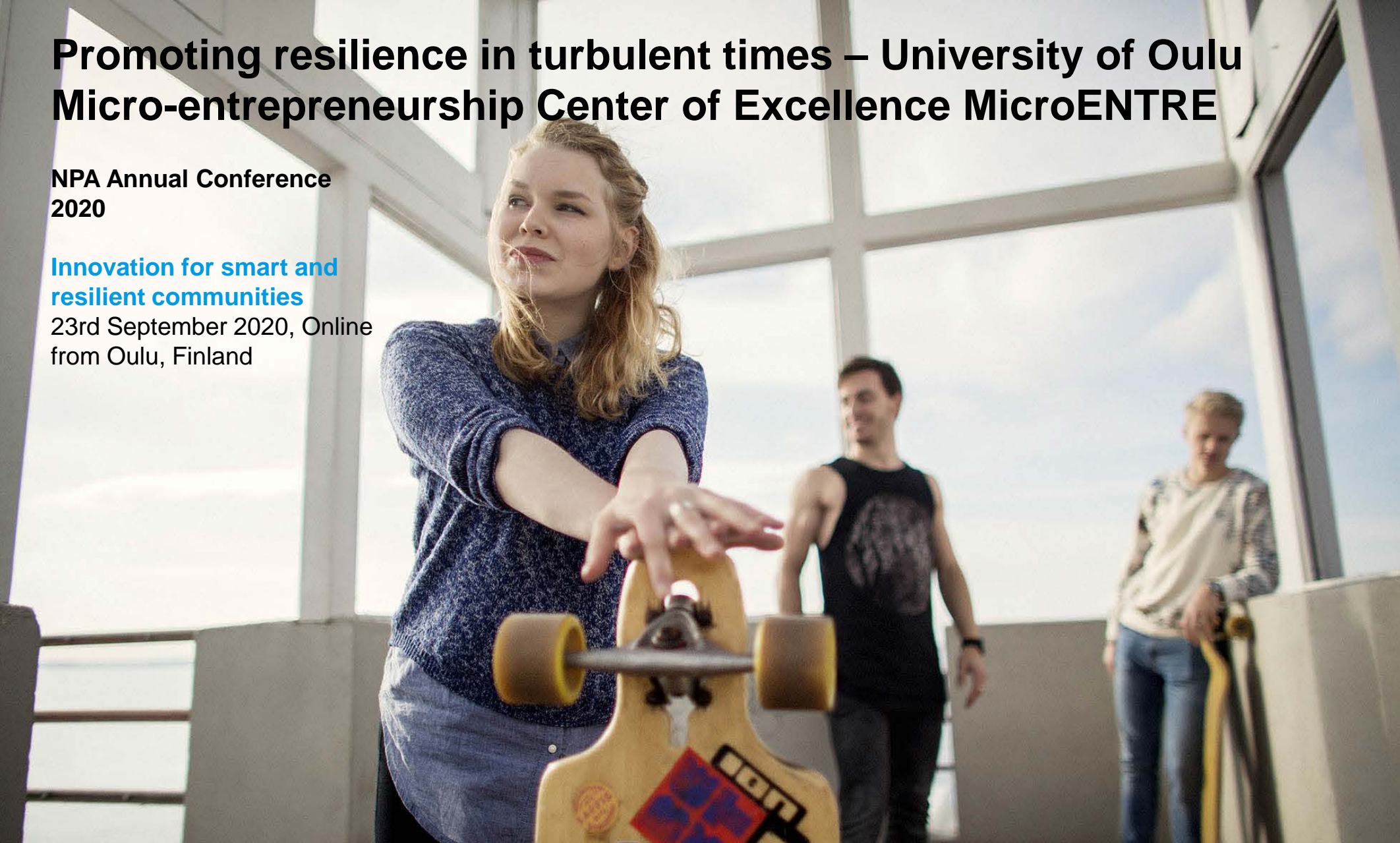


Promoting resilience in turbulent times – University of Oulu Micro-entrepreneurship Center of Excellence MicroENTRE

NPA Annual Conference
2020

Innovation for smart and
resilient communities

23rd September 2020, Online
from Oulu, Finland



Northern Periphery and
Arctic Programme

2014–2020



EUROPEAN UNION

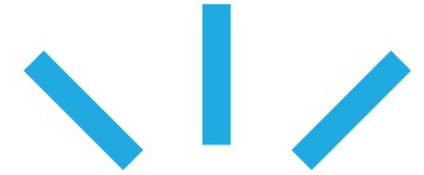
Investing in your future
European Regional Development Fund

Professor Matti Muhos
Director, University of Oulu
Kerttu Saalasti Institute

The North changes the world – more intelligent, more sustainable, more humane.

Mission: Evidence based knowledge on micro-enterprises and their operating conditions.

National task: Micro-entrepreneurship research and education.



**KERTTU SAALASTI
INSTITUTE**

**UNIVERSITY
OF OULU**

45 persons

1 professor, 2 adj. prof.,
3 research directors
14 post docs

3 research groups

Micro-entrepreneurship
Future Manufacturing Technologies
Regional Excellence

30 projects

Volume annually 3M€
400+ customer firms



<https://www.oulu.fi/ksi/eng>

22,8 million micro-sized enterprises in European Union

Statistics Finland 2020, Eurostat 2019

94%

>9 OUT OF 10 EU COMPANIES ARE MICROS
29% OF THE EMPLOYMENT OF THE
COMPANIES

More than half of the total contribution of SMEs to the
employment change from 2008 to 2017.



Annual Report on European SMEs 2017/2018

340 485 In Finland



A hand is silhouetted against a bright sun, reaching upwards. The background shows a blue sky with light clouds and a body of water reflecting the sun's light. The text 'COVID-19' is overlaid in a light blue font, and 'Disruption Resilience Opportunity' is overlaid in a darker blue font to the right.

COVID-19

**Disruption
Resilience
Opportunity**



In the rapidly changing business environment, caused by COVID-19 crisis, micro-enterprises are especially vulnerable.

However, in an unexpected change, human resilience stands out from the crowd.

Resilience, the capacity to recover from difficulties, is especially important for the micro-sized enterprises, and the owner-managers and employees of these enterprises.

**Disruption
Resilience**

Productization, [Servitization]



- We are competence orientated
- We tend to decentralise risks within the company
- Our confidence is based on know-how

However, these characteristics are not on our side in turbulent times when we should be able to redefine our business model and iterate fast to learn how to succeed in COVID-19 and post COVID-19 era.

If we stay our safety zone ["Do it right at the first time"], we will meet the customers too late when they have found the products/services elsewhere.



Opportunity

Commercialization



- Growth orientation
- Shared risk with the investors
- Experimentation, serial entrepreneurship
- Experiments with paying customers, affordable loss
- Mistakes provide experience

**More mistakes, more
opportunities**



Opportunity

Networking



- Network orientation
- Risk shared with the network
- Trust within the network
- Businesses built on the needs of the network

**Networks generate
opportunities**



Opportunity

MicroENTRE



Micro-entrepreneurship Center of Excellence MicroENTRE®

Established in 2017 by the University of Oulu, micro-enterprises, business services, and research, development and innovation actors.

- Evidence-based knowledge on microenterprises and their operating conditions.
- Coordinates a national peer-to-peer network of micro-enterprises, MicroENTRE® Growth Network*, focused on growth and export experimentation.
- Leads research-, development-, and education network aiming at lifting the micro-enterprises to the next level in Finland and Europe.
- Provides national university level online education program for micro-entrepreneurs.

*With more than 300 active company members, and regional business development partners, the network offers monthly on-site and live streamed core group meetings in the companies.





**How to
spend time
effectively
in COVID-
19 and
post-COVID
era?**





The first micro-entrepreneurship education programme launched by University of Oulu in 2020



- The on-line education programme allows flexible and continuous learning for entrepreneurs, regardless of place of residence and time.
- Participation does not require prior academic study and the number of participants is not limited.
- Due to the corona situation, University of Oulu offered the Strong Entrepreneur course free of charge for micro-entrepreneurs.



Follow-up research on Micro- Enterprise Resilience in COVID-19



A photograph of three people (two women and one man) standing in front of a wood-paneled wall. They are all smiling and holding a glowing lightbulb together. The man on the left is wearing a grey blazer and glasses. The woman in the middle is wearing a white sweater and blue jeans. The woman on the right is wearing a black leather jacket over a red shirt and a patterned skirt. The lightbulb is glowing brightly, casting a warm light on the scene.

The fastest
learner wins

**We will
succeed
if
our
learning
is world
class.**



**UNIVERSITY
OF OULU**



Matti Muhos



41-year-old professor, adjunct professor of technology business and Dr. Sc. (Tech.)

Married, 2 children

Hobbies: fishing, photography, all kinds of exercise, motorcycling

Research funding: Academy of Finland SRC, H2020, Interreg Nord, Ministry of Education, Business Finland, Tekes, Lifelong Learning Programme, Interreg Europe, Interreg IV A Nord, Kolarctic, Karelia CBC, Interreg Baltic Sea Region, European Regional Development and Social Funds (ERDF, ESF), Council of Oulu Region and Leader.

Publications: 130+ peer reviewed publications

Teaching experience: National and international under and post-graduate supervision and teaching and executive trainings; supervision of doctoral studies, more than 90 courses since 2004.

2018- director, professor, University of Oulu Kerttu Saalasti Institute

2017-2019 research professor, Industrial Engineering, renewing business and digitalisation

2015- adjunct professor, Technology Business, University of Jyväskylä

2011-18 research director, Micro-Entrepreneurship, University of Oulu, Kerttu Saalasti Institute

- Micro-entrepreneurship Center of Excellence MicroENTRE
- Micro-entrepreneurship Research Group project portfolio
- Research Visits to UCSD Rady School of Management

2011 Dr. Sc. (Tech.), Early stages of technology intensive companies, Industrial Engineering and Management, University of Oulu

2004-2011 project researcher and doctoral student of Industrial Engineering and Management, Industrial Engineering and Management, University of Oulu

- Many industrial research projects.
- Research visit to Kasetzart University

2007, Pedagogical studies (60 ECTS), School of Vocational Teacher Education in Oulu.

2004 M.Sc. in Industrial Engineering and Management, University of Oulu.