



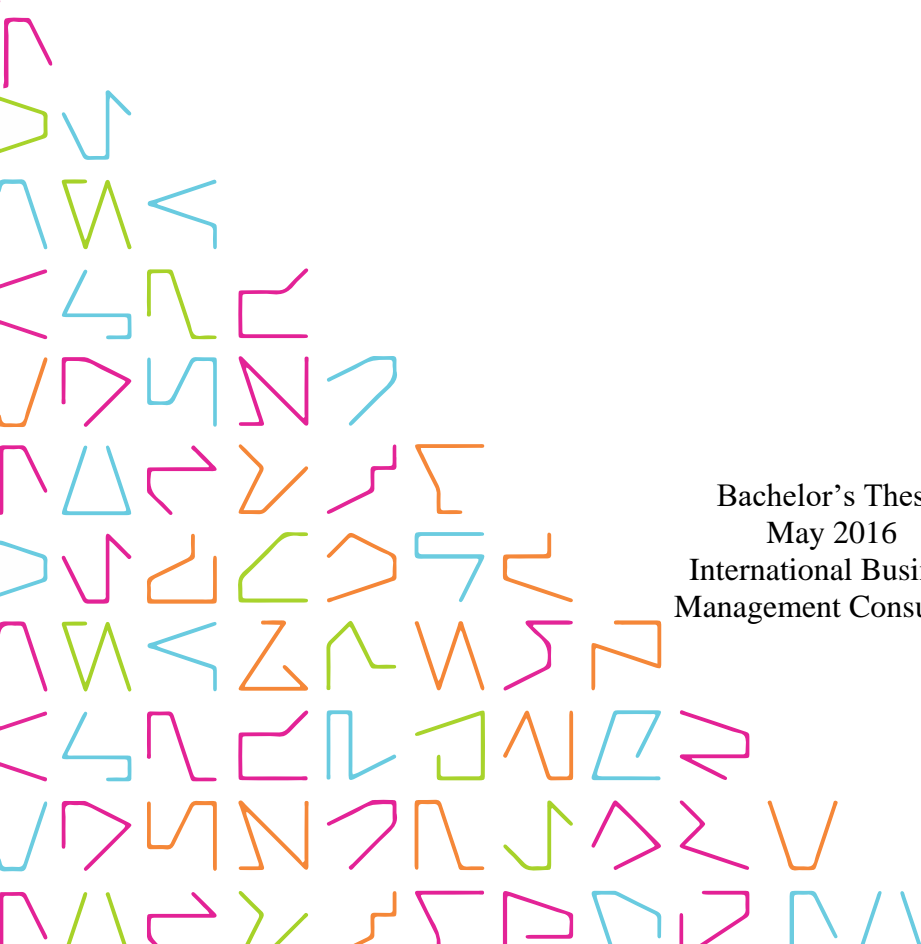
TAMPEREEN
AMMATTIKORKEAKOULU

DESIGNING A NEW SERVICE MODEL FOR GLOBAL SERVICE FINLAND OY

Focus on Finnish Health Technology Industry and
Emerging Markets

Joni Kotipelto

Bachelor's Thesis
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International Business
Management Consulting



ABSTRACT

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Designing a New Service Model for Global Service Finland Oy
Focus on Finnish Health Technology Industry and Emerging Markets

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This bachelor's thesis is authored for Global Service Finland Oy. The company is planning to widen their business operations to include internationalization consulting services. Their main focus is to offer the services in various emerging markets in Africa and Middle East. The services are especially targeted towards Finnish health technology companies.

The purpose of this study was to gather information on the Finnish Health technology industry, to analyze potential target markets and to construct a new internationalization consulting based service model for Global Service Finland Oy.

The data were collected using health technology industry publications and other relevant public sources. Several meetings were also scheduled with Global Service Finland Oy's management in order to map the company's preferences and existing knowledge regarding the matter.

It was found that the Finnish health technology companies currently have very limited business activities in the emerging markets. Existing demand for imported medical devices in the emerging markets was also discovered. The results concluded that the health technology industry is currently Finland's leading high technology export industry segment. The industry was also found to be extremely exports centered. No other Finnish companies offering identical internationalization consulting services were able to be identified.

The findings indicate that there is potential for said internationalization consulting services to be successful. More direct interaction with the Finnish health technology companies is required to confirm and create the need for the services. It would be advisable for Global Service Finland Oy to start an active dialog with the health technology companies in order to more closely map their needs and wants regarding internationalization.

Key words: internationalization consulting health technology emerging markets

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1 INTRODUCTION

This bachelor's thesis is authored for Global Service Finland Oy (GSF). GSF currently has offices in Tampere and Helsinki. The company has vast existing business connection networks especially in Africa and Middle East. Thus GSF is currently looking to expand their operations to emerging markets in these regions. GSF's plan is to start offering emerging markets related internationalization consulting services, which are targeted especially to Finnish health technology companies.

The purpose of this thesis is to gather relevant information about the Finnish health technology industry, analyze potential key markets and to design a new internationalization consulting based business service model for Global Service Finland Oy. This thesis will give general advice based on the analyzed data; when it's deemed relevant to GSF's business operations. Research methods used in the thesis are both quantitative and qualitative, in order for the thesis to be as advantageous to GSF as possible. A special importance will be given to documentary analysis. All data will be analyzed objectively with GSF's specific needs and wants in mind.

This thesis is written especially for the needs of GSF but will also provide useful general information for all of its potential readers regarding the topic. Theory linked to the discussed concepts is explained more in detail when it's relevant for the wider understanding of the case.

First an overview of the Finnish health technology industry, its trends and companies with client potential to GSF will be given. Then the actual GSF's new service model is constructed along with appropriate theory linked to it. After the service model has been detailed down; market analyses of potential key markets are presented. Then the following part consists of basic analysis of the service plan, along with tips on how to benefit from doing the analysis. The thesis will then be complemented with conclusions and discussion segment.

A major part of the data presented in this thesis is aimed solely at meeting GSF's specific requirements and thus should not be directly implemented to address any other company's needs.

2 FINNISH HEALTH TECHNOLOGY INDUSTRY

The health-tech industry today employs around 10.000 people in Finland and approximately 95 % of the total production is exported. The companies are practically born global. This trend has continued already for decades and Finland is one of the very few countries in the world which export significantly more health technology than they import. (Kajaste 2015, 8.)

In actuality there are less than 10 countries in the world which export more health-tech than they import. The industry is extremely research and development centered; and at the core of being successful is the company's ability to integrate clinical, product development and manufacturing processes. It is possible to manage local subcontracting but outsourcing product development or manufacturing processes to locations abroad is rarely successful. (Donovan & Kajaste.)

The health-tech industry is the only major Finnish high technology product segment that has been growing regardless of economic fluctuations. The industry's growth has also consistently been several percent higher than the global market growth in general. Thus health-tech is nowadays the leading Finnish high technology export segment. (Donovan & Kajaste.)

There are currently over 300 health-tech companies operating in Finland and around 100 of these companies; offer the clinical trial, design, manufacturing, regulatory and other services required locally by major organizations and up and coming startups alike. (Kajaste 2015, 8.)

Finland though, isn't immune to the global trend of a few large companies accounting for the majority of overall production. Most of these key players are nowadays part of multinational corporations such as Philips and General Electric, but there are also few notable Finnish Companies operating in the field; i.e. Planmeca Oy and OMX Helsinki Listed Revenio Group Oyj.

Finland has been especially successful in electromedical and diagnostic imaging exports. The manufacturing of these kinds of products depends heavily upon fundamental

understanding of both user requirements and patient physiology, two traits that can take decades to build. (Kajaste 2015, 8.)

Having already established reputable global Finnish health-tech brands, gives the industry a certain level of protection; often people's lives depend on the products being safe and functioning as promised. Thus they represent significant investments for the customers and trusted manufacturers are not dropped lightly. (Kajaste 2015, 8.)

A part of the health-tech companies' success can be attributed to the truly competitive growth environment Finland offers to both; already established as well as new companies. This development has also been accelerated in the recent years by increased availability of instruments and mechanisms giving access to public funding for joint R&D programs of private health-tech companies and public health care. (Kajaste 2015, 8.)

In order for the industry to continue enjoying long-term success, this funding is absolutely vital; Finland's many smaller health-tech companies need to grow substantially to properly take on the world stage, and that requires funding. A great product alone can't make it, without proper means backing it. Medical devices often require a lot of research, practical trials and among other things; they need to be registered individually for most new markets in order to be sold, and all this costs money. This is capital which most companies just starting up their operations dearly lack of, making it one of the biggest bottle necks for newer health-tech companies' growth. (Kajaste 2015, 8.)

2.1 Comments & analysis

Worth noting regarding the Finnish health technology industry is that making funding available for promising health-tech companies, could open up some lucrative long-term business opportunities benefitting both involved parties. Thus being already knowledgeable about potential sources of funding and the practicalities surrounding them, could greatly increase the value GSF would be able to offer to its clients. Therefore, it would be advisable for GSF to screen all of the funding options available and include active funding aid services into their service portfolio.

One other interesting aspect to note is that since the Finnish health technology industry has gained significant importance only in the recent past as one of Finland's leading export segments, there are not many private sector operators targeting their products and services especially to the health technology industry. This also could open up some new business opportunities. Thus GSF is interested in starting to offer internationalization consulting services, tailored especially to Finnish health technology companies' needs.

2.2 Current trends

Since the health technology industry has become one of the leading and fastest growing export industries in Finland; there has been quite a bit off buzz around it recently. Here are few of the most significant ongoing programs and projects:

2.2.1 Team Finland Health

In May 2014 the Finnish Funding Agency for Innovation (Tekes), the Academy of Finland, the Ministry of Social Affairs and Health, the Ministry of Education and Culture and Finland's Ministry of Employment and the Economy published a jointly prepared strategy on how to make Finland an internationally renowned forerunner in health, innovation, investments, research and new business. The drafting bodies described it as a strategy for an ecosystem. The strategy is called "Team Finland Health". (Kajaste 2015, 20.)

The publication analyzes the status of both Finnish and foreign health sector innovation and research policies. It sets procedures in place for patching gaps in the ecosystem and puts forward measures how to favorably develop Finland's positioning in it. (Kajaste 2015, 20.)

In the strategy, cooperation between the sector's operators as well as defining their roles and responsibilities is being emphasized. According to the strategy this is attained through collective actions carried out by universities, businesses, universities of applied sciences, the healthcare sector and research institutes alike. The strategy revolves around a key fundamental assumption that ongoing operations will be revamped according to a shared

vision without substantially expanding the total amount of public funding received. (Kajaste 2015, 20.)

The growth strategy was put into effect directly after it was released. Mutual aspiration of private and public sector operators has accelerated the process. (Kajaste 2015, 20.)

During the first year the focus has been on promoting good national cooperation and division of activities, developing a funding environment, creating a regulatory environment that supports innovation along with its implementation. Also drafting a national genome strategy has received some special attention. (Kajaste 2015, 20.)

The program's long-term objectives will be handled by facilitating the internationalization and exporting aspirations of the industry's companies, and by marketing and strengthening Finland's image as a forerunner in health care research, education, innovation and business. The program also aims to attract foreign investment to Finland, to grow the healthcare industry's revenues and to train the industry's operators in how to better market the Finnish health sector knowhow. (Export Finland.)

Participants of the program will get to take part in various international health sector events and delegations, meet potential investors as well as benefit from enhanced visibility through the program's marketing efforts in global healthcare markets. (Export Finland.)

Regarding exports, the program's main target markets are Russia, Sweden, China, South-East Asia and the Gulf Area. Also new possible target markets such as India and Malaysia are currently being mapped. (Growth for Finland 2015, 10.)

The funding and execution of the strategy will proceed until at least 2017, after which further actions regarding the program will be decided upon. (Kajaste 2015, 20)

2.2.2 Comments & analysis

The Team Finland Health Program is a great example of the importance the Finnish health care industry, and especially the health technology segment of it, has gained during the

last few years. For the government to take such interest at the industry's future success; something has been done right in the past within it. In health technology's case, surpassing IT and becoming the most significant Finnish high technology export segment, could certainly have something to do with it.

There has also been a clear need for such program, since the industry's companies have to go global very early on due to the Finnish market having very limited demand for their products. Globally the demand for better health care services and solutions is ever increasing though, so overall there is significant demand for their products. The companies just need a little bit of help in order to get in contact with the potential buyers and making them aware of their cutting-edge offerings.

As was mentioned before, on average it takes years to develop an idea to a health technology product. Also most of the time the people developing the products are doctors, engineers and researchers; people who might lack the vital business expertise and international connections required to take their company global. Thus starting to export the products they've developed, straight out of the gate, can be quite challenging without external help. As such, the program's importance is also very significant for the industry's operators, who will greatly benefit from its services.

The program can also open up some potential business opportunities for GSF, as GSF's services will be more specialized and targeted to different target markets. In an ideal situation, the Team Finland Health Program and GSF could have some synergy between their operations which would benefit the whole Finnish health technology industry.

Thus it would be advisable for GSF to approach the program's directors and use their connections and expertise to further develop GSF's business operations.

2.2.3 Bits of Health

Another major program called "Bits of Health" was recently announced by Tekes. This program's aim is to make Finland a distinguished expertise and business hub for digital health, which generates and supports businesses to thrive internationally. (Kajaste 2015, 23.)

The program is meant for healthcare and wellness companies aiming for international growth, which can utilize opportunities of digitalization, operating in following segments: health promotion, early screening of diseases, personalized care and service concepts as well as self-care and measurement. (Terveyttä biteistä)

The program is targeted especially to small and medium-sized enterprises (SMEs) but is also open for the funding of needs-based research. Its main goal is to: “create innovation and business networks as multidisciplinary cooperation”. Says the Bits of Health programme manager Auli Pere. (Kajaste 2015, 23.)

The program intends to have both large and small businesses participating in it and in order to be successful; requires operators to have vastly different backgrounds, also including public sector players. (Kajaste 2015, 23.)

The healthcare sector is experiencing strong global emphasis for change, as digitalization is replacing more traditional methods. This program is following the global trend and hopes to change the overall focus through digitalization from just treating illnesses, to prevention and health promotion. (Kajaste 2015, 23.)

Another of the program’s goals is to lower the barriers for the implementation of digital solutions in healthcare for both healthcare professionals and private individuals alike. Its focus may be in business life but its objective is to generate solutions genuinely benefiting the whole healthcare system, both private and public parts of it. (Kajaste 2015, 23.)

The program will run until 2018 and its total funding is estimated to be EURM 100. Of which 50 per cent is funded by Tekes and the rest comes from research institutions, public organizations and industry. (Kajaste 2015, 23.)

2.2.4 Comments & analysis

The launch of the Bits of Health program shows how digitalization has also caught up with the traditionally quite conservative healthcare services. People increasingly want to have access to their health care services digitally, and this fact can’t be ignored anymore by the industry’s operators if they want to serve their customers the best way possible.

Thus development programs like Bits of Health are needed to best utilize the opportunities provided by this modern trend.

Digitalization of healthcare services is a global megatrend that could very well also offer business opportunities for GSF in the future. In the beginning though, it would be more advisable for GSF to focus on health tech companies manufacturing physical products. It is better to master the trade one segment at a time, since the company's available resources will be limited in the beginning. After GSF has established solid base within the health technology industry, especially Finnish expertise in software development could offer some exciting expansion possibilities. Thus it would be advisable for GSF to keep an eye on the Finnish software companies serving the health care industry, and invest more resources in them after the main operations have picked up.

2.2.5 Helsinki – the future health capital of Northern Europe?

Another ongoing project causing positive buzz around the Finnish health-tech industry; is Helsinki region's aim to become the Northern European capital of health. The project is based on a preliminary survey conducted by the City of Helsinki and the University of Helsinki, in which present status and future possibilities of the health and wellness sector, including health-tech, were mapped. Based on the survey, actions have been put into place to start profiling Helsinki as an expertise hotspot of aforementioned industries, ultimately resulting in Helsinki's status as the health capital of Northern Europe. (Kajaste 2015, 24.)

To further develop and prepare the Health capital concept; the University of Helsinki, the City of Helsinki, VTT Technical Research Centre of Finland Ltd, Helsinki University Hospital and Aalto University have founded a cooperated steering group and project office to assume authority over the future decision making regarding the project. Also a joint business service office as well as a business incubator and a business accelerator will be set up for each participating campus. Negotiations aiming for close research cooperation with major companies in the fields of life science and health-tech have also been started by the project participants. (Kajaste 2015, 24.)

Spearheads of the project are cancer, future hospital, neuro, food, bioeconomy and digital health. (Health Capital Helsinki)

“Through Health Capital Helsinki we will support the industry’s operators’ business development and growth. We are emphasizing the importance of market exposure and are generating value adding co-operation between companies, research as well as healthcare operators”. Says the head of Health Capital Helsinki’s project office Tuula Palmén. (Helsingin kaupunki 2016.)

The major transformation that has taken place over the last couple of years in the healthcare sector plays a significant role in the project, as a closed innovation model is no longer used in the industry as the standard operating model. Today the trend is shifting towards an open innovation model which is distinguished by the increased amount of cooperation at all levels. (Kajaste 2015, 24.)

The objective of this operating model is to take full advantage of innovation potential and know-how found in other organizations. The model is also marked by close cooperation at all levels and between levels, the exchange of expertise, shared and co-owned immaterial rights as well as shared benefits. Operating in a cluster of companies, like in the health capital project, suits this operating model especially well; making its benefits widely available for each of its participants. (Kajaste 2015, 24.)

The health capital project is expected to provide a fertile ground for new health-tech entrepreneurship as well as beneficial partner opportunities in various operations supporting entrepreneurship i.e. in marketing and finance. (Kajaste 2015, 24.)

2.2.6 Comments & analysis

The increased cooperation within the industry is a great new development which will likely lead into faster innovation and be especially beneficial for newer companies. Operating in such cluster will give access to resources that otherwise wouldn’t be at the reach of start-ups, due to their often restricted means. Networking is especially important for new companies, and projects like these take it to a next level. In an industry where the

operators traditionally have been quite reluctant to exchange knowledge, a change of attitudes like this is very exciting.

The industry is evolving and becoming more open to share information between its operators as well as to partner up, partially thanks to projects like these, where its nurtured and encouraged. Also the new wave of entrepreneurs entering the industry, are clearly making an impact on the past's more solitary way of conducting business. In today's world it's tough for any company to make it alone, so the change of attitudes within the industry is quite welcome and will likely benefit most of its operators.

Increased partner opportunities are especially interesting also from GSF's point of view, since approaching and successfully serving one of the cluster's companies could lead to natural increase in clients through word-of-mouth. It is good to realize though that start-ups might require a bit more specialized services, due to them most of the time not yet having proven concepts or even products. Also remuneration could be an issue regarding start-ups. Thus it would be advisable for GSF to approach start-ups with caution, and focus more on already established operators looking to expand their business operations.

2.3 Trade report

In 2014 the Finnish health technology exports reached a new record of EURB 1.8 (figure 1). Product exports grew 8.3 % and trade surplus increased 10.7 % compared to 2013, to EURM 829. Health technology is also Finland's largest high technology export segment with a share of 47 % of the total Finnish high-tech product exports. (Donovan 2015, 2.)

The Finnish health technology exports have experienced an average growth of 8.5 % over five-year period from 2009 to 2014 (figure 1). When the years prior to the financial crisis are included; the exports have averaged 6.2 % growth annually from 2006 to 2014, showing that the industry has recovered from the crisis very well. (Donovan 2015, 2)

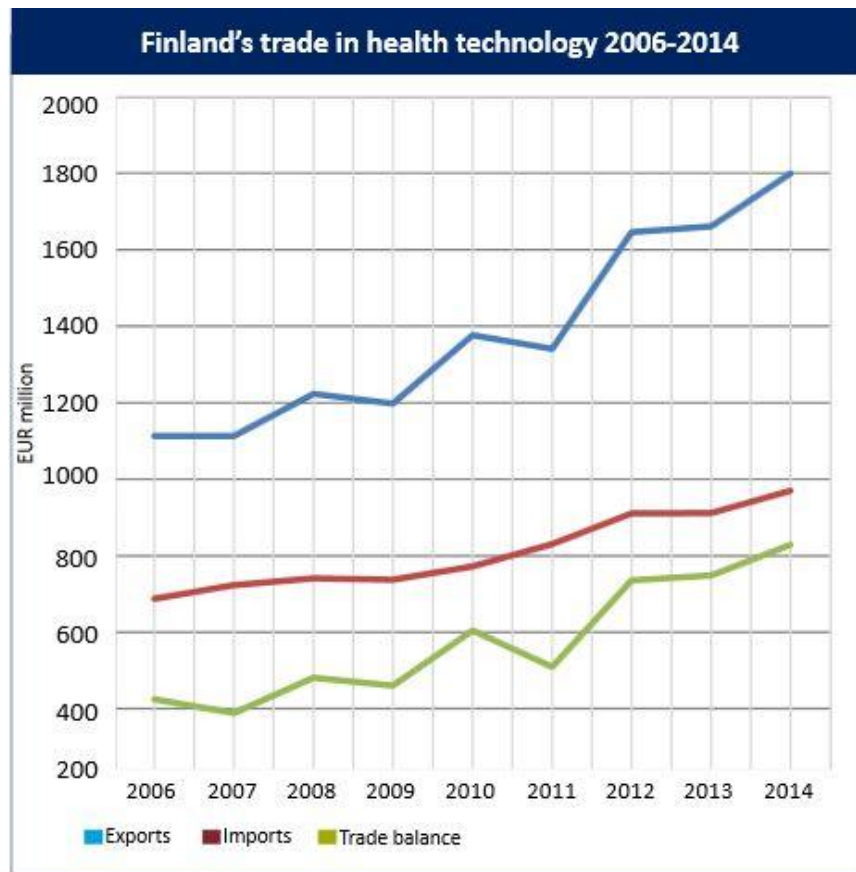


FIGURE 1. Finland's trade in health technology (Donovan 2015, 2)

2.3.1 Medical equipment trade

The medical equipment segment's exports rose 10.3 % to EURM 1,301 in 2014 (figure 2). As we can see from the numbers; the medical equipment segment is the most significant health technology segment in Finland, accounting for 72 % of the total exports. The segment also accounted for 93 % of the trade surplus in 2014. Out of the Medical Equipment exports electromedical equipment represented a 75 % share, while X-ray and other imaging-related equipment accounted for a major part of the remaining 25 %. (Donovan 2015, 2.)

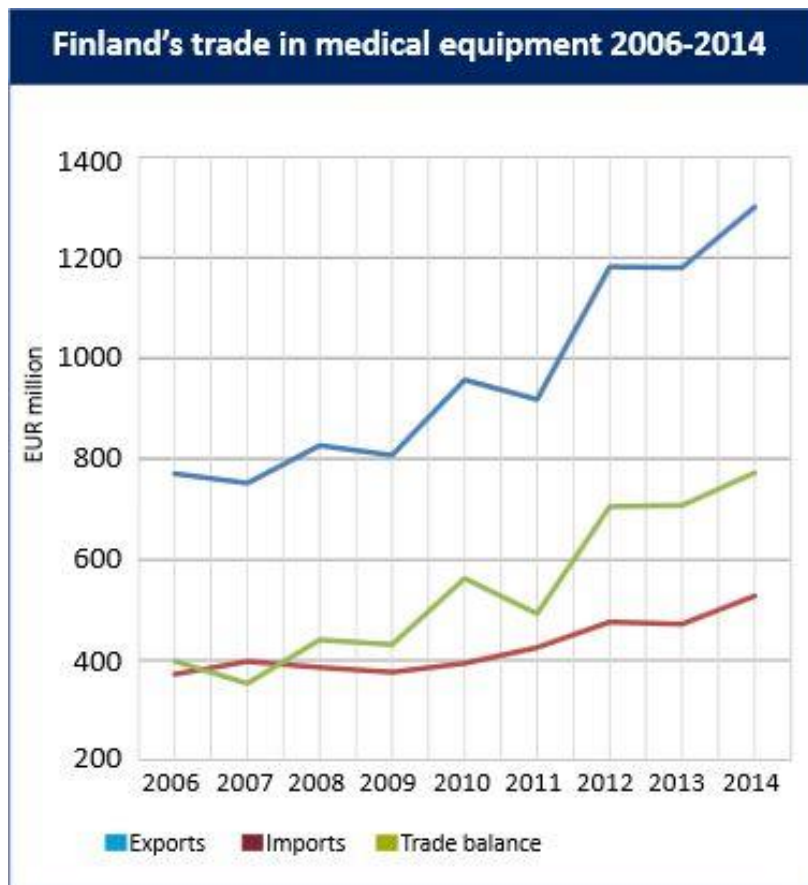


FIGURE 2. Finland's trade in medical equipment (Donovan 2015, 2)

Compared to 2013 the electromedical equipment exports rose by 17.1 % to 975 million euros. Despite the overall strong growth in the exports, X-ray and other imaging equipment declined by 8 % to 295 million euros in 2014. Dental imaging equipment accounted for 72 % of Finland's imaging product exports. (Donovan 2015, 2.)

2.3.2 In-vitro diagnostics trade

In-Vitro diagnostics segment the exports rose 6.4 % in 2014 to a total of 437 million euros (figure 3). Growth in diagnostics equipment and reagents exports equally contributed for the growth. During the past decade most of the segment's growth came from diagnostics reagents. Over the last three years though, the demand for diagnostic equipment has experienced steady growth, while the growth in reagents exports has slowed down; evening out the segment's export growth drivers between the two. Nevertheless, in 2014 the diagnostics reagents exports exceeded 200 million euros for the first time and represented 48 % of Finland's total In-vitro Diagnostic exports. (Donovan 2015, 2.)

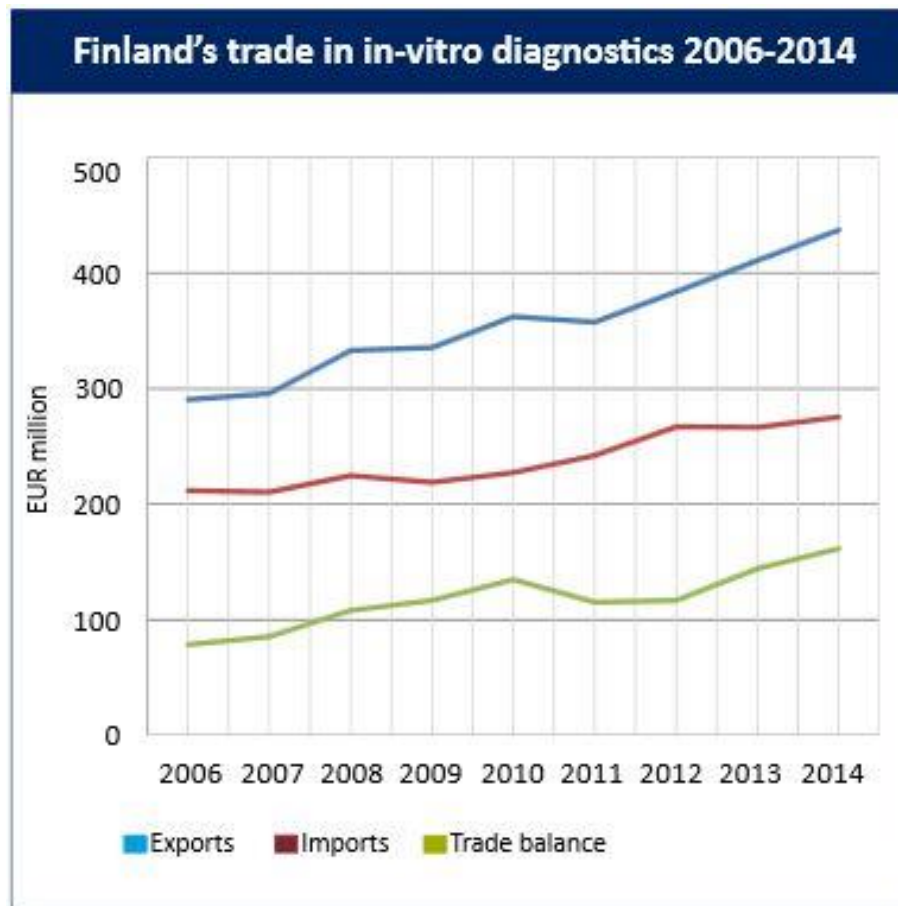


FIGURE 3. Finland's trade in in-vitro diagnostics (Donovan 2015, 2)

2.3.3 Main markets

In 2014 the leading markets for the Finnish health technology exports were Europe at 37 %, North America at 36 % and Asia (figure 4). At country level USA was overwhelmingly the most significant destination for the Finnish health technology product exports; representing 33 % of the total exports in 2014, leaving second place Germany (8 %) far behind. China and Hong Kong combined to a total of 7 % of all exports for the third place. (Donovan 2015, 2.)

Exports to Russian Federation in 2014 declined 14% and were 4% of the exports, placing Russia on the sixth place. Other significant declines came from India, Canada and Japan which declined 41 %, 29 % and 21 % respectively. (Donovan 2015, 2.)

Exports to USA grew 24 %, representing 80 % of the total Finnish health technology exports growth in 2014. Other growth factors for the total exports came from the trade with Saudi Arabia which grew 40 %, as well as from the trade with Spain and Mexico which both grew 35 %. Also the exports to China experienced a growth of 11 %. (Donovan 2015, 2.)

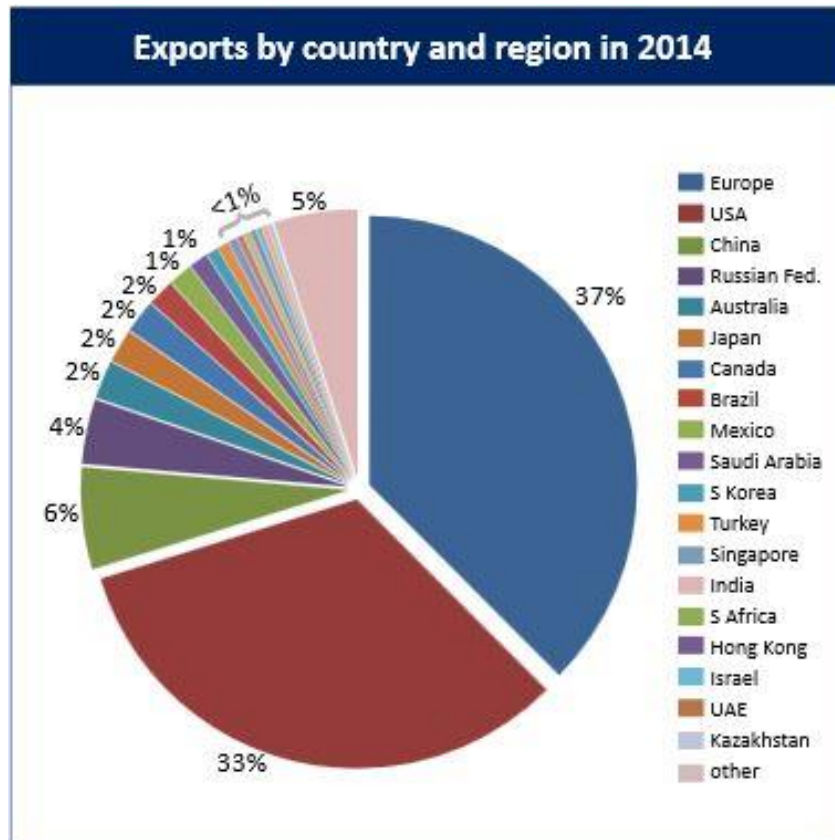


FIGURE 4. Exports by country and region (Donovan 2015, 2)

2.3.4 Comments & analysis

In general, current global health technology market trends are also being reflected in Finland's main health-tech export destinations. This helps in explaining why the industry has experienced little impact from the global economic crises; people around the world are becoming more conscious of their well-being and it shows also here.

Also worth noting based on the statistics is that barely any of the Finnish health-tech exports are targeted to emerging markets in Asia, Africa or South America.

The lack of exporting activities into these countries could offer opportunities for future growth via new business connection creation. There should be natural demand for internationalization consulting services regarding emerging markets, as very few Finnish health technology companies seem to have business operations at these markets. Thus it would be advisable for GSF to create their own Blue Ocean situation by focusing on the markets Finnish health technology companies currently have little operations at.

3 FINNISH HEALTH TECHNOLOGY COMPANIES

3.1 Revenio Group Oyj

Revenio is a Finnish health tech group mainly focusing in screening. Revenio's Health Tech segment currently has two main business operations; Icare Finland Oy, which specializes in Glaucoma screening, detection and follow-up, and Oscare Medical Oy, which specializes in osteoporosis screening and detection. Revenio Group owns a 53% majority share of Oscare Medical. (Revenio group annual report 2015, 4.)

Revenio also has strong interest in new growth opportunities linked to health tech, especially in screening, follow-up and offering cost savings in health care via preventative measures. Thus in 2014 Revenio also established Revenio Research Oy to manage the group's Research and Development projects as well as to aid the discovery and commercialization new health tech related opportunities. (Revenio group annual report 2015, 4.)

Revenio's vision and objective is to assume a significant role in screening and eventually to become a market leader globally in this field. Also to support their vision, their product portfolio will expand in the near future also to skin cancer and asthma screening products. (Revenio group annual report 2015, 14.)

3.1.1 Icare Finland Oy

Main markets for Icare Finland Oy are in North America, Europe, Russia and some specific Asian countries such as Japan. In total the Icare products are being sold in 75 countries and the company is seeking to further expand their distribution network to all of the key countries in the world. In total Icare sold more than 7 million probes in 2014 and it is estimated that a total of 10 million people and animals were measured with Icare in 2014 worldwide. (Revenio group annual report 2015, 14.)

Icare's key products consist of tonometers (picture 1) for the detection and monitoring of glaucoma, disposable probes used with the meters and Home self-measuring devices as a new addition to the product portfolio. The HOME-tonometers are aimed to creating new

treating practices in which the patients having glaucoma or being suspected of having one; can lend an Icare HOME tonometer from the treating doctor, to be used at their home. Since intraocular pressure fluctuations (IOP) are often linked with glaucoma, it's vital for the doctors to have the patient's IOP measurements from different times of the same day to make correct treatment decisions. (Revenio group annual report 2015, 14–15.)

Icare HOME also was The Ophthalmologist's #4 most interesting innovation in 2014 (Revenio group annual report 2015, 16).



PICTURE 1. Icare pro tonometer (Revenio group's webpage 2015)

3.1.2 Oscare Medical Oy

Oscare Medical specializes in screening for and diagnosing osteoporosis. The OsCare Sono assesses bone strength in the forearm radial bone. (Revenio group annual report 2015, 5.)

During 2014 clinical trials and building distribution networks were the main focus areas for Oscare. After successes in aforementioned focus areas; the first serially produced devices were delivered to customers in the first half of the year. The main customers for the Oscare Sono measuring device are pharmacy chains, gynecologists, orthopedists, clinics, pharmaceutical plants and screening companies. In addition to Finland the company has distributors in Poland and Baltic countries. (Revenio group annual report 2015, 14–16.)

3.1.3 Revenio Research Oy

On January 21 2015 Revenio revealed that they will be licensing skin cancer screening technology as they signed a joint cooperation agreement in January with VTT Technical Research Centre of Finland and University of Jyväskylä to commercialize the technology. (Revenio annual report 2015, 6.)

On February 2 2015 Revenio announced a licensing deal for asthma screening and treatment technology. This was a result of signing an agreement with Tide Medical Oy regarding a patented innovation in the field of asthma diagnosis. The agreement grants Revenio the permission to use aforementioned invention to develop and commercialize products for the screening, diagnosis, monitoring and treatment of asthma. (Revenio annual report 2015, 6.)

Revenio's vision is to licence triend-and-true technologies and pay the developers based on actual net sales, not for vision. This operating model offers significant savings compared to corporate acquisitions, as Revenio doesn't have to invest significant amounts of money into an unproven product. Also when the developers get paid, Revenio gets paid, and vice versa. This is well in line for Revenio's goal of becoming the global leader in health screening technology and significantly reduces the risks involved in growing their product portfolio rapidly. (Revenio annual report 2015, 6, 18.)

3.1.4 Revenio Health Tech in numbers

In January-December, the net sales of the Revenio Health Tech segment were in total EURM 16.0. This represented 18.7 % increase compared to 2013 (EURM 13.5). (Revenio annual report 2015, 23.)

3.1.5 Client potential

Revenio is the second most significant Finnish health technology company, and the largest publicly traded one. Revenio is a truly unique Finnish health tech company with mar-

ket leading products creating completely new treatment practices and offering cost savings for healthcare operators around the world. Revenio also has strong patent protection for their products and a strong focus on continuous development as well as becoming a global screening giant. Revenio could offer very decent client potential for GSF, as its main products are portable, easy-to-use devices which offer clear benefits for their end users. The products can also be used almost anywhere, due to their compact and wireless design. Signing Revenio as a client though, would require some serious references. Thus it would be advisable for GSF to target other companies first, in order to build said references.

3.2 Planmeca Group

3.2.1 Corporation

Established in 1971, Planmeca Oy is the world's third largest manufacturers of dental equipment and the largest privately owned one. The company has received several design prizes for its products such as: the 2012 Medical Design Excellence award and the 2012 reddord design award. Planmeca's products are currently being imported to over 120 countries via 550 distributors all around the globe. Planmeca's core products consist of digital dental units, diverse range of 2D and 3D imagining devices, CAD/CAM products and software solutions supporting them. Planmeca group also manufactures and supplies mammography systems, instruments and dental supplies. (Better care through innovation 2014, 7–8, 19.)

Planmeca group's headquarters and production facilities are located in Helsinki Finland. The company employs 2,700 people worldwide and 98 percent of manufactured products are exported. The company has experienced over 100 quarters of consecutive growth, solidifying its position as a truly global player. Currently Planmeca group is the market leader in Scandinavia, leading imagining brand in the USA, number one in France and the market leader in panoramic 2D & 3D imagining in China. The company also has a strong position in the Middle East and an extensive distribution network in Africa. In 2014 Planmeca group had revenue of MEUR 740 which makes it the most significant Finnish health-tech company. (Better care through innovation 2014, 8.)

3.2.2 Plandent Division

Plandent Division was founded in 1972 and is currently one of the most influential dental suppliers in Europe. It is a chain of full-service dental supply houses providing services to professionals in the field, operating in close to 15 countries all over Europe. Plandent offers a wide variety of services from complete dental office design and planning to maintenance, installation, software solutions, product support and training. Its business unit also supplies equipment manufactured by Planmeca Group as well as wide selection of high quality instruments and materials from the world's most prominent manufacturers to their professional clients. Plandent's product range includes more than 85,000 products from over 300 manufacturers. (Better care through innovation 2014, 47–48.)

3.2.3 Client potential

Planmeca is the most significant Finnish health technology company. Thus they already operate in nearly all of the key markets of the world. Their products are excellent and there is a clear need for them. Having Planmeca as a client would naturally be wonderful, but the reality is that signing a client like Planmeca would require some serious references. Until GSF has those references, it is more advisable to focus on other companies in order to build said references.

3.3 Optomed Oy

Optomed Oy is a privately owned Finnish medical technology company whose headquarters are based in Oulu. Optomed also has a subsidiary in China and local sales offices in Helsinki (Finland) and Chennai (India). The company was established in 2004 and specializes in innovative retinal imaging devices and solutions. The company's product range consists of portable digital imaging instruments providing retinal and eye anterior imaging. (Optomed's website.)

The company has a worldwide distribution network consisting of more than 20 leading distributors and it is currently the world's fastest growing retinal camera company. Optomed's products are being used by public hospitals, private clinics, charities and non-

governmental organizations globally. Key markets for the company are: Europe, China, Russia, Japan Korea and US. (Optomed's website.)

Optomed's most advanced product is called Smartscope Pro (picture 2), which is an improved version of their previously successful Smartscope M5 model. It is a modular hand-held retinal camera meant for the screening and diagnosing different kinds of eye diseases i.e. glaucoma, Age-Related Macular Degeneration (AMD) and diabetic retinopathy. The device is the smallest on the market in its class, offers Wi-Fi capability for convenient image transfer possibilities to other devices, silent and accurate autofocus as well as low intensity flash for improved patient comfort. Its camera also has high image quality; fulfilling international ISO 10940 fundus camera standards requirements. (Optomed's website.)

Since 2011, 4000 Smartscope M5 cameras have been sold. The device has also been successfully registered on all of the company's aforementioned key markets. It has also been on the International Agency for the Prevention of Blindness' (IAPB) standard list since September 2012, and in two years Smarstcope has become one of the world's best-selling fundus cameras. (Optomed's website.)

The company's mission is to reduce the costs of treating eye diseases to a level where it no longer is a limiting factor in eliminating avoidable blindness in the world. Currently Optomed is closely cooperating with Finnish universities, physicians, specialized technology partners and research institutions in order to reach that goal. (Optomed's website.)

On October 1st, 2015 the company received a significant investment from a German Robert Bosch Venture Capital GmbH (RBVC). The investment will be targeted to accelerate growth in all business areas, further enhance product development and to support successful execution of the current company strategy. (Optomed news.)

According to RBVC's investment partner Dr. Dieter Kraft; Optomed's approach "offers a least cost approach with excellent technical performance on a worldwide basis. It opens huge opportunities", Dr. Kraft (Optomed news) stated.



PICTURE 2. Optomed smartscope pro. (Simply Brilliant brochure)

3.3.1 Client potential

Size wise Optomed offers quite optimal client potential; they are established enough but are only beginning to take on the different markets of the world. Thus GSF could offer them some serious benefits, by introducing them to promising emerging markets they currently have no business operations at. Their products are compact enough not to require any special freight arrangements, and advanced enough to survive at the global markets. Thus it would be advisable for GSF to approach Optomed quite soon after the new service model has been launched.

3.4 Genano Oy

Genano Oy is a Finnish company manufacturing air decontamination units. The company was founded in 1999 and its headquarters are located in Espoo. Genano employs 30 people and its revenue in 2014 was approx. EURM 5. The company's products and services are available in over 20 countries and the company is air decontamination unit sector's market leader in Finland. All of Genano's equipment are designed and manufactured in Finland. In total the company has produced 3500 air decontamination units during its years of operation. (Genano's website.)

Originally Genano's air decontamination units were designed for hospital and laboratory use but due to a large amount of building's suffering from bad air quality; the unit's wider

benefits were quickly discovered and the product's use spread also to cover all sorts of indoor premises suffering from bad air quality. (Genano's website.)

Most of Finland's cities and municipalities are Genano's clients. The company's units are used in schools, kindergartens, offices and health centers alike. Also Genano's customers include private companies, real estate management businesses and churches. (Genano's website.)

Abroad, one of Genano's biggest success stories has been in aiding to prevent MERS virus from spreading in Saudi Arabia. The company helped to set up isolation rooms in swift fashion in order to control the virus. The operation was very successful and the Ministry of Health of Saudi Arabia even gave a formal recommendation to use Genano's units in hospital environments to stop the spreading of the disease. (Genano's website.)

The method Genano has developed for air decontamination is truly unique; it can remove particles down to nanosize. The effectiveness of Genano Technology® is enabled by a powerful electric field within the unit; able to remove ultrafine particles and kill microbes i.e. bacteria, mold and viruses. The unit gathers particles and impurities on a surface inside of it and washes them away automatically once a week. At the last stage of the decontamination process, an active carbon filter is used to remove gases and unpleasant odors from the air flow, which is being led through the filter. (Genano's website.)

Genano doesn't use filters that require regular changing or clog up easily; thus the units are easy to use and hold their decontamination effectiveness well. The technology has been developed in Finland and is patented worldwide. (Genano's website.)

Genano's competitive advantage lies at its unit's ability to remove particles that are as small as just 3 nanometers in size (particles are classified as ultrafine when they are 100 or less nanometers in size). To put the measurements into a perspective, one nanometer (one billionth of a meter) is approx. equivalent to average human finger nail growth per second. (Genano's website.)

Traditional High-efficiency particulate arrestance (HEPA) filters used by competing companies typically can only filter particles down to 300 nanometers, and smaller particles will pass through them. This is problematic because biggest health risks in the air we breathe; are linked to ultrafine particles and hazardous gases. (Genano's website.)

These substances can find their way into the bloodstream via alveoli in our lungs. The size matters here, since the smaller the particle, the deeper in our lungs it will be able to penetrate, and thus cause more potential damage to our health. Examples of these impurities include mold particles, gas-like toxins generated by mold, gasses released from construction materials and particles from polluted outdoor air. (Genano's website.)

Removing these ultrafine particles is not possible with HEPA filters and thus makes Genano's products highly beneficial in high risk areas, otherwise left to deal with potentially dangerous levels of harmful substances. (Genano's website.)



PICTURE 3. Genano TUBE. (Genano's website)

3.4.1 Client potential

Genano is another great example of a company with significant client potential to GSF. They have already established themselves in Finland but also have some serious references abroad. The company also is only at the beginning of their international growth path. Thus internationalization consulting services could benefit them greatly. Their products are excellent, offer a clear competitive advantage and are highly beneficial for their

intended customers. All in all, Genano fits in the criteria of a very potential client company with flying colors. Thus it would be advisable for GSF to approach Genano soon after the new service model has been launched.

3.5 Ab HUR Oy

Founded in 1989, HUR is a company offering world-leading solutions in the fields of rehabilitation, active aging and wellness services for over 40 year olds. All of HUR's products are manufactured in Finland and HUR's products are exported to over 30 nations worldwide through international distributors. HUR's headquarters are located in Kokkola. The company has 25 years of experience in developing exercise equipment and 15 years of experience in developing smart computerized fitness systems. The company has also completed over 10,000 fitness center projects all around the world. (HUR's website.)

3.5.1 Products

HUR offers a wide variety of training equipment targeting specific muscle groups, which are suitable for athletes, seniors, regular exercisers as well as wheelchair and rehabilitation users. HUR's machines closely resemble traditional gym-equipment but are especially designed to be easy and safe to use regardless of the speed the exercise is being done. HUR also offers a line of testing equipment to accurately measure the customer's strength and balance; to determine the specific needs for one's rehabilitation. The equipment can also be used as a motivator to accurately measure the effects of the training. (HUR's website.)

46 % of over 80 year olds can't lift 5 kilos. This sets some real challenges for their rehabilitation and exercise needs while using traditional gym equipment. Thus HUR is dedicated to provide services in their own area of expertise. Therefore, their products are designed to especially meet the needs of the elderly as well as athletes alike. (HUR's website.)

HUR also offers software solutions to track the exercise, cloud-based remote access solutions and state of the art modern web-based operating software for clinic and center operation. (HUR's website)

3.5.2 Services

On top of manufacturing exercise related equipment, HUR also offers a wide variety of services. These services include: Exercising concepts, layout design, financing plans, equipment and software related training, marketing support, service and maintenance. (HUR's website)

3.5.3 Client potential

HUR is a company with already quite significant international coverage. Their products are advanced and well respected in their own segment of the market. Their products also make a difference in their users' lives by providing safe rehabilitation equipment for more mature people, who are having limitations regarding the methods they can use to exercise.

Their products though, are much more geared towards the needs of developed markets than to the one's of emerging markets. The products are also not easily transferable and require quite a bit of real-estate. Rehabilitation of the elderly through advanced equipment, can also be seen as a luxury not worth paying for, rather than a necessity in some markets. Creating a need for HUR's products in the emerging markets would require some serious client education about the benefits they provide. This naturally would also require some resources to be tied to the education process. Predicting the success rate of such actions would also be challenging.

Thus from GSF's point of view, even though HUR is a significant Finnish health technology company, it doesn't represent an ideal client profile. Therefore, it would be advisable not to focus on signing HUR as a client soon after the new service model has been launched.

4 CREATING A NEW BUSINESS SERVICE MODEL

When creating a new service model, taking the competition and demanding customers into account, plays a huge role. Essentially everything comes down to who is able to offer the most outstanding service and value, while differentiating their offerings from the competition. To be successful the services offered have to be continuously improved and reviewed; with the customers' needs driving the positive evolution. (Moscoso & Lago 2011, 59.)

Delivering outstanding service on a daily basis is absolutely vital for most companies. Service though, isn't just a simple matter of handing customer the product you are selling and calling it a day. Service is the whole experience which satisfies the customer's needs and creates value for them. Great service doesn't just miraculously appear out of thin air. Being able to constantly deliver superb service is hard to achieve, requires constant attention to details and takes time to pay off; the results might not show instantly, no matter how much time you invest on the spot. Over time though, the results will start to pile up and will eventually lead into business success. (Moscoso & Lago 2011, 59.)

There are three elements to the service delivery process: first of all, we have to understand that the delivery of the service is made out of a mix of components that are tangible, subjective and intangible to the customer. Secondly, the customer should be made an active participant in the service creating process in an interactive way, which makes them feel cared for and important. Lastly, it should be noted that the service is usually directly consumed and created on the spot. Thus fixing an initial bad experience might take a lot of time and effort to achieve, and might even be an impossible task to complete. A great initial experience on the other hand though, will be driving force also for future transactions and possible references, which may create even more opportunities business-wise in the future. (Moscoso & Lago 2011, 59.)

4.1 How to design a solid service model

There are four basic elements to creating a working service model. The first element (figure 5) is to define who would be your customers and what kind of service would be offered to them. The second element (figure 5) is to clearly point out to the customers what kind of service and experience you would be offering to them. The third element (figure 5) is to show the value the customer would gain by purchasing the service you are offering. In simpler terms: how they could generate or save money by getting in business with you. The fourth element (figure 5) is to determine how, when and where you are going to deliver your service to the customer, and the processes and infrastructures required for it. (Moscoso & Lago 2011, 59.)

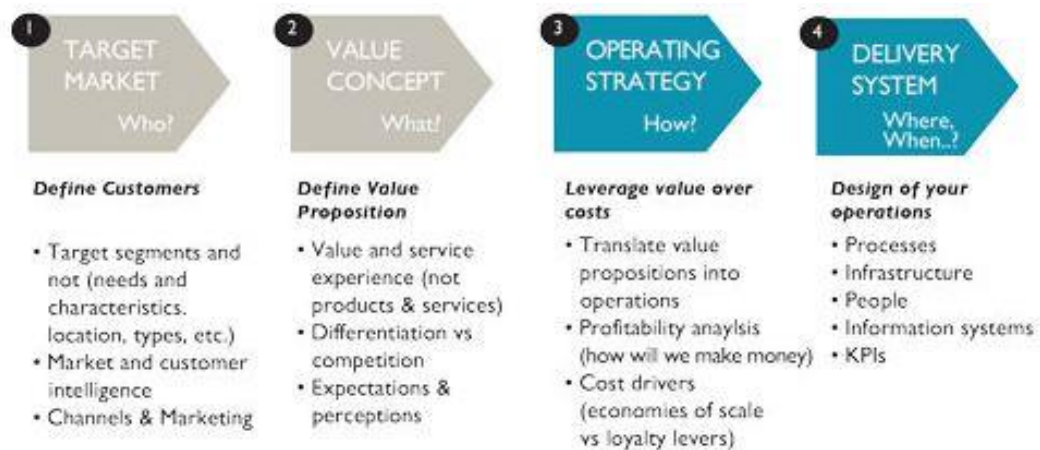


FIGURE 5. Steps for developing a strategic service model. (Moscoso & Lago 2011, 60)

4.2 Who are we targeting our services to?

It is vital to specify the types of customers to whom you want to offer the service to. It should be noted that not all customers are alike and different customers will have different needs. This is why the target market should be well defined and narrowed down to the essentials; otherwise it might be very difficult to meet the demands of all customer types. A vital aspect of this is to include the service delivery method in to the process. For example, if you are arranging guided fishing trips to remote locations with rough terrains; delivering satisfactory and safe service for the elderly, handicapped, kids and other special needs groups, could prove difficult. This is why it often is smart to also consider who

you don't want to have as your customers, as this will on its own be the first broad segmentation, from which you can start to work to narrow the final target group from. Other related target market specific distinguishing features as well as the service expectations and the type of service offered; should also be considered for, when the service model is being designed. (Moscoso & Lago 2011, 60.)

4.2.1 Global Service Finland's target customers

As it is important to narrow down the target customers; Global Service Finland will be mainly focusing on serving established health-tech companies whose manufacturing operations are based in Finland. Later on after the business has picked up, the customer segments can be possibly widened to include software based health-tech innovations and promising up-and-coming companies that have already passed the start-up phase.

4.3 Important factors to consider while designing the value proposition

Once we know who we want to sell our services to. The next element to consider is how you will be communicating that to your potential customers. While designing the value proposal; it is crucial to understand how the customers assess the experience you are offering to them. The complete transaction will be determined by the expectations the customer initially had before the experience, and by their impression of the service when the transaction has been completed. This means that the only way to positively satisfy the customer; requires you to exceed their initial expectations while providing the service in question. In service management research this is called the First Law of Services and it can be expressed as follows:

$$\textit{Satisfaction} = \textit{Perceived value} - \textit{Expectations}$$

It should be noted that both expectations and perception are highly subjective and can vary greatly between individuals. For example, the Eiffel Tower in Paris is one of the most visited tourist attractions in the world and most likely every tourist who is going to visit it, will have an impression about it; even though they've never had any personal direct experience of it. The impression they have before experiencing it themselves, will

be based on comments and pictures they've read and seen online, conversations they've had with friends, acquaintances and family, or on information they've gathered via other sources such as travel agency brochures and city guides. The aforementioned equation then also portrays a common pitfall; to attract more of potential customers, companies have a tendency to generate the highest possible expectations. This would be great otherwise but it also means that to satisfy their customers; the companies have to then at least meet or exceed those expectations in their service delivery. Thus providing false information or sugarcoating something to be better than it actually is; may generate more business opportunities in the short run but overall the effect will be negative after the customer's expectations have not been met on a regular basis. (Moscoso & Lago 2011, 60.)

Even when the service provided remains completely same throughout every customer transaction, the perceived value will still differ and be dependent on the individual customer, since perceptions are usually always highly personal. The perception may be based on measurable and factual (objective) components such as the time it took to be served (say 15 minutes) but the objective factors are not really the ones that count. The final perception will be based on non-factual (subjective) components such as personal opinions (whether the wait seemed long or not) and expectations (how long were you prepared to wait for the service). Thus designing a new successful service model requires special attention on managing the subjective aspects of the service provided; such as perceptions and expectations. (Moscoso & Lago 2011, 60.)



PICTURE 4. Subjective vs. Objective. (srgeorgi 2014, 6)

To sum it up, the factors that increase and decrease value for the customer and affect his/her perception, a following value equation can be used:

$$\text{Perceived Value} = \frac{(\text{Results} + \text{Process} + \text{Emotional Value})}{(\text{Price} + \text{Inconvenience} + \text{Uncertainties})}$$

Results, process and emotional value represent things that the customer gains by completing the transaction from his/her perspective. These can be divided in three elements: the results represent what the customer hopes to gain from the transaction (for example, getting his/her bicycle fixed). The process represents the positive aspects of the transaction, in a bicycle service shop this could consist of the friendliness of the staff, wait time, availability of spare parts and so on. Lastly the emotional value represents the emotional aspects linked to the value of the transaction. These could be for example linked to the occasion, if the bike would be a surprise present for a child on his/her birthday, or if the bike would have some significant sentimental value to the customer; if it was inherited from a close relative for example. Also removed threats to one's well-being go into this category. (Moscoso & Lago 2011, 60–61.)

In the equation, below the line are the factors representing the “costs” the customer believes he/she had to suffer in order to benefit from the provided service. Price should be quite self-explanatory; monetary cost of the service. Inconveniences represent all of the things limiting the customer's access to consume the service (excluding the price). For example, these inconveniences could be queuing, travelling and gaining information about the service before purchasing it. Uncertainties here represent the factors of the customer not knowing if he/she will like the product/service purchased before buying it. A good example of this would be: going to see a play in a theater; one has to pay the full price of the ticket without knowing all about the plot, and might not like the play after all. This is why certain satisfaction-guaranteed and other money-back schemes can be very attractive to certain types of customers. (Moscoso & Lago 2011, 60–61.)

A company trying to breach a new market could also gain possible customers by offering their services for free for a trial period or in the case, where the service provided actually brings in revenues for the customer; by offering a deal where the customer only pays for service after the service provided has generated some revenues. This could be done by charging a certain commission of the finalized sales generated through the service provided for example. It is important to note that purchasing a service also has non-monetary costs for the customer that should not be ignored, while a new service model is being designed. (Moscoso & Lago 2011, 60–61.)

4.3.1 Global Service Finland's value proposal

The company's value proposal is to offer consulting services to health-tech companies, regarding a successful market entry in emerging markets (African countries, United Arab Emirates, Turkey, Kazakhstan and Russia). These consulting services include but are not limited to: utilizing existing connection networks to aid market entry, creating new connections to aid future business opportunities, helping the companies to gain funding, trade show representation, aiding in market specific registration processes and in business negotiations, as well as translating services.

The goal is to generate positive revenues for customers through introducing them to country specific connection networks, ways of operation and processes, which can require highly personal interactions and otherwise take years to establish. The provided services will significantly speed up the process and lower barriers to a market entry, as well as generate revenues for the companies in markets that would otherwise be ignored.

4.4 Operational strategy

Operational strategy basically focuses on how our company is going to be making money by selling our product/service to our target customers. So it is the art of designing our value proposal in a way that its value over costs ratio stays appealing. Also a very important factor to include in the operational strategy is; how the company is planning to beat the value proposals of other companies operating in the same customer space, since the customers purchase decisions will always be somewhat influenced by the alternatives available for them in the market. For example, in the case of a hair dressing salon; we could compete by offering cheaper price than the competitors and a walk-in service that doesn't require reserving a time for convenience or we could choose to go premium by including a head massage, central location, complimentary drinks and magazines to our services. (Moscoso & Lago 2011, 61.)

In economic terms all of the different options can be put into two main categories of action: the ones that increase the value generated for the customers (their perception and willingness to pay) through customized service, better quality, more flexibility and more staff available to answer questions etc.; and to the ones that lower the costs of offering

the service, by streamlining operations, decreasing the stock at hand, decreasing the amount of staff and by offering less flexible opening hours etc. It is important to note that; the factors lowering the price of the service must always outweigh the decrease in perceived value for the customers for them to view them positively. (Moscoso & Lago 2011, 61.)

4.4.1 Global Service Finland's operational strategy

GSF will execute its operations via a tailored hub concept. In this operation model GSF will establish country specific hubs in each of its key markets. These hubs will be coordinated by a Finland based back office. The back office's main functions will be; to market and sell the hub operations, represent the international hub network in Finland, map the Finnish clients' needs and wants, selecting and appointing appropriate advisors based on the client's needs and wants, consulting clients about funding related opportunities and issues, handling local bureaucracy on the client's behalf and preparing and arranging visits to the target market in coordination with the local hubs. The back office can be an active operator or stay in the background and allow a key market hub to handle the direct customer interaction phase; depending on which kind of business agreement has been drafted between the agreeing bodies.

The key market hubs will act as front offices representing the hub concept abroad. They will be responsible of maintaining key market specific relations with authorities, local business contacts, as well as handling communications with other GSF's interest groups. They will also take care of local bureaucracy on the client's behalf, conduct client specific market research and arrange visits for the clients' to their respective countries. The front offices will be mostly executing their operations based on assignments. These key market hubs can act as the sole representative of the GSF hub concept to the client or just as a local partner appointed by the back office; based on which kind of business agreement has been drafted between the agreeing bodies.

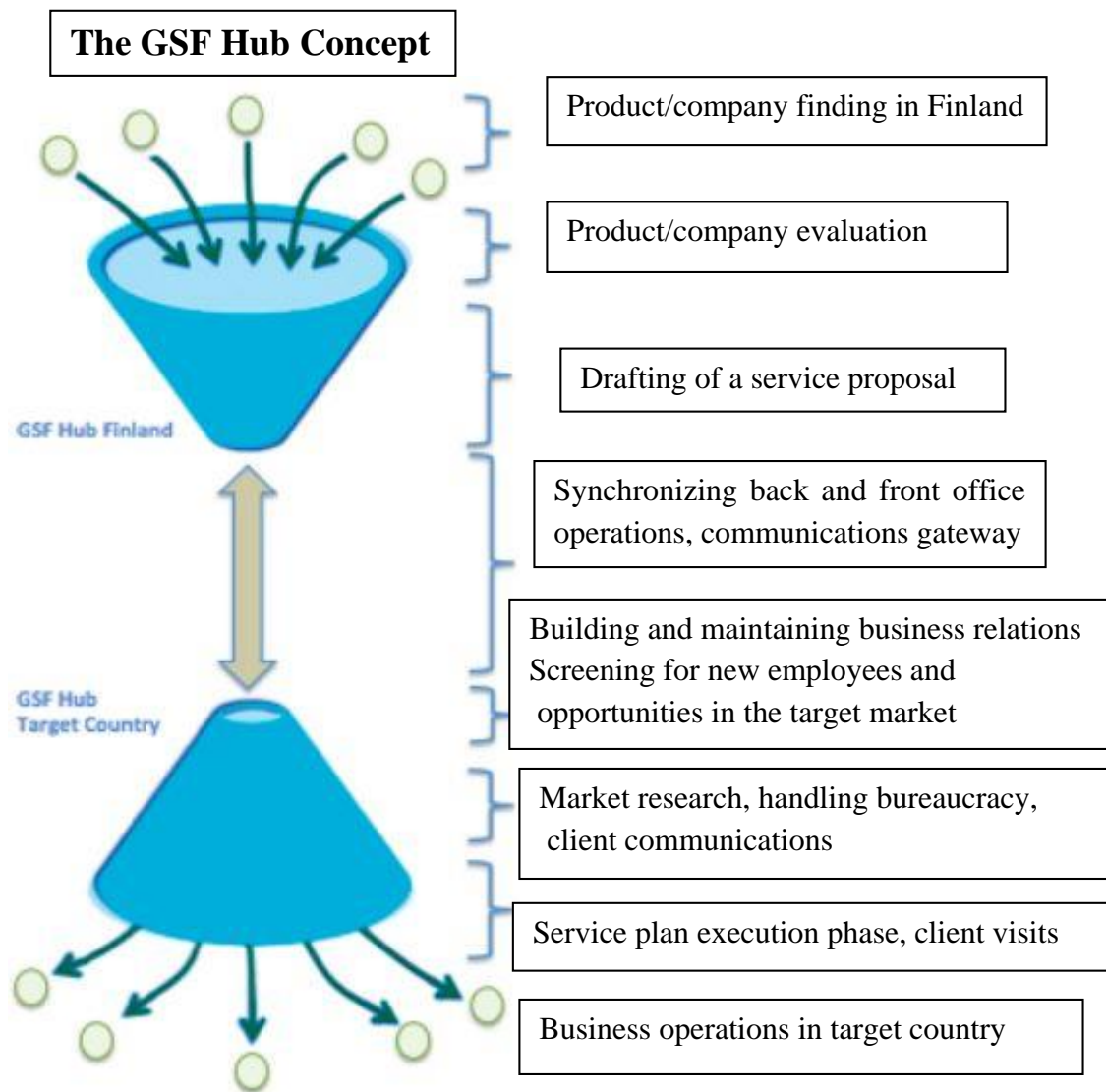


FIGURE 6. The GSF Hub Concept.

In Figure 6, the GSF Hub Concept, the back office and a front office can operate in full and equal cooperation, both serving as GSF's core competence centers. In this interpretation of the model; the back office is responsible for handling matters in Finland and the front office will be responsible of the target market's operations. The client will only be in contact with the front office, apart from the initial meeting where the client's needs and wants are mapped; which will be handled by the back office.

The GSF Hub Concept can also be executed via a partnership model where the back office serves as the GSF's sole core competence center, and the front offices are individual operators (also franchising is possible) at the target countries. In this model, both the back and the front office, have their own market-specific separate price charts, and they will

both be individually handling complete direct customer communication/interaction scenarios locally. The back and front offices will though, be jointly working on matters related to internationalization. As the front offices are not so closely linked to the back office in this model; they can more actively create new business connections in their respective markets and in the regions surrounding them. This can lead into rapid expansion of the hub network, if all of its members are committed to constant improvement. In this operating model the front offices will be buying the services required in Finland from the back office.

4.4.2 GSF's Operational Workflow

GSF will offer highly customized and personal, consulting based service solutions for health-tech companies. First the needs and wants of the client will be mapped in an interactive face-to-face meeting between the agreeing bodies. Then based on the client's wishes a consultation proposal will be drawn.

After the terms and conditions have been agreed upon, the client will receive a personal advisor who will show them the ropes linked to the selected target market. These personal advisors will be hand-picked, supervised and trained by GSF's management, to ensure the high standards of service that are required to maintain good business relations.

Preferably the advisors will be natives of the target market, or other people with similar country-specific knowledge and skills. Ideally these advisors would work on a commission based salary; this would reduce GSF's operational financial risk and also give the employees an extra incentive to serve the customers to best of their abilities. A commission based salary would also reward motivated employees accordingly and quickly cancel out undesirable employee types.

Ideally these advisors would also screen for new potential advisors as well as train them. GSF's aim would also be to find suitable country and regional managers among the advisors. This would offer several benefits over external managers; such as already being familiar with the processes, clients and employees as well as generating extra motivation via career advancement opportunities for existing employees.

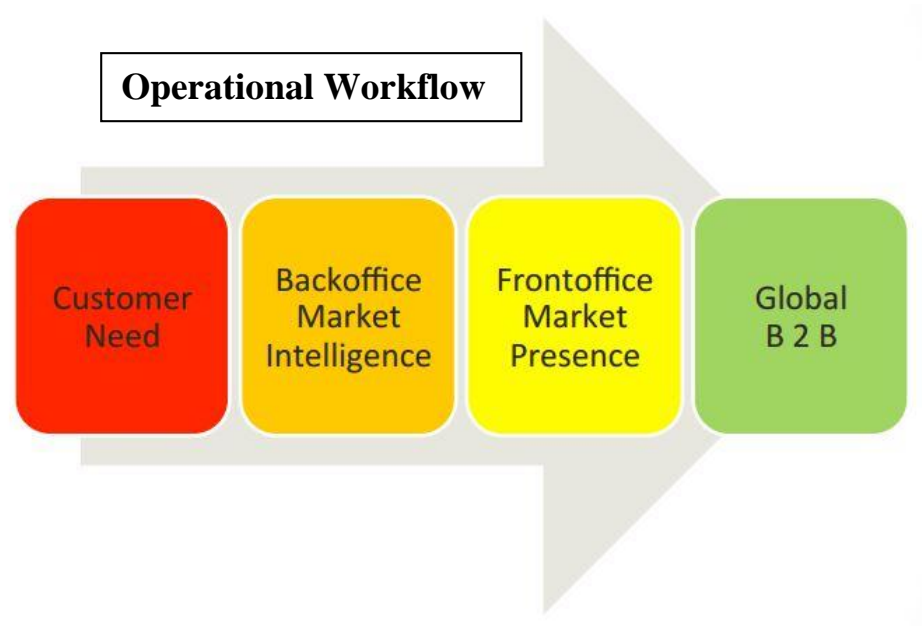


FIGURE 7. GSF's Operational Workflow.

In order to make Global Service Finland's services more accessible to all potential clients, a commission based payment structure will be offered. This can substantially ease the initial first step to try out the services, and should not be overlooked. Since when there is a possibility for the customers to try out the service without any financial losses, they are far more likely to take the chance. Also when there is no pre-payment required without any generated revenues; the customer satisfaction is likely to be higher compared to a model where the customer has to pay for the services in advance, without any guarantee of success in their mind.

A commission based operating model can also aid in getting valuable references for future business opportunities. After the company has established a solid reputation within the industry; it can start to charge money before any revenue has been created. References are especially invaluable in the B to B service industry where the whole transaction is based on mutual trust.

Currently there are no other operators in Finland offering these kinds of services to health-tech companies, so GSF would experience a complete Blue Ocean situation.

Ultimately GSF's goal is to become the go-to-company in Finland for companies looking for a successful market entry in the emerging markets.

Global Representative Network



FIGURE 8. Illustration of GSF’s Global Representative Network.

4.5 Applying the value proposition to the service model’s design

Since it’s usually a trade-off between costs, quality of service and customer perceived value; these elements of the value proposal need to be properly applied into the design of the service delivery system. It is best to explain this by using a practical example: Cirque du Soleil redefined circus by created their own Blue Ocean in a field where all operators had been operating a very similar business model for years and years. Thus Cirque du Soleil plays a key role in the following example that is considered to be the benchmark for value innovation. (Moscoso & Lago 2011, 61.)

Figure 9 demonstrates how Cirque du Soleil’s value proposal differs from traditional circuses; rather than creating just another circus that tried to be a bit more exciting on all traditional fields of circus, they decided to add elements to their value proposal that the traditional circuses had very little of or lacked completely. Cirque du Soleil didn’t just add things to their value proposal though; they also were bold enough to completely remove elements that were traditionally considered to be essential parts of circus, such as exotic animals. (Moscoso & Lago 2011, 61.)

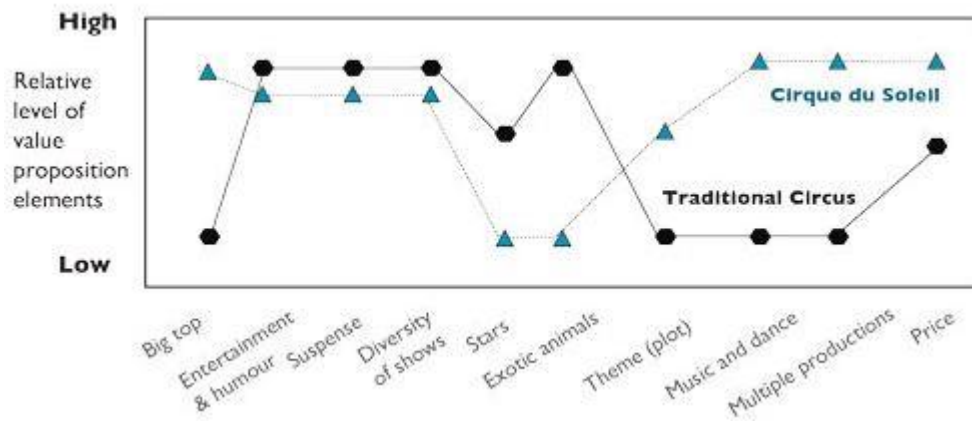


FIGURE 9. Value proposition of Cirque du Soleil (Moscoso & Lago 2011, 61.)

When the value proposal is applied to an organization's operating model, there are four types of decisions that can be made:

- Raise specific value proposition elements above the standards that have been previously set by the competitors (big top, in Cirque du Soleil's case, for example).
- Add new components to the value proposition that the competitors are lacking off (dancing and a plot, in Cirque du Soleil's case).
- Reduce the conventional elements your target audience doesn't value highly enough in relation to justify their costs (in Cirque du Soleil's case, well-known star performers, for example).
- Completely exclude specific elements that are not in line with the target audience's needs and wants or are not appreciated enough to support their costs (in Cirque du Soleil's case, animal numbers, for example).

The two first choices are more tilted towards increasing the customer's perceived value, while the two below them are geared towards reducing the costs related to the production of the service. When properly applied, this approach can ease or even completely remove the tension between offering great service and costs. It is important to note though, as was mentioned before; there is no one magic solution that will please all audiences. An alluring service model can only be designed to please specific customer segments, and thus

it's very important to carefully define the target market in the very beginning of the process. (Moscoso & Lago 2011, 61.)

4.5.1 Global Service Finland's value innovation

GFS's value innovation has been carefully constructed in order for its services to give maximum value for GSF's future clients as well as to be clearly distinguished from general consulting services offered by other consulting companies. Here are the key factors of GSF's value innovation:

- Raise: Country specific connection networks, highly personal service

GFS will introduce country specific business connection networks for its clients. These networks will be actively expanded and the bar will be set high for them. GFS wants its clients to have an active support network, both in Finland as well as locally in the target market. Thus GFS will raise the importance of country specific connection networks above the consulting industry's standards. GFS will also raise the industry standards from generic consulting services to highly personal and tailored services, where customer satisfaction and truly caring for the client's needs and wants will be the most important driver for success.

- Add: Translating services, aid in funding, new emerging markets

Language barriers can be a real issue hindering business success. Fortunately, GFS has a vast number of contractors offering translating services working for them who speak several different languages. These contractors will be able to help both GFS's future clients as well as GFS to generate success internationally by removing the language barriers. Thus GFS will be adding translating services to its portfolio. Funding is also one of the biggest bottle necks for Finnish health technology companies' growth. Thus aiding the companies to get funding can be a major positive factor benefiting both the client and GFS. This is why GFS will differentiate itself from the rest of the consulting industry by adding active funding aid services to its portfolio. Another one of GFS's key additions comes with the realization that the Finnish health technology companies currently have very

limited exporting activities in the emerging markets. GSF wants to change that and turn emerging markets to lucrative opportunities for Finnish health technology companies. Adding this aspect to GSF's portfolio, will eventually lead into new business opportunities benefiting the clients and GSF. These aforementioned added components are especially important to GSF's value innovation, since no other Finnish private consulting company is currently offering them to Finnish health technology companies.

- Reduce: Specialize in Finnish health technology companies

Many consulting companies have clients from several different industries. This means that it's very difficult for the companies to stay on top of all of the fields they are doing business in. More specialized companies can surpass them by targeting all of their resources to a more defined segment of the market, instead of trying to do a bit of everything and spread their limited resources all over the spectrum. Thus GSF will specialize in Finnish health technology companies in order to master that specific industry segment and dominate it.

- Completely exclude: Developed and already competed markets

A vast majority of the companies offering internationalization consulting services as well as the Finnish health technology companies are currently targeting their products and services heavily to the developed markets. Thus GSF will exclude these already heavily competed markets and focus instead on promising new emerging markets with significant growth potential.

4.6 Defining the strategic approach

4.6.1 Four basic approaches

After the value proposition has been detailed down, the next natural step is to define the strategic approach of the service operations. While keeping the aforementioned trade-off

between quality of the service and costs in mind, there are four basic approaches that can aid in the process:

- Industrialization of services. This approach underlines the role of the process and standardization. It is mainly focused on producing the service as efficiently (lowest cost) as possible. Its key aspects are: the rearrangement of processes to an area that is not visible to the customer and administering process standardization methods.
- Empowerment or delegation of authority to employees. This approach focuses on best utilizing the people providing the service. Thus it is more geared towards increasing the customer's perceived value, targeting on-the-spot interactions between the customer and an employee via allowing the employees to have more power to decide how each customer and each service situation can be best taken care of. There are three major operational elements that this approach requires to be successful: 1. every single employee needs to fully grasp the priorities of the service. 2. They must have the adequate training required in order to make correct decisions. 3. A suitable feedback and learning platform needs to be presented to the employees.
- Self-service. The basic principle of this approach is to directly involve the customer in service delivery activities that were previously handled by the employees. This approach has the possibility to increase the customer's perceived value and reduce costs at the same time, if applied properly.
- The use of technology. This approach can be applied to all of the three aforementioned ones. Depending on the approach, it can also be used as a solution to enhance the way the other three are implemented. It is important to keep in mind though, that while technology can be an impressive service enabler, it should not become the whole end-solution as a whole. To make it worth-while, its use should be technically possible, economically attractive and most importantly; in line with the selected customer service strategy.

(Moscoso & Lago 2011, 62.)

4.6.2 Global Service Finland's strategic approach

Global Service Finland will base its operations mainly in empowering its employees. The services provided will be highly personal and based on, on-the-spot interactions between the customer and an employee. Thus the employees will have to be allowed to have more power to decide how to handle each service situation, in order to increase the customer's perceived value.

The employees will be made aware of the company's policies regarding customer relations; they will receive adequate training and will enter the field with an experienced mentor. Their performance will be monitored and evaluated for further improvement. An anonymous feedback system will also be put in place for customers and employees alike, to further improve company operations. Extended training opportunities will also be provided for the employees if deemed necessary.

Once the employee has completed a required amount of successful customer service situations without any negative attributes; he/she will be allowed to serve customers independently. Constant support from the management will still be available, should it be needed. A weekly meeting, where current agenda, feedback and suggestions are discussed, will be scheduled. The employees will also be encouraged to come up with ways to improve the company's business operations and adopted innovations will be rewarded.

4.7 Designing the service delivery system

There are three key elements to any operating model linked to a service proposal: the service processes, the non-human resources (infrastructure, equipment, etc.), and the operational contribution of employees. The design on the service system should be built around a certain "customer passageway": this represents the chain of activities and events the customer passes through during the service delivery process. The design should specifically be built around this; because each process has a customer whose needs dictate what is needed and what increases value to them. (Moscoso & Lago 2011, 62.)

At some point along the customer passageway; direct interaction between the customer and the company's service delivery system (most commonly employees) will happen. As

these will be the decisive moments where the customer satisfaction level will be assessed; all of the assets the company has deployed, need to work to their maximum potential exactly at these moments, in order for the customer to be positively satisfied. During these moments there are several aspects to take into account that add to the level of difficulty of managing these situations, such as: waiting times, personal interactions and the aforementioned customer expectations and perceptions. (Moscoso & Lago 2011, 62.)

4.7.1 Global Service Finland's service delivery system

As has been mentioned before, the services provided will be highly personal and so will also be the service delivery system itself. Thus the employees will be required to study business related information linked to each individual client, before any scheduled direct interaction between them will take place. They will enter these situations prepared and with an existing sketch of how to best serve the client in a personal way, accounting for their needs and adopting them to the final service plan proposal.

The employees will be expected to use all reasonable means necessary in order to satisfy the clients. Customer satisfaction will be their number one priority. Their aim will be to build long lasting mutually beneficial, personal and friendly business relationships with their clients.

4.8 How to manage external perceptions and expectations

Most commonly the faults of a service model lie in truly understanding and managing the customer expectations (gap 1 in figure 10). It is fairly common that companies don't know what their customers actually expect of the service they offer, or make false assumptions on the customers' behalf about their specific preferences. These faults in the system should be fixed through a dialog with the customers in a way that includes their needs, opinions and proposals for improvement, applied in practice within reasonable limits. Also the customers' expectations should be managed and adjusted according to the organization's realistic delivery capabilities, to avoid unnecessarily high expectations and disappointment caused by them. (Moscoso & Lago 2011, 62.)

Final perception should also be managed by companies (gap 2 in figure 10). Customers may not be able to completely judge the quality of the service, when the service offered is intangible. Instead they tend to put more value into the elements they've been able to see and comprehend. For example, it is much easier for an average client of a lawyer to assess how long they had to wait for the legal help, instead of the actual quality of the lawyer. (Moscoso & Lago 2011, 62.)

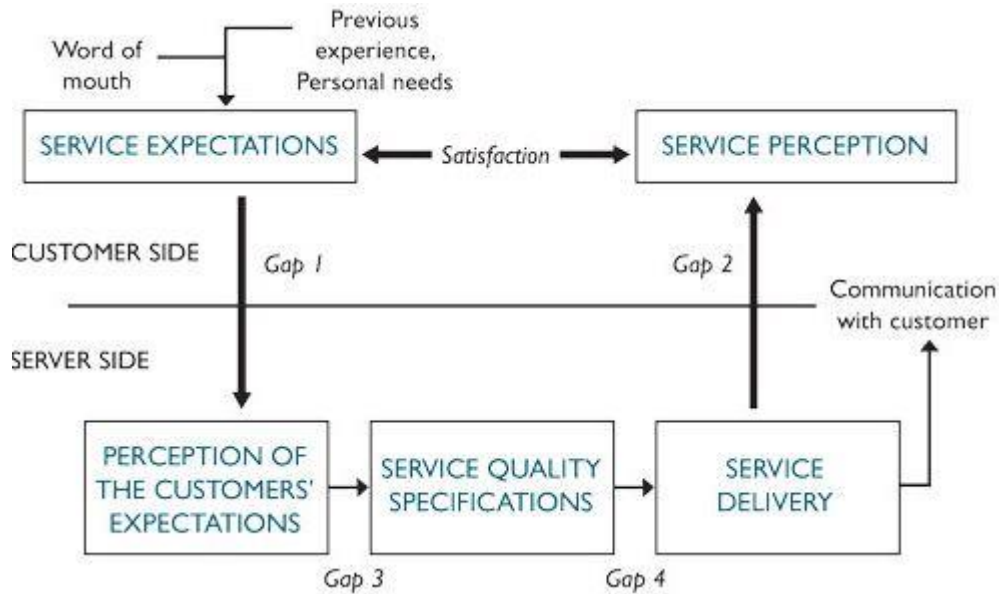


FIGURE 10. Gaps in service design and provision. (Moscoso & Lago 2011, 63)

4.8.1 GSF's way to manage external perceptions and expectations

GFS will be managing an active dialog with its customers to avoid any possible misconceptions. The company will query its customers about their needs and views regarding the matter at hand; and their personalized service proposals will be fine-tuned correspondingly. GSF representatives will also be available to answer any further questions that may surface; and their highest priority will be first satisfying and then exceeding the customer's initial expectations. The company will practice honestly with its clients and will not promise something it can't deliver. Every customer contact situation will be handled in a timely fashion, personally, professionally and efficiently.

The customers will also be asked to rate their experience once they've been in contact with the company's representatives. Should any negative feedback surface, it will be reviewed by the management; and possible changes in company policy as well as compensation to the customer will be implemented accordingly, should they be needed. Every customer expressing their dissatisfaction will also be directly contacted by GSF's management. This sends out a clear message that the company is taking the customer's needs and feeling very seriously and is willing to make things right. In many cases just the customer's initial perception of being taken seriously can soothe any possible tensions and ease solving the case tremendously, thus it is very important to communicate this to the customer adequately.

4.9 Internal factors: Quality and damage control

Along with the external factors, the internal aspects of the delivery system may also be faulty when the customers' needs haven't been accounted for in the design (gap 3 in figure 10). These faults in the delivery system are often related to strategic decisions. It is quite a common mistake to try to offer a little bit of something to please everyone to a very large group of potential customers that in reality doesn't match anyone's expectations. (Moscoso & Lago 2011, 62–63.)

Despite of the processes being appropriately designed, there may be variations in the level of service the customers receive or they might not receive the service the way it was originally intended or expected (gap 4 in figure). When the value proposal offered is a service; production and consumption happen concurrently. This leads the customer to assess the changes in the level of service on the spot, without leaving any room for the organization to prepare for it. This is why a good quality control system related to services should be preventive instead of being reactive. It's a lot harder to restore a bad perception than it is to maintain a good perception in the first place. This is called the Second Law of Services. (Moscoso & Lago 2011, 63.)

As a final remark though, it is worth noting that a well-managed recovery after an unfavorable event; can lead into a very high level of customer satisfaction and open doors for possible future business opportunities. Customers tend to understand that companies

make mistakes, and when the mistakes do happen, it all comes down to whether or not the customer feels the company is trying to fix them hard enough.

5 SELECTING GSF'S KEY MARKET(S)

As the company resources and amount of staff may be limited early on; it is ideal to select few key markets to focus on and use them to gain valuable experience of running these kinds operations, proving the concept and as hubs to further expand the operations into neighboring countries. These key markets should be big enough to make it worth-while and have relatively low barriers of entry as well as somewhat ideal geographical location if possible.

While selecting the key markets, it is vital to note that different countries have different regulations and procedures for registering imported medical devices. In some countries, such as Morocco, it takes on average six months to obtain the certificate of registration. Morocco also suffers from corruption and has a relatively limited market for medical equipment. (U.S Commercial Service 2015, 164–165.)

These factors don't exactly make a country like Morocco an ideal key market for hub operations, at least not in the beginning of a new business service model's launch. Thus it would be wise to avoid selecting Morocco and other countries like it, as key markets and look for more favorable options better meeting the set criteria.

5.1 Turkey

Turkey offers a medical equipment market worth approximately USD 3 billion which has been growing at the rate of 5-10 percent every year since 2002. 90 percent of the medical devices used in Turkey are imported. The percentage of imported products in the market may go down in the future, since there is a strong incentive by the Turkish government to increase local manufacturing; but the market is still expected to remain attractive for advanced and innovative imported products. Turkey also has a rapidly growing new medical tourism section worth around USD 500 million per annum, which is also positively affecting the demand for advanced and innovative imported medical devices. (U.S Commercial Service 2015, 227–228.)

There are 1,453 hospitals in Turkey, of which 840 are run by the state under the Ministry of Health. These hospitals speak for 62 percent of Turkey's 194,000 hospital beds and a total of 57 percent of the current hospital stock. The rest of Turkey's hospital stock consists of 503 private hospitals and 65 university hospitals. (U.S Commercial Service 2015, 228.)

At the moment there are several on-going hospital projects in Turkey that will be managed by a Public-Private-Partnership model. The Ministry of Health has recently outsourced management and construction of 29 healthcare campuses all around the country. Each of these locations will have a capacity of 2,000 to 4,000 beds. (U.S Commercial Service 2015, 228.)

Currently the market trends in Turkey show demand for dental devices, remote patient monitoring devices, advanced pre-screening equipment, advanced point-of-care devices, imaging and diagnostics devices, cancer treatment devices and telemedicine systems. Turkey has been investing quite aggressively in its health care sector in the recent past and 95 percent of its population is covered by the universal healthcare insurance plan. This combined with the emerging medical tourism sector is also showing up here; as the demand for more advanced devices is quite evident. (U.S Commercial Service 2015, 229.)

Turkey is an accession country to the EU and thus has been part of Customs Union with the EU since early 1990s. Medical rules and regulations applicable in the EU are mostly applicable in Turkey as well; lowering the barriers of entry significantly for Finnish health tech companies. Products manufactured in the EU are also exempt from customs tax due to the Customs Union. (U.S Commercial Service 2015, 229.)

5.1.1 Comments & analysis

Turkey has some enormous key market potential, as its geographical location is ideal for further expansion to both Africa and Middle East. It also has a large population, strong demand for advanced health technology, strong emphasis on developing its health care system, growing medical tourism industry and solid expected future demand for imported health technology devices.

The customs union and EU regulations being applicable, even further improve Turkey's key market potential. Finnish health technology companies currently also have quite limited export activities to Turkey. Thus there would likely be business opportunities available for GSF and its future clients in Turkey.

Overall Turkey offers the most potential out of all of the emerging markets, where the Finnish health technology companies currently don't have a strong market presence at.

All of the aforementioned factors make Turkey a clear cut key market for GSF and it would not be advisable to ignore its tremendous potential.

5.2 Jordan

Even though it may be small by its population (6.5million), one of the most promising Middle Eastern markets for health-tech is Jordan. A major part of this is because of Jordan's booming health tourism industry. Even the World Bank has ranked Jordan to be the leading medical tourism hub in the Arab region and the fifth most significant in the world overall. (U.S Commercial Service 2015, 140.)

During the recent past, Jordan's medical tourism has annually generated over USD 1billion in revenues. In 2015 Jordan expects to attract 300,000 medical tourists, ramping up the revenues in USD 1.5 billion range. The country's amount spent on healthcare is the third highest in the region and around 10 percent of its GDP (over USD 3billion) goes towards healthcare. The sum has been growing annually approximately at a rate of 7 percent; further solidifying Jordan's leading position in the region. (U.S Commercial Service 2015, 140.)

In Jordan there are 104 hospitals which cater the country's own population as well as 250,000 medical customers from neighboring countries annually. In 2014 the total amount of treated Arab and foreign patients increased by 10% compared to 2013; portraying well the medical tourism industry's very healthy state in the country. (U.S Commercial Service 2015, 140.)

In 2013 Jordan's medical equipment and pharmaceuticals imports were worth over USD 450million. By the end of 2016 these imports are expected to reach USD 615million. Around 80 percent of Jordan's medical equipment is also imported, making it a hotspot for foreign health-tech companies. (U.S Commercial Service 2015, 140.)

The healthcare system of Jordan is also considered to be one of the best in the Middle East region. The usage of latest technology is widespread and the doctors of the country are highly-educated, many having been trained in the US; making the need and appreciation of high-end health technology quite eminent. (U.S Commercial Service, 140–141.)

There are also couple of favorable policies in place for Finnish health-tech companies; since 1998 the Ministry of Health has banned the import of used and refurbished medical devices into the country. This means that all of the medical devices imported into the country must be new and in pristine condition. The devices are also required to have the CE mark. Thus products that have been authorized to be marketed in Europe, are not required to go through a regulatory review by the public sector operators, lowering the barriers of entry for Finnish companies quite significantly.

Jordanians are increasingly suffering from various different kinds of diseases such as cancer, diabetes, asthma, vascular disease, obesity, heart stroke, osteoarthritis, osteoporosis, rheumatoid and arthritis. Thus current opportunities in the Jordanian health-tech market are mainly linked to technologies preventing or curtailing disabilities linked to these diseases. (U.S Commercial Service 2015, 142.)

The Jordanian government has also put in place healthcare reforms which aim at building several new hospitals, enhancing and further developing hospital infrastructure, with a special attention to upgrading pediatric facilities as well as adding more therapeutic equipment and medical diagnostics devices to the hospitals. These measures should also positively affect the demand for health-tech equipment, and it is expected to continue to increase steadily during the next few years. This is mainly due to the reforms, increasing health insurance coverage and a current trend of shifting to modern treatment methods from more traditional means, spreading even wider. (U.S Commercial Service 2015, 142.)

As during the next few years, several new hospitals are expected to be built; demand for health-tech products is expected to further increase. Especially Cardiology and kidney

dialysis equipment, medical surgical sterilizers, orthopedic and prosthetic appliances, diagnostic imaging equipment, medical x-ray, alpha, beta and gamma ray equipment are expected to be in demand. (U.S Commercial Service 2015, 143.)

Even though being quite lucrative for health-tech exports, the Jordanian market on the other hand, is quite competitive and price-sensitive. Importers are especially searching for innovative and reasonably priced products that offer healthcare cost savings as well as improve patients' lives. Thus opportunities mainly are showing up for products that clearly distinguish themselves from the competition and show considerable advantages in clinical outcomes. Therefore, offering basic or outdated products without any competitive edges won't carry far in the Jordanian market, but groundbreaking and innovative products representing latest technology are always in demand. (U.S Commercial Service 2015, 142–144.)

5.2.1 Comments & analysis

The Jordanian market having mainly highly educated professionals requiring cutting edge solutions and products to serve their local and foreign patients, should benefit Finnish companies that often are at the very top of their own respective health-tech segments. Also Finland's good reputation as a reliable supplier of health technology, could further tilt the scales to Finnish health technology companies' direction in the competed Jordanian market. Jordan's geographical location regarding a key market status is also somewhat ideal, as it sits right at the crossroads of Africa and Middle East.

After all of the aforementioned factors have been taken into account; Jordan comes through as a very viable option for a key market, and it definitely shouldn't be overlooked just because of the size of its relatively small native population.

High level of competition in the market could cause some challenges though. Thus it would be advisable for GSF to closely follow the Jordanian market and its trends before any final decisions are made, as the conditions might change fast if new innovations are introduced to the market.

5.3 United Arab Emirates

One of the most important commercial, touristic and logistical hubs in the Middle East region is the United Arab Emirates (UAE). UAE's government also has had the healthcare sector listed as one of their most important focus sectors for the past few years now. This has led into significant growth at the UAE's healthcare industry, and as a result the Emirates now rank in the top 30 countries in the world on healthcare expenditure per capita. The government also has a longer standing plan to substantially increase the level of healthcare services provided within the Emirates borders. Thus there are current ongoing plans that aim at making the UAE a major medical tourism destination as well. (U.S Commercial Service 2015, 235.)

The population of the UAE is enjoying from rather high income levels and comfortable lives, but many (approx. one third of the population) is suffering from obesity. Also around 20 percent of the UAE's citizens have diabetes. The trend for these so called modern day developed nations' "lifestyle diseases" also shows a significant increase over the recent past, and the upward trend is expected to continue during the next few years. These newly introduced diseases, combined with high income levels are creating more demand for disease-specific high quality healthcare services. This could also offer up some business opportunities for Finnish health-tech companies. (U.S Commercial Service 2015, 235.)

In 2013 the UAE's healthcare expenditures were USD 15.8 billion and represented 3.7 percent of the GDP. Out of the total amount spent on healthcare; the public sector totaled to around three-quarters. (U.S Commercial Service 2015, 236.)

The UAE relies completely on imported medical devices. In 2013 the medical device imports were worth a total of USD 746.9 million. The imported medical devices segment is also expected to experience significant annual growth rates over the next few years, and is predicted to be worth around USD 1.2 billion in 2018. (U.S Commercial Service 2015, 236.)

These are very positive factors for the Finnish health-tech companies to consider, as there is going to be near guaranteed demand for imported cutting-edge medical devices in the UAE over the next few years.

The UAE's regulations restrict foreign ownership in companies based within the Emirates borders, excluding specific free zones, to 49 percent. This means that at least 51 percent of the company must be controlled by either a citizen of the UAE or a company fully owned by UAE nationals, in order for the company to be allowed to do business in the UAE. Thus the best, and often the only way to successfully penetrate the market, is to use a local distribution agent. (U.S Commercial Service 2015, 236.)

The UAE Ministry of Health controls the registration of medical devices. All medical devices have to be approved by the Ministry's Drug Registration and Control Department. Imported medical devices will not be allowed to enter the UEA if no pre-approval for importation has been issued by the Ministry of Health. (U.S Commercial Service 2015, 237.)

All medical devices have to be registered locally, and companies without legal presence in the UAE; must assign a local, Ministry of Health licensed, representative to serve as the body handling the registration process on their behalf. This must be actualized by written contract confirming that the appointed local representative has the authority to represent the company in the UAE. (U.S Commercial Service 2015, 237.)

A positive aspect of the registration process for Finnish companies is that medical devices having EU approval will be subject to a shortened registration process. According to the Ministry of Health, average handling time for the applications is around 8 to 12 weeks. (U.S Commercial Service 2015, 238.)

5.3.1 Comments & analysis

Despite of the few barriers, as the UAE has zero taxes, excellent geographical positioning and advanced infrastructure for logistics and transportation; it is a very viable candidate for a key regional market in the Middle East. A successful market entry in the UAE could make penetrating the region's other promising markets tremendously easier. Thus it would not be advisable to neglect the UAE's potential as a key market.

Doing business in the UAE requires local presence though, and business deals have to be negotiated face to face. Closing a deal might also require several visits and encounters

with the potential clients. Thus it would be advisable for GSF to carefully plan and map the opportunities in UAE before any travel arrangements are made. Also establishing a dependable local contact, preferably before the trip, is a must and should be considered priority before any serious investments are made.

5.4 Nigeria

In Africa its most populated nation Nigeria, could offer some decent potential as a key market.

The Nigerian health sector is estimated to be worth around USD 2.5 billion and consumer health segment has been growing annually during the past 5 years. The growth has been mostly attributed to people becoming more health conscious and also to rising family incomes. (U.S Commercial Service 2015, 168.)

The medical equipment segment in Nigeria is expected to grow c.a. 15 percent over the next two years. The country is also a net importer of medical equipment and local production is limited to inessential equipment such as gurneys and hospital beds. The private sector is expected to be the main driver of growth in Nigeria over the next few years. (U.S Commercial Service 2015, 168–169.)

One major benefit in Nigeria is also that there are zero tariffs on imported medical equipment, which significantly lowers the barriers of entry for foreign companies. (U.S Commercial Service 2015, 168.)

Price is the main competitive factor in Nigeria, followed by service support and product origin. It is also especially important to note the significance of building and maintaining highly personal business relationships in order to succeed in Nigeria, since the country's culture is very diverse and relationship-driven. (U.S Commercial Service 2015, 170.)

In Nigeria the current market trends show demand for diagnostics equipment such as Magnetic Resonance Imaging (MRI), Digital X-Ray, ultrasound scans, Mammography, Computed Tomography (CT) Scan, as well as mortuary tools and anesthesia equipment. (U.S Commercial Service 2015, 170.)

5.4.1 Comments & analysis

Nigeria's key market status should be given some serious consideration due to the country's large population, medical equipment segment's expected strong growth numbers and its somewhat ideal geographical location. After a successful market entry, Nigeria could be used as a regional hub to expand GSF's operations to the neighboring countries. Thus succeeding in Nigeria could lead into a greater market presence in Western Africa, that otherwise could prove tough to achieve. This adds to Nigeria's potential key market value and should be accounted for, when decisions regarding key markets are made.

Also English being Nigeria's official language can be seen as a positive aspect regarding its key market status. Language barriers would be less of an issue, and the potential to find English speaking professionals to work with would naturally be greatly increased.

It would be advisable though, for GSF to conduct a more thorough market analysis of Nigeria's potential and possible shortcomings regarding its market for health technology, before any definitive decisions of its key market status are made.

5.5 Kenya

East Africa's most developed nation Kenya, could hold some potential to serve as a key market; as it is the financial, commercial, logistical and economic hub of the region. Kenya also has a young (nearly 70 percent of its population is under 35), English-speaking and well-educated population as well as a strong entrepreneurial tradition. (U.S Commercial Service 2015, 145.)

These factors combined, could ease up tremendously GSF's hiring process of qualified business advisors possessing vital market-specific know-how and appropriate business skills to go along with it.

Kenya's market for medical devices is also one of the fastest growing in all of Africa, and is estimated to experience a growth rate of 10 percent annually until at least 2018. Also almost all of the medical devices used in Kenya are imported, opening up possible business opportunities for foreign companies. Kenya's key logistical position could also be

further used to penetrate the whole Eastern Africa's regional markets, once a successful market entry in the country has been completed. (U.S Commercial Service 2015, 145.)

In Kenya especially private sector hospitals are more willing to invest into modern medical equipment. The public sector hospitals on the other hand are more budget oriented and price may be an issue to them in some cases. There are 47 county governments in Kenya, each responsible of providing public health facilities and services in their jurisdiction. The county governments get a minimum of 15 percent of their funding annually from the central government. A significant amount of said funding is then targeted towards re-equipping each county's health facilities. This is executed through a leasing program the government launched in 2014, which aims at bettering the healthcare system and its facilities in Kenya. (U.S Commercial Service 2015, 145–146.)

Current healthcare market trends show need for basic equipment such as hydraulic operating tables, anesthetic machines, delivery beds, anesthetic trolleys, mercurial sphygmomanometers, infant incubators, oxygen flow meters and mortuary trolleys. Leading opportunities linked to electro-medical device include: ultrasound units, mammography units, MRI equipment, CT scanners, endoscopy, angiography immunology, biochemistry, and hematology systems. (U.S Commercial Service 2015, 146.)

In Kenya used and restored medical equipment are allowed to be sold, as long as they meet the national standards. This has to be considered as a negative aspect of the market from Finnish health-tech companies' point of view, since in some cases it might affect the prices the hospital operators are willing to pay for new equipment as well. All medical devices sold in Kenya must also be registered with the country's Pharmacy and Poisons Board. (U.S Commercial Service 2015, 146.)

In order for medical devices to be imported into Kenya, a Certificate of Conformity is required. The main purpose of this document is to verify the imported product's compliance with current technical regulations and mandatory standards applicable in Kenya. These certificates are required by the Kenya Bureau of Standards and they are issued by Kenya's Pre-Export Verification of Conformity program's appointed country agents. This is a mandatory customs clearance document in the country, and products imported to Kenya without it, will face delays and might even be prohibited the access into the country altogether. (U.S Commercial Service 2015, 147.)

5.5.1 Comments & analysis

For its importance in the Eastern Africa region, Kenya should definitely be at least considered for a key market status, despite of its few shortcomings. Its young well-educated English speaking population also adds value to Kenya's key market potential, and should not be ignored when decisions for GSF's key markets are being made.

Kenya's geographical location is also rather ideal for expansion in East Africa. Therefore, succeeding in Kenya could lead in rapid expansion in the whole region and thus be quite beneficial for GSF and its future clients.

Overall Kenya shows more positive than negative aspects regarding its key market status, and it would be tough to find a better suitable key market candidate in the region.

5.6 Ghana

Ghana is truly known for its stability and legal transparency that are superseded by no other nation in its region. The country has also one of the most appealing markets in the Sub-Saharan region for foreign investments. Ghana has a democratic government and has experienced substantial economic growth over the last two decades. The country's government also has a significant focus on health related matters and they are viewed as one of the cornerstones for the country's strategy regarding stimulating future growth. Ghana also has a quite influential and rather fast growing middle class, boosting the overall demand for imported health-tech devices. (U.S Commercial Service 2015, 95.)

The country's demand for higher-end health-tech products is mainly revolving around its largest cities: Kumasi Takoradi, Tamale, Tema and the capital Accra. Ghana has very limited local health-tech manufacturing though. Thus almost all of the medical devices used in Ghana are imported. This could open up possibilities for Finnish health-tech companies. (U.S Commercial Service 2015, 95.)

Currently there is an incentive in the country to increase the private sector's importance in health care and this could possibly open up doors for future growth and potential business opportunities. There have been even discussions of attracting private investments

and creating a new medical tourism sector in the capital Accra. This though would take place in the future but its developments are well worth following, since medical tourism usually equals to increased demand for health-tech products. At the moment though, serving Accra's ever expanding expat community as well as Ghana's middle and upper class are offering the most promising opportunities related to higher-end health-tech product imports. Therefore, these would currently be the best consumer segments to focus on. (U.S Commercial Service 2015, 96.)

There are no major trade barriers in Ghana, European standards are widely adopted and the country has established a reputation of being friendly for foreign imports and investments. The Food and Drug Authority is the registering body for medical devices and Ghana's Standards Board regulates and develops standards applied in the country's health care sector. (U.S Commercial Service 2015, 97.)

It should be noted though that finding a suitable Ghanaian company to partner with is quite important in order to succeed in Ghana. The country's governmental agencies are known to be non-responsive and completing the registration processes can take a lot of hands-on action from the applying body. Thus having local expertise at the company's disposal can certainly aid the process. (U.S Commercial Service 2015, 97.)

5.6.1 Comments & analysis

Overall Ghana shows quite a bit of potential regarding the future and even a little bit of promise for current operations. All in all, Ghana as a stable and democratic country could be used as a supportive market for operations in Africa, and possibly even as a key market if the country's medical tourism industry gains more significance.

It would be advisable for GSF to monitor the developments in Ghana regarding its market for health technology and re-evaluate its key market potential in the future.

6 ANALYZING THE SERVICE PLAN

6.1 SWOT analysis

When a new strategic business plan, such as a service plan is being drafted; it is a very good idea to map the internal and external factors impacting the organization's decision making via a SWOT analysis.

The SWOT analysis was developed in the 1960s by renowned business experts Kenneth Andrews, William D.Book, Roland Christensen and Edmund P. Learned in their book "Business Policy, Text and Cases" (R.D.Irwin. 1969). (Goodrich 2015)

SWOT stands for Strengths, Weaknesses, Opportunities and Threats. It is a useful analytical framework, and a vital part of any successful strategic plan that can be used to gain a good overall understanding of a company's shortcomings, as well as most lucrative possibilities and attributes. The optimal result of a SWOT analysis is precise information leading into business awareness that otherwise could've been overlooked. (Goodrich 2015.)

6.1.1 Why should SWOT analysis be selected?

SWOT analysis' strengths lie in its simplicity. It is quite difficult to predict a small company's future accurately without first observing all possible internal and external factors linked to the business operations, such as opportunities and threats. The four forthright steps of SWOT analysis make it easy enough for just about anyone to get a good understanding of what's currently going on and what needs to be taken into account in the future. One certainly doesn't have to be a business guru to benefit from doing a SWOT analysis. (Goodrich 2015.)

6.1.2 The purpose of a SWOT analysis

The SWOT analysis allows companies to map both internal and external forces affecting the business. SWOT's main goal is to aid organizations in gaining complete awareness of all aspects possibly impacting strategic planning and decision making, both positive and negative. (Goodrich 2015.)

A successful SWOT analysis acts as a dashboard for an organization's products or services. When it's done right, the SWOT can help companies to properly control and execute a solid business strategy, no matter how big or small the company is. The analysis' fundamental idea is to take full advantage of your company's strengths, outsource and partner up in its weakest areas, properly target on the opportunities at hand and acknowledging the threats linked to the business. (Goodrich 2015.)

The organizations should review their SWOT's regularly and update them according to the current market trends, in order to stay on top of their game and ahead of the competition, to gain the full benefits of the model. (Goodrich 2015.)

6.1.3 When should SWOT be used?

It is initially meant to be used while being at the proposal stage of strategic planning. It serves as a forerunner to any kind of action the company is going to be making. Optimal moments for the SWOT analysis to be used are:

- While analyzing new business opportunities
- While deciding how to best implement strategies for a new policy
- While pinpointing potential areas of improvement in the strategy
- While changing or adjusting strategic direction in the middle of the plan.

(Goodrich 2015.)

Even though the owner of the business should definitely play a part in the SWOT creating process; it can be very advantageous to also include other members of the management/employees into the process. Doing this can give some very beneficial objective views from the people who experience the everyday operations first hand. It can also

allow the employees to gain a deeper understanding of the company's processes as well as a sense of positive contribution, which can further motivate them. (Goodrich 2015.)

Even though SWOT analysis can be a very beneficial tool, it should be noted that its results are helpful only if the organization in question can review itself objectively. Letting personal egos or insecurities effect the analysis, will lead into false results that do not benefit the company. (Goodrich 2015.)

6.1.4 The components of a SWOT analysis

A SWOT analysis revolves completely around the four factors represented in the acronym, which were defined before. The factors are used to analyze the elements affecting a strategy, action or initiative. Being aware of these positive and negative factors allows organizations better recognize which elements of a plan need to be addressed.

When a SWOT analysis is being drafted, it is typical to make a table with four columns (table 1), one for each of the acronym's factors. Usually impacting factors are put side-by-side for easier comparison, strengths next to weaknesses and opportunities next to threats. Also positive factors are typically put on the left side of the table and negative aspects on the right (figure). Having external threats paired with internal weaknesses can really reveal the company's most major problems. (Goodrich 2015.)

TABLE 1. SWOT illustration.

Strengths (positive factors)	Weaknesses (negative factors)
Opportunities	Threats

After the risks have been singled out, adequate remedial measures can then be decided upon. The company could i.e. manage an external threat by dropping the threatened business segment and readdress it after sufficient resources have been attained. Also an internal weakness could be i.e. dealt by targeting company means on it, until it no longer is a weakness. (Goodrich 2015.)

6.1.5 Internal factors

The acronym's two first letters S (Strengths) and W (Weaknesses), refer to internal factors. These factors are resources and experience at the company's disposal. Here are a few common examples of these:

- Human resources, such as employees, volunteers and target audiences
- Physical resources, such as the company's machinery, distribution networks and facilities
- Financial resources, such as cash, liquid securities and credit lines
- Access to intangible assets such as copyrights and trademarks
- Ongoing company processes, such as software systems, current company policies and employee programs.

(Goodrich 2015.)

Also other attributes such as operational efficiency, the company's image and culture, and the role the most important staff members play in the company, should be considered. (Goodrich 2015.)

6.1.6 External factors

The acronym's last two letters O (Opportunities) and T (Threats) refer to external factors that affect and influence directly or indirectly; each and every single company, organization and individual. They commonly represent elements the company doesn't have full control over, such as:

- Economic trends, such as local, national and international financial trends
- Market trends, such as new innovations and shifts in demand
- Legislation, politics
- Financing, such as investments, donations and loans
- Relations with suppliers and partners
- Demographics, such as target group's age, race, gender and culture.

(Goodrich 2015.)

6.2 GSF SWOT

6.2.1 Strengths

- Commission based payment structure

Offering a commission based payment structure can significantly lower the initial step to try out the services for potential clients. When customers pay only for the service after it has generated new revenues for them, their level of satisfaction is going to be higher than compared to a pre-payment option where they have to pay before the service has benefited them in any way, and have no guarantee of success.

- No need to hold any own product stock

This means that the company doesn't need to have large storage facilities and doesn't need to invest heavily to create a stock. Thus the company's financial and operational risks are significantly lower, since no capital is tied to holding or generating physical stock.

- Strong knowledge of local cultures

Since all of the potential key markets require highly personalized approach to business operations, being familiar with the local culture and customs is invaluable.

- Vast existing connection networks

Establishing business connections is vital for almost any kind of company's success, and even more so for a consulting based business. Having existing connection networks will save both time and money as well as aid the initial launch process of the new service model.

- Personalized service model

Being able to tailor the offered services based on each customer's individual needs and wants is especially vital in consulting, since most of the interaction with the client will happen face-to-face. Having this ability will raise GSF's customers perceived value of the offered services and build longer lasting professional relationships.

6.2.2 Weaknesses

- Service staff hasn't been hired yet

Time and effort will have to be invested in finding suitable staff. This has to be done with limited resources and eventually at the expense of other areas of the business operations. Hiring wrong kind of personnel could have negative consequences on GSF's future success. Thus the importance of the hiring process can't be ignored.

- Company is at its infancy

There are some uncertainties linked to a new company's business operations such as; how fast the company can establish a client base, limited resources and uncertain funding. These uncertainties can hinder a new business' growth and success rates. Active assessment and adjustment to the situation at hand is vital, in order for GSF to be able to turn these weaknesses into strengths and opportunities.

- Lack of practical experience in the field

Theory can't fully replace practical experience and things can look good on paper, but turn out to be not so great when tried in practice. Thus the operations should be actively reviewed and adjusted, once the new service plan has been launched, in order to best serve GSF's clients.

6.2.3 Opportunities

- Emerging markets are practically untouched by the Finnish companies

There is a universal need for health technology. Thus Finnish companies' lack of market presence in the emerging markets can mean significant growth opportunities in the near future, as many of the emerging market countries are expected to experience increasing demand for imported health technology solutions.

- Medical tourism boom

Medical tourists require new cutting edge health technology solutions and this creates more demand for new health technology investments to be made. By targeting markets where medical tourism is especially important, GSF can generate additional value to their clients by introducing them to markets where the demand for imported cutting edge health technology products is close to guaranteed.

- Increasing investments in private health care

New investments to health care services also naturally generate new demand for health technology. Actively monitoring these opportunities can give GSF a vital trump card in business negotiations, where clients may be a bit hesitant to purchase the offered consulting services.

- People becoming more health-conscious in emerging markets

People turning to modern medicine from more traditional healing methods generates more demand for health technology in the emerging markets. Utilizing this opportunity will benefit GSF and Finnish health technology companies.

- 95 % of Finnish production is exported

Since Finnish health technology companies practically have to go global very early on, there is a very reasonable chance for an internationalization consulting

business especially targeting this customer segment, to find demand for their services.

- No other Finnish company currently offering same services to Finnish health-tech companies

Having a Blue Ocean situation is all a new company launching their business operations can hope for. No competition means that all the potential clients only have one provider to buy their desired services from.

- Emigration from Middle East and Africa

Finland is becoming more global every year and emigration from Middle East and Africa could provide GSF an opportunity to find skilled professionals with vital market specific knowledge. Also university students residing in Finland from these regions; could prove useful for GSF's market research purposes.

- Wars and conflicts

As grim as it may sound; wars and conflicts naturally create demand for health care services and thus also for health technology solutions, since the victims of the war have to be treated somehow. Worth noting though is that wars can also seriously limit the ability to do business and thus they are listed as a threat in the next section.

6.2.4 Threats

- Political risks at the target markets

In the developing world the governments can sometimes take unexpected drastic measures. These could include: starting to heavily favor local production over imported products, setting up trade barriers, government currency actions, war dec-

larations and other regulatory changes, for example. Though being somewhat unlikely, all of these factors can severely limit the ability to do business in a target market.

- Hiring wrong kind of staff

A small new company just can't afford to hire staff that doesn't fit their requirements. Hiring even one unsuitable employee could potentially have catastrophic consequences for the reputation and finances of the company, especially when the employee is directly involved with the customers.

- Initially convincing companies to use the services might prove tough

Convincing the first client to try out the provided services will most likely prove to be the toughest task. Naturally potential clients will ask for references that the company doesn't have. Working around this imperfection will define GSF's success.

- Smaller health-tech companies might have a limited production capacity and would like to target it towards developed markets

Emerging markets can be seen as a risk not worth taking by smaller companies with limited knowledge about them. Making potential clients aware of the possibilities emerging markets provide, could turn them into opportunities for GSF.

- Lack of funding

Turning potential clients into actual paying customers can require a significant amount of face-time with them. Early on this means travelling to the customers' preferred locations to meet them and this has to be funded by GSF. Thus receiving no additional funding to cover these costs can threaten the business operations as long as no new client relations have been created.

7 CONCLUSION AND DISCUSSION

Based on the analyzed data; it is viable to say that the Finnish health technology companies currently have very little operations in the emerging markets. Even though the emerging markets have a steadily growing demand for high-tech medical devices and a vast majority of the Finnish companies' manufactured products are exported. It would be interesting to know exactly why the Finnish products are not exported into emerging markets when there is a clear demand for them. The reasons could be linked to the companies' limited production capacity, local bureaucracy, language barriers or them possibly viewing emerging markets as potential risks they are not willing to take. A further study is required to address this matter properly.

Most of the data analyzed indicates that there could be potential demand for GSF's internationalization consulting services. The demand for the products is clear and thus the challenge seems to lie in connecting the demand with the supply. A vast majority of the emerging markets are practically untouched by the Finnish health-tech companies. Thus a company offering internationalization consulting services especially targeting this market space; could find appropriate success. A further active dialog with the Finnish health-tech companies is required to confirm/create the need for the services. Thus establishing direct communication lines with the companies should be considered as one of the top priorities, in order to successfully launch the GSF's new service model.

Overall this thesis managed to address the objectives set for it in the beginning of the process and no main objectives were left untouched. A new service model was successfully drafted and various potential key markets analyzed. Also companies with client potential to GSF were identified along with the major current trends and numbers linked to Finnish health technology industry. The data presented, for the most part, is collected straight from the source and thus can be considered reliable. The data were analyzed especially GSF's interest in mind. The analyses provided in this thesis should be taken as suggestions for possible courses of action, and not as absolute resolutions.

The next step will be to apply the concepts and suggestions presented in this thesis into practice; as this will be the true indicator of how well this thesis managed to fulfill its underlying main objective of being useful to Global Service Finland Oy.

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