

Leadership in the age of digital cowboys

HARD TALK WITH THE BULLDOZER

Helsinki – Moscow – London – New York – Beijing – Joroinen – Paris – Evian
+ 76 other minor locations in 40 countries :)

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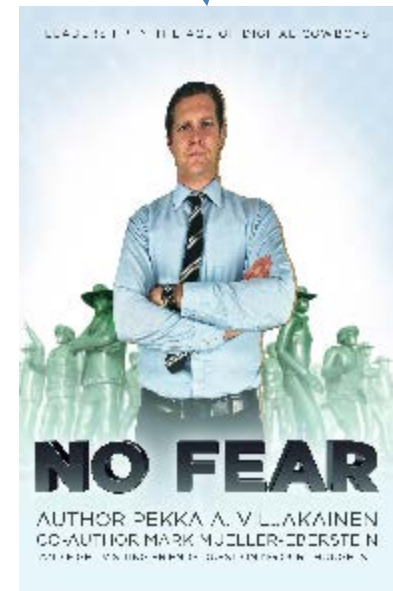
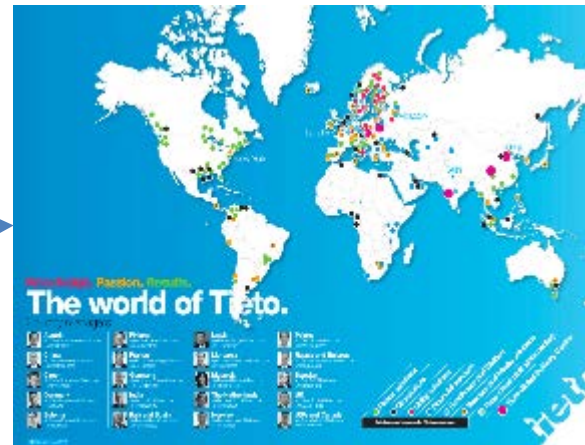
1. What do I want (and need) to learn before I die?
2. This is all about business.
3. Feel free to challenge me. That is the key element of learning.



Big Enough Personal Challenge?



My story in 100 seconds...



My story in 100 seconds...



Aii CORPORATION
PRIVATE INVESTMENT AND ADVISORY COMPANY

Supporting the energy industry to improve the lives and the economy. We are interested in long term growth opportunities that you can make available for our energy clients. Aii Corporation has extensive industry and business development expertise and robust network. Our 2014-2016 early round investors:

- Aii CAPITAL**
Investment and advisory consulting, international partners.
- dreamdo**
SC HOOLS
- KAPU**
in light by the
- innovestor**
- LNGainer**
- ROBBO**
- FINPOWER**
- Aii ENERGY SYSTEMS**

Aii DREAMDO FUND
We have created an investment fund, and we help companies in early, middle & late stage, strategic and financing services in Europe.

SARDA FUND
We are a fully independent fund, we bring investors from all over the world to our portfolio.

SOCIAL RESPONSIBILITY
We are committed to create a real and safe future for our clients.

SLISH

Aii ENERGY SYSTEMS

OMA VOIMALA.

HANKI KIINTEISTÖLLESI OMA VOIMALA

Investment in energy systems is a key to sustainable growth. We are interested in long term growth opportunities that you can make available for our energy clients. Aii Corporation has extensive industry and business development expertise and robust network. Our 2014-2016 early round investors:

- PROJEKTILÄMPÖ**
Finnish energy system solutions for the energy industry.
- KÄYTTÖVOIMA**
Energy system solutions for the energy industry.
- ALUETUOTO**
Energy system solutions for the energy industry.

MITEN KAIKKI TOIMII?

- 1. ALUETUOTO**
Energy system solutions for the energy industry.
- 2. TUOTO**
Energy system solutions for the energy industry.
- 3. PÄÄKÄYTTÖ**
Energy system solutions for the energy industry.
- 4. OMINOMAINEN TUOTO**
Energy system solutions for the energy industry.

What did I actually know about Russia?



Learn from other executives and share YOUR views at nofear-community.com

My personal reasons to understand more about Russia

- I will officially retire 20.4.2042
- I am business maker and to make money – growth is needed (Europe 😞, USA, China)
- For growth you need talent, markets and hungriness to take risks
- Unbelievable pool of both nature-, scientific and financial assets
- New generation taking the power
- Loved people connected to Russia
- **CAPABILITY AS A LEADER TO ADD TRUE VALUE AT EMERGINING MARKETS**



1 000 000

members to
StartUpCommunity
before end of 2020



Europe's
Moment
To Help

The Republican
Obama should
worry about
BY JOE KLEIN

Are nuclear
batteries a
green solution?

THE CULTURE
An audience
with Colin Firth,
chatterbox

TIME

THE GENERATION CHANGING THE WORLD

Why they're
making
history
By Fareed Zakaria

What they
want from
democracy
By Bobby Ghosh



Activists
in Cairo on
Feb. 16



The PlayStation generation

+

Technology

+

Globalization

=

Opportunities far too big
to squander



Meet the brutal facts.



Retirement
20.4.2040

— Leadership INDEX



The Big Dilemma of Leadership: It is difficult to lead, if nobody wants to follow.

- ↓ 1. "Hire & Fire" role
- ↓ 2. Running processes
- ↑ 3. Understanding of your business domain
- ↑ 4. Global "competitiveness"
- ↑ 5. Capability and willingness to develop people (including the leader him/herself)

KPIs:
Where do you spend your hours?

What are your nightmares?



The talents – Digital Cowboys



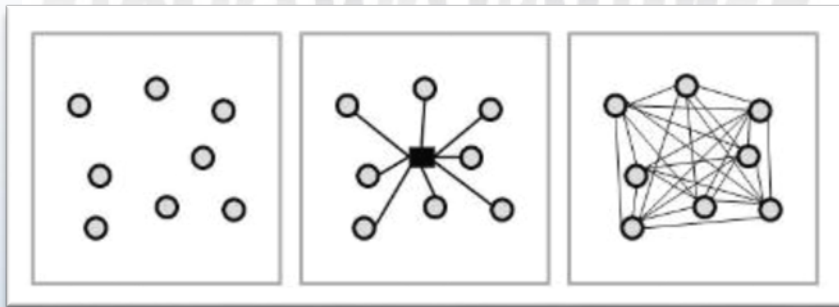
The ability to influence – to have a say

The capability to take responsibility

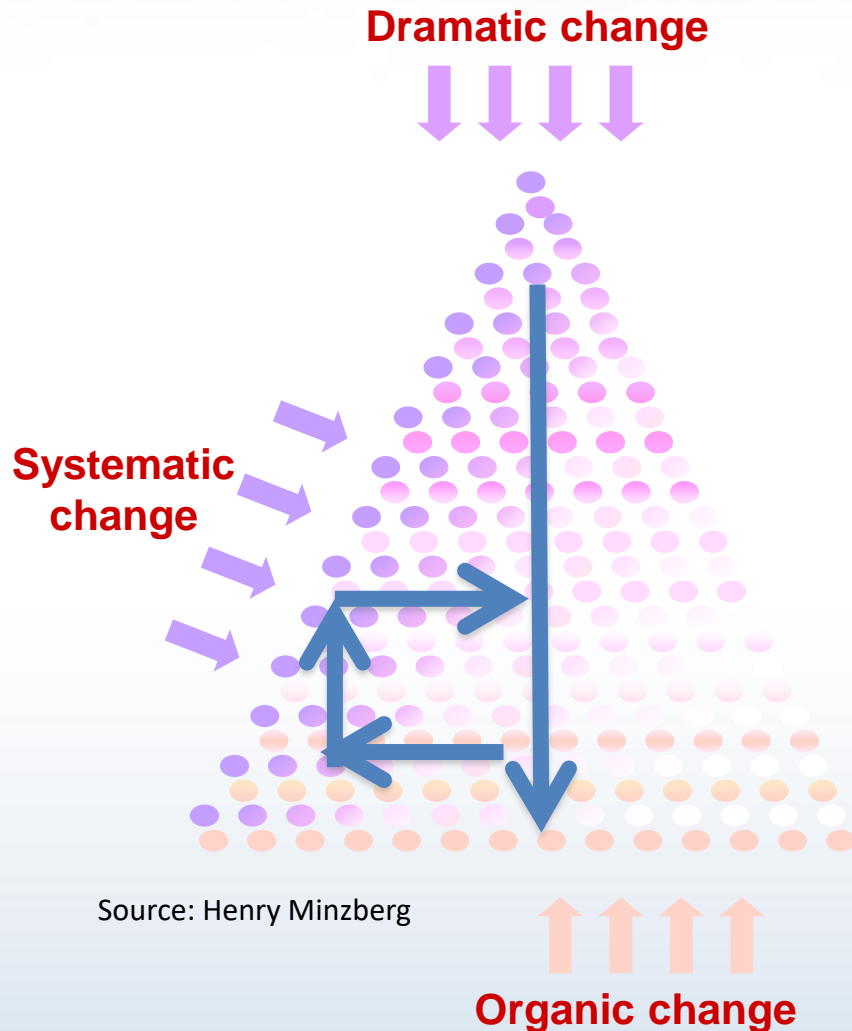
Conversations – not tasks – are the basic building blocks of performance

The dynamics of diverse teams

Leader - what's your value



The Leadership, your role



Source: Henry Mintzberg

Simplify a few key messages

- Organizational structure
- Vision, mission, goals
- Some key processes
- Values and organizational culture

Amplify

- Enhance people capabilities for system thinking and collaboration
- Increase informal networks
- Empower people to make their own decisions and implement them

Source: Martha Maznevski



The heart of helicopter ability:

- The ability to see things from high enough.
- The ability to land quickly at any time.
- The ability to increase altitude soon enough
=> avoid trap of micromanaging



I like people
I trust on people.
I communicate with
people.

I have a greatest
offering/product
in this planet!

I spend my days
analysing how
potential
customers / consumers
are behaving

I am able
to add value
to any team in this
planet!

I am leading.
I want to develop
stronger leaders
than I am.

I am not afraid
of anything.

I am ready to work
like hell.



Well, what is the
reality? How
about results?

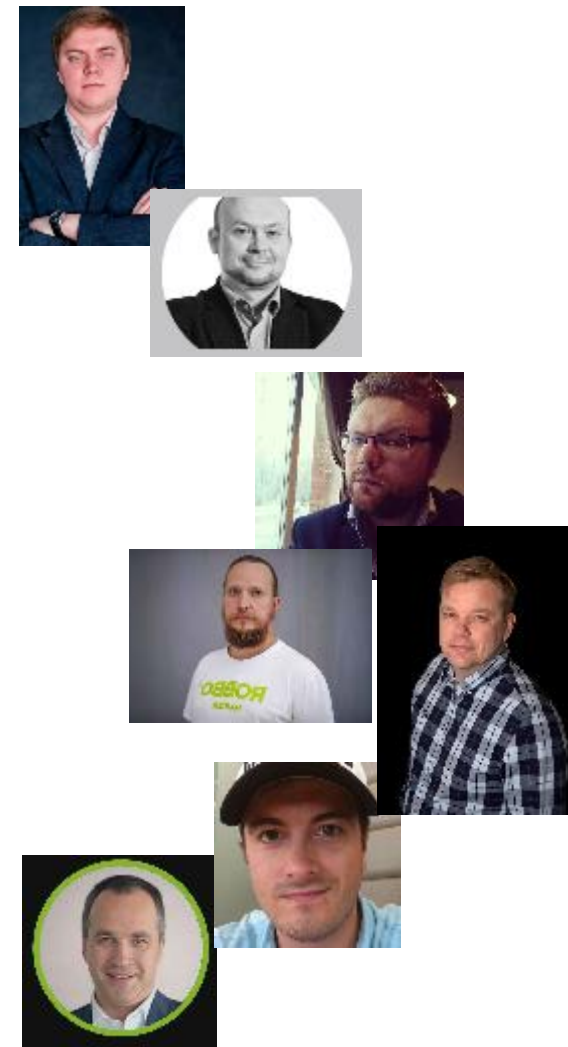
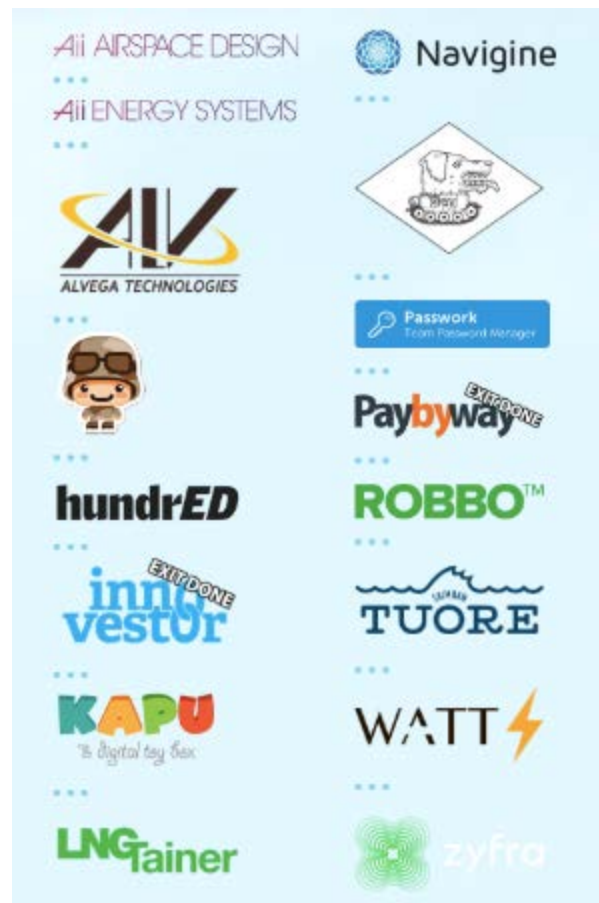
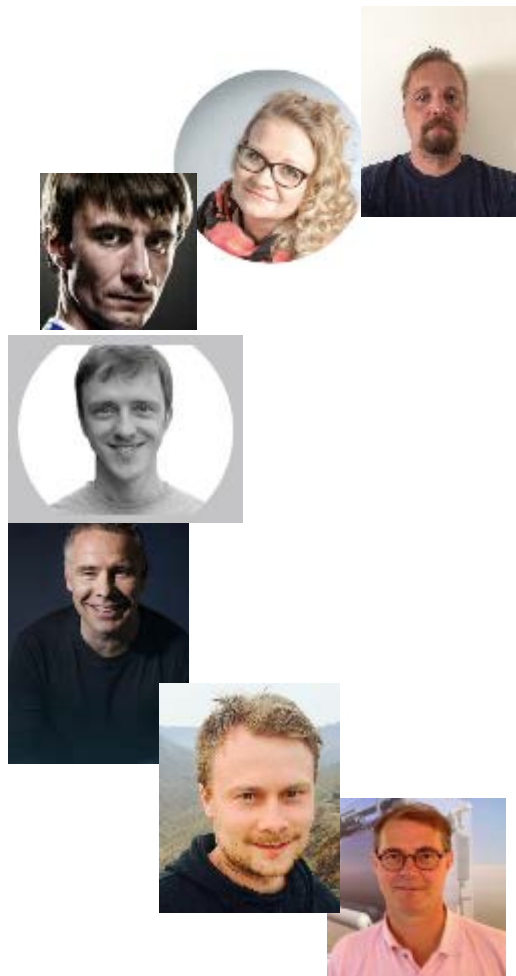


Bulldozer's "focus" and ...weak-spots

- Entrepreneur, it is great day to create something new (everyday)
- It is about market making, market for others to make a goal
- Focus / value creation / differentiation as a leader
 - Social risk taking
 - Managing a global network of trusted people
 - Hyper communication
- Bulldozer's weak-spots
 - I talk too much, I listen too little.
 - I am too excited about too many things (I need heavy, brutal colleagues, 360 degrees, to tell if something sucks)
 - Too slow in HR / people related issues



How do we work together?



Investor – entrepreneur role?

Startup / entrepreneurf	Investor / business angel
100% transparency on communication (joint telegram groups)	100% transparency on communication (joint telegram groups)
Well prepared, business oriented approach to board meetings	Advisory role in board meetings (not just byrocracy)
Organizing personal links to whole team of the company	2nd opinion in key recruitment issues
Build a culture of trust. If you dont trust your shareholders, something is wrong.	Utilisation of business connections in sales and sub-contracting
Full utilisation of external help. It is not a shame to not to know everything. You should focus on your product.	Search and help in finding additional investors
Monthly, as automated as possible reporting of your company and coming 90 days forecast.	Help in building foreign office in cost efficient way
Keep your own team aware of true situation and true problems. Don't hide them.	Legal counseling
	Help on bridge funding / short term liquidity problems
Deep strategic dialogues about BIG things	Material for strategy work...

What is the Death Valley with investor?

- No trust.
- No communication.
- You only talk when you need money.
- You try to survive alone.
- You don't get your key team players to understand where is your company.



EAST



How about Russia?





Creation of a network of logistics postal centers

Planned for installation

- Automated machine for sorting parcels - **14 pcs.**
- Automated letter sorting machine - **17 pcs.**
- International mail processing zone with automated conveyors - **7 pcs.**

Radius of coverage of sorting center

300km

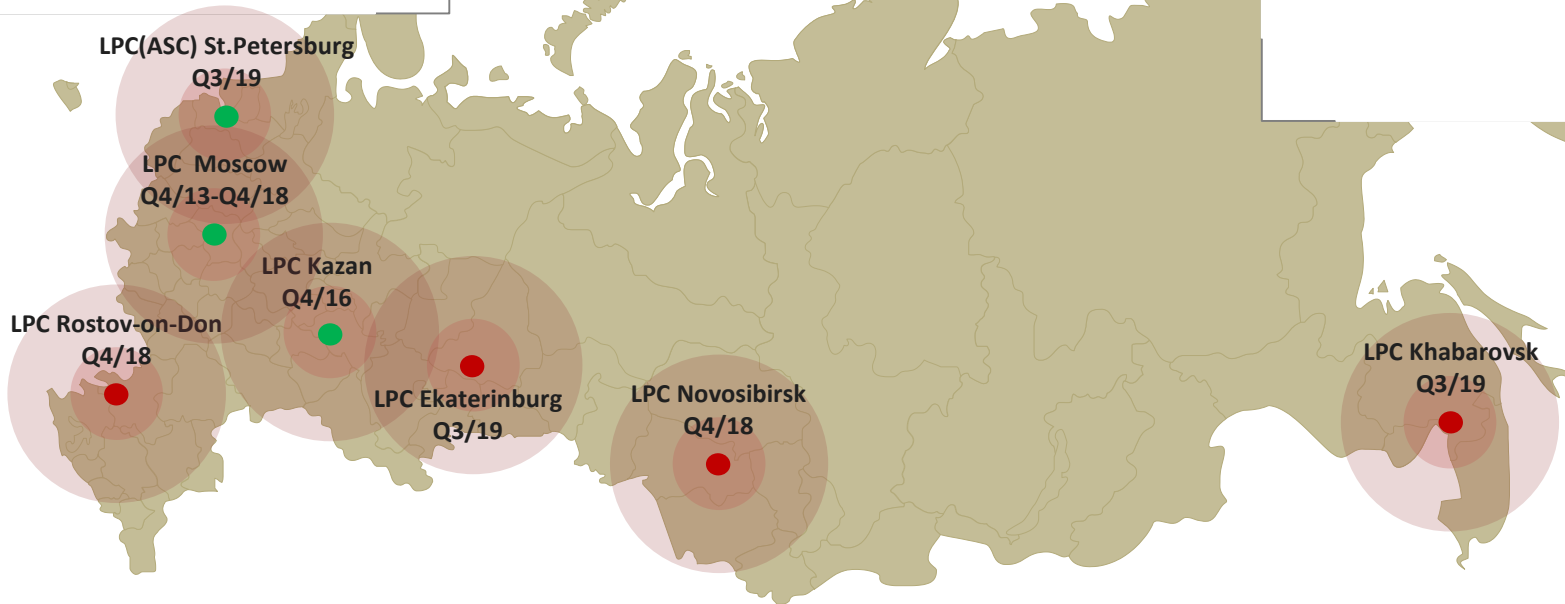
700km

● Current centers/ equipped with equipment

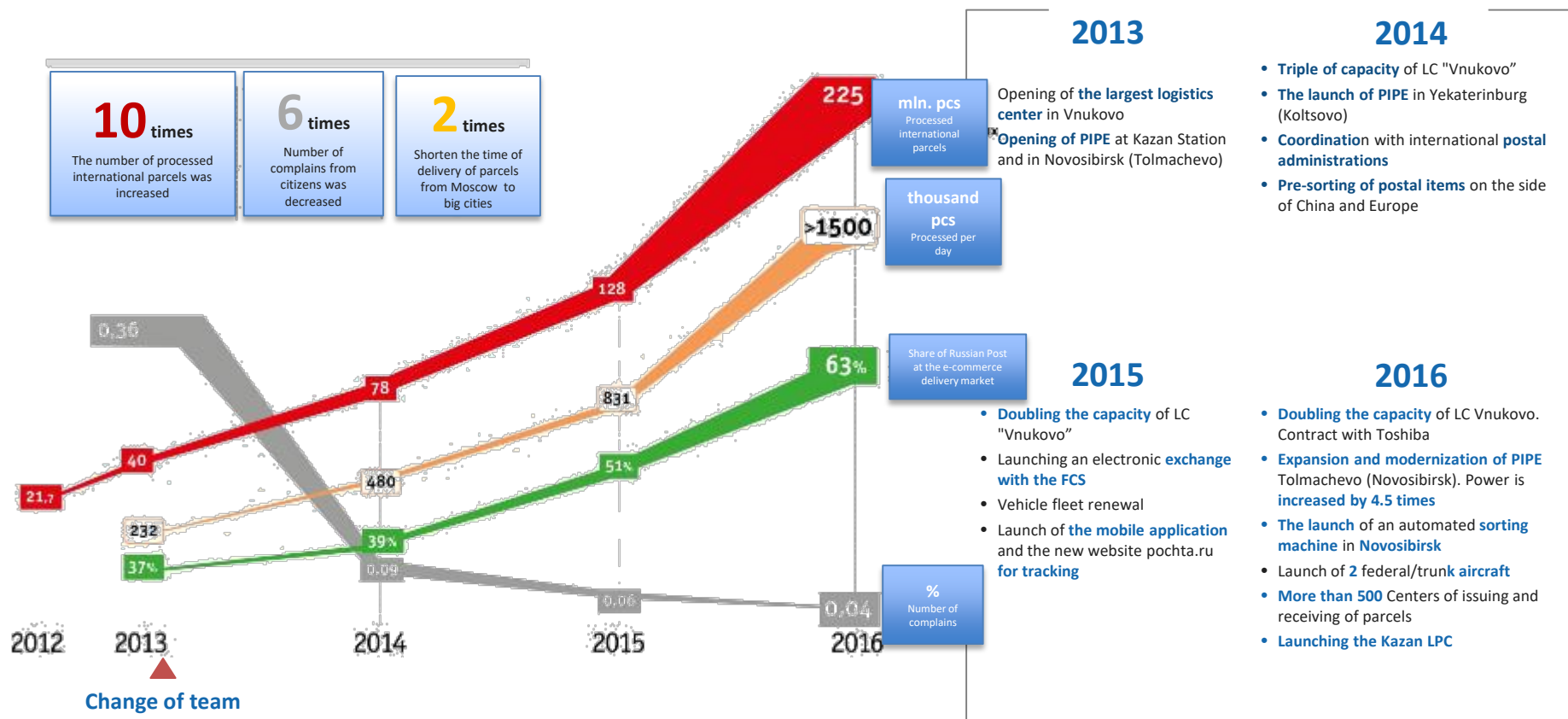
● Perspective centers

Main characteristics

- Direct proximity to the airport (direct mail exchange with air flights)
- Automated mail sorting
- Presence of a customs control zone
- Single integrated process of customs processing and mail sorting



Dynamics of growth of international postal items



Q & A



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