ANALYSIS OF THE SURVEY RESULTS

Finland

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Interviewed entities:

Region	Number of entities	Entity
N. Karelia	5	Fortum
		Sekatyöliike Suokuokka Oy/Niittykummun maatila
		ProAgria North Karelia
		Toiminimi Aila Hovattala
		Biokymppi Oy
N. Savo	6	Paloharjun maatila /Siilin Mylly
		Jauko Kotilainen and Yaowaman "wan" Mundee - Family-company
		Farm Juuso Voutilainen
		Mansikkatila Juha Nenonen/Kesäkahvila&puoti Valoisa/Villa Forestime
		Maitomaa cooperative
		Pekka Vehviläinen farm
Savonia	3	JÄTEKUKKO OY
		PONSSE
		Remeskylän Kotiliha

MANAGEMENT AND SUPPORT

Companies included in research mostly prefer linear organisational structure. 36% of respondents belong to micro enterprises, 36% belongs to small enterprise, 14% belong to medium sized enterprises and 14% belong to large enterprises. They have different legal forms such as cooperation, limited company, association, private owned company, family company, farmer, trader, sole trader and practitioner.

STRATEGY PLANNING (VISION AND MISSION)

All of investigated companies except one have wrought a strategy plan. They have clear vision and mission of the company for the future. They approach responsibly for a strategic planning on regular basis in 28% usually on long term and the rest in shorter terms by discussions or workshops.

TREND´S MONITORING

64% of investigated companies run KPI´s monitoring system. Also the same part of respondents has corrective action plan in any case of trends deviation, what is quite good.

CERTIFICATIONS

All investigated companies have different certificates according to the area of activity – production and services provided. This demonstrates a rational and responsible management approach not only to the company itself but also to customers and clients. It is one of the basic presumptions for building and consolidating the positive image of the enterprise in the eyes of the public. Owned certifications are following: ISO 9001, ISO14001, ISO18001, ISO 22000, SQMS, GLOBAL GAP, Farm Owned Control, Evira Oiva Mark, organic certification and licence for production of organic fertilizers. 36% of respondents do not own any certification which may not be good for them.

MONETIZATION

86% of respondents have revenues predictable and the rest of respondents have it seasonal or don´t mention it in the interview. Companies have access to different favourable funds. They make use of different funds, for example EU funds, loans, own funding, TEKES, LFA and Finish funds.

REVENUE MODEL

Only 28% of respondents use specific tool within the pricing policy which are special offers, new products for free, direct sales and wholesales. The rest of respondents do not use any of these specific tools.

EMPLOYMENT

57% of respondents are able to attract and retain a skilled workforce by education, tailored trainings, good reputation, good conditions, motivation, long-term employee and well paid work. The majority of investigated companies consider their fluctuation rate low or very low, and the rest of them are not familier with this indicator´s value. 57% of the respondents have training program for their employee. Evaluation of labor force diversity shows up, that none of the respondents employ disables and only 28% of them employ seniors in their companies. 71% of investigated companies accept students for an internship.

PARTNERS AND NETWORKS

Only 36 % of respondents invest into the social community, through co-working with schools and children, projects, sponsoring and local sport-club. 43% of companies participate in monetary community involvement by charity, low cost services, schools, village people, sport etc. 79% of respondents are in a partnership with other companies such as local restaurants, farmers and Lidl. Half of the respondents apply the HEI-company-research triangle. 79% of respondents cooperate with local or regional government specifically with municipalities, cities regional and local authorities. 64% of asked companies process wastes from its production by another company. Only 7% of respondents are in a partnership with social enterprise by Konti and Tukeva. Only 36% of them cooperate with universities such as UEF, Karelia, Tampere University, Savonia, Helsinky, Oulu and universities of east Finland. 43% of investigated companies participate in educational process by courses or mentoring programs and only 36% of respondents think that there are taught study programs tailor made their needs.

RESOURCES

The financial resources for the business are profit, loans, EU funds, shareholders, customer´s fees, EU subsidies. Companies develop human resources through special courses, university degrees, agricultural education, further education, language skills and so on. Just 29% of respondents encourage their employees to attend personal development. The critical skills of employees are working with hand and machines, knowledge of substance, IT technology, work with people, active attitude, social skills, customer service, environment things, legislation, motivation skills good hygiene, animal care, milking, farming, process management, quality management, technical skills, problem solving and to have passion for work. 76% of respondents have proven and analysed structure of expenses and all of them make profit.

MARKETING SYSTEM

Marketing

The most used channels for marketing and promotion are Internet, Facebook, website, newspapers, fairs, TV, calendar, Youtube, B2B and billboards. 57% of respondents have a marketing strategy and 43% of respondent is considering extend the strategy in the future by social media and virtual glasses.

Customers

The number of individual business customers is very diverse and is directly related to the focus of selected businesses. It moves between 3 - 2 400 customers. Investigated companies focus on following customer segment: families, future farms, diary company, forestmashine owners, local shops, tourist, food factory and food supplement. 36 % of respondents focus only on local and regional customers, 14% target only on national customers and the rest of them target also on local, national and international customers.

INNOVATION SYSTEM

Offer

79% of investigated companies apply the process of the product or service development. 43% of respondents consider make their production more diversified with organic farming, biogas for traffic and organic products.

Value proposition

71% of respondents maintain relations with customers from the marketing point of view and they would improve them with Facebook and social media, face to face, advising system, active communication, straight feedback and consulting. Product is marketable for 71% of investigated companies. For the same part of respondents can their customers clearly differentiate their products. For 64% is their brand meaningful in the customer perception.

Sustainability

The investigated companies have a different market position. Advantages in comparison with the competitors are: new innovations, keep updated, be the first in the sector, special tools, effective teamwork, modern tools, patents, special knowledge, high quality and copyright mark. 57% of respondents can innovate more successfully than competitors.

BIOECONOMY PRODUCTION SYSTEM

Offer

The asked companies provides following products/services: electricity, heat, cooling, research, strawberries, cereals, grasshopper feed, businesses services for farms, milk, high breed heifers, organic fertilizers, collecting wastes, skills in milk production, know how in feed production, expertise in animal production, economic knowledge and coffee-house products.

Capacity and capacity planning

79% of respondents have analysis of how many percentage of their capacity is filled with customers order. It is between 60and 100%.

Sustainability

The investigated companies remain sustainable with following: integrated farming system, more digital services, to be well documented and tracked, circular economy, to be economical, social, ecological, economic sustainability, cultivation plan, crop rotation, plant feritilization, waste sorting, protection zone, nutrient recycling and IP production system.

Quality management

79% of respondents have target value for customer quality claim. Half of asked companies don´t have escalation system than the costumer claim is higher than expected. 57% of them have action plan to develop their product quality.

Suppliers

Investigated respondents have key supplier between 3-180. Only one company is for 100% dependent on it´s key suppliers. Other companies are not dependent or for a low range.