

# Leader 2030

## Shaping the Future



# Shaping the future – the process

## June 2016



Collection and commenting on signals on Viima platform during one month.

**60 signals**  
**210 comments**



Expert's introduction in webinar.

**45 participants**



History of Finnish Leader programme, beliefs, future scenarios and how they challenge Leader activities, identification of measures.

**40 participants**

# TO BE TAKEN INTO ACCOUNT

**Reform of provincial  
administration**

**A society with  
a local focus**

**Fragmentation  
of work**

**Pop-up  
participation**

**Sharing economy and  
platform economy**

**Types of funding**

Administrative reform will change the current situation. The role of municipalities will change and local communities will become more important.

Fewer traditional careers, while entrepreneurship grows in importance. People will belong to several communities simultaneously, but on a 'gig' basis. Organisations must reform their practices.

The sharing and platform economies will be emphasised in society and various forms of entrepreneurship. Digitalisation will cut across various areas of life. Local development funding will come from various sources in the future.



**Multicultural Finland**



# CORNERSTONES OF ACTIVITIES

## Leader as a platform

A coordinator will be needed in order to benefit from the physical environment and local dimension – to maintain and encourage interaction, assemble teams, provide small-scale financial assistance and help with the dissemination of the results.

## Pilots and an experimental culture

Leader-platform tools. The village or municipality will operate as a pilot environment in which public actors, citizens and businesses work together to bring new solutions to the markets.

## Leader as a forerunner

Leader will be a promoter of new practices, solutions and technologies, a "risk financier" and a disseminator. Leader actors will be pioneers of digitalisation and set an example.

## Everyone lives in villages

Everyone lives in villages, including city residents. Leader will provide the means and tools for rural and urban development.

## Local focus

Physical environment and local focus will continue to be the key issue. Virtual world will bring networks that cross administrative boundaries.

## Citizen-orientation

Leader will function alongside local communities, to complement old and create new innovation systems.



# LEADER IDENTITY



## Funder

Diversification of funding base is essential. A role as a funder will turn activities towards project-based development. This, in turn, will make activities project-driven and the strategic aspect will be lost.



## Developer

As a developer, Leader cannot continue to be a traditional "development company" or provider of services, many of which have disappeared in Finland.

## Platform

As a catalyst and matchmaker, Leader will gather different actors together to resolve genuine customer-oriented problems and disseminate the results.

**Role  
must be  
clarified**

**Brand  
must be  
stronger**

**Cooperation  
must be  
tightened**

# FOR FURTHER CONSIDERATION



## Operational management

What is the nature of board activities and where do members of the Leader board act?

### Clarification of role and status



- \*Funder, platform or developer?
- \*Is our own message clear to customers, partners and decision-makers?
- \*Is our own position and role in local development networks clear?
- \* Do Leader groups cooperate at provincial level?

### Strategic cooperation



- \* Learning and development among and between Leader groups?
- \*Relationship with village actions?
- \*Customers – companies, citizens and organisations – included in definition of Leader 2.0?

### Leader as an entrepreneurial activity



- \*If a leader group were to think of itself as a company, how would it work and productise and market its outcomes?
- \*What will be left if funding for the rural development programme and the related activities is withdrawn?



## Competence development

What skills do we need more of?  
Should we acquire these ourselves or in cooperation with partners?

# LEADER BRAND ENVELOPE?



## Benefits:

What are the Leader activities for the customer and what are the added values of them?

## Position:

What qualifies as a Leader activity?  
Where is Leader better than others?

## Mission:

What is Leader's mission?

### Functional dimension:

How does the customer benefit from Leader activities?

### Social dimension:

What kind of relationship does Leader have with customers and stakeholders?  
How highly do customers rate Leader?  
What does Leader symbolise for customers?

Leader's  
core  
message?

Psychological dimension:  
What does Leader think of itself?

How does Leader support its customers?

### Ethical dimension:

On whose behalf does Leader fight?  
What would be lost if Leader did not exist?

## Style/approach:

What is Leader's style and way of working?

## Vision:

What change is being pursued?

## Values:

What are the principles on which action is based?

**Work was made possible by**

Rural network services, the Agency for Rural Affairs, the Ministry of Agriculture and Forestry, and Leader groups



**Fasilitators**



**FUTURES GARDEN**