



# **Creating Team Entrepreneurs !**

Introducing Jyväskylä University of Applied Science's  
Award-Winning Team Academy

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**A Warm Welcome**

No teachers...

No exams...

No classrooms...

No lectures...

... how do we study?

In Team Academy business and  
entrepreneurship skills are learnt in  
practice.

Team Academy is located in Central  
Finland, Jyväskylä.

200 students.

Entrepreneurship skills and knowledge  
are developed by doing real-life projects  
to customers.

Every student belongs to a team and co-operative company. All projects are done with the help of other team members.



We are looking for self-reliant and enthusiastic people to join our community.

We guarantee that your skills and abilities will develop during your learning path with us. All you need to have in the beginning is the right attitude.

You'll join a time that's composed of  
other students...

... and start your own company with  
them.


Then it's time for action!



## **Part One: Really Different**

Basic Information & Track Record

# Basic Information on Team Academy

- Top unit of entrepreneurship Jyväskylä University of Applied Sciences
- Founder: Johannes Partanen in 1993
- Annual budget (for education): 0,8 million €, 100% government funded (as are all other schools in Finland).
- Main learning methods are **team learning** and **learning by doing**. They are supported with theory studies and coaching. Pedagogy is a modification of radical **sosioconstructivism** and **exploratory learning**. All methods have been developed in the context of entrepreneurial development and are "home-made".
- Tiimiakatemia can be seen **as a living lab** where team entrepreneurs innovate and co-create innovations in sustainable customer relationships
- Students: approx. 180 learners in 10 teams who will graduate as **Bachelors of Business Administration** during 3-3,5 year learning path. Each year approx. 50 students start their studies and the same amount graduates.
- Team academy's teams operate as independent co-operative companies.
-  **Adult learning programs** include over 200 students. These programs consist of further education for adults in the areas of entrepreneurship and management.

TEAM ACADEMY® have been outsourced to Partus Ltd.

*We create team entrepreneurs!*

# Team Academy's Track Record

- Over **500 graduates** (Bachelor of Business Administration) with diploma and qualifications in team entrepreneurship.
- **39%** of the graduates continue as entrepreneurs after graduation (EU average is roughly 3-5%).
- Team Academy **has given birth to 17 companies** in addition to the co-operatives that operate within Team Academy during study time.
- Over **2000 real-life projects**.
- Numerous national **awards** for innovative learning methods and development of entrepreneurship.
- Team Academy's **methods have been transferred** to all kinds of organizations ranging from schools to private sector companies.

# Trophy Gallery - Awards

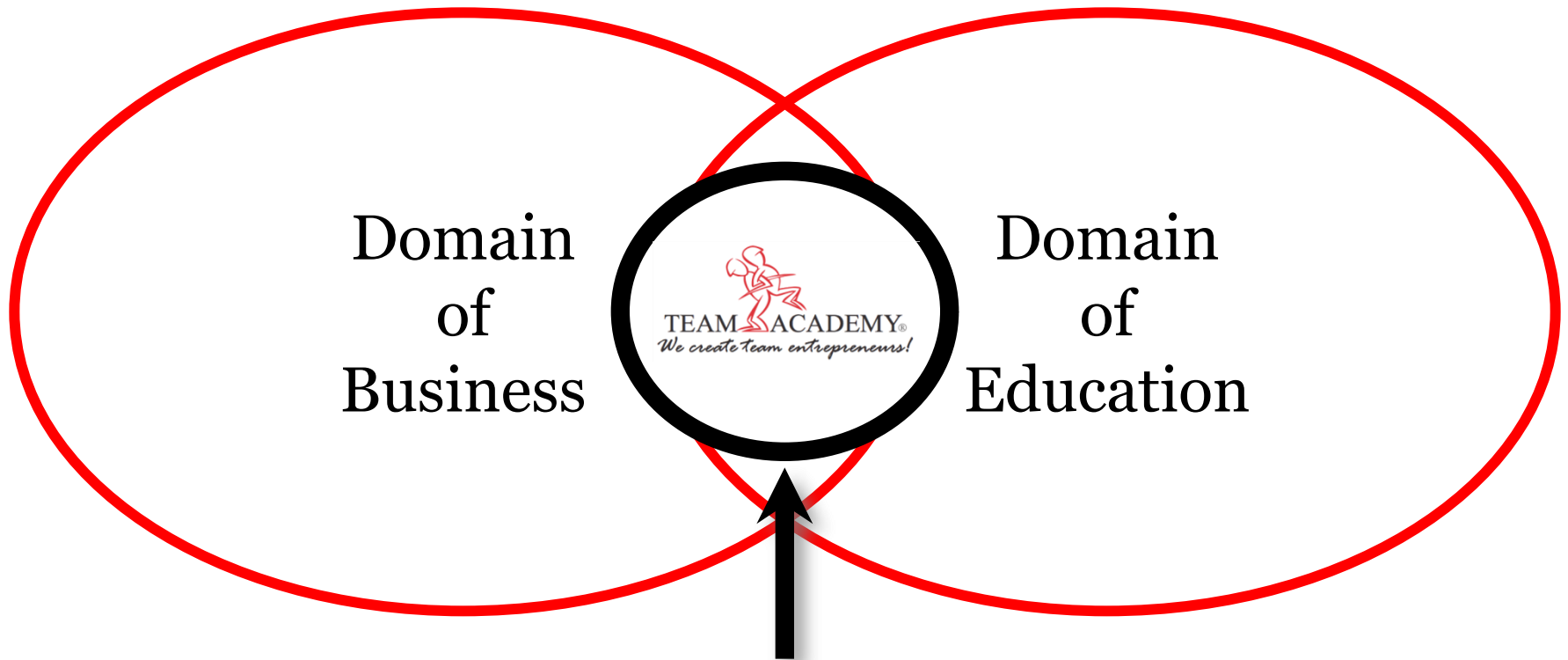
- Markkinaseppä -award 1994
- Productive Idea -award 1997
- European Union's Young Employer 1997
- Evaluation of Jyväskylä, Tampere and Turku Polytechnics business life relations 1999
- Innosuomi -award 2000
- The Central Chamber of Commerce's Silver Cross 2000
- The Ministry of Education's Top Unit of Education 2000

# General Background Info on Finland

- Education and almost all costs associated with it are paid by the government. There are no private universities or schools as such. Government holds full "educational monopoly" on every formal degree (excluding some adult education programs).
- Team Academy's idea of combining entrepreneurship, real-life work and studying is very rare. Every university's studies must include some entrepreneurship courses but usually they are not integrated with other studies (marketing, finance, etc.) and are thus marginalized.
- National average on choosing entrepreneurship as career path after graduation in Finland is less than 5%.
- Unemployment rate in Finland is quite high, approx. 8% (some of it is "structural unemployment"). Social services' "safety network" for all unemployed good.
- Finland has quite strong workers' unions and all work-related benefits for workers are good (long maternity leave, strong protection against lay-offs, long yearly holidays, health services, etc.)
- Finns are hard-working, highly educated, pretty good team players (very equal and non-hierarchical relationships) and honest but the culture doesn't encourage toward entrepreneurship (as is the case almost in all other EU countries). There is much growth potential in the area of entrepreneurship and self-employment.



# Two Worlds Combined



**Team Academy at the  
intersection of two worlds**



Adapted from: Johansson, Frans. 2004. The Medici Effect - Breakthrough Insights at the Intersection of Ideas, Concepts & Cultures. HBS Press.



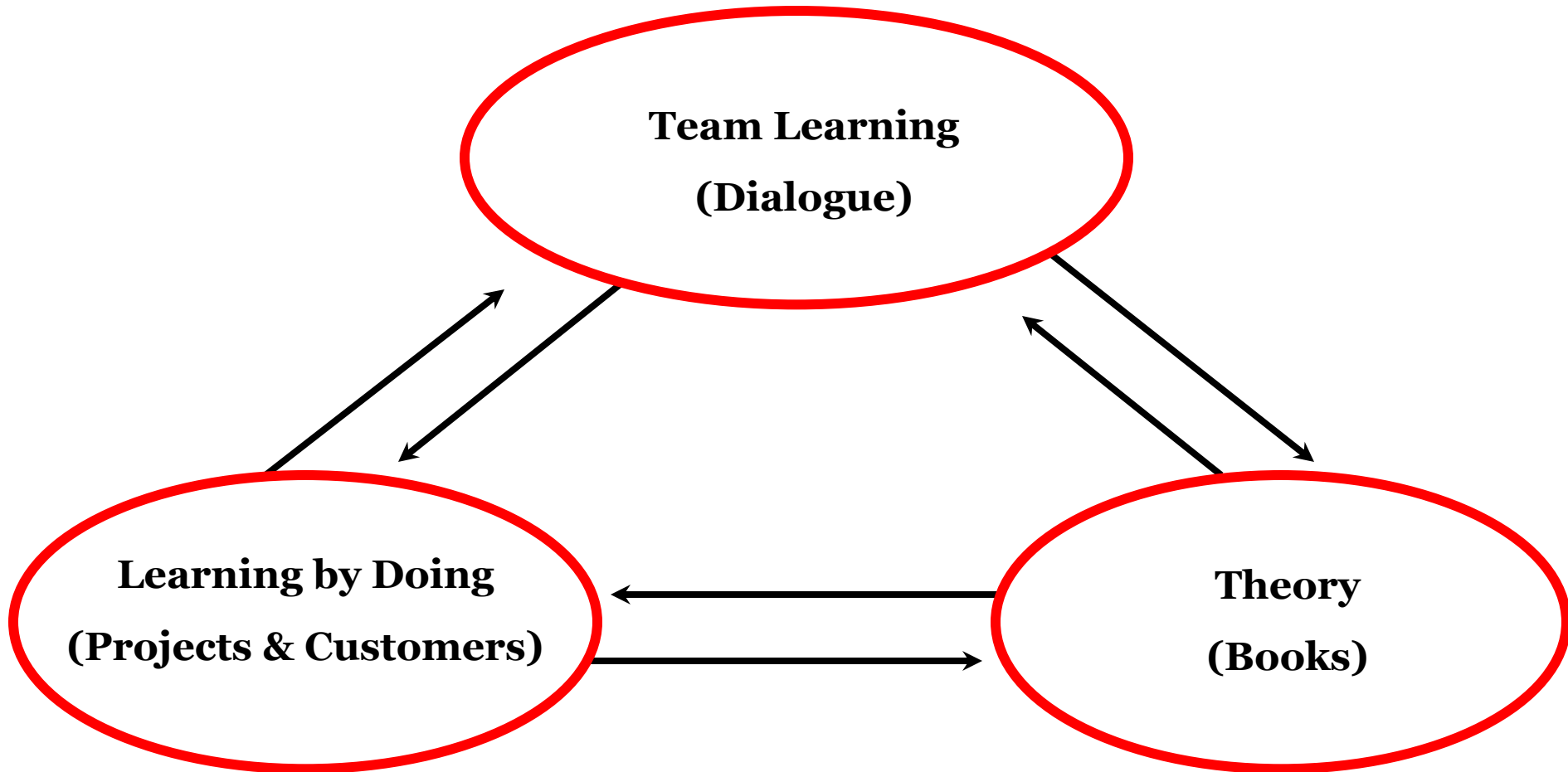
## **Part Two: Learning**

Learning by doing, team learning & theory studies

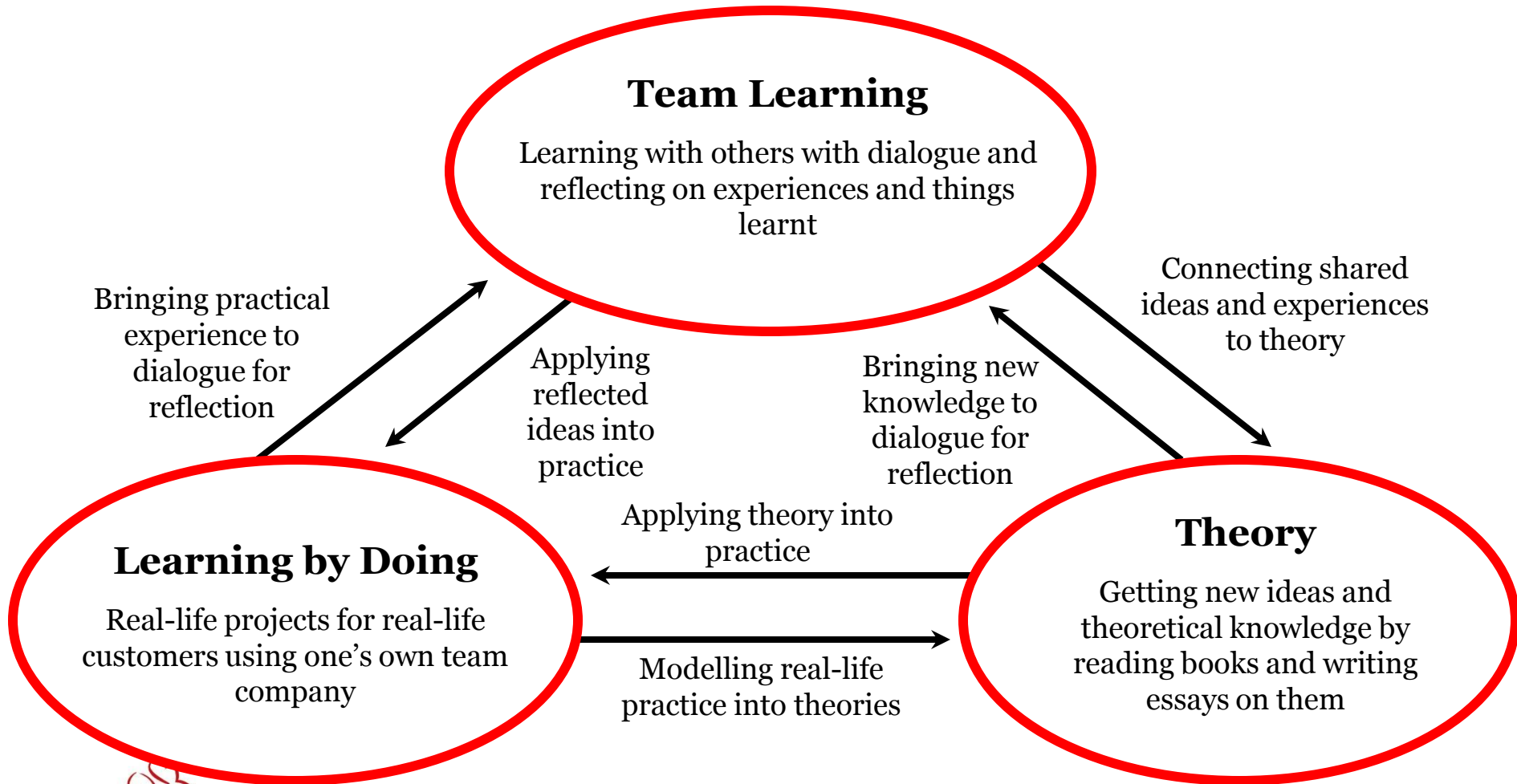
# Innovative Approaches to Entrepreneurship Development

1. Radical sociocostructivism
2. Exploratory learning
3. Learning by doing and action learning
4. Team learning (dialogue)
5. Teams provide peer support to individuals
6. Real problems, real projects, real customers
7. Process learning (no discipline silos such as “marketing” or “management”)
8. Evaluation on multiple levels (individual, team and organization) and fully integrated quality system (used by team members themselves)
9. Coach stays with the team for the whole learning path
10. Replacing traditional “school environment” with open-space office
11. Extremely flexible theory studies and applying theory directly into practice
12. Team company as tool for learning and doing projects
13. Various leadership positions within the unit for team members for leadership capability development

# Three Ways of Learning (1/3)



# Three Ways of Learning (2/3)



# Three Ways of Learning (3/3)

|                                   | <b>Team Learning</b>  | <b>Theory</b>  | <b>Learning by doing</b>   |
|-----------------------------------|---|--|--|
| <b>Description</b>                | Learning together with other learners thru dialogue. Giving birth to new knowledge. | Reading literature and reflecting the new ideas from the books | Real-life projects by using one's own company                        |
| <b>Coach's role</b>               | Dialogue facilitator<br>Coaching the learning<br>Expert (on learning)               | Supports applying theory into practice                         | Coaching business activity<br>Expert (on business)                   |
| <b>Learning methods and tools</b> | Dialogue, group-work, lectures, seminars, birth givings                             | Reading and writing essays                                     | Learning by doing in projects<br>Pre- and post reporting on projects |

# Team Companies

- Team companies operate as co-operative firms. All of them are **independent organizations** and thus Team Academy has no formal authority on their business. **Team Academy only provides them coaching as part of education.**
- Team companies typically consist of **10 to 20** student-entrepreneurs.
- **All educational costs are paid by the government.** All students in Finland receive financial support for living from the government. In addition to this services such as health care are fully paid by the government.
- **All business costs are paid by team companies.** They pay 10-30 € per person per month to Team Academy for office rent.
- All team **companies must themselves find and manage their projects.** Team Academy does only coaching and supports the companies by providing them the rights to use Team Academy's brand.

# Projects

- Projects function both as **learning environments** (for studies and developing individual's competency) as well as **ways of making business** (for team companies).
- Project **sizes vary**: A small project team consists of 2-3 persons and it's budget is 1000€-5000€. Major project may include up to 10 persons (the whole team) and it's budget may reach over 100 000€.
- Typical projects: promotion tours, arranging conferences, creating advertisements, doing marketing research, telephone/personal selling or carrying out training programs.
- **Customers are from all sectors**: micro-companies, major companies or their units, schools, 3rd sector organizations, individual consumers in certain market segments, etc.



# Six Theory Domains

*Categories of books read in Team Academy*

1. Teamwork & team learning
2. Leadership
3. Marketing
4. Creativity & innovation
5. Entrepreneurship
6. Self-Development

# Entrepreneurship Identity Development

| Year    | Theme              | Learner's Role | Coach's Role    | Main Focus        |
|---------|--------------------|----------------|-----------------|-------------------|
| 0-1     | Starter            | Observer       | Director        | Learning to learn |
| 1-2     | Experiments        | Doer           | Question maker  | Leadership        |
| 2-3     | Finding One's Path | Specialist     | Resource finder | Customers         |
| 3-3,5   | Direction          | Result maker   | Expert          | Innovation        |
| 3,5-... | Entrepreneurship   | Entrepreneur   | (as needed)     | (as needed)       |

# Team Academy's Teams' Shared Principles

1. We do not accept gossiping of those who are not present.
2. Teams must be able to present new ideas to their customers and find new solutions to them in the fields of marketing. This requires continuous practice.
3. Every team member must earn their membership in a team every day.
4. Freedom brings responsibility. We do not blame others for our own mistakes.
5. Everything starts within an individual. Teams are vehicles for creating new knowledge. New insights come from dialogue and discussion, sharing experiences and making observations.
6. Having fun and laughter are very important to all team members.
7. Every team must produce added value to the whole community.
8. Team are companies that must be operated well and with responsibility. Every team member has the responsibility of graduating within four years.
9. We develop ourselves in a team and we help each other to develop.

You'll learn a lot about business and entrepreneurship during your studies...

... but that's not all...

... you will also make a round-the-world-trip right before you graduate.

Forget boring lectures.  
Instead, develop your skills in...

... promotion tours ...  
... marketing research projects...  
... organizing international  
conferences...  
... and planning advertisements.

The only limits are your imagination  
and courage.

We have replaced numbing exam books  
with an inspiring business literature  
program.

Our books give you thousands and thousands of ideas on marketing, management, teamwork and creativity.

You can choose the books you want to read yourself and collect "literature points" on them.

During your studies you'll collect 120 points in total. That's your theory studies.

# Encouraging Entrepreneurial Start-ups in School Environments (1/2)

## Applications and ideas from Team Academy

- Team activity - same-spirited peer learners give each other courage to act.
- Coaching process - developing of entrepreneur identity is a long process, and it doesn't happen with one course.
- Network - existing network where learners can easily start real-life projects
- Putting individual's dreams and ideas first, "cold reality and facts" second.
- Earning study-credits for entrepreneurial activity (planning, projects, etc.)
- Integrating learning activity to be part of entrepreneurial development (no fragmented courses with no link to entrepreneurship activity)
- Improving professional pride both for learners and coaches - moving away from "I can't" - attitude towards "Can do" -attitude. This pride can only be developed thru leadership, not with mere structural and managerial decisions or orders.
- By establishing companies everybody is given an opportunity to operate as entrepreneurs for real. The company is a tool for action.



# Encouraging Entrepreneurial Start-ups in School Environments (2/2)

- Building a culture and practices that enable learners to learn from their mistakes and failures.
- Making theory studies to serve the learners' current needs, not teacher's or school's agenda. Learner must be able to catch theories flexibly in order to get new ideas to be used in his/her company.
- Focusing action to real-life problems and challenges, not mere simulations. Controlled risks give the learner the opportunity to develop his/her courage and self-esteem. Uncontrolled risks should not be taken.
- Emphasizing self-reflection in order to develop entrepreneurial identity and personal growth.
- Counting every learning situation as "real learning". Learning happens everywhere, not just in the classroom.
- Hiding administrative routines from learner - learner's job is to learn, not to do administrative work (it's administrative staff's duty!)
- Connecting learners and experienced entrepreneurs in different ways. There should be two-way dialogue about experiences. Start-ups learn best from experienced entrepreneurs thru stories.

# Contact

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