeksi. Suomesta tuli virallinen hallinnollinen kieli 150 vuotta sitten.

Yleinen oppivelvollisuus vuonna 1921 aloitti todellisen kansan sivistyksen. Vuonna 1929 Espoossa oli 9 suomenkielistä ja 15 ruotsinkielistä koulua, tänään Espoossa on 77 suomenkielistä ja 12 ruotsinkielistä peruskoulua, 12 päiväkoulua ja 1 aikuislu- kio sekä sairaalakoulu. Espoossa toimii myös kaksi yksityistä koulua, Espoon kristinuskon koulu ja Espoon Steinerkoulu.

Peruskoululäjäste lämä tu Suomeen vuonna 1972. Espoosseen vuonna 1977. Espoossa useat oppikoulut olivat yksityisiä kouluja. Kaikki oppivelvolliset käyvät yhdessä peruskoulua 9 vuotta, osa 11 vuotta. 94 % epäaalisista lapsista osallistuu tästä ennen oppimisvalmiuksia tukevaan esiopeutukseen. Yhtenäinen oppimiskoulu alkaa varhaiskasvatuksesta.

Perusopetuksen jälkeen haetaan yhteisvalinnassa toiselle asteelle ammatilliseen koulutukseen tai lukioon. Mahdollista on myös hakea perusopetuksen jälkeiseen valmistavaan koulutukseen. Koulutus- ja nuorisotakuu toimii Euroossa hyvin.

Opetusta annetaan Espoossa 36 eri äidinkieltä ja 8 eri katsomusalueella. Oppilaista 12 % on muuttanut Espooseen muista kunnista.

OPPIMISTULOKSET OVAT HUIPPUTASOA

PISA-tutkimuksessa Suomi on ollut 2006, 2009 ja 2012 oppimistuloksissa OECD-maiden huippua ja Euroopan paras.

Espoon suomenkielinen opetus on oppimistulosten arvioinnissa Suomen huippua; siksi oppimistuloksemme ovat maailman kärkeä.

Espooissa on laaja kieliöhyelmä ja kouluilla on painotuksia mm. musiikissa, eri taiteissa, liikunnassa, matematis-ti-luonnontieteellisissä aineissa ja tietö- ja viestintäteknisissä. Valitakunnallinen eristystehtävä on Tapiolan lukiossa musiikissa ja Olarin lukiossa matematis-ti-luonnontieteellisissä aineissa.

Englanninkielistä opetusta annetaan kahdessa alakoulussa ja Espoo International School:ssa. IB-linjaa on Etelä-Tapiolan lukiossa ja Mattiliden Gymnasiumissa. Opinmäen kampus mahdollistaa kansainvälisten opetuksen yhteistyössä peruskoulussa lukuvuodesta 2015 alkaen.

Opetusuusiutelmien valtakunnallisten perustelujen pohjalta ovat sekä kunta että koulut tehneet omat opetusuusiutelmansa. Uusi opetusuusiutelmatyö on käynnissä ja uudet opetusuusiutelmien tulevat voimaan esillä perusopetuksessa 1.8.2016.

HYVINVOINTI OPPIMISEN PERUSTANA

Kouluvuokailu on oppimisen historiassa ollut tärkeä hyvinvoinnin perusta.

Kouluterveydenhoito ja hammashuolto ovat huolehtineet oppilaan terveydestä.

Kouluterveystutkimusten mukaan oppilaiden viihtyminen koulussa on parantunut ja kiissaaminen on vähentynyt. Suurin osa oppilasta voi hyvin, mutta osalla ongelmat kaasaatuvat. Oppilailla on myös päihde- ja mielenterveysongelmia.

Oppilashuollon kuraattorien ja psykologien palvelut ovat mukana yksilön ja yhteisön hyvinvointia tukemassa. Uusi oppilas- ja opiskelijahuoltolaki on astunut voimaan 1.8.2014.

Suomenkielisessä opetuksessa on 35 kuraattoria ja 35 psykologia sekä kolme terapeuttia. Koulu terveydenhoidajat tulevat sosiaali- ja terveysministeriöstä.

Ilta- ja yötoiminta tehdään kumppanuusperiaatteella 33 toimijan kanssa. Opetustoimi järjestää kehitysvammaisten lasten päivä- ja lomatoiminnan.

Hyvinvointia tukee laaja harrastus- ja kerhotoiminta kouluissa, KULPS-kuittuuri ja **kuuntapolku** sekä yhteistyö talteen perusopetuksen, kulttuuripalvelujen sekä **kuunta-** ja nuorisopalveluineen kanssa.

Lasten ja nuorten hyvinvointiryhmät koordinoivat hyvinvointitoimia alueilla.

APPENDIX 4 THE ESPOO STORY



The Espoo Story

From along the King's Road to a network of city centres

Where are we coming from?

Espoo celebrates its 555th anniversary in summer 2013. Espoo's chronology began when the Espoo Parish seceded from Kirkkonummi Parish in 1458. Espoo Cathedral situated in Espoo Centre is one of the oldest buildings in the metropolitan area.

Espoo was built along the King's Road that connected Turku with Vyborg, and in 1556 King Gustav Vasa built Espoo Manor in Kauklahti. From there, the King's Road continued across Espoo parish village to Bemböle. The section of a couple of kilometres from Bemböle to Träskända Manor is still today officially called Kuninkaantie (King's Road).

The development of Espoo represents Finland on a miniature scale. Our development features all the same characteristics as that of Finland: strong agriculture, manor and peasant culture, nascent industrialisation and urban development, a key role in the country's post-war development, strong population growth, construction of an affluent society and modern development as part of a strengthening, networked and international metropolitan area.

The first 500 years were a time of slow growth in Espoo. It was not until the beginning of the 1950s that the population exceeded 20,000 people. Espoo has experienced strong growth in recent decades. Whilst the population of the whole Helsinki region has doubled to 1.3 million residents over the last 60 years, the population of Espoo has increased ten-fold in that same period.

The construction of Tapiola began in 1953. Young families with children got homes in new residential buildings that were built close to nature. Growing Espoo has built homes for the needs of Finnish families with children. Espoo reacted to the Great Migration that started in 1960s Espoo with new regional building agreements. The agreements enabled homes, day care centres and schools for new residents.

Espoo and its suburbs were built in the spirit of land reclamation. New residents were active and many cultural associations and sports clubs that are significant today were established at the time. A lot of children were born in Espoo, so new day care centres and schools were built. Tapiola was built on the theme 'Homes for the needs of families with children'. Matinkylä-Olari and Espoonlahti situated along Länsiväylä followed suit. Leppävaara and Maxi-Market grew along the railway track. The administrative centre of the city was located in Espoo Centre. Espoo became a borough in 1963 and a city in 1972.

Where are we?

Today, Espoo is a multi-cultural city formed by five city centres and two local centres with 260,000 residents and two official languages offering extensive services to all Espoo residents.

Espoo is still growing. Children born in Espoo and immigration increase the population of Espoo on average by over 3,500 residents annually. The number and relative share of the elderly keeps growing. The foreign-language population is also increasing at a fast pace. At the moment, the number of foreign-language residents is close to 30,000. This number is expected to double by 2025.

Fast population growth, an ageing population and a simultaneous increase in the number of children and foreign-language residents are increasing service needs and challenging service production. With ageing, the demand for social and health care services also increases. As a result of growth, the monetary scale of the investment programme is unprecedented.

In Espoo nature is nearby. Besides the omnipresent nature, Espoo features 58 km of seaside and coastal routes, 165 islands, Central Park and the Nuukio wilderness in Northern Espoo where suburbs meet Nuukio's nature values and dozens of lakes.

Thanks to the University of Technology, VTT (Technical Research Centre of Finland) and later also Aalto University, Espoo is also home to a cluster of science, art and the economy (T3) making good use of high technology, innovations and world-class expertise. Keilaniemi comprises several headquarters of major companies and Otaniemi has turned into a breeding ground for young companies. Numerous small local companies from different fields provide services for the residents of the city centres. We are part of the growing metropolitan area.

The city railway is the backbone of Leppävaara, which has grown into Espoo's largest city centre. Shopping Centre Sello at the heart of Leppävaara offers both private and public services. Sello Library has over one million visitors annually. The aim is to extend the city railway to Espoo Centre. In Southern Espoo, the excavation work for the west metro line is nearing completion.

The economic operating environment, sustainable development, information society development, urbanisation and ageing are great challenges for Espoo. During previous decades, challenges have been resolved with the help of economic growth, but now with the pressing financial and euro crises, this is no longer possible. The general consensus is that growth will be slow for a long time. The technology industry, for example, has lost 14,000 jobs in recent years.

The slow economic growth forecast for the coming years will force us to prioritise development needs and make choices. Operations are being streamlined with a view to the long term.

We must take into account the challenges brought about by compacting the city structure and safeguarding housing production as well as the requirements set by climate change. The renovation needs of the growing building stock are creating challenges for the maintenance of city premises.

In comparison to other Finnish cities, Espoo has on average a well-to-do and highly educated population. Urbanisation and growth also create challenges, such as loneliness, social exclusion and many kinds of social problems. We must find solutions to these issues together.

Where are we going?

Espoo – sustainable and close to nature

Espoo will be developed into a network city of five city centres and local centres that will be home to 300,000 residents by 2025. We will be an integral part of the developing metropolitan area and working area of Southern Finland.

All city centres will form attractive residential, service and working centres with great services, inspiring leisure activities and nature easily and accessibly available. Dense areas of residential houses will border the nearby city centres. Sufficient construction of houses and the availability of land will be ensured. City centres will be developed according to their own strengths.

Tapiola, Matinkylä-Olari and Espoonlahti will be located by the west metro line, and Leppävaara and Espoo Centre by the city railway. In addition to the existing Kauklahti and Kalajärvi local centres, new centres will feature the maritime Finnoo along the metro line, ecological Kera along the city railway and later on Hista along the Espoo-Lohja railway. There will be fully functional public transport connections between the city centres.

A city structure leaning genuinely towards networked rail traffic will enable the best way to develop

our city economically, ecologically, socially and culturally. The possibilities for public transport and cycling will be improved and they will gain in popularity. The ecological footprint of Espoo residents will decrease and the city will act as a pioneer in fighting climate change. The living environment of Espoo residents will be attractive and nature values will remain intact.

Everyone's Espoo

Good services increase the vitality of the area, the activity of its residents and the ease of everyday life. City services will meet residents' needs, be available to all and arranged effectively according to high standards. Safe and inspiring day care centres and schools will provide a great start in life for the children and youth of Espoo. The city will invest in high-quality teaching and education in co-operation with parents.

We will ensure that the elderly can cope at home and fight loneliness through collaboration with relatives, peers, associations, parishes, service providers and the city. The elderly in Espoo will live at home, in other home-like units or in the Life and Living Centres for Senior Citizens operating in all the city centres.

Health, wellbeing and happiness will primarily stem from intimate relationships. Therefore, we will implement the services in co-operation with our clients and their loved ones. The most difficult challenges we will resolve together. The focus of family and social services as well as that of health care, mental health and elderly services will be on preventative work.

Espoo residents will actively and independently take care of themselves, their loved ones and immediate surroundings, but nobody will be left without support if their own resources prove to be inadequate. More and more people will participate in peer activities that suit them and their situation in life.

The city will collaborate closely with the parishes operating in its area especially in club activities, fighting social exclusion and repairing damage caused by it, family counselling, work with the elderly and the integration of immigrants.

The political system of Espoo will be open, democratic and easily accessible. All Espoo residents, young and old, can participate and have their say in the development of their home town.

The needs and wishes of residents will become more diverse with regard to services. Espoo will act as a pioneer in the development of municipal services. We will increase the individuality that is expected of services by combining electronic services with traditional services in a new way.

Active Espoo residents

The Espoo Theatre will have functional premises and all city centres will have precious libraries and indoor swimming pools. The libraries will serve as meeting places for residents and the Adult Education Centre will offer residents interesting courses. Espoo will be a city on the move. The surrounding nature and vast forests will provide Espoo residents with exercise opportunities and sports clubs will get people of all ages on the move. In competitive sports, championships will be won in all age groups which will especially motivate the young to get involved in sports. Espoo residents will have the opportunity to enjoy a rich and top-quality programme of culture. Living in Espoo will be about everyday life and encounters, for example at exhibitions at EMMA, concerts by Sinfonietta and the Tapiola Choir, April Jazz, shows by the Olari Gymnastics Association, the matches of the Blues, Honka or Oilers sports teams and other different kinds of leisure time activities.

Professional people and companies will put down roots in Espoo

The bilingual city will be nationally and internationally appealing and interesting. Espoo will be an internationally known innovation environment for expertise, science, art and the economy (T3). Besides Aalto University that has already claimed its position among Europe's top universities, our

schools will be internationally competitive. We will have been successful in combining appealing city centres with clusters of innovation that will invest in young growing companies brimming with expertise. Espoo will promote business operations by making collected operational information available to all those needing it. Publically produced information will also be made available to residents. Well integrated immigrants will make their skills available and Espoo will succeed in international markets. The employment rate of Espoo will be 75% and the unemployment rate no more than 5%. The youth employment rate will be among the highest in Finland.

City management

Management and managerial work will be based on a positive, trusting notion of people. Our work communities will be known for respectful interaction as well as the skills and commitment of well-balanced personnel. We will maintain the prerequisites for our resident- and client-oriented operations by our supportive and responsible management style while ensuring the easy flow of everyday life.

STRATEGY BASIS

Vision of Espoo

A networked Espoo comprising five city centres will be a pioneering responsible and humane city that is a good place to live, learn, work and enterprise in and where residents can have their say in matters.

Values and operating principles of Espoo

Espoo is resident- and client-oriented.

It is important for everyday life to go smoothly in Espoo. Residents, communities and companies are the best resources of Espoo. The active involvement of residents in the development of services and co-operation with partners ensures successful service production meeting the needs of residents.

Espoo is a responsible pioneer.

Pioneering refers to broadmindedness and creativity, openness, a desire to question the status quo and courage to do things in a new way. It also includes the utilisation of research and international experience, experimentation and dealing with the possible failures related to them. We are developing Espoo sustainably, socially, ecologically and economically.

Espoo is fair.

We operate openly, justly, equally, humanely and tolerantly.

Goals and objectives of the council term based on different aspects

Residents and services

Goal: Espoo residents will be active and independent in taking care of themselves, their loved ones and immediate surroundings, but nobody will be left without support if their own resources prove to be inadequate. Espoo will arrange services in resident-centred way in co-operation with the residents.

Objectives of the council term:

- Service selection will form an entity of services that are preventative, reduce health and wellbeing differences, ensure early intervention, support the

independent activities of residents and increase the client's freedom of choice.

- Services and the immediate surroundings will be developed in co-operation with residents.
- Services will be produced in collaboration with partners, and different service channels will enable the availability and accessibility of services.
- Espoo will be a pioneer in the development and implementation of a national service channel.

Vitality, competitiveness and sustainable development

Goal: The city will be internationally appealing and interesting. Professional people, entrepreneurs and companies of all sizes will put down roots in Espoo.

Objectives of the council term:

- Espoo will develop its appeal as an internationally appealing innovation environment for competence, science, art and economy (T3).
- As part of the metropolitan area, the networked city structure of Espoo will be developed economically, socially and ecologically sustainable.
- The accessibility of service concentrations will be improved with public transport connections.
- The city centres will be developed from their own strengths to form attractive and pleasant places for living, services, working and leisure time.
- Segregation will be prevented and the different housing needs of Espoo residents will be met by offering the preconditions for affordable and diverse housing production and land.
- Encouraging entrepreneurship and innovation, Espoo will build wellbeing and wealth for the metropolitan area and all of Finland.

Resources and management

Goal: The finances of the Corporate Group of Espoo will be well balanced. Competent personnel able to carry out reform will improve the quality and productivity of services.

Objectives of the council term:

- Espoo will serve as a pioneer in the improvement of productivity and the impact of municipal services.
- Management, managerial work and job satisfaction will improve and attain a good level.
- Financial leeway will remain and the financial position will be balanced.