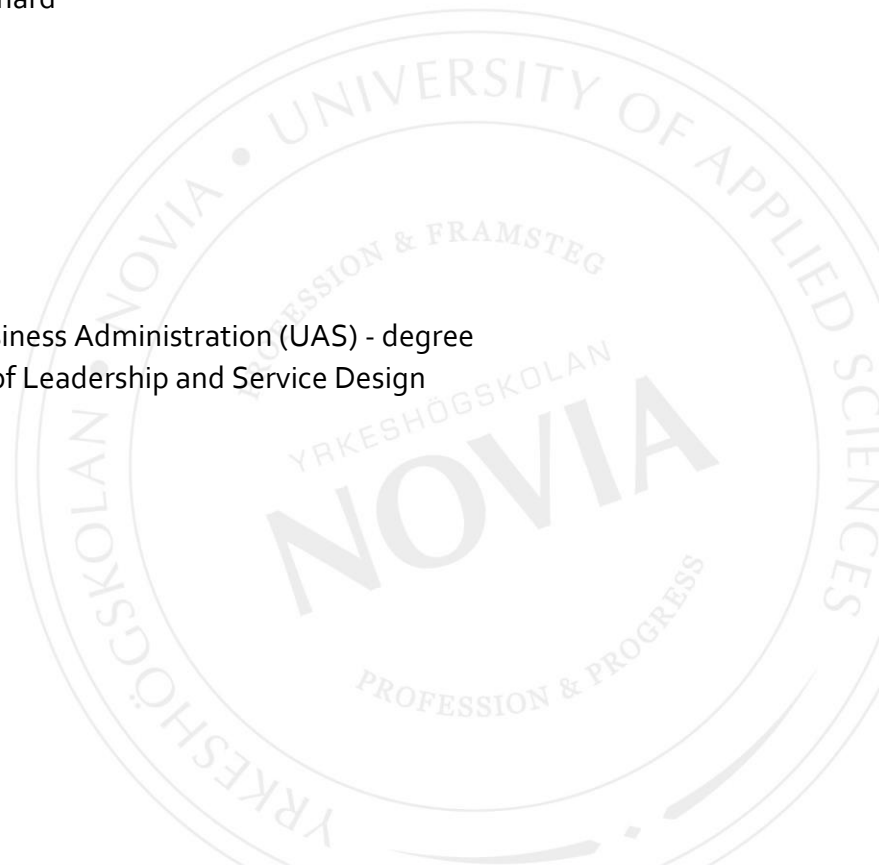


Co-developing the Immigrant Integration Services of the Järvenpää's Immigration Office Verso

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Abstract

The Master's Thesis focused on evaluating and co-developing the immigrant integration and employment enhancing services of Järvenpää's Immigration Office Verso in cooperation with the customers and employees of the Verso Advisory Services. The aim of the thesis was also to contribute with suggestions on how to engage all the Järvenpää immigrants in the Verso services.

The methods used to reach the goals of the thesis were a combination of literature study, planning meetings, interviews with the personnel, analysis of population and customer data, ethnographic research, semi-structured customer interviews, co-design workshops, ideation, brainstorming, prototyping and testing one new service idea as a pilot in practice.

Based on the research and customer experiences, Järvenpää Immigration Office Verso provides high-quality and versatile first stage integration services for the immigrants. Nevertheless, to increase the impact of the integration measures, during the service development process, the following further development suggestions were created as a result of the successful teamwork. The whole service ecosystem in Järvenpää needs to be more visible. To improve the data transfer, the integration service package planning should increasingly take place in multi-actor, everyone on-site stakeholder collaboration meetings. The communication should be improved to reach the whole immigrant society. To increase inclusion and independent life management of immigrants, the intense focus needs to be on learning the Finnish language and professional skills as well as recognition of immigrants' existing qualifications. It is essential to increase the multicultural training of immigrants as well as the Finnish employer companies, to forecast in the future needed professional skills and to give tools for digital citizenship to avoid immigrant exclusion from the society. Increasing the awareness of women's rights is needed among immigrants. A helpdesk is required to provide face-to-face work-life and labour law guidance for immigrants. To extend immigrants' support person and mentor networks, real incentives are needed. It is crucial to boost immigrants' and citizens' own initiatives and engagement in building an inclusive society for all.

Language: English

Key words: immigration, integration, employment, customer experience, service design

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1 Introduction

This thesis focused on co-developing the immigrant integration and employment enhancing services of the Järvenpää's Immigration Office Verso in cooperation with the customers and employees of Verso Advisory Services. The thesis also contributed to suggestions for enhancing the awareness of the Verso's services among the immigrants living in Järvenpää.

When immigrants arrive in Finland, they enter an entirely new cultural environment and face many challenges. They must learn a new language, understand how the surrounding society works, start to integrate, have the existing qualifications recognised or acquire professional qualifications and find a job. The Immigration Office Verso supports immigrants to solve all the versatile challenges immigrants may experience in the journey when becoming a member of the society with equal rights and responsibilities. Verso's customer-oriented service is targeted to all immigrants.

Järvenpää's Immigration Office Verso is committed to further develop and tailor the integration and employment enhancing services in order to efficiently meet the needs of immigrants arriving and living in the area. The aim is also to enhance the employment rate as well as the well-being and inclusion of immigrants in their new home city. It is crucial to have clear and understandable service processes for different customer groups and their integration needs. Customer-oriented methods of service design can help develop better efficiency and quality of immigrant integration services.

The methods to reach the aims of this thesis were a combination of literature study, planning meetings, interviews of the personnel, analysis of population and customer data, ethnographic research, semi-structured customer interviews, co-design workshops, ideation, brainstorming, prototyping and testing one new service idea as a pilot in practice. Theoretically, this thesis was related to service design of public services in networks, integration and digital citizenship.

In chapter two, the background of the study is described, which includes the legal framework for integration and the presentation of the Commissioner. In chapter three, the research team, the framework and objectives of the research as well as the research questions, process and methods, including the ethical policies that guide the work are presented. In chapter four, the theoretical part is presented, and in chapter five, the practical implementation of the study is

executed. In chapter six, are presented the pain points gathered from the research data, the co-designed development suggestions and the summary of the development suggestions to the pain points as well as one practical piloting case. In chapter seven, the conclusions of the research are set out. In chapter eight, evaluation and proposals for possible further research and actions are given. Due to lack of resources is excluded the researching of the practical measures to promote and further develop the immigrant integration and employment enhancing measures which Verso Advisory Services implements in cooperation with the Competence and Employment Services of the City of Järvenpää (Vaikuttamo and Ohjaamo), Central Uusimaa Health and Social Care (will hereafter be referred to as Keusote) and the rest of the Verso Advisory Services' stakeholder network.

2 Background

Järvenpää is situated in the county of Uusimaa in Southern Finland, near to the Helsinki Metropolitan Area (figure 1). In 2018 the city had a population of 43 410 citizens. Foreign citizens formed 3,7 % of the total population, which was 1594 people. One-third of the immigrant population were Estonian by nationality. Russian, Afghani, Thai and several other nationalities formed smaller groups of immigrants in Järvenpää. (Statistics Finland 2019.)



Figure 1. The City of Järvenpää. Photo: Petri Kauppi.

Integration services for immigrants are legally necessitated. The municipalities and TE Services arrange the integration services. In Järvenpää (as in all Finnish municipalities) the municipality administration and service organisation are responsible for immigrant integration after a person has received the residence permit. The Immigration Office Verso provides the initial stage integration services for the immigrants having a residence permit in Järvenpää. In this chapter, the legal basis of the integration services and the Immigration Office Verso is described.

2.1 Immigration Laws

The immigrant integration services provided by municipalities follow two laws, which are the Act on the Integration of Immigrants and Reception of Asylum Seekers (493/1999) as well as the Act on the Promotion of Immigrant Integration (1386/2010). The new law to advance the social integration and employment of immigrants is still in process. The laws mentioned above define the responsibilities of all stakeholders and actors emphasising close cooperation and good citizen relations. Integration services in the future must be based on the shared efforts of social, healthcare and education actors, although different administrative entities provide these services. The government emphasises, on the one hand, alleviating and accelerating the employment of immigrants and, on the other hand, the family-based integration and meeting the needs of different immigrant groups. (Ministry of Economic Affairs and Employment of Finland 2017.)

The Act on the Promotion of Immigrant Integration sets the principles and measures for integration. Services are targeted for immigrants, who are living permanently in Finland but have lived here less than three years with the resident permit. The integration process can be supported by making an initial assessment and/or integration plan. (1386/2010.)

The initial assessments target to evaluate the immigrants' capabilities for employment, studies and other integration measures. The initial assessments are conducted in TE Services or in a municipality immediately after a person has been granted a residence permit. (Ministry of Economic Affairs and Employment of Finland 2016, 34.)

The integration plan provides details of measures and services supporting a person's possibilities to obtain adequate Finnish or Swedish language skills, knowledge and skills

needed in the Finnish society and working life as well as enabling person's possibilities to participate in society as an equal member. (Ministry of Economic Affairs and Employment of Finland 2016, 71.)

Unemployed job seekers and people who are getting social assistance on a non-temporary basis have a right for initial assessment and integration plan. The unaccompanied minors, who arrive in the country without their family also have the right to an initial assessment and integration plan. Other groups (e.g. a family) can ask for an assessment and integration plan, and authorities also estimate the need. (1386/2010.)

2.2 Commissioner



Figure 2. Logo of Järvenpää's Immigration Office Verso.

The Commissioner of this thesis is the Verso Advisory Services of the City of Järvenpää, which provides the initial stage immigrant integration services in the city. Verso Advisory Services provide one part of the Järvenpää's Immigration Office Verso's services (figure 2). Another part, social and healthcare services, are provided by Keusote. The social and healthcare services of Järvenpää were transferred to Keusote on 1.1.2019. The content of this thesis is developed with Verso Advisory Services' Senior Advisor and Superior Ms Arja Loima and her team members.

The values of the City of Järvenpää are people-orientation, courage, responsibility, justice and profitability. Järvenpää is a non-discriminatory city the mission of which is to safeguard the primary conditions for the well-being of its residents, to promote opportunities for

businesses and communities, and to take responsibility for the well-being of the environment together with its partners. (The City of Järvenpää 2017, 12.)

The City of Järvenpää receives refugees and asylum seekers with residence permits at the municipal places every year. Järvenpää has prepared an Integration Program for 2018-2021 (The City of Järvenpää 2017). The Integration Program aims to ensure that immigrants can live and participate equally with the other residents. It is based on the Act on the Promotion of Integration (1386/2010). The Integration Program is a description of objectives and measures to promote the integration of immigrants in Järvenpää. Objectives of the Integration Program are annually revised and approved by the Welfare Board of Järvenpää. According to the Integration Program, the Immigration Office Verso is centrally responsible for the initial stage integration services of immigrants in Järvenpää. (A. Loima, personal communication, 27.8.2019.)

In 2013, in connection with the reorganisation of the Järvenpää City Administration, the location and management of immigration work of the city were further defined. At that time, the Act on the Promotion of Integration (1386/2010) introduced the provision of guidance and counselling services in cities. This same vital insight also arose based on work with immigrant customers. Customers repeatedly asked the same questions, such as studying, housing, subsistence issues and job search. The City of Järvenpää set a target to develop new initial stage integration services. (A. Loima, personal communication, 27.8.2019.)

When planning the activities of the Immigration Office Verso in 2014, the representatives of the City of Järvenpää visited the immigrant services in the cities of Raseborg and Joensuu. Raseborg has been a forerunner in a comprehensive customer encounter. The working method was to give space to the dialogue between the customer and the employee, to listen and hear to the customer's story. Social work was a separate activity in Raseborg. Raseborg also had a customer relationship management system, which Verso initially also adopted, but later switched to the same system as Järvenpää's social services. Now, Verso Advisory Services needs a new customer management system because they can no longer use the same system with the Keusote. In Joensuu, the Järvenpää delegation got acquainted with the activities of the Immigration Service Centre Bridge (Maahanmuuttajatyön keskus Silta), in which different integration actors were located and worked in the same premises. The Immigration Service Centre Bridge in Joensuu (nowadays Joensuu City Council's integration service) provides municipal services as well as support and advice for immigrants, which is provided by the third sector actors. (A. Loima, personal communication, 27.8.2019.)

The City of Järvenpää defined the resources and activities to establish the Immigration Office Verso as part of the services provided by the city. Verso was launched in early 2014 as a small-scale service provider (coordinator, service manager and part-time social worker). In fall 2014, was hired a job coach, who started providing employment enhancing services one day per week. (A. Loima, personal communication, 27.8.2019.)

As the customer base grew and operations became consolidated, Verso's operations have expanded and strengthened. Today Verso's services consist of the Verso Advisory Services, which has five municipal employees (Service Counsellor, Social Counsellor, Job Coach, Senior Advisor/Superior and Accounting Secretary) and six Keusote employees (three Social Workers, two Social Counsellors and a Psychiatric Nurse). Also, physical exercise expert of the municipality visits Verso every week. (A. Loima, personal communication, 27.8.2019.)

In Verso, the customer is met holistically. Immigrants are guided and helped to succeed in a new culture and community, including livelihoods, housing, studies, work internships, or employment. Clients with different mother tongue are served with the help of interpreters. The aim is to provide appropriate services to citizens and different stakeholders within the resources available. Verso Advisory Services' responsibility is to make an initial assessment and integration plan for the immigrants temporarily or permanently outside of the workforce including unaccompanied minors, elderly and parents taking care of children at home. TE Services make an initial assessment and integration plan for unemployed jobseekers. (The City of Järvenpää 2018.)

The initial assessment includes evaluating language skills and examining education and work history. It also contains information on studying, working and services in Järvenpää. The integration plan does not necessarily follow the initial assessment, but the need for it is decided individually. It is done for a maximum of three years after getting a residence permit in Finland. It may include language courses, on-the-job-training or other activities. (The City of Järvenpää 2018.)

The specific needs of immigrants and the effects of immigration are recognized and identified in the city's services, and the customer is guided between the different services. Verso has multidisciplinary cooperation with various actors in the field of migration: different Järvenpää city services (e.g. education, daycare, housing), Keusote, authorities (Finnish Immigration Service, Local Register Office, the Social Insurance Institution of

Finland (will hereafter be referred to as Kela), Uusimaa Centre for Economic Development, Transport and the Environment (will hereafter be referred to as ELY Centre), TE Services, Police, companies, organisations, educational institutions, parishes and NGOs. The services provided by Verso and the entire Järvenpää service network help the client succeed in the integration process, support the start of independent living and increase the well-being and inclusion of the immigrant client in the new community. (A. Loima, personal communication, 27.8.2019.)

Verso Advisory Services coordinates the activities of Tukea ja tekoja -verkosto (will hereafter be referred to as Support and Actions – network) in Järvenpää and communicates local issues on the Järvenpää website (www.jarvenpaa.fi), the Verso Advisory Services' Facebook page and the Support and Actions - Network Facebook page. Verso Advisory Services participates in joint events for city residents in Järvenpää. (A. Loima, personal communication, 27.8.2019.)

The service desk of Verso Advisory Service's is open on Tuesdays, Wednesdays and Thursdays from 12 am to 4 pm without making an appointment, on other days by appointment. In practice, the customer is always welcome and the customer's needs are responded to every day from 8 am to 4 pm, because the Verso Immigration Office is also staffed by Keusote, with whom Verso Advisory Services works closely. (A. Loima, personal communication, 27.8.2019.)

Work processes of Verso are continually being developed from the perspective of customer service acceleration. Since 2019, the focus will be on closer cooperation with the Competence and Employment Services of the City of Järvenpää (Vaikuttamo and Ohjaamo). The Immigration Office Verso is currently searching for the new premises. At the same time will be evaluated what kind of immigration service will be offered in the city in the future. (A. Loima, personal communication, 27.8.2019.)

3 Research Design

In 2018 the City of Järvenpää started evaluating which direction the immigration services offered by the city need to focus in the future. This thesis supports further developing and accelerating of the customer-centred service provided by the Verso Advisory Services. For

the smooth progressing of the work, a working group was founded. The Chairman of the working group was the Senior Advisor and Superior at Verso Advisory Services, Ms Arja Loima. Other members of the working group were the employees of the Verso Advisory Services, representatives of the Järvenpää Administration and MBA-students of Novia University of Applied Sciences, Ms Kirsi Hafeez and Ms Päivi Menard. The thesis was supervised by Ms Elina Vartama, who is the Head of the Degree Programme of Leadership and Service Design at NOVIA. In this chapter the research design of the thesis is introduced. It includes the frame of reference of the thesis. The aim and research questions are defined, and the service design process and research methods will be described. In the end, the ethical policies of the research are presented.

3.1 Frame of Reference

The framework of the research is presented in figure 3. It is related to the concepts of immigration and integration. Employment is an essential part of the integration process. There are multiple reasons for immigration which include work, education, family reunification, refugee and asylum-seeking. All the immigrants need means to integrate, learn the language and acquire skills to operate in their new home country.

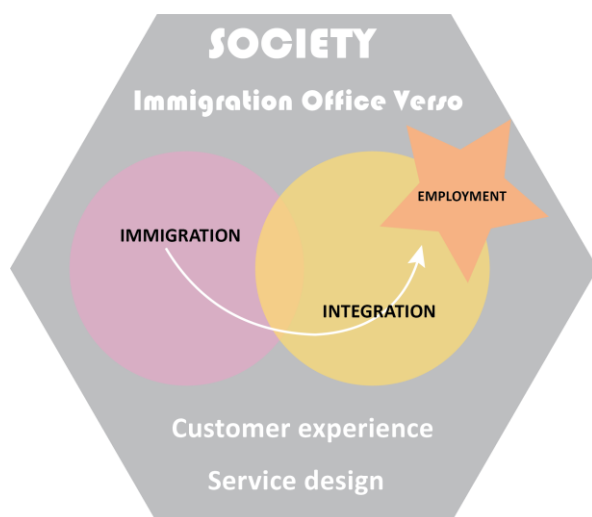


Figure 3. Frame of reference.

On the national level, the whole society provides the framework for the integration process, which is based on law. On the local level integration services are organised in municipalities.

Järvenpää's Verso Advisory Services is the local level actor and provides the initial stage integration services, which were studied in this thesis. Immigrant integration was researched in the framework of customer experience and service design. Immigrant integration services can be better designed by understanding the customers' perspective.

3.2 Aim and Research Questions

The research was aiming to identify the strengths and the development process pain points of the existing service provision and make improvement suggestions resulted by co-working with the immigrant customers and the employees of the Verso Advisory Services. The aim was to jointly make suggestions for accelerating the immigrant integration and employment enhancing services provided by Verso Advisory Services in Järvenpää. A crucial question was also how all the customer groups would be reached.

Research questions:

- What are the experiences and expectations of immigrants concerning the Verso services?
- How to further develop the immigrant integration and employment accelerating services provided by the Verso?
- How to enhance awareness and engage all the Järvenpää immigrants better in the Verso services?

3.3 Service Design Process and Research Methods

The service design process was divided into five phases which included definition, research, planning, production and evaluation (Tuulaniemi 2016, 130-131). The research methods used in the thesis were a combination of quantitative and qualitative methods. All the research methods and service design tools are presented in the process chart (figure 4).

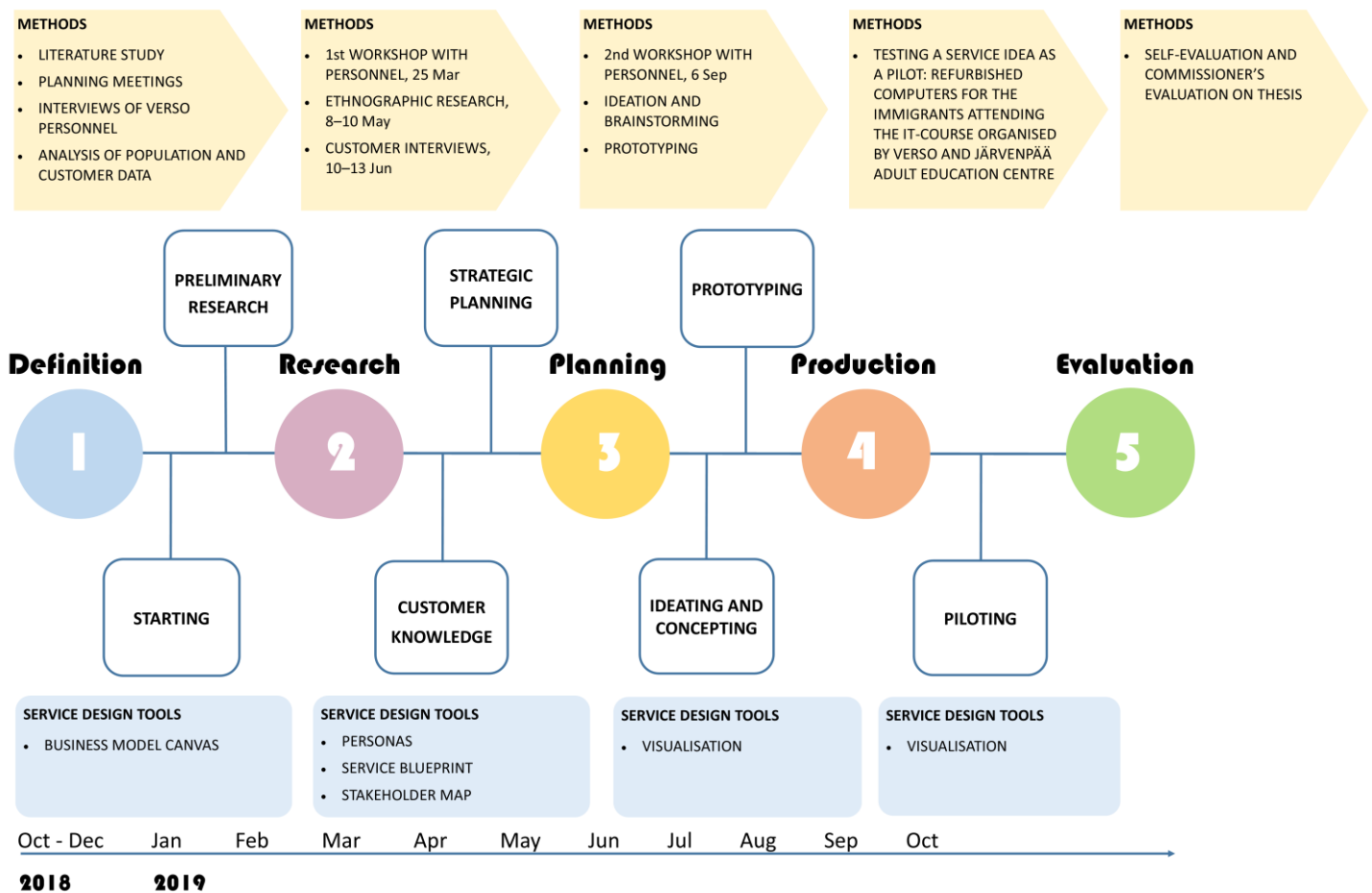


Figure 4. Process chart.

The definition phase of the thesis started in October 2018, including the preliminary research with a literature study, planning meetings and interviews with the Verso Advisory Services and an analysis of the available customer and population data. Literature study included publications, articles, previous research, feedback and reports. The list of reports was agreed with the Commissioner. In the definition phase, the business model canvas was used as a service design tool. The research phase of the thesis started in March 2019. The research was conducted by using the following methods: co-design workshop with Verso Advisory Services personnel, ethnographic research, semi-structured customer interviews. The first preparatory IT company visit related to a pilot planning on the refurbished computers took place in June. Service design relating tools in the research phase were personas, service blueprint and stakeholder map. The process continued with the planning phase starting in August 2019. It included a second co-design workshop in September with Verso Advisory Services personnel, ideation, brainstorming and prototyping. In August another planning

meeting with an IT company also took place. The process continued with the production phase in October. One service design idea of providing the refurbished computers for the immigrants attending the IT-course organised by Verso and Järvenpää Adult Education Centre was tested as a pilot in practice. The service design tool used in the planning and production phase was visualisation. The process ended with the evaluation phase in October. The evaluation included self-evaluation and the Commissioner's evaluation which was given by the Senior Advisor and Superior, Ms Arja Loima. The thesis was finalised at the end of October 2019.

3.4 Ethical Issues

The research required dealing with customer data while conducting interviews and doing ethnographic fieldwork. All the data was treated so that the participants were not identified.

Arranging interviews with the help of the Advisory Services of Verso required the authors to identify the customers, who were chosen from different customer groups and have agreed to participate in the research process. Names were needed to select the respondents from the customers and agree on their participation. This information was saved on the personal computers of the researchers, to which they only had access. Identity information was destroyed as soon as possible when it was not needed anymore.

The research included ethnographic research in Verso. Authors participated in employee-customer encounters and observed the service processes. Ethnographic research produced field notes and photographs. However, there was no need to write down any identifying information of the customers during the observation. Photographs were taken of the location, building, entrance and service space. People were not photographed without their permission.

Customers were informed of the research. Their permission for participation was asked if they were the target of interviews or observation. An information letter including data on research was given to the interviewees and permission for the interview was asked for.

The thesis was published on the Theseus Open Repository, which contains theses and publications of the Universities of Applied Sciences (www.theseus.fi) in whole Finland.

Before the publication, the thesis was inspected by Senior Advisor and Superior of Verso Advisory Services, Ms Arja Loima.

4 Theoretical Background

Theoretically, the thesis is related to the designing of public services in networks, integration and digital citizenship. Immigrant integration services are often produced in a network of different actors in the municipalities. In general, public services should be developed in a customer-centric manner so that services meet the customer's needs enabling the seamless, fast and resource-efficient customer's service paths. The networking model in the municipal service ecosystem needs to be comprehensively developed, and it requires the cooperation of different actors and a comprehensive customer understanding. The customer's service path is developed in cooperation with the customer, listening to his or her needs. The customer service experience and the underlying service processes are developed within a network of different service divisions of the municipality service ecosystem consisting of various stakeholders.

A well-functioning municipal service ecosystem facilitates the integration of immigrants successfully into their new home city. The concept of integration has its origin in law. Local conditions play an essential role in the progress of integration. Integration refers to a two-way process of mutual adaptation between immigrants and other municipality residents. The opportunity to learn the language, the history and the culture of a new home country, access to education and get employed promote the resultative integration.

In the future, every citizen will be required to have digital skills. Digital transactions and digital government services promote equality in society, good governance and the principle of publicity. Digital services enable everyone to participate in society's decision-making and activities and also to influence mutual decision-making. Regulation is being developed to secure digital services for all. Digital skills and resources of different customer groups should be considered in developing digital services. Particular attention should be paid to enhance digital skills of immigrants, who often arrive from the countries where services are less digitalized.

4.1 Service Design of Public Services in Networks

The need for service design has been recognised in the public sector. Traditionally, the public sector has utilised cost reduction to make services more efficient. However, effectiveness and better quality of services could be achieved by designing services to meet the needs of the user. There are several other benefits of service design for the public sector. Service design can help make decisions in complex situations by trying out a solution through a prototype. It also helps with public engagement in giving voice to users of public services. (Design Commission 2014, 13, 15.)

Service design typically addresses large and complex issues. The assignment is analysed, solved by sub-areas, and the gained results are compiled into a total solution. The service solves the customer's certain problem. Service is a process experienced by the customer, where interaction between the customer and the service provider is essential. Customer understanding is central to service design, which is why people and their needs are always at the heart of development. The customer needs are met by the service concepts of the service providing organisation. Services are ever-changing practical implementations, complex and interactive systems that are often produced in complex service ecosystems. Service ecosystems consist of different physical and virtual environments, systems, and human interactions. Because services are often produced and consumed together with other services, it is necessary to understand how the different parts of the service are related to other services and how the services are mutually completing each other. (Tuulaniemi 2016, 58-59, 66-67.)

A service entity description is a customer path that describes how the customer moves and experiences the service along the time axis. The service path is subdivided into service sessions and service contact points as well as different phases in terms of value to the customer: pre-service, core service, and post-service. In pre-service, value creation is prepared, in core service, the customer gets the actual value, and after-sales service is the contact between the customer and the service provider after the actual service event. The service is often also a joint service of several service providers, but to the customer, the service appears as a single service provided by the customer service brand. (Tuulaniemi 2016, 78-81.)

The city's service paths consist of customer and fact-based service processes and networks that cross administrative boundaries (Vaittinen 2015, 8). Urban organisations are adopting network models and service design practices to create customer-centric services. Various development projects have explored how different design-based approaches can be applied to the development of public services; service management enables the customer to get the service package they need. (Jyrämä & Mattelmäki 2015, 16-21.)

In service design, service users and customers are the starting point for design, and they participate in service design. In user researches, the customers are interviewed and observed, and various workshops are organised to find suitable solutions in partnership between customers and service providers. Complex networks, systems and processes are described by visual means. The aim is to create a holistic view of the service process stages, the different actors and their impact on each other. (Mattelmäki 2015, 27.)

Hakio, Mattelmäki and Jyrämä (2015, 54-56) point out that co-design of service can be done within a network and that service design and network thinking can be applied in different ways to improve public services. Public service networks include actors from different organisations, units and administrations, which typically have their own independent culture. Co-design and service design can address the conditions and challenges of networking across organisations. Håkansson and Johansson have stated that in network theory, markets are seen as networks: companies are linked to each other in many ways, and the identity of a company is built on relationships with other actors. Salmi and Jyrämä have added that in addition to companies, government agencies, teams and individuals will later be recognised as actors as well. According to Järvensivu and Nykänen, the networks enable the actors to work together. Araujo et al. emphasise that network relations are characterised by trust, commitment, collective orientation, common goals, reciprocity, interdependence, different kinds of ties and commitment to mutual relations. The performance and success of an organisation or network depend on the ability of people to work together because people always represent the network actors. (Hakio et al. 2015, 54-56.)

Rautvuori and Jyrämä examine the development of city development through a network perspective. They examine the processes of an urban organisation, their barriers, preconditions, leadership, and service paths across administrative boundaries. Service path means the process of successive service encounters or service moments of an individual customer. The service path is influenced by both the planned service production process and the customer's own choices. Service paths usually take place in networks that combine the

expertise of different actors. In order to understand the service path, it is necessary to understand the network that implements it, where the relationships between the actors in the network are essential. The network operator can be either a company or an organisation, a part of them, a group or an individual. The network can provide the customer with an enhanced service offering that would not be achieved by only one single organisation. Service design is one way to implement customer-centric networking. (2015, 119-124.)

Rautvuori and Jyrämä emphasise that the essential prerequisites for network-based activities are the intrinsic trust of the network, the motivation and commitment of the actors, openness and willingness to change, the personal relationships of the actors and the commonly agreed and understood the goal of the network. Networking requires increasing complexity management. It is essential for the operation of the network that previous, separate systems are coordinated and common standards are created. Moreover, in the case of public organisations, even new legislation may also be needed. All actors must be personally active and willing to cooperate, enabling knowledge sharing, innovation, and seeing change and new opportunities. Above all, networking requires growing complexity management, mastering the whole system, and understanding beyond the person's traditional boundaries. It is also essential to understand which entity or network you are involved in. (2015, 129-131.)

According to Rautvuori and Jyrämä to model network entity as a whole, it is needed to divide actors, resources and functions first into their own networks, which consist of the actors and their roles, resources and their sharing and mapping the barriers and preconditions for network functions. Agreeing on a common goal, open discussion and dialogue are essential to motivation and action. Transforming change requires people who have the willpower to discuss change and translate it into concrete action. Network overlaps need to be addressed critically. Unclear continuity of work, incompatibility of actors, organisations and their processes, or isolation in their internal affairs can be barriers to the networking of public organisations. By eliminating these risks, network operations can be better supported, and the objectives of an enhanced service offering can be achieved for both the customer and the city organisation, bringing value to all involved. It takes time to build a new administrative and operational culture, but the resources spent on this development work are direct investments for the future. (2015, 131-133.)

Nykänen encourages systematic networking. Systematic networking must be based on careful planning and continuous evaluation of the process so that good results can be

achieved through cooperation. At the outset, the actors need to create good conditions for the network, which will promote a common goal and mutual trust. Once the conditions and the shape of the network are established, resources and time can be focused on achieving the goal of the network. The focus is clearly on developing the network first and then developing the content. (2015, 137, 148.)

Kuusisto and Kuusisto are studying user-driven service development and innovation in the municipal sector. Customers, users of municipal services, are now playing an increasingly active role in developing public services. Customers targeted by services have evolved from passive recipients to a source of ideas and key players in service delivery. User-driven innovation is based on learning from and with service users. If customers are not provided with valuable services, the service is a waste of available resources. User-driven innovation has been identified in Finland as one of the key areas for public services. (2015, 173-175.)

Puukari and Korhonen emphasise cooperation networks and related to them support roles in facilitating the integration process of immigrants. The counsellors work in cooperation with the immigrant and his/her relatives and with various cooperation partners. The integration process will be streamlined when one understands the importance of diverse support roles and collaborative networks. Organisations and networks of service providers to immigrants should endeavour to ensure that a variety of forms of assistance are available to support the integration process. Immigrant guidance requires diverse and well-functioning cooperation networks that enable immigrants to get help and support on a variety of issues during their integration. It is advisable to build networks on a systematic and long-term basis with different organisations and to find effective forms of cooperation and practices that promote the integration of immigrants. The networking model described above also requires the support and cooperation of the management of different organisations. One must also know the prerequisites for practical work and develop a multidisciplinary collaborative working culture. (2013, 43-45.)

4.2 Integration

Concept of integration has its origin in law. Act on Promotion of Immigrant Integration defines integration as a two-way process. The aim of integration is "to provide immigrants with the knowledge and skills required in society and working life and to provide them with

support so that they can maintain their culture and language" (1386/2010, § 3). According to Saukkonen (2013, 89) integration means "an interactive development process between an immigrant and a society, which aims to equip the immigrant with the knowledge and skills needed in society and the work-life supporting at the same time immigrant's ability to maintain own language and culture".

The Act on the Promotion of Immigrant Integration entered into force in 2010. The purpose of the Act was "to make integration measures and services available to all immigrants in need, regardless of the reason for their stay. All people who settle in Finland were wished to be given necessary information about Finnish society and its services, as well as an opportunity for an initial assessment of knowledge and skills". However, in Finland, participation in integration measures is mainly an immigrant's right, not an obligation as the case is in the Netherlands. (Saukkonen 2013, 88-89.)

During the integration process, the immigrant learns knowledge, skills, ways of working and creates new social networks. Social networks allow immigrants to become involved in the surrounding society. The attitudes and practices of the majority population influence the success of immigrant integration. (Alitolppa-Niitamo & Säävälä 2013, 7.)

In 2004, the European Union approved the basic principles of integration, which also form the basis of Finnish integration policy. Integration refers to a two-way process of mutual adaptation between immigrants and residents of Member States. Both parties must respect the European Union's fundamental values. The key to the integration process and the involvement of immigrants is employment through which the immigrant contributes to the host society. Integration requires that the host country provides the immigrant with the opportunity to learn the language of the host society and knowledge of history and institutions. Access to education promotes the successful and active participation of immigrants and their descendants in society. The institutions, goods and services provided by society must be equally accessible to immigrants as well as the native population. Integration calls for regular contacts between immigrants and the citizens of the Member States, which can be promoted through frequent forums, intercultural dialogue and also through the sharing of information on immigrants and their cultures. Everyone has the right to practice their own cultures and religions. The integration of immigrants is supported by their involvement in the democratic process and the development of integration policies and actions, which must be taken into account in public policy. Clear objectives and indicators, as well as evaluation tools, need to be developed in order to adjust integration policies,

evaluate the integration process and enhance the exchange of information. (Saukkonen 2016, 65-66.)

Employment and getting a job is an essential part of the integration. In the workplace, immigrants gain social relationships and other networks, work experience, knowledge of how society works, while at the same time developing language and cultural skills. When an immigrant is employed, he/she can take care of himself/herself and contribute to the financing of public services through the taxes he/she pays. (Saukkonen 2016, 66.)

Local conditions play an essential role in the progress of integration. Positive or negative attitudes towards immigrants in the community affect how welcomed or alienated new members of the community feel. Integration can be promoted in many ways if immigrants feel their presence in the city is accepted. Integration and the realization of equality also seem to be fostered by established immigrant communities in the municipality, which may initially support the integration of newcomers. (Saukkonen 2018, 5.)

Saukkonen (2018, 15) refers to the OECD report (2018), which explains why the local level is essential in integrating immigrants into their new home country (figure 5). The OECD report (2018) also implies to the employment and getting employed. According to the report, the needs of the labour market and the skills of immigrants do not match. The report recommends improving the recognition of qualifications and investing in continuing education. Language training should be possible when working in the workplace. One intermediate step to employment is to perform first at a lower level work than existing education and skills, during which immigrants learn the language, complement their qualifications and have their skills identified. To improve the employment situation of immigrants, the OECD (2018) proposes a database that can match labour needs with the skills of immigrants. The database would provide information on immigrants, their skills and work experience. Cooperation with the private sector should be enhanced, information on jobs and workers should be exchanged, apprenticeships and access to employment should be contracted. As a practical example of measures to improve the employment of immigrants, Skills Centres have been set up in Helsinki and Espoo to provide information on the labour market and employers, and to help immigrants find employment. Entrepreneurship is also an alternative to employment. (Saukkonen 2018, 15.)

12 objectives for public action to integrate migrants at the local level

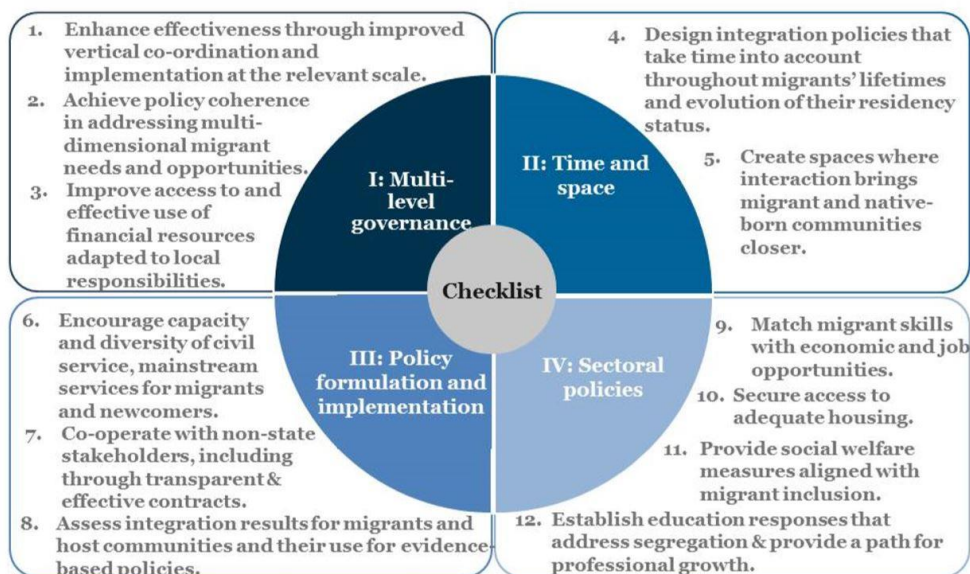


Figure 5. Checklist for public action to migrant integration at the local level. OECD 2018.

Peltola and Metso (2008, 69) point out that the acquisition of necessary Finnish language skills and employment issues are significant matters right from the start of immigration. If the employee has poor knowledge of Finnish, it is difficult for him/her to get a job in Finland. When he gets a job, he is often only employed at the performing level and can no longer work in the profession he had in his former home country. Language teaching should be more closely linked to working life. There are skilled workers among immigrants who would learn the language more quickly alongside previously for them familiar work. Bergholm and Giorgianni have stated that Finnish language skills are developing in working life, and many already employed persons want to study Finnish while working. Language training combined with work would facilitate the integration into the work and the work community and help in the smooth running of the work. (According to Peltola & Metso 2008, 102-104.)

4.3 Digital Citizenship

The Ministry of Finance has set a target for digital services and policies in 2022, which requires public authorities to provide high-quality digital services to natural and legal persons as a matter of priority and to ensure that the electronic channel is always available.

Transactions and communications between natural persons, i.e. citizens, are also predominantly digital, although a person is not obliged to use them. (Ministry of Finance 2018.)

The Act on the Provision of Digital Services (306/2019) came into force in April 2019. "The Act will promote the availability, quality, information security and accessibility of digital services and improve everyone's equal access to digital services." The Act applies to public sector entities (e.g. government agencies, municipalities, universities) and partly to private sector entities (e.g. postal, insurance and banking). The language of online services must be understandable and functional solutions must be comfortable. The goal of digital accessibility is to get more people to use online services. (306/2019.)

In the future, every citizen will be required to have digital skills. Learning digital skills is compared to learning a new language that aims at digital literacy. A digital gap occurs when a person has no access to computers, mobile devices, no network connection, or no data terminal equipment. There is a need to investigate further who will benefit from digital services and who will be left behind. Society must ensure citizens' participation and the continuous development of digital literacy. (Ministry of Finance 2019c.)

If an individual has weak digital skills, he or she is in danger of falling out of society. An international PIAAC survey of necessary adult skills found that there are as many as one million people aged 16-65 years in Finland, with a shallow level of problem-solving skills when using digital technology. About 30% of those surveyed did not manage primary e-mail sending or web browsing, for example. Various training models have been developed to solve usability problems, and various models of peer-learning have proven particularly promising. In the peer learning model, the learner's peer - for example, another immigrant - teaches and mentors, whereby mutual trust and understanding is often higher than in a traditional teacher-led learning situation. The teaching must be personal, tailored to the student and actively support the learning. (Sihvonen 2019.)

According to the Ministry of Finance, digital public services enable citizens, businesses and communities to access public services anytime, anywhere. Public affairs can usually be handled the easiest and fastest way through electronic transactions. (Ministry of Finance 2019b.)

Digital transactions and digital government services promote equality in society, good governance and the principle of publicity. Digital services enable everyone to participate in

society's decision-making and activities and to influence decision-making. Regulation is being developed to secure digital services for all. Digital services are websites or applications that allow the customer, for example, to transmit messages, deliver documents and perform other activities required for their business. Electronic transaction means any legal or other action of a citizen relating to the status, rights and obligations of the customer and performed electronically through a digital service, such as an online service, e-mail or other digital means. (Ministry of Finance 2018.)

Digitalisation is advancing, and therefore citizens' digitalisation needs to be strengthened so that the citizen can independently access digital services and participate equally in various activities in society (Ministry of Finance 2019a).

5 Execution of the Research and Results

The research was executed in two phases of the service design process: definition and research. The definition phase started in October 2018. It included a preliminary research with the literature study, planning meetings and interviews of the Verso Advisory Services personnel, and an analysis of the available population and customer data. The research phase of the thesis started in March 2019. More profound insights were gathered with the help of the co-design workshop with Verso Advisory Services personnel, ethnographic research and customer interviews and the preliminary meeting with an IT company related to a pilot planning on the refurbished computers. Service design tools used in the definition and research phases were business model canvas, personas, service blueprint and stakeholder map.

5.1 Preliminary Research

The research started by preliminary research which included literature study, planning meetings and interviews with Verso Advisory Services personnel, analysis of the available population and customer data. As an end-result of the preliminary research, a business model canvas of Verso Advisory Services was composed. The preliminary research aims to get information about the service provider. It is essential to understand the goal of the

organisation in general and related to service. Preliminary research includes, e.g. studying vision, values and strategy of the organisation, service portfolio and data on the target group. (Tuulaniemi 2016, 131.)

5.1.1 Planning Meetings and Interviews at Verso Advisory Services

The first planning meeting (regarding the thesis) was held in Järvenpää on October 1, 2018. A Job Coach, Ms Pia Vappula, represented Järvenpää's Immigration Office Verso. There were discussions concerning the workforce needs among the businesses and other stakeholders in Järvenpää, vocational training of immigrants to get employed, increasing access to education or possibility to establish even new services for immigrants to get employed. In the future needed professions were discussed as well as estimated, which sector will employ the immigrants in the future. It was assessed that scenarios based on occupational barometers would help to identify the need for future occupations and skills.

Järvenpää's Immigration Office Verso offers initial stage integration services and knows all immigrants-clients who have been granted asylum and a residence permit in Järvenpää. Half of those granted asylums are young people who have begun their studies in the electrical, logistics, social or health sectors. Work is the best integration, but first, language and cultural education are needed, which includes learning the habits and practices of Finnish society. For immigrants repeating the information regarding their new home country is essential. Every unemployed immigrant will go through the initial assessment, and the integration plan will be executed either by the TE Services or the Advisory Services of the Järvenpää's Immigration Office Verso. Different employment alternatives are surveyed based on each person's individual skills considering the labour demand and supply. (P. Vappula, personal communication, 1.10.2018.)

The next planning meeting was held in Järvenpää on November 5, 2018, with Ms Arja Loima, Senior Advisor and Superior of the Advisory Services of the Järvenpää's Immigration Office Verso. According to Ms Loima, Järvenpää's goal is to determine what kind of immigrant service counselling will be in the future, how the service will be implemented close to stakeholders, and how all immigrant groups will be reached. It was also considered essential to increase understanding on how education and employment mechanisms can be further developed. (A. Loima, personal communication, 5.11.2018.)

It was agreed that the subject of the thesis is the further development of Verso's Advisory Service's customer-focused service counselling. The investigation of the customer feedback regarding the Verso's current service provision was agreed on. One aim of the research was also to gather ideas on how services should be developed to accelerate immigrant employment as well as ideas on how to raise awareness of Verso's services among Järvenpää immigrants. The starting point was to study the needs of immigrants so that Verso can further develop its services in a customer-oriented way, within the resources available. First, was gathered the preliminary background information (who goes to integration services and why), secondly the immigrants were interviewed as well as identified what skills and competences immigrants have gained in their home country and what they have now. In the future, Verso's focus will be on accelerating the educational pathways for immigrants and enabling the transition to the labour market smoother. After the meeting, a research plan was prepared, research permit from the City of Järvenpää was applied, and an action plan prepared. (A. Loima, personal communication, 5.11.2018.)

The third planning meeting regarding the thesis was held on January 7, 2019, in Järvenpää with Ms Arja Loima. The content of the thesis was discussed. It was noted that integration also occurs as a result of cooperation between different stakeholders. Employment is the best integration. The activities of all actors in the City of Järvenpää are aiming for the employment of immigrants. The employment of immigrants is accelerated by support, assistance and encouragement from many different actors. The key questions for the thesis work are, who is the customer, what kind of comprehensive service the customer is in, what partners/stakeholders are involved and what measures are needed in the future to provide the customer with the right service package in the City of Järvenpää. One of the thesis aims was to clarify Verso's mission statement: what Verso does and what partners and other stakeholders do and who the target customers are. The more established Verso's services are, the more aware customers and stakeholders are of the services provided by Verso and the higher the number of users of the services is. The services provided by Verso will also be further developed through workshops during the work on the thesis. (A. Loima, personal communication, 7.1.2019.)

The fourth thesis planning meeting was held on February 6, 2019, in Järvenpää with Ms Arja Loima. Ms Loima informed the authors of the thesis that the organisational structure of the City of Järvenpää changed on January 1, 2019, and as a result, Integration Services (Verso Advisory Services) and Expertise and Employment Services (Vaikuttamo and Ohjaamo)

were transferred under the Wellbeing Service Area of the Järvenpää City Administration. Järvenpää has an Integration Program that is implemented throughout the city organisation. Regarding the thesis work, the ethnographic research and the preliminary contents of the spring and autumn workshops were agreed on. The workshop's goal is to concretise and visualise the customer service path and the immigrant service ecosystem with stakeholders whom all work together to guide immigrant clients flexibly to education and the labour market while ensuring integration, meeting basic customer needs and mental well-being. It was noted that the thesis focuses on collecting customer feedback on Verso's core services, its strengths and areas for improvement, and present possible development ideas. Besides, ideas will be gathered on how all immigrants can be engaged in Verso's services in Järvenpää. If possible, one new service concept will be tested and piloted in autumn 2019. The subject of the thesis was iterated to Co-developing the Immigrant Integration Services of the Järvenpää's Immigration Office Verso. (A. Loima, personal communication, 6.2.2019.)

As part of the preliminary research regarding the thesis, Verso's Job Coach Ms Pia Vappula was interviewed on April 15, 2019. Pia opened the immigrant integration process and Verso's integration and employment enhancing measures. Verso assesses the service needs of an immigrant-client, engaging an interpreter if necessary. Verso's services are holistic as the customer's basic needs and well-being are taken care of extensively. The TE Services is primarily responsible for the employment of the immigrants, and therefore all employment promotion activities are approved of by the TE Services. The integration plan includes Finnish language learning, education, and getting to know the Finnish working life as early as possible. Verso is systematically developing cooperation with the businesses located in Järvenpää and now also the immigrant employment enhancing cooperation with Järvenpää's Expertise and Employment Services (Vaikuttamo and Ohjaamo). Traineeships and jobs are being sought for immigrant customers. When 200 unemployment days are reached, the immigrant will become a customer of the Järvenpää's Expertise and Employment Services. (P. Vappula, personal communication, 15.4.2019.)

According to Ms Vappula, employment is challenging for immigrants. The demands of working life are strict; one must know information technology and have a good command of the Finnish language. Networking with other stakeholders is very important for Verso; no one is doing anything alone. The employment of an immigrant, especially a refugee and an asylum seeker, is based on the many years of work and cooperation of many actors and

supporters, which enables the immigrant to integrate and acquire the skills required in Finnish working life. In networking, it is crucial to determine where each organisation's and actor's responsibilities begin and end to avoid the duplication of work. (P. Vappula, personal communication, 15.4.2019.)

5.1.2 Population and Customer Data

The population and customer data were analysed as part of the preliminary research. The analysis was done based on the year 2018 population data of Järvenpää and report from Alpo Register, which is a customer information system used in Verso. The data was analysed by methods of descriptive statistics. Population data describes the number of foreign citizens in Järvenpää. Alpo Register is a database for the contacts by customers to immigrant advisory services. At the moment 17 immigrant advisory services in Finland are using the database. (Kotouttaminen.fi 2019.) In Järvenpää, employees of Verso register each customer contact in Alpo. Both scheduled and unscheduled contacts are registered. (Personal communication with the employee of Verso 8.5.2019.)

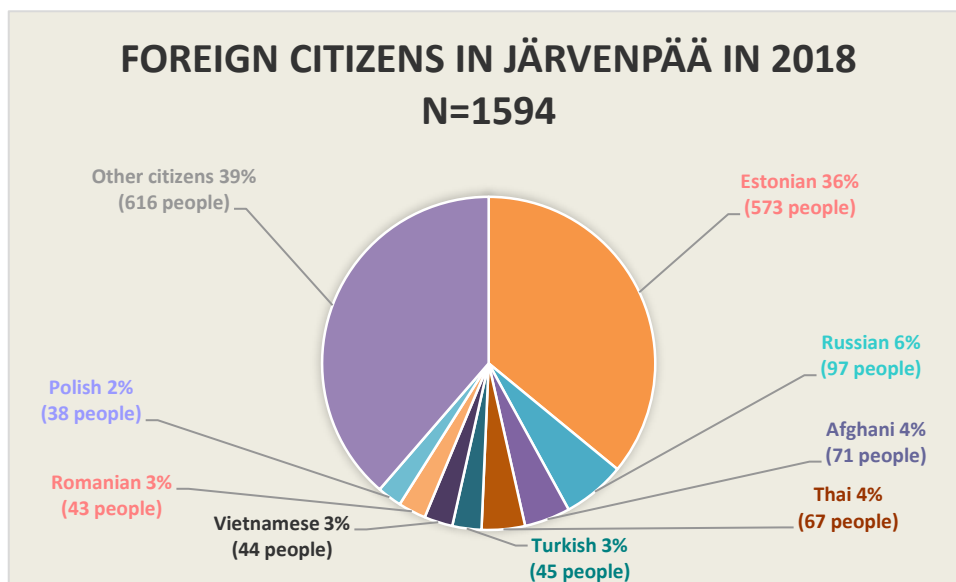


Figure 6. Foreign citizens in Järvenpää in 2018.

According to Statistics Finland, a total of 1594 foreign citizens were living in Järvenpää in 2018 (figure 6). They formed 3,7 % of the total population. The most prominent group of

foreign citizens was Estonian (36 %). Russian (6 %), Afghani (4 %), Thai (4 %), Turkish (3 %), Vietnamese (3 %), Romanian (3 %) and Polish (2 %) were the second most significant groups of foreign citizens. The remaining 39 % covered citizens from several other countries. (Statistics Finland 2019.)

According to Alpo Register, in 2018 there were 1450 customer contacts registered in Verso. On a monthly level, this means 121 contacts on average. All the figures presented here refer to immigrant customers. Other customers, such as representatives of authorities and institutions, were left out of the analysis. Most of the immigrant customers who contacted Verso were men. The share of men out of all the contacts was 76 % and the share of women 24 %. Most of the customers were 15-44 years old (table 1). They formed 91 % of all the people who contacted Verso.

Table 1. Customer contacts of Verso by age groups in 2018.

Age group	The number of customer contacts
Under 15	0.1%
15-24 years	45.8%
25-44 years	45.2%
45-54 years	5.5%
55-64 years	3.0%
Over 64	0.4%

The customer base of Verso differs from the total immigrant population of Järvenpää. Estonian, who is the most prominent group of foreign citizens in Järvenpää, are not typical customers of Verso. According to the Alpo Register, 97 % of the customers had their origin in developing countries. Most frequent countries of origin among the customers were Eritrea (18 %) and Afghanistan (18 %). People from Iraq (12 %) and Syria (11 %) formed the second-largest groups. People from Somalia (7 %), Ghana (6 %) and Russia (6 %) were the third most significant groups.

The most common mother tongue among the customers was Arabic (20 %). The second was Tigrinja (18 %), which is spoken in Eritrea and Ethiopia. The third most ordinary was Dari (16 %), which is spoken in Afghanistan. Somali (7 %) and Chechen (4 %) were also represented.

A reason for immigration for most of the people who contacted Verso was asylum and refuge (figure 7). They formed 77 % of all the customers. The second largest group were people who have immigrated to Finland because of family reasons (11 %). People who have immigrated because of study, work and entrepreneurship were contacting Verso less (in total 5 %). Ingrian and Finnish remigrants formed a tiny minority of contacting customers (0,3 %). The immigration reason for 7 % of customers was not known.

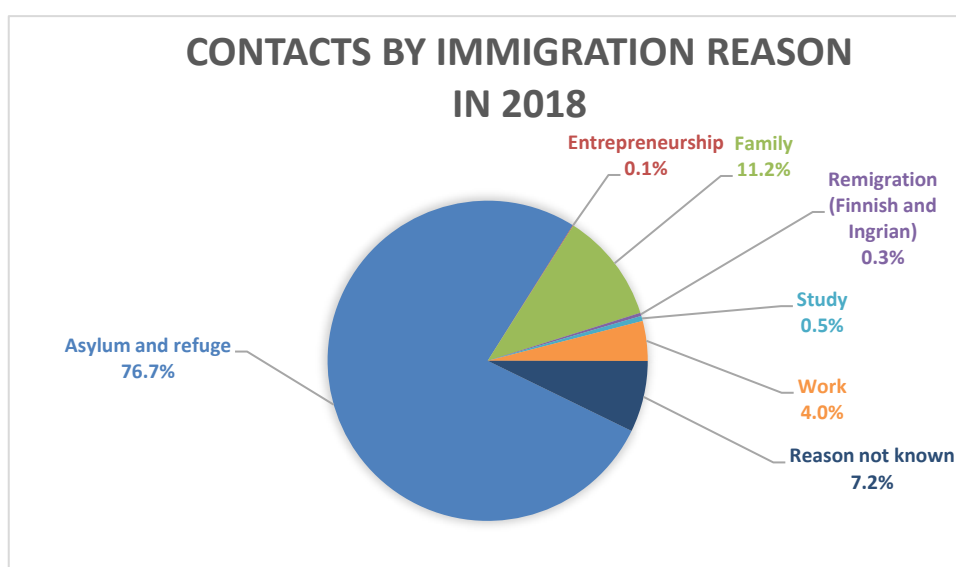


Figure 7. Customer contacts of Verso by immigration reason in 2019.

The majority of customers (63 %) had lived for 1-3 years in Finland. In most cases, the educational background of the customers was not known (46 %). The remaining represented different educational backgrounds: no education (11 %), elementary education (16 %), upper secondary education (13 %), higher education (12 %) and other education after upper secondary level (2 %). Most customers (57 %) were attending labour market training which includes integration training. Out of the customers, 19 % were unemployed. 16 % were in working life, students and those outside of the labour force, e.g. housewives.

Customers preferred visiting Verso face to face as the majority of contacts were done by visiting (76 %). The second most popular methods of contact was telephone (11 %) and fieldwork (10 %). Immigrants contacting Verso first time formed 18 % of all the customers. The Alpo Register also tells how customers have heard about the integration services. The majority of customers (69 %) were already familiar with the services of Verso. Among 24 % of the customers, the source of data was not known. Some had heard from friends (2 %) and the social office (2 %).

The most common reasons for contacts were Kela (11 %) and housing (11 %) issues. Also, subsistence issues were quite a common theme (9 %). Then came educational issues (8 %), work (7 %) and studying the Finnish language (7 %).

Mother tongue of the customer was used as a language of instruction in 7 % of all the contacts. In most cases, the language was something else than the mother tongue of the customer (92 %). In 1 %, the language was unknown. An interpreter was used in 18 % of all the contacts. In most of the contacts, there was no interpreter present (82 %).

In summary, in 2018, a typical customer contacting Verso was 16-44 years old male, who has his origin in the developing country. He had got his residence permit based on asylum or refuge. He had lived in Finland for 1-3 years and was attending labour market training. He had already been familiar with the services of Verso and preferred contacting Verso by paying a visit. Reason for visiting Verso was related to Kela, housing issues, subsistence, education, work, or studying Finnish language. The language of instruction used during the contact was something else than his mother tongue.

5.1.3 Business Model Canvas

A business model canvas (figure 8) was composed in the preliminary stage of research to get a holistic view of Verso Advisory Services' value creation for the immigrant customers. The business model aims to combine different functions of the organisation into the same picture. The essential thing is the role of different actors such as customers, employees and partners in the process of value creation. (Kimbell 2014, 191.) The business model canvas of Verso Advisory Services was created based on Järvenpää's Integration Program (2017)

and data from the Alpo Register in 2018. The sketch was checked and corrected with Ms Arja Loima on 10.5.2019

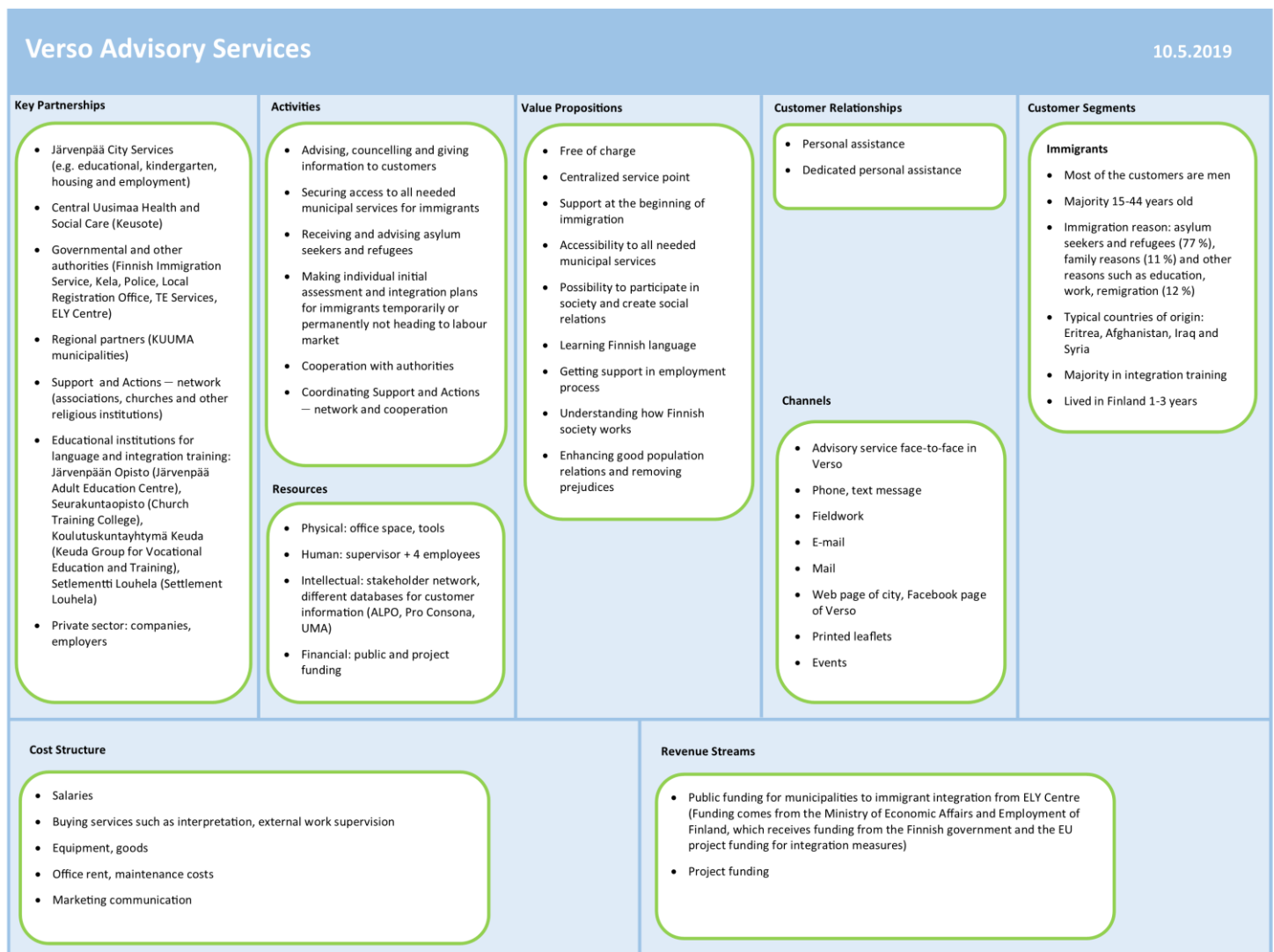


Figure 8. Business model canvas of the Verso Advisory Services.

In the middle of the canvas, there value propositions of Verso Advisory Services are listed. Value propositions describe concrete services and intangible values which are provided for the customers (Stickdorn et al. 2018, 76). Integration services such as public services are free of charge, which is one value proposition. Centralised service point, providing access to all needed municipal services, support at the beginning of integration and enable participation in society, also create value for the customers of Verso Advisory Services. Järvenpää's Integration Program 2018-2021 describes Verso Advisory Services as a central municipal immigration service point, which provides initial stage advisory services for the immigrants. The program aims to enable the equal participation of the immigrants in the

municipality and society. (The City of Järvenpää 2017, 8, 17). Learning the Finnish language and acquiring skills to operate in Finnish society can be considered as other value propositions because Verso Advisory Services provides information and helps customers to access educational services (The City of Järvenpää 2017, 16). One of the fundamental values is to get support in the employment process. In Verso Advisory Services the basis for future employment is established with active customer advice and job coaching (The City of Järvenpää 2017, 27). Enhancing good population relations and removing prejudices can also be seen as a value, which Verso Advisory Services provides to its customers (A. Loima, personal communication, 10.5.2019).

Customer segments are the target groups of the organisation. They have similar needs and attributes. (Stickdorn et al. 2018, 76.) The key customer group of Verso Advisory Services is immigrants. On a larger scale, also partners and Järvenpää citizens can be considered customers. They were left out of the business model canvas because the focus was to understand the Verso Advisory Services value creation for immigrant customers.

Channels describe ways of interacting with the customers (Stickdorn et al. 2018, 78). According to the Alpo Register, Verso's channels of interaction with the customers are face-to-face service, phone, text message, fieldwork and e-mail. Mail, web page of the City of Järvenpää, Facebook page of the Immigration Office Verso, printed leaflets and events are other channels for interaction (A. Loima, personal communication, 10.5.2019).

Customer relationships present the nature of relationships, which the organisation creates with the customers (Stickdorn et al. 2018, 78). Personal assistance and dedicated personal assistance describe Verso Advisory Services' relationship to immigrant customers. At the beginning of the integration process, customers need much support, and automated services or self-service are not functional for them.

Activities describe how the organisation and its employees deliver value to the customers (Stickdorn et al. 2018, 78). Verso Advisory Services' essential activity is to advice, counsel and provide information to the customers. It secures the customers' access to all needed municipal services. Verso Advisory Services also receives and advises immigrants who have got their residence permit based on asylum or refuge. It makes an initial assessment and integration plans for the immigrants, who are temporarily or permanently, not heading to the labour market. These groups include immigrants who have arrived as unaccompanied minors, parents taking care of children at home, pensioners and people on sick leave. Key activities of Verso Advisory Services also include cooperation with the authorities and

coordination of Support and Actions – network. (The City of Järvenpää 2017, 16-17; A. Loima, personal communication, 10.5.2019.)

Key partnerships are different stakeholders who provide resources and activities. They can also be other strategic partners. (Stickdorn et al. 2018, 78.) Partners of Verso Advisory Services include Keusote, Järvenpää City Services, governmental and other authorities, regional partners, Support and Actions – network, educational institutions and private sector actors (A. Loima, personal communication, 10.5.2019). Partners will be described in more detail in chapter 5.2.3 in which the stakeholder map of Verso Advisory Services is presented.

Essential resources are tangible or intangible things, which are required to maintain the operations and produce the services (Stickdorn et al. 2018, 79). Resources of Verso Advisory Services can be classified as physical, human, financial and intellectual. Physical resources are office space and tools. Human resources include a Senior Advisor, who supervises the team and four employees. Financial resources come from public and project funding. Intellectual resources include different databases for customer information. (A. Loima, personal communication, 10.5.2019.) Besides, the stakeholder network can be considered as an intellectual resource.

Cost structure describes the main costs of the organisation (Stickdorn et al. 2018, 79). The costs of Verso Advisory Services are composed of salaries, buying services outside, e.g. interpretation and external work supervision, equipment and goods, office rent and maintenance costs, and marketing communication. (A. Loima, personal communication, 10.5.2019.)

Revenue streams tell about the ways the organisation produces income (Stickdorn et al. 2018, 79). Verso Advisory Services gets its revenue from public and project funding. ELY Centres finance the integration services in the municipalities. ELY Centres receive their integration provision funding from the Ministry of Economic Affairs and Employment of Finland. The Ministry of Economic Affairs and Employment of Finland, in turn, receives funding for integration measures from the Finnish government and the EU project funding sources. Verso Advisory Services applies additional funding for the projects if needed. (A. Loima, personal communication, 10.5.2019.)

5.2 Co-design of Verso's Resources and Customer Characterisation

The first workshop for Advisory Services of the Immigration Office Verso was held on March 25, 2019, at Järvenpää House. The whole staff of Advisory Services was present; Senior Advisor, Social Counsellor, Service Counsellor, Job Coach and Accounting Secretary. The workshop aimed to get tools to develop the Advisory Services, create the most typical personas based on real customer groups, describe customer service path (service blueprint) of a new customer's first visit and create a stakeholder map. The workshop was executed based on co-creation.

According to Stickdorn et al. (2011, 198), co-creation is a core aspect of service design philosophy. Co-creation (more strictly, co-design) is a process that engages a diverse group of participants in a multidisciplinary team, which will provide a rounded approach to some of the problem of keeping the work in the reality. Workshops are the fundamental working format of service design. (Stickdorn et al. 2018, 388-391.)

Järvenpää's Immigration Office Verso develops its services in a customer-oriented manner. According to Loima (workshop March 25, 2019), official institutions have a significant power to make decisions about immigrants and their family members, and therefore the aim is to make the right decisions for the individuals and to meet clients of different nationalities in a way, which is appropriate and convenient for them. With the authors' thesis Verso wants to investigate how their service looks to customers: what is good about the service, what should be improved and what kind of service customers need.

The service must be made visible to all client groups in order to also reach those immigrant groups that are not currently clients. Verso's goal is to create clear service processes for different customer groups and their different integration needs. Customers are at different stages of integration. The goal is to stay in touch with the customer until he or she is ready to start using the basic municipal services, or to study or to get employed. Verso is part of the Järvenpää's service and stakeholder network, which provides the immigrants with the services they need. (Group discussion held on March 25 2019.)

5.2.1 Personas

At the beginning of the workshop, everyone presented themselves, after which the research plan and the program of the day were presented. The service design theory and methods were explained. After a joint creativity assignment, the customer personas creation was started and accomplished as an individual assignment.

A persona profile represents a particular group of people, e.g. group of customers, users or employees, a market segment or any stakeholder group. Personas should be based on real research and represent a group of people with shared needs, goals or common behaviour patterns. Personas help the service provider team to step into the shoes of different stakeholders, understand their needs and develop empathic descriptions of customers or target groups. A persona is described in a form everyone can work with. (Stickdorn et al. 2018, 41.)

To make the time usage more efficient, a list of supporting questions was provided to the workshop participants to help characterise Verso's most typical customers:

- Picture of the person (can be drawn)
- What is the name of the person (imaginary)?
- What is the gender of the person (both genders need to be presented)?
- How old is s/he?
- What is his/her profession
- What is his/her education?
- Is s/he literate (capability of reading and writing)?
- What is his/her marital status (single/married/divorced)?
- Does s/he have any children?
- What are his/her hobbies?
- From which country did s/he move to Finland? Has s/he come directly from home country or has s/he lived in another country/countries before moving to Finland and for how long?
- Why did s/he move to Finland?
- When did s/he arrive/emigrate to Finland?
- What is his/her knowledge of the Finnish language?
- Where did s/he study Finnish?

- What are his/her future goals?
- What kind of work does s/he want to do?

During the workshop, participants drafted 20 different personas presenting the customers of Verso. The drafted persona descriptions were compared with the customer profiles according to the data of Alpo Register from 2018 and the authors compiled the following four personas:



Background

AGE: 48

COUNTRY OF ORIGIN: SYRIA

IMMIGRATION REASON: QUOTA REFUGEE

OCCUPATION IN THE HOME COUNTRY: CARPENTER

EDUCATION: SELF-TAUGHT CARPENTER

FAMILY: MARRIED, 4 CHILDREN

Abdisalem

Biography

Abdisalem and his family emigrated to Finland in 2014 as refugees. He has completed an integration training and is studying a vocational degree of a building constructor.

Skills and interests

Abdisalem has worked as a self-taught carpenter in Syria. He is able to write and read. He has studied the Finnish language during the integration training and vocational education. He has no hobbies.

Future goals

He wants to find a job in the construction industry.






Photos: www.pixabay.com

Figure 9. Persona 1: Abdisalem.

Abdisalem (figure 9) is a middle-aged man who has escaped the war in Syria with his family. They came to Finland as quota refugees from a refugee camp. Abdisalem does not have any formal education in his home country. He has worked as a carpenter which he has learned in practice. In Finland, he has completed integration training. Because of strong manual skills he has chosen to study building construction in a vocational institution. After graduating, he wants to work in the construction industry. He has a big family of wife and four children. Family life keeps him busy, so he has no hobbies.



Hassan

Background

AGE:	22
COUNTRY OF ORIGIN:	IRAQ
IMMIGRATION REASON:	ASYLUM SEEKER
OCCUPATION IN THE HOME COUNTRY:	NO PROFESSION
EDUCATION:	GENERAL UPPER SECONDARY SCHOOL
FAMILY:	SINGLE, NO CHILDREN

Biography




Hassan has emigrated to Finland in 2017 as an asylum seeker. He had lived before in Lappeenranta and moved independently to Järvenpää. He is currently attending integration training.

Skills and interests

He has completed a general upper secondary school in Iraq. Hassan is studying the Finnish language in the integration training. He does not have any specific hobby, but he has tried many hobbies.

Future goals


He wants to study at the university. His future goal is to become a medical doctor.

Photos: www.pixabay.com

Figure 10. Persona 2: Hassan.

Hassan (figure 10) is a young man from Iraq. He came to Finland alone in 2017 as an asylum seeker. He does not have a family. In his home country, he was persecuted because he belonged to a religious minority. After getting his residence permit, he lived in Lappeenranta but soon moved to Järvenpää. Hassan has completed general upper secondary school in Iraq. He is goal-oriented and has proceeded quickly in integration training, which he is currently attending. He aims to apply to a university and become a medical doctor.



Hesekiel

Background

AGE:	26
COUNTRY OF ORIGIN:	ERITREA
IMMIGRATION REASON:	ASYLUM SEEKER
OCCUPATION IN THE HOME COUNTRY:	FORCED LABOR IN ARMY
EDUCATION:	ARMY
FAMILY:	MARRIED, 2 CHILDREN

Biography




Hesekiel has arrived in Finland as an asylum seeker in 2017. He travelled through Libya and Italy before reaching to Finland. His wife and children are in a refugee camp in Ethiopia. Hesekiel is currently in integration training.

Skills and interests

Hesekiel has done forced labor in the Eritrean army for 8 years. He is semi-proficient in writing and literacy. He needs more practice in writing and reading texts in the Latin alphabet. He has studied Finnish in the integration training, but he needs more practice to gain oral proficiency. His hobby is football.

Future goals

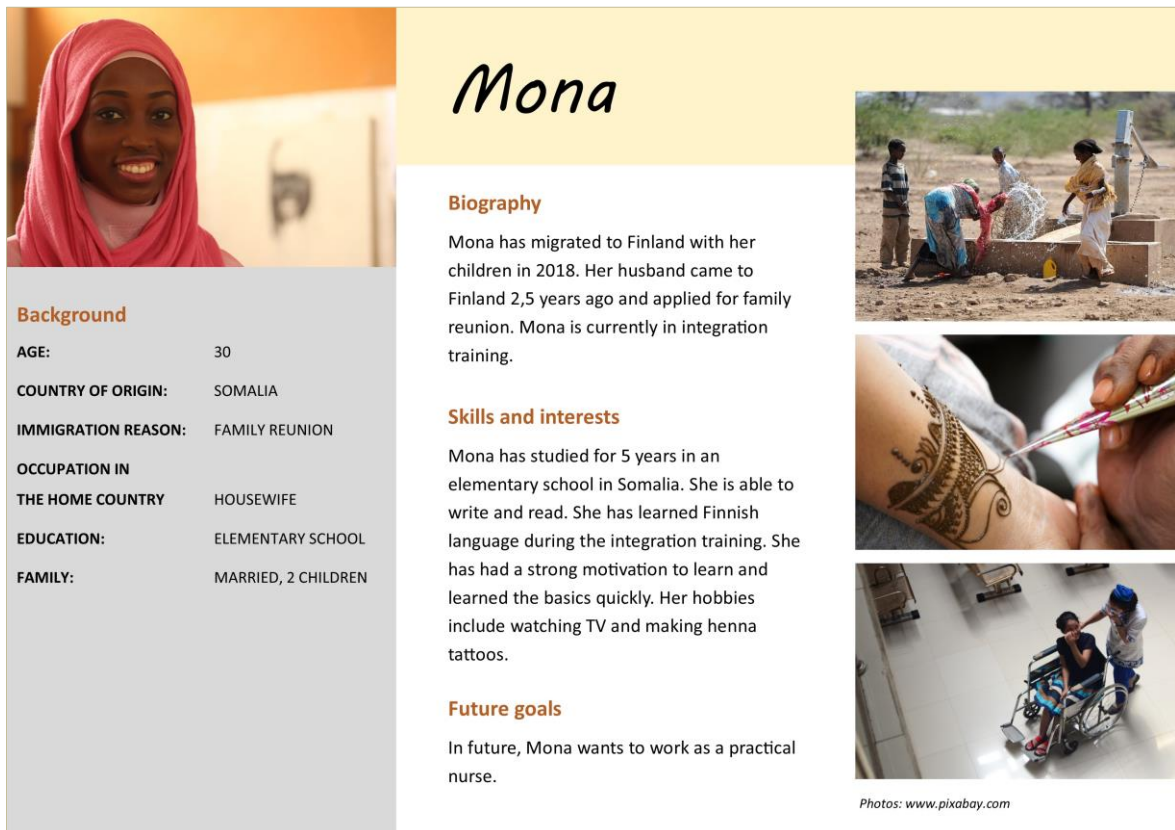
In future, he wants to be employed. He is interested in working in logistics. He has ongoing family reunion process, which reflects future prospectives and own wellbeing.

Photos: www.pixabay.com

Figure 11. Persona 3: Hesekiel.

Hesekiel (figure 11) comes from Eritrea. He arrived in Finland as an asylum seeker in 2017 travelling through Libya and Italy. Hesekiel's wife and two children are in a refugee camp in Ethiopia. He has done forced labour in the Eritrean army for eight years. He does not have any education besides the army. In Eritrea, conscription is mandatory, and service is extended for an indefinite time as forced labour. Eritrea is a dictatorship with a one-party system. Currently, Hesekiel is in integration training, but he has some challenges in learning the Finnish language. His main goal at the moment is to get his family to Finland. He has applied for a family reunion, and the ongoing process reflects on his future prospectives and well-being. In the future, he wants to get employed in logistics.



Mona

Background

AGE: 30

COUNTRY OF ORIGIN: SOMALIA

IMMIGRATION REASON: FAMILY REUNION

OCCUPATION IN THE HOME COUNTRY: HOUSEWIFE

EDUCATION: ELEMENTARY SCHOOL

FAMILY: MARRIED, 2 CHILDREN

Biography

Mona has migrated to Finland with her children in 2018. Her husband came to Finland 2,5 years ago and applied for family reunion. Mona is currently in integration training.

Skills and interests

Mona has studied for 5 years in an elementary school in Somalia. She is able to write and read. She has learned Finnish language during the integration training. She has had a strong motivation to learn and learned the basics quickly. Her hobbies include watching TV and making henna tattoos.

Future goals

In future, Mona wants to work as a practical nurse.

Photos: www.pixabay.com

Figure 12. Persona 4: Mona.

Mona (figure 12) is from Somalia, and she migrated to Finland in 2018. She arrived with her children after her husband applied for a family reunion. Her husband came to Finland already earlier. Mona has completed five years of elementary school in Somalia. Currently, she is attending integration training. She has learned the basics of the Finnish language quickly because she has had a strong motivation to learn the language. Her future goal is to become a practical nurse. In her free time, she likes watching TV and making henna tattoos.

5.2.2 Service Blueprint

After a short break, the creation of a service blueprint started. The instruction for the service blueprint task was given, and the workshop participants were divided into two groups. Each group was asked to illustrate the customer service process of the first visit of an asylum seeker customer. The aim was to understand the content and pain points of a typical customer's first visit to develop the customer experience and service process further. The service blueprint was implemented based on the first imaginary visit of a customer created

during the previous assignment. The service blueprint was formed using a ready-made layout (The Education Toolkit for Service Design 2013, 51).

A service blueprint is an extension of a customer journey map. With the help of a service blueprint, customer experiences are illustrated showing connections with both frontstage and backstage employee processes as well as support processes. Frontstage presents people and processes with which the user has direct contact and backstage refers to the people and procedures which are invisible to the user. A service blueprint makes visible physical pieces of evidence, customer actions, lines of interaction, frontstage actions, backstage actions as well as lines of visibility. (Stickdorn et al. 2018, 54.)

The following instructions for creating a service blueprint were provided to the workshop participants:

1. Implement a service blueprint from the perspective of a selected customer and describe the customer's first visit to Verso.
2. Think about what the customer and staff are doing before, during and after the customer visit.
3. You can write issues down on post-it stickers or directly on the cardboard-layout.
4. Also, consider problems and suggestions for improvement for the selected customer's first visit. You can attach them with post-it stickers at the bottom of the cardboard-layout.

One group made the service blueprint from the perspective of frontstage employees. Another group concentrated on backstage and support processes. The service blueprint was reviewed together, and the sketch of the comprehensive process of a customer's first visit was completed. The result was three different sketches: frontstage actions, backstage actions and support processes. They were later checked and combined with the Senior Advisor of the Verso Advisory Services.

Service blueprint describes the immigrant customer's first meeting at Verso. The customer arrives from a reception centre. He has been granted international protection and has a residence permit. He is an asylum seeker representing one typical customer group of Verso.

After getting a residence permit, the customer is entitled to Finnish social security. He is no longer a customer of Finnish Immigration Service but moves to a municipality where he receives the integration and basic services. Applying for a municipal place is an organised way of moving to a municipality. A municipal place is a place of residence provided by a

municipality for the immigrants, who have got their residence permit based on international protection. (Finnish Immigration Service 2019.) ELY Centres control the moving process so that the immigrants are divided evenly between different municipalities taking into account municipalities' capacity and immigrants' wishes for location. (Ministry of Economic Affairs and Employment of Finland 2019.)

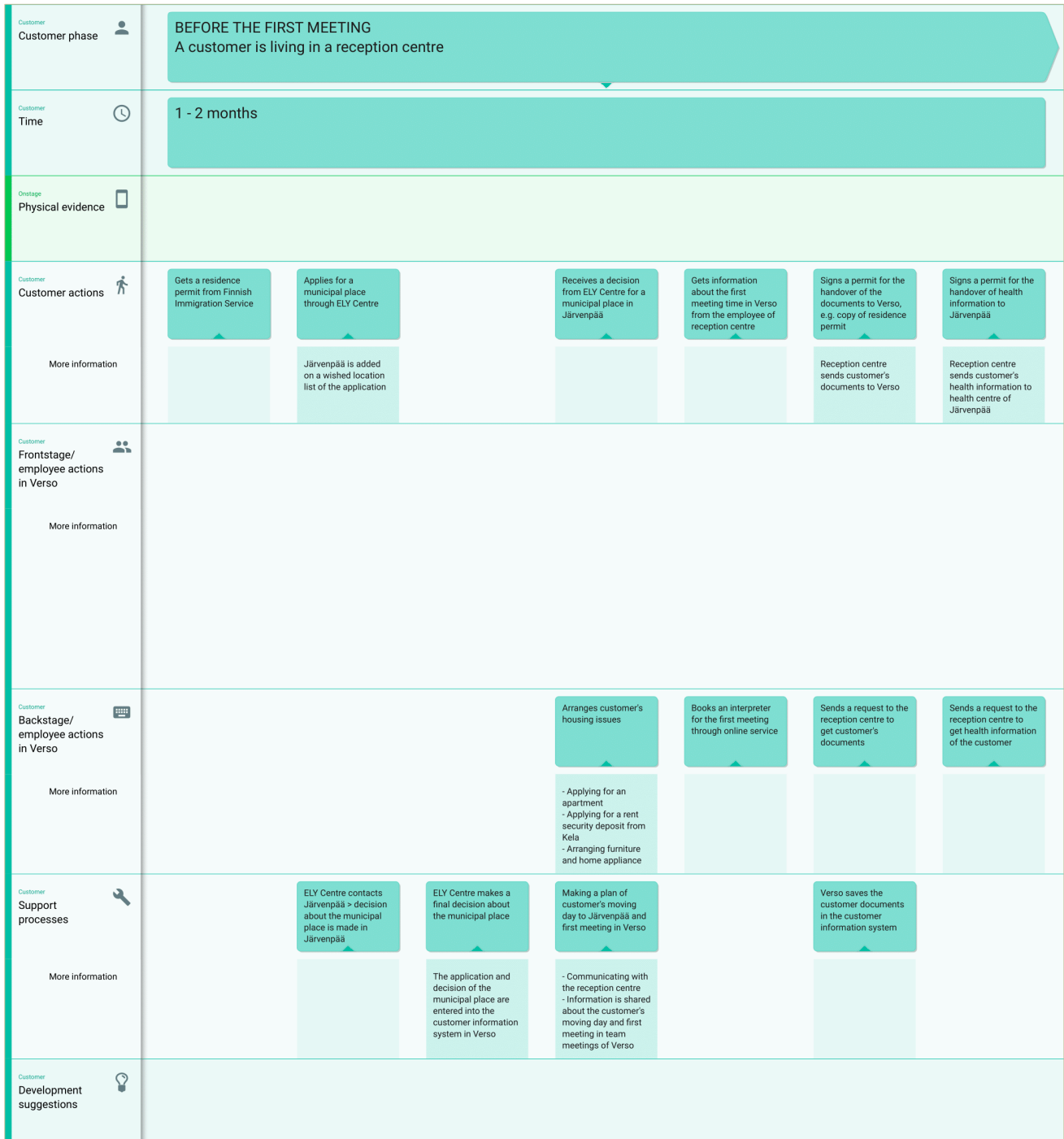


Figure 13. Service blueprint: before the first meeting.

Before the first meeting in Verso (figure 13), the customer applies for a municipal place through ELY Centre. He adds Järvenpää on a location wish list of the application. ELY Centre contacts the City of Järvenpää which decides on granting the municipal place. Then the ELY Centre makes the final decision and informs the applicant, reception centre and the City of Järvenpää. The employees of Verso start planning the customer's moving day and the first meeting in Verso communicating with the reception centre. The employees start arranging the housing issues of the customer before the first meeting. An interpreter is booked for the first meeting. Besides, signed permits must be asked from the customer for the data transfer from the reception centre to Järvenpää. Copies of customer documents and health information are transferred to Järvenpää. Overall, the process before the first meeting takes 1-2 months.

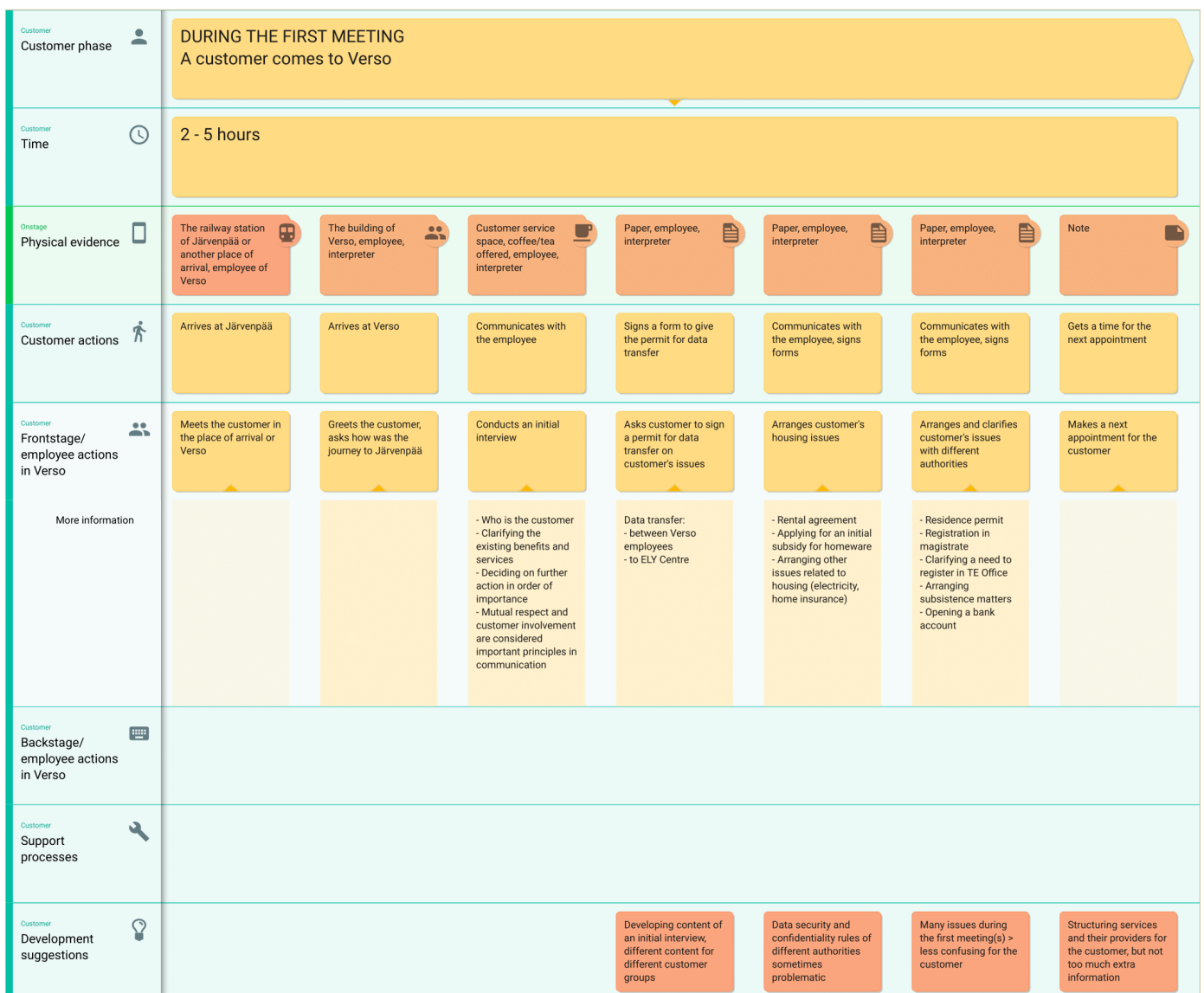


Figure 14. Service blueprint: during the first meeting.

The first customer meeting starts with a customer arriving at Järvenpää (figure 14). The employee of Verso meets the customer at a place of arrival, e.g. at the railway station or he arrives by himself to Verso. Customer is greeted and directed to customer service space. Verso employee or several of them, and an interpreter are present. Tea and coffee are offered for the customer. Mutual respect and customer involvement are considered essential principles of communication. The meeting starts with an initial interview. The aim is to get to know the customer and his situation. The employee clarifies the existing benefits and services of the customer to decide what must be done first. The customer is asked to sign a permit for data transfer on customer's issues between Verso employees and to the ELY Centre. Arranging the customer's housing issues is a high priority during the first meeting. Several issues with different authorities must also be initialised in the first meeting such as registration in the Local Register Office, arranging subsistence issues, clarifying the need to register in TE Services and opening a bank account. All the issues cannot be set during the first meeting, which lasts 2-5 hours.

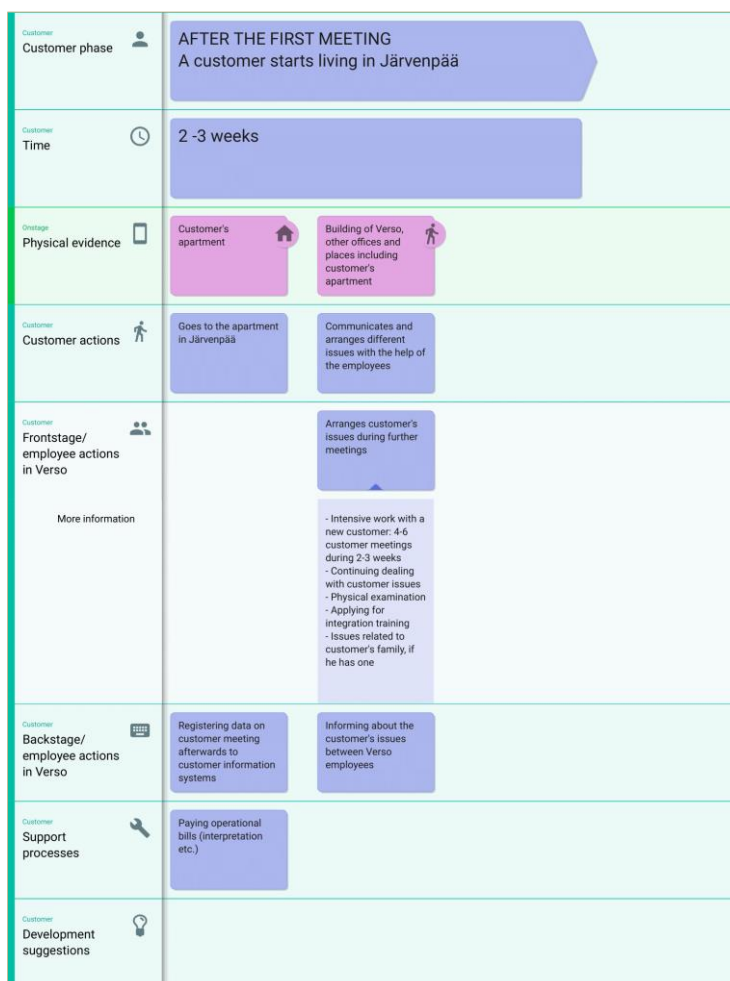


Figure 15. Service blueprint: after the first meeting.

After the first meeting (figure 15), the customer goes to his apartment either with the employee or alone, if he has visited it before. Customer issues are dealt with intensively during the coming weeks in order of importance. There are 4-6 customer meetings in the next 2-3 weeks. Meetings take place in Verso, the customer's home or at the stakeholders' offices. The customer related issues mentioned in the first meeting are advanced further. Health inspection of the customer is one of the first things which must be done soon after moving to a municipality. A study place for an integration training must be applied for the customer. If the customer has a family, the services must be arranged for the whole family, including children.

The employees made development suggestions for the first customer meeting. Overall, the first meeting was probably considered confusing for the customer because multiple issues are dealt with at the same time to initialise the services. The Verso employees wanted to ease the possible confusion by streamlining the process, e.g. by providing more information materials if needed. Also, the content of the existing guideline for an initial interview could be further developed. A need for a different type of content for different customer groups should be considered. Services and their providers in Järvenpää could be better illustrated for the customer to increase the understanding of the whole service network and the support and help the network is providing for an immigrant. The first weeks after moving to a municipality are energy consuming and the customer is not able to absorb much extra information. Besides, the data security and confidentiality rules of different authorities were considered problematic, because they sometimes prevent the Verso employees from getting information on customer issues.

5.2.3 Stakeholder Map

The third task of the workshop was to produce a Verso Advisory Services' stakeholder map. It visualises the various main stakeholders of a service provider and answers the crucial question: "Who are the most important people and organisations involved in a specific experience?" A stakeholder map makes visible, which major internal and external stakeholders interact in the ecosystem, illustrates their experience, service, physical or digital product or system. A stakeholder map helps to find unseen business opportunities as well. (Stickdorn et al. 2018, 59-60.)

A stakeholder description was given: "A stakeholder is an authority, organisation, company, entity or group of individuals or association that has a real or potential interest, obligation or area of cooperation with Verso /Verso's operations/employees or customers".

To make the time usage more efficient, the participants were given a preliminary list of municipal cooperation actors, which was prepared earlier to help participants identify regional actors. Below is the assignment given for the workshop participants:

Who are the Verso Advisory Services' key stakeholders?

- A. Customers (internal and external)
- B. State actors
- C. Other authorities
- D. Regional municipal partners
- E. Partners within the Järvenpää City Organisation
- F. Companies
- G. Associations
- H. Education and training units
- I. Donors
- J. Religious communities
- K. Clubs
- L. Culture operators
- M. Leisure operators
- N. Volunteer actors
- O. Actors assisting with housing
- P. Other potential stakeholders?

The draft of the stakeholder map was completed. The draft was finalised, and stakeholder map describing the network cooperation in Järvenpää was drawn. It was checked and corrected with the Senior Advisor on 10.5.2019.



Figure 16. Stakeholder map of the Advisory Services of the Järvenpää's Immigration Office Verso.

The stakeholder map of the Verso Advisory Services is presented above (figure 16). The first group of stakeholders include customers. They are immigrants who arrive and live in Järvenpää. The Stakeholder map presented in this thesis is compiled based on the Verso Advisory Services' value creation to the immigrant customers. In a larger context also partners and the citizens of Järvenpää are customers of Verso. Partners are customers as immigrant customer issues are arranged in cooperation with them. Partners include most of the stakeholders, who are listed here. Järvenpää citizens are customers as they can contact Verso Advisory Services when they need information on immigration and integration issues.

The second group of stakeholders is composed of local and regional partners which are the City of Järvenpää, Keusote, and KUUMA Municipalities. Administratively the City of Järvenpää is the employer of the professionals who are working in the Advisory Services of Verso. The municipal services are arranged for the immigrant customers based on their needs

in cooperation with the other divisions of the city. The services include daycare, education, employment, welfare and health, leisure and hobbies, culture and events, and housing. Järvenpää Adult Education Centre (Järvenpään Opisto) is operating under the city's leadership. It provides versatile courses, which can be helpful for immigrant customers to support their integration process.

Keusote is the employer of social and health care professionals working in Verso. Social and health care services are arranged for immigrant customers according to their need during the integration period. Specialised health care can be arranged in Hyvinkää Hospital and HUS - Helsinki University Hospital. KUUMA Municipalities are composed of 10 municipalities, which are located around the capital area. They form a municipal partnership to strengthen the region's competitiveness through joint development, to cooperate in service production and to advocate their common interests.

The third group of stakeholders is the financiers. ELY Centre finances the operation of Verso Advisory Service. Other financiers are funding temporary projects. Project funding enables developing the measures of integration of refugees and asylum seekers, attending further education events and seminars and expanding the cooperation networks.

The fourth group of stakeholders include different authorities. They can be divided into ministries and other authorities. Ministries guide the integration processes with their decrees and regulations. Other authorities include ELY Centre, KEHA Centre, Finnish Immigration Service, Kela, Police, TE Services and Local Registration Office. As stated above, the ELY Centre is the main financier, but it also coordinates the refugees and asylum seekers moving to municipal places. Finnish Immigration Service, Kela, Police, TE Services and Local Registration Office are stakeholders with whom, e.g. the permit and application issues of the customer are dealt. With Kela and TE Services, the issues related to customer's subsistence, integration training and work are arranged.

The fifth group of stakeholders is other partners. They include the private sector, third sector, educational institutions and religious institutions, which support the integration process of the immigrant customers and operation of Verso. Actors of the private sector are companies, which can provide places of internship and work for the customers. Verso also cooperates with the interpretation companies through which the interpreters are arranged for the customer meetings. The third sector includes Support and Actions – network and other NGOs, which organise integration enhancing activities on a local level. Support and Actions

– network is composed of different NGOs, parishes and civic movements of Järvenpää. Verso coordinates the network and its cooperation. Educational institutions include Church Training College (Seurakuntaopisto), Keuda Group for Vocational Education and Learning (Keuda Koulutuskuntayhtymä), Careeria, Edupol and Specia. They organise integration training and vocational education. Religious institutions are the Lutheran Church, the Orthodox Church, the Salem Church and the Mosque of Järvenpää, which also support the integration process.

The sixth group of stakeholders is the media, which can be divided into print media and the internet. The City of Järvenpää has a communication strategy and a communication plan. Communication is coordinated by Communication Director and is mainly executed by experts of each division. The main media communication channels are websites, press and social media, e.g. Facebook.

5.3 Ethnographic Research

The research process included ethnographic field work, which was done in Verso Advisory Services for three days at the beginning of May 2019. Ethnography is a method which helps the researcher to study people and their activities in a real context. Academic ethnography usually requires long-term fieldwork with observation and interviewing in the studied location. Organisational ethnography is a much quicker practice of a few weeks or days. (Kimbell 2014, 101-102.) In service design, ethnographic methods are utilised to understand how customers use the products and services (Polaine et al. 2013, 54). The fieldwork in Verso Advisory Services aimed to observe customer encounters. The goal was to get a holistic picture, how customers use the integration services, what type of customer issues are typical, and what is included in the working process of frontstage employees.

Ethnographic fieldwork in Verso Advisory Services included non-participant and participant observation of customer encounters. In non-participant observation, the researcher is an outside observer, who does not interact with the research subjects, but permission to observe is asked from them. In participant observation, the researcher interacts with the research subjects participating in their activities. (Tuomi & Sarajärvi 2009, 81-82.) In Verso Advisory Services, the researcher was present both in scheduled and unscheduled customer

encounters. Most of the observation took place during the opening hours of Advisory Services to which customers did not have to book a time. The Advisory Services is open on Tuesday, Wednesday and Thursday from 12 am to 4 pm. Outside of this time frame and sometimes also during it, there are scheduled customer meetings which were observed as well. With customers, the nature of observation was non-participatory, but with the employees, it included more interaction and contextual interviewing. Permission to be present in customer encounters was asked for from each customer. Besides, some photos were taken of the building of Verso. Observations and discussions were written down in the notebook.

Verso is located in the centre of Järvenpää at a distance of 600 meters from the railway station. In its proximity, there are the city library and Järvenpää House. Family Centre Keltasirkku operates in the same building as Verso, and Mannerheim League for Child Welfare runs it. When arriving from the railway station, it is not easy to locate Verso as there are no significant signs (figure 17). When passing the building further, there is a sign of Verso and Keltasirkku on the wall (figure 18).



Figure 17 (on left). The building of Verso and Family Centre Keltasirkku from outside.

Figure 18 (on right). The sign of Verso and Family Centre Keltasirkku.

However, when approaching the building, the front door can be recognized from the logos of Verso and Family Centre Keltasirkku (figure 19). When entering the building, there is Keltasirkku on the right side (figure 20). The inner door of Verso is kept locked when Advisory Services is not open. However, there is a doorbell, which customers can ring if they have a scheduled meeting or if some other issues. When the door slams during opening hours of the Advisory Services or there is a ring on the door, the employees go to meet the

customer. According to one employee, they always go to the corridor to see who is coming and what is the issue. Customers are received in a welcoming manner with greetings and questions how the customer is doing.



Figure 19 (on left). The entrance of Verso and Family Centre Keltasirkku.

Figure 20 (on right). The inner door of Verso and room for Keltasirkku.

When opening the inner door, there is a corridor (figure 21) and the room for Advisory Services at the end (figure 22). At the entrance of the room, there is tea, coffee, water and cookies freely available for the customers. Along the corridor, there are benches and bulletin boards with lots of leaflets. The room for Advisory Services is also a workroom for a Service Counsellor, a Job Coach and a Social Counsellor, who are frontstage employees in the Advisory Services. The Advisory Services employees of Verso are employed by the City of Järvenpää. Service Counsellor and Job Coach were present during the observation. Their encounters with the customers were observed. In other rooms, there were social workers, social counsellors and a psychiatric nurse, who organise social welfare services for the immigrants. They are employed by Keusote.



Figure 21 (on left). The corridor of Verso.

Figure 22 (on right). The room for Verso Advisory Services.

Verso Advisory Services can be contacted by any immigrant living in Järvenpää, but also by other Järvenpää citizens and stakeholders in need of information on integration issues (the City of Järvenpää 2017, 17). During the observation, 4-6 customers were visiting the Advisory Services per day. They were all immigrant customers, mainly from African countries. All of them had visited Verso before and were known by the employees. In addition to the visits, employees contacted customers by telephone or text message. They also contacted other organisations such as the health centre or educational institution on behalf of the customer by telephone or e-mail. According to the employees, services and means of contact must be non-discriminatory so that the immigrant customers can easily access the services. They considered that personal service face-to-face is often the best option for the immigrants because of modest language skills, although digital services are otherwise substituting many face-to-face municipal services.

The office work also includes reporting. According to employees, each customer contact must be saved in Alpo Register. The data saving is done on those days when the Advisory Services is closed, which means Monday and Friday. The employees take notes on customer contacts and enter the data in Alpo later. There is also another database called Pro Consona where more important events concerning Verso's own customers are saved, such as visiting the Employment and Economic Development Office (will hereafter be referred to as TE Office) or getting a Finnish nationality. By own customers, the employees mean those immigrants whose whole integration process is supported by Verso. Other customers who visit the Advisory Services and come to ask for something, are not so-called own customers.

In addition to work done in the office, employees do fieldwork with the customers. According to the employees, fieldwork can be divided into home visits and running different errands with the customer. These errands include visiting authorities such as the TE Office, Finnish Immigration Service, or doing some more significant shopping for the home. Usually, early-stage customers, who have not spent a long time in Finland, are supported with the help of the fieldwork. For example, during the observation, the researcher went with an employee and customer to the local Prisma to buy a laundry machine to the customer's new apartment.

During the observation, customers were instructed mainly in Finnish, but in a few cases also in English. The employees seemed to be skilful in using plain language in the customer encounters. They explained issues with simple concepts and sometimes information needed to be repeated. In some customer encounters, it was difficult to know if the customer understood the issues which were explained in Finnish. This misunderstanding led in some cases for a scheduled meeting to which the employee booked an interpreter.

Various issues were dealt with the immigrant customers during the observation. Most of them were related to housing. Several customers were moving to a new apartment. They needed help in applying for an apartment and making other arrangements related to moving. These arrangements included applying for subsidies from Kela, making notification for change of address, getting home insurance and getting new home furnished with all the necessary things. When possible, the needed furniture and household goods are bought at the recycling centre. Also, other customers came to discuss Kela, subsistence and school issues with the employees. Some were interested in applying for a summer job with the help of employees. Also, some doctor appointments were arranged for customers.

The role of the employees seemed to be to operate in-between the immigrant customer and the surrounding society. They helped in issues, which would be difficult to manage for the immigrants when they are new in the country. During the observation, the employees filled different kinds of applications for the customers either online or on paper. They also explained different procedures to the customers and advised for further measures and actions. Customer encounters often led to further scheduled meetings and arrangements. According to employees, the Verso Advisory Services differ, for example, from the cultural services of the city where customers can book tickets for cultural events. In Verso, customer encounters usually require further clarification and follow-up. It is not just a one-time encounter where concert tickets are handled.

The nature of the work in the Advisory Services seemed to be dynamic. It is difficult to predict how many customers will visit the Advisory Services each day. Some days are busier and some more peaceful. During the observation, there were fewer customers. However, one day before the observation started, there were 13 customers, and it was considered a busy day. Visits were mainly unscheduled customer meetings. Besides, scheduled meetings often get cancelled, or customers arrive late. According to employees, the dynamic nature of the work requires much flexibility from them and work can be managed only by those who do not get stressed about changing timetables. The employees are used to filling gaps with other work tasks if the customer meetings get cancelled or there are silent moments during the opening hours of advisory service.

Besides, the work in the Advisory Services seemed to be team-oriented. During the workdays, the employees often discussed with each other what type of measures should be taken with each customer. The social worker, who is employed by Keusote, was sitting in the next room and could easily participate in discussions. Also, many customer issues were dealt with in the team. For example, when there was a customer who was moving to Järvenpää, two employees were filling out different forms for Kela and the Local Register Office simultaneously on their computers. The customer was following next to them. The employees asked him questions and explained the procedure.

Other city organisations are also involved in the integration process of customers. One day there was a physical education instructor of the Järvenpää city in Verso. She is in Verso once a week and advises customers on the city's sports services. During that day she told an immigrant mother what type of hobbies are available for her child during the summer holiday. According to employees, the housing advisor of the city used to also be present in Verso to advise customers. However, he is not anymore employed with the city, and his position has not been occupied. That is why Verso Advisory Services get many questions on housing issues from the customers.

According to the employees, information on a customer's situation must be available for them from different stakeholders outside Verso. A challenge is getting information because of the confidentiality obligations of different authorities. Verso Advisory Services employees mentioned that one challenge is sometimes that educational institutions or TE Office hold meetings and agree on customer issues without informing them. Verso underlines that they should also be informed and involved because they need to have a holistic view of the customer's situation to support the customer's integration process

efficiently. Kela provides information on customer issues for social workers, but not for Verso employees. Regarding the authorities, consent of the customer for the data transfer is always needed. Finnish Immigration Service provides information just for the customer, not anyone else.

Research showed that Verso Advisory Services offer customer-centred and versatile services which are easy to access for the customers. During the opening hours of the Advisory Services, customers can reach the services without booking an appointment, but time can also be pre-booked. The research confirmed the results of the analysis of the customer data. During the observation, a typical customer visited the Advisory Services face to face, and he or she was already familiar with the services of Verso. Majority of customers had their origin in African countries. Customer issues were mainly related to housing, Kela, subsistence, study and work. Language of instruction in customer service was mainly Finnish.

The work of frontstage employees included customer service at the office, contacting stakeholders on customer issues, fieldwork with the customers and entering customer data to the customer relationship management (CRM) systems. The employees operated in-between of the customer and society. They helped in various issues which could not be mastered yet by a customer because of lack of language or digital skills, or knowledge on getting access to the services in their new home country. Nature of front-stage employee's work was dynamic and team-oriented. It required a holistic view on customer's situation and further follow-up on customer issues. Challenges in work were related to communication. Customers often had a modest knowledge of the Finnish language, which could lead to misunderstanding in communication. Another challenge was related to difficulties in the information transfer between the authorities and other organisations, which could hinder the Verso employees of getting data on customer issues needed to make a comprehensive customer support package.

5.4 Customer Interviews

More research data was gathered through qualitative interviews which were conducted in Verso during four days at the beginning of June 2019. Qualitative interviews are used in

research to understand the thoughts of people and reasons for action (Tuomi & Sarajärvi 2009, 75). In service design, they form a useful method to gain more profound knowledge on customers' perspective on services and products (Stickdorn et al. 2018, 122). In the research, the customers' experiences and expectations for the services of Verso were aimed to study, including the perspective of customers getting employed. Besides, one research goal was to ideate means for enhancing the awareness of the Verso's services among the immigrants living in Järvenpää.

Customer interviews in Verso were semi-structured. In the semi-structured interview, there is a guideline with themes and questions, but additional questions can be presented, and the order of questions can be changed. (Tuomi & Sarajärvi 2009, 75.) Beforehand an interview guideline was prepared (appendix 1). The interview consisted of four thematic sections. The first section aimed to get some background data for the interviewees. The second section was related to the services of Verso and the service quality in general. The theme of the third section was employment. The fourth section focused on ideating means for enhancing the awareness of the Verso's services among the immigrants living in Järvenpää. In the end, to the interviewees was given a possibility to freely tell about things, needs and hopes which they had in their minds.

Interviewees for the customer interviews were chosen together with the personnel of Verso according to prior research design. The aim was to interview 10-15 customers of different backgrounds. The sample consisted of typical and frequent customers, but also atypical ones, who use the services of Verso more seldom. According to Tuomi and Sarajärvi, the process of choosing interviewees is not random in qualitative research because the aim is to describe the specific phenomenon and understand action meaning that interviewees can be chosen so that they are suitable for providing data for the research. The size of the sample does not matter as much as in quantitative research in which the sample must be big enough to generalise the findings to a more significant population. (2009, 85-86.)

The personnel of Verso Advisory Services recruited interviewees. An accompanying letter was prepared in Finnish and English to tell about the aim and content of the interview (appendix 2). The letter was given to the interviewee candidates during the process of recruitment. All of the candidates in the planned sample did not participate in the interviews. However, the personnel of Verso spontaneously recruited more interviewees at the same time when interviews were conducted in June 2019.

In total, 25 customers were interviewed, eventually, all together seventeen interviews. Thirteen of them were individual interviews and four group interviews. The number of interviewees in the group interviews varied between two to six persons. The group interviews were carried out with interviewees from the same family or country of origin. Thirteen interviewees were men, and twelve were women. In five interviews, there was an interpreter present. Other interviews were done in Finnish, English or Russian.

The interviews were executed in the building of Verso. The length of an interview was approximately 30-40 minutes, but group interviews usually took 1-2 hours. In the beginning, the research project was presented. Also, permission for the interview and recording was asked for from the interviewees. All the interviews were recorded. The information sheet explaining in Finnish and English the research contents with the authors' contact details was given to the interviewees (appendix 3).

The data was analysed with the help of content analysis. It is a standard method of data analysis in qualitative research. First the data is coded, then classified and repeating themes are searched for. (Tuomi & Sarajarvi 2009, 91-93.) The analysis process followed the data-based content analysis introduced by Miles and Huberman. The idea is to reduce the original data into more simple expressions which can be categorised according to similarities or differences. (According to Tuomi & Sarajarvi, 109.) First, all the interviews were transcribed. Then answers of different interviewees were gathered under the same questions. The next step was to modify answers into more simple expressions. The expressions were categorised by similarities after which the categories were named.

Section 1: Background data of interviewees

In the first section of the interviews, some background data of the interviewees was gathered: name, age, country of origin, immigration reason, year of arrival in Finland, current activity, family situation and profession. Names were left only to the usage of interviewers, and they are not presented in the data analysis. The background data of interviewees is visualised in the picture below (figure 23). Data on professions and work experience will be presented later.

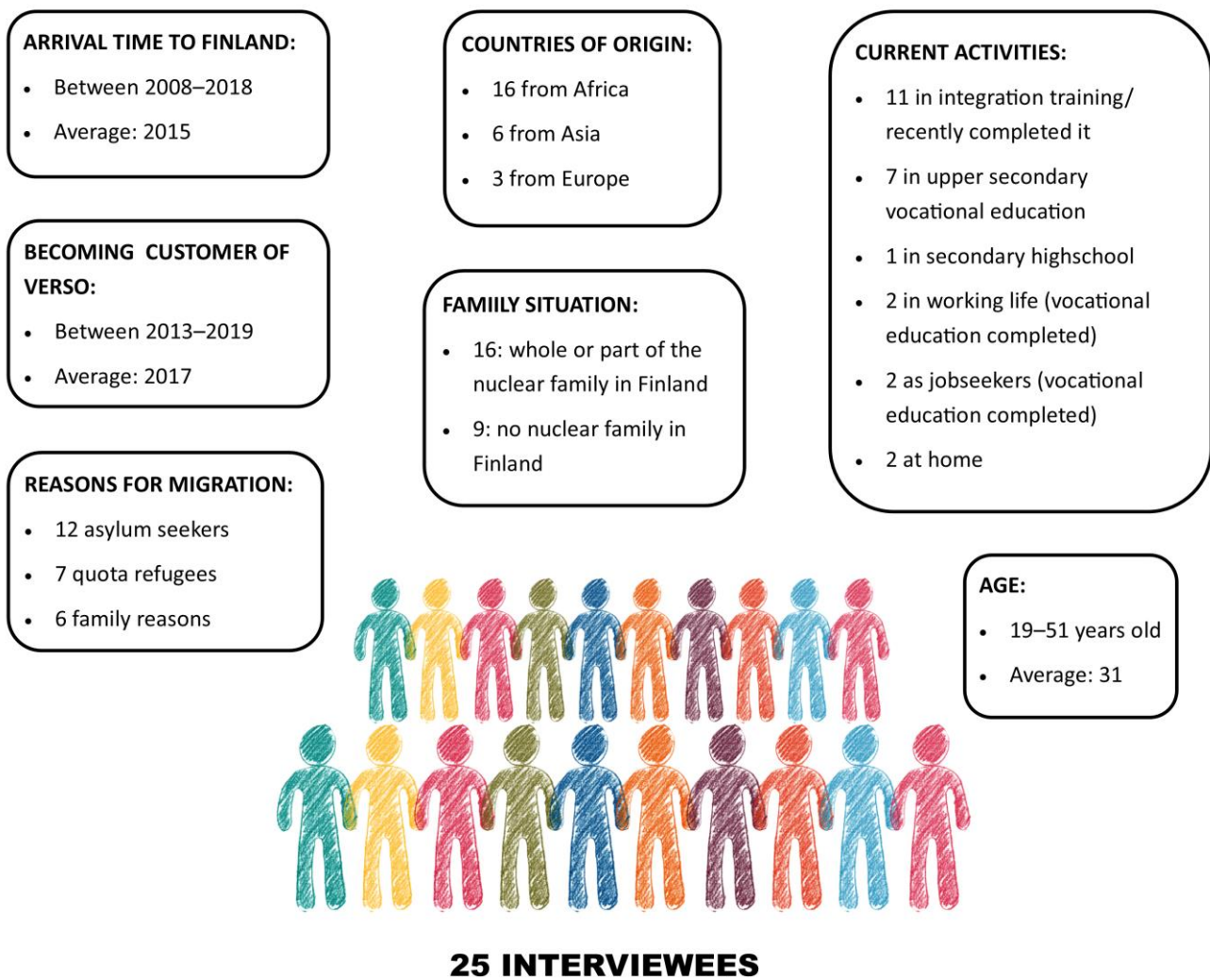


Figure 23. Background data of interviewees.

Section 2: Services of Verso - in general

The second section of the interview was related to the services of Verso in general. When asking what things interviewees have got at Verso, almost all of them emphasised the comprehensive support, assistance and advice provided by Verso. Their responses were repeating the following types of characterisations: "I have received much help," and "they help you in all things, what do you want".

Most of the interviewees listed various issues in which they had received help. From the answers topics they focus on most can be seen and which ones they remembered best. On general level, interviewees talked about documents, applications, forms, regulatory, and permit issues. In other words, assistance in applying, filling in forms and dealing with the authorities. Among various topics, Kela, housing and student affairs most were mentioned. Next came topics related to work, leisure and family integration. Health and financial support were also mentioned a couple of times. Banking and insurance matters were mentioned once.

Besides comprehensive help, another theme which came up was the help with understanding. Many interviewees said that Verso has helped customers understand the language or how to operate in the Finnish society. Concerning language, this was related to applications and decisions in Finnish, which the interviewees found challenging to understand.

Most interviewees could not name any issue for which they did not get help in Verso. Only two interviewees pointed out that the City of Järvenpää does not offer free public transport tickets to the immigrants, who have a period of integration going on. Järvenpää was compared to Kerava, where immigrants in similar situation get a monthly transport ticket for free.

All interviewees stated that they were delighted with Verso's services or found them useful. Interviewees were asked what is good with Verso's services (figure 24). The answers highlighted the comprehensive support, assistance and advice again. Besides, many interviewees found the service attitude of the staff particularly good. The staff was described as friendly, helpful and social. Verso employees were seen to empathise with the customer, and the customer felt that s/he was being cared for and understood. Many interviewees also indicated that as a result, they become empowered, and their emotional well-being improved. In this context, a couple of interviewees also pointed out that customers are treated equally and help is provided for everyone fairly.

Also, it was considered a good thing that the assistance was tailored to the customer's needs on the everyday issues, such as translation problems, but also more on complicated issues, such as family problems and other crises. One interviewee compared the integration to a process of building a premium car. In his comparison, he saw how and from which essential aspects a functional integration consists. In his view, it makes a difference who supports the immigrant in the immigration process and how the process is executed. Successful integration is always a result of the teamwork of various professionals and a possibility to grow and live in a safe, supporting environment.

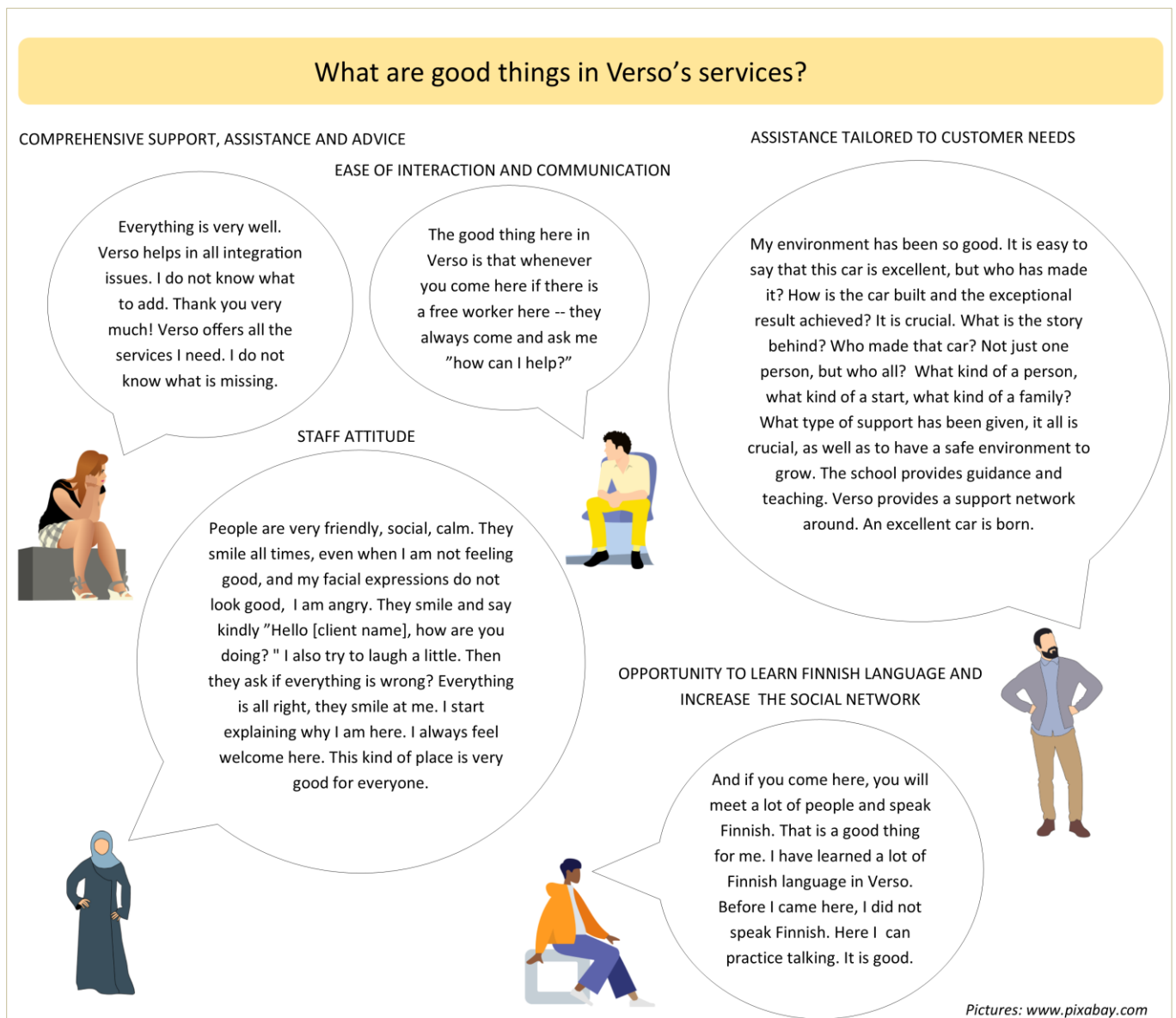


Figure 24. Quotes from the interviewees: what are good things in Verso's services.

All interviewees saw that customer-based support is possible to get in Verso because of good knowledge of the customers' situation and the teamwork of Verso's personnel. Many interviewees also considered the ease of interaction and communication as a good factor; for example, an appointment for the service counselling does not have to be made. The service was considered flexible, and in urgent matters, one can only walk in and ask for help. Besides, it was felt that if time has to be booked for a more extended reception, an appointment could also be quickly arranged. Also, some interviewees pointed out as a good thing that they have an opportunity to learn Finnish in Verso by talking with the employees. Another factor mentioned was the growth of the social network when visiting and being in Verso.

A few interviewees have experienced integration services in other municipalities before moving to Järvenpää. They were asked, as a supplementary question, how Verso's services differ from those of their former places of residence. They all felt that the services provided by Verso were excellent. However, in some places, the services were considered as good as in Verso. The replies revealed that in many places integration services are entirely under social welfare service, and there is no corresponding one-stop-shop. Interviewees indicated, as adverse factors in such locations, that services are not as diverse, staff are scarce, or one always has to make an appointment to meet, e.g. a social worker.

Interviewees were asked what they wish to develop in Verso's services (figure 25). At first, it was difficult for them to name things which should be developed. The question often had to be repeated or presented otherwise. Several interviewees highlighted the need to learn the practices and cultural aspects of the Finnish society and Finnish legislation and regulations. First, the need to understand the legislation, including the various rights and responsibilities related to housing, the rights of women as well as working life. Interviewees also referred to the need to master the skills of daily life and the ability to function independently in society, especially for women who have moved to Finland as spouses.

From the answers of a couple of interviewees, it can be seen that understanding the whole service package in Järvenpää is vital for integrating immigrants. Making the stakeholders' service ecosystem clearer would include what services are available in Järvenpää, who provides them and how they are available. The knowledge of longer-term Verso customers was considered beneficial in this context as well; they could tell and share with newcomers their experiences and give tips on a successful integration process.

What you wish to develop in Verso's services?

UNDERSTANDING THE FINNISH LEGISLATION AND REGULATIONS

The girls, who get married, should know their rights.. e.g. the money belongs to me, that I can fill in papers myself -- A brochure of women rights, how to deal with practical issues, how to manage things if a woman does not know, whom to contact, how to act.



ACQUISITION OF SKILLS FOR EMPLOYMENT

I want to learn to speak a lot of Finnish -- Although I am studying Finnish, it is hard to talk. We just write and read, but do not speak at school. Not many places to speak Finnish -- provide practice in speaking.



UNDERSTANDING THE WHOLE SERVICE PACKAGE IN JÄRVENPÄÄ

If a new immigrant family comes here -- it is good, if employees tell them about all services in Järvenpää. Where to get help, whom to ask for help, and how to get help. Also, old customers could tell you what kind of help you can get here and how to get it.



REACHING ALL IMMIGRANTS

The only thing to mention is, how to distinguish that Verso is not a refugee office, but an immigration office. Anyone who is a newcomer can come here.



BOOSTING AND SUPPORTING IMMIGRANTS' OWN ACTIVITY AND INITIATIVE

Try to teach us how to make applications, because 3-4 times they help me, me not knowing anything. It is better if you are trained, shown how to do it yourself, teach how to make, e.g. summer job applications. It is good to show you how so that everyone can make applications at home.



Pictures: www.pixabay.com

Figure 25. Quotes from the interviewees: what you wish to develop in Verso's services.

A couple of answers also highlighted the need to reach all immigrant groups. Particularly those interviewees, who did not represent typical customer groups, felt that it was important for Verso to be known to serve all immigrant groups, not just asylum seekers or refugees. It was justified by the fact that integration should not only take place within one's community or family but with the support of a formal body, which makes it possible to obtain legally valid information.

The need to acquire various skills for employment can also be derived from the responses of interviewees. Many interviewees longed for more opportunities to learn the Finnish language. The rapid language learning need and spoken language training were highlighted here. Language training and courses were mentioned as sole means. Many interviewees told that they would like to have a summer job, but lack of language skills is a barrier. Also, the need to learn computer skills was mentioned. All in all, the answers to this question reflected the need for interviewees to get help to facilitate employment. Employment theme is analysed in more detail in the next section of the interview.

Some development ideas were mentioned once, for example, boosting and supporting immigrants' own activity and initiative. For various applications, it was felt that it would be a good idea to educate customers more to make applications themselves. Besides, expanding Verso's opening hours was mentioned as a single development idea. Visiting Verso after school or after work should be possible some days, too. As a single idea, a free public transport ticket for immigrants during the integration period was also mentioned here.

Section 3: Services of Verso - employment

In the third section of the interview, issues related to employment were asked. The interview started with some background questions about work experience in Finland and before arrival in Finland. Moreover, future goals related to working life were asked about. Figure 26 summarises these issues.

Fourteen interviewees had some work experience before arriving in Finland. They had experience in service and sales, household production, craft and related trades, and professional work. The educational background of the interviewees was not explicitly asked about. However, many answers indicated that interviewees had no formal education or qualification for most of the work, which they had done before moving to Finland. They had learned the job in practice or were provided with additional training in the workplace. However, some interviewees had a university degree, some had other education for clerical support and professional work, and partly for service and sales.

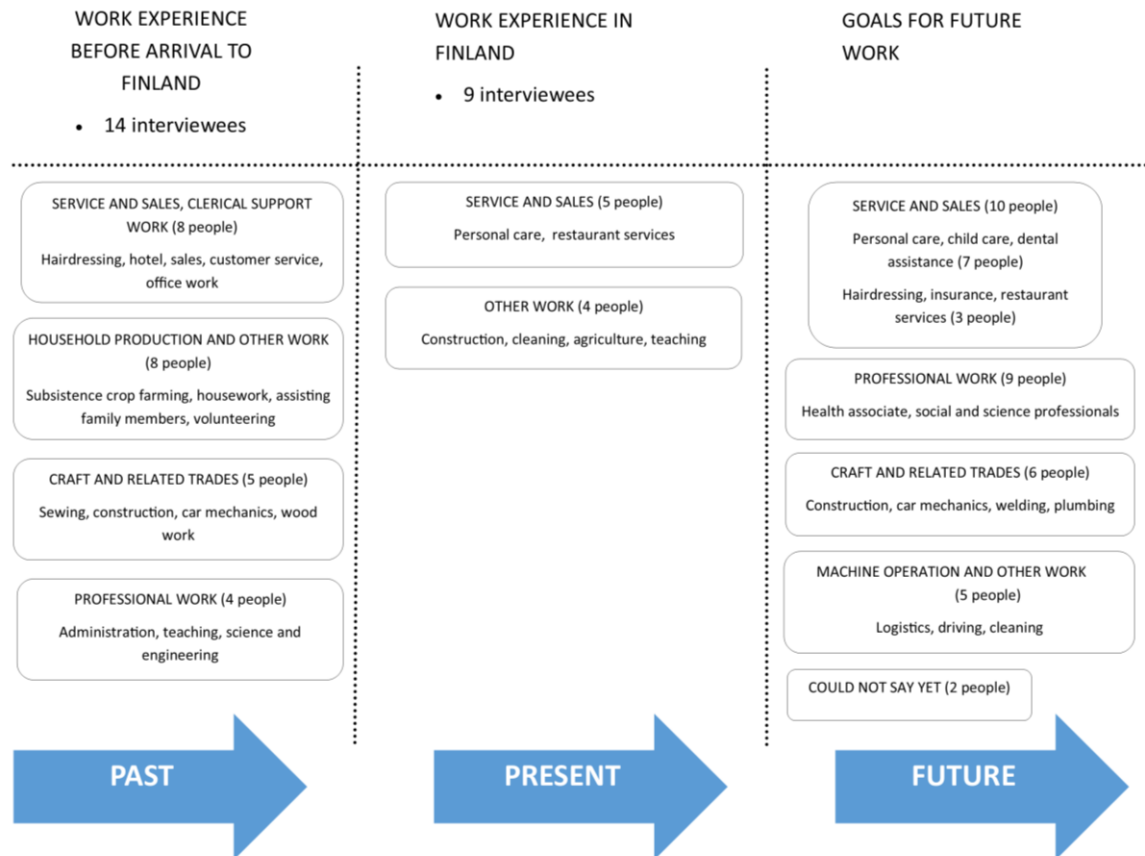


Figure 26. Work experience of interviewees before arriving to Finland and in Finland, and future goals in working life.

Nine interviewees reported that they had done some paid work in Finland. They had mainly worked in service and sales, but also in construction, agriculture, cleaning and teaching. Four of them were also currently employed, either longer-term or in summer jobs. Fifteen interviewees had not yet done any paid work, although many of them had made efforts to find a job. However, eight of them had done an internship, practical training or a work trial. This question was not asked from one interviewee, but it is unlikely she had worked because of being a housewife.

Interviewees had versatile goals for their future working life. Many of them wanted to work in service and sales, especially in care and nursing. Also, professional work was mentioned by several. Some of those who were interested in nursing wanted to continue to health associate professionals if possible. Interviewees were also interested in craft and related trades, and machine operation and other work. A couple of interviewees could not name yet what their future interest is.

Besides, those who have worked in Finland were asked how they had got a job. Many were employed by first doing an internship in the same place or same field. Paid work was also obtained directly through self-application, through an intermediary or at the employer's suggestion. Verso had helped them, too. The interview guideline also included question how long those, who had been working, had stayed in Finland before they got their first job. However, this question was not asked systematically from everyone, so answers are not reported on here.

When asking how Verso has helped interviewees in the issues related to employment, many said they had got help in finding a job or internship. According to them, Verso has advertised job vacancies, helped them get a place of internship, sought suitable jobs for their needs and taken them to recruitment fairs. Several interviewees pointed out that Verso had also helped in making CV and applications for a job or internship. Interviewees said that Verso had helped filling out the application forms as many systems for applying for a job are on the internet and in the Finnish language, which they found challenging.

Besides, the interviewees have received help in drafting, revising and translating their CV into Finnish, and making a cover letter for an application. Also, the interviewees' responses indicate that Verso had helped by providing encouragement and other support in the issues related to working life. Some customers have been encouraged to take the initiative in seeking employment themselves. Besides, Verso had encouraged some interviewees to apply for open vacancies and helped in planning their working life and job opportunities. Some interviewees also said that they had got help in making applications for a vocational school or apprenticeship training.

A couple of interviewees stated that they had not needed any help in the issues related to working life or job-seeking. Either work issues were not yet relevant to them, or they had been able to apply for jobs themselves. Also, one person mentioned that she did not know that Verso could help with work and employment issues.

How can Verso help you to get a job?

HELP IN MAKING CV OR WORK/INTERNSHIP APPLICATIONS

Verso can help you how to apply for a job because there are so many applications. Once Verso's employee even provided a draft for an application letter. And to every place I sent it, they invited me for an interview. I think Verso can do that. And then the CV issue. They look at what kind of CV you have. They will help you to adapt it to Finnish standards.

Many people do not understand what is a CV because they come from a variety of backgrounds. Some do not have any training before, so they do not understand these things. People do not even have CVs. This is an issue where training is important.



INFORMATION ON DIFFERENT PROFESSIONS AND THEIR EMPLOYMENT PROSPECTS



For example, to tell me is a profession such that it brings me a job -- if I just choose a profession, it might be that I am not getting a job in having this profession. That is why I want Verso to help me, to understand, what kind of profession I can get and then get a job with it and what is this profession about.

LABOUR LAW AND WORK-LIFE CONSULTANCY

In my opinion, it is possible that often immigrants do not know their own rights. And I have often also read on the internet that when immigrants often go to work, they do not speak the language, do not know their own rights... However, such help should be offered, for example, if an immigrant found a job, check his or her employment contract to see, if it was done correctly or not. If the employer does not pay, what to do? And, if a labour protection authority does not speak Russian, Estonian or Arabic, people are afraid to go there. And not everyone knows that it is possible to get free legal assistance.

Pictures: www.pixabay.com

Figure 27. Quotes from the interviewees: how can Verso help you to get a job.

Also, ideas on how Verso could help their customers in finding a job were asked (figure 27). As was already pointed out, as a current form of help, many interviewees felt that Verso could facilitate immigrants in making CVs and applications for a job or an internship. Many interviewees told that there are significant differences between countries in how to apply for a job, especially compared to practises in their previous home country. Not all immigrants are aware of these differences, so it is essential to learn the practices of applying for a job in Finland.

Some of the interviewees longed for information on different professions and their employment prospects. This need came up indirectly as well. Some who had just got their residence permit and were at the beginning of their integration training found it challenging to name the work that interests them. The interviewees also found it essential to know what kind of work would be suitable for them, for which job their language skills were good enough and in which sector there would be jobs in the future. One interviewee also highlighted the need for Finnish labour law advice. It was considered necessary because immigrants may not be aware of their employment rights and may work on terms that are not legal.

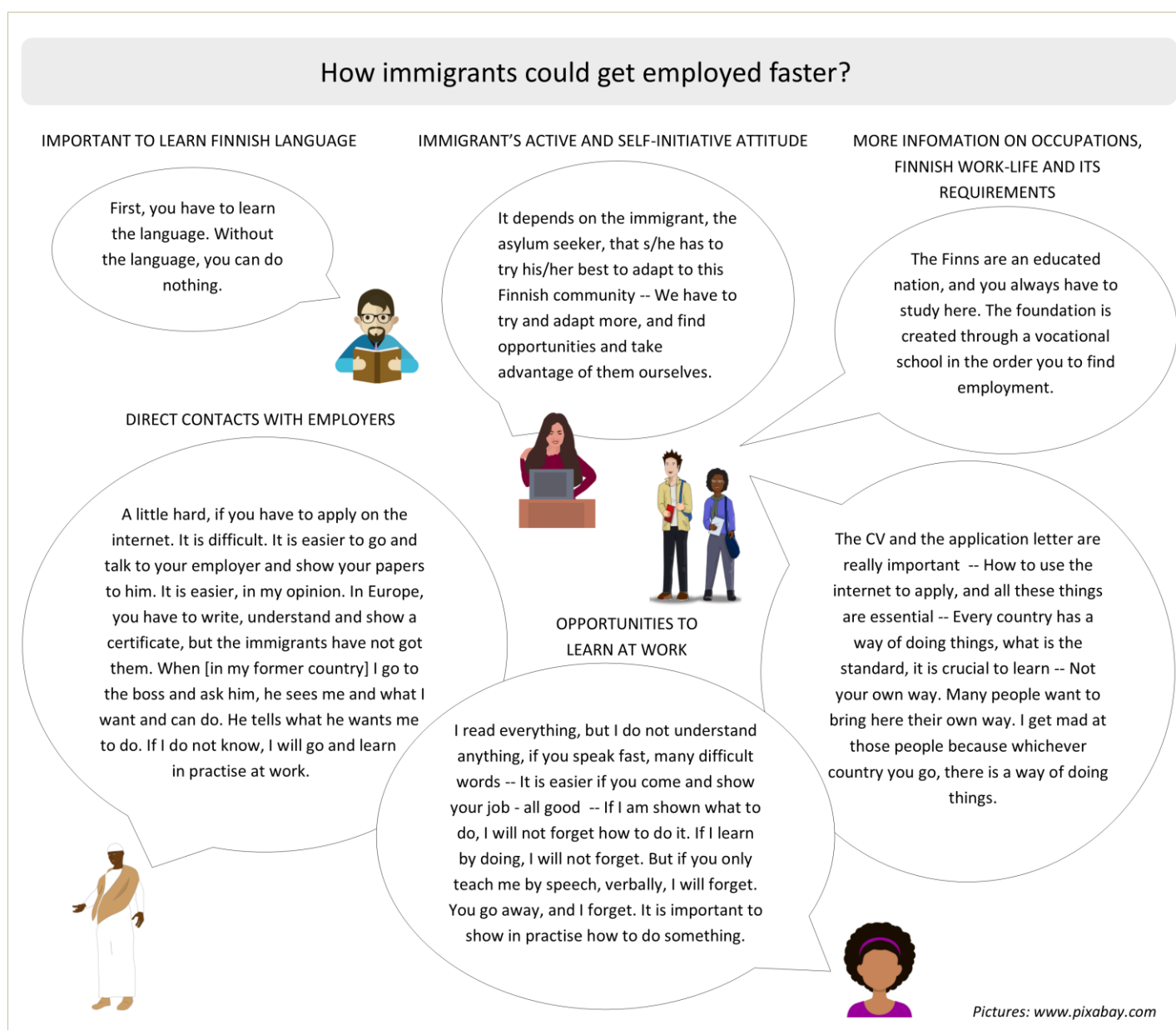


Figure 28. Quotes from the interviewees: how immigrants could get employed faster.

Also, ideas about about how immigrants could get employed faster in general were asked (figure 28). Most interviewees stressed the importance of learning Finnish as a prerequisite for rapid employment. Learning spoken Finnish was seen as essential. Interviewees pointed out the importance of an environment which has a low threshold to speak, but also a persistent and courageous attitude of an immigrant to study, learn and use the language. Some of the interviewees had found channels to talk Finnish by becoming friends with Finns or by participating in Finnish language discussion groups. On the other hand, some interviewees considered that language learning might be challenging at an older age. Also, more language learning opportunities were needed at work.

Many interviewees stressed the importance of an immigrant's active and self-initiative attitude in finding a job. In their view, an immigrant needs a desire to integrate the Finnish society and find the motivation to study and work. On the other hand, the interviews revealed that reasons such as health and delay in getting the residence permit could diminish an immigrant's motivation for studies and working life.

Besides, several interviewees highlighted the importance of being informed about occupations, Finnish work-life and its requirements. Many interviewees mentioned the importance of education and work experience in getting a job. They stressed that in Finland, one has to have to show school, professional and work certificates. They also found it essential to understand cultural differences on a general level and concerning working life and job search. A properly drafted CV and application were considered significant. Interviewees also pointed out that one has to know how to use the internet and apply for jobs there.

On the other hand, a few interviewees also highlighted the importance of direct contact with employers and opportunities to learn at work. They also drew attention to the differences in job search and employment between Finland and their former home countries. For many of them, applying a job face to face by going straight to the employer was more natural than applying online. It was also considered a good thing to learn the work in practice in the workplace and to show the immigrant employees the work tasks in practice in addition to verbal guidance. One interviewee suggested having a support person at the workplace. A cultural interpreter could act as a bridge-builder between the immigrant and the rest of the work community.

Section 4: Enhancing awareness of Verso's services among immigrants

The theme of the fourth section was to ideate means for enhancing awareness of the Verso's services among the immigrants living in Järvenpää. First questions were asked on how interviewees had become customers of Verso. Most interviewees had learned about Verso through another organisation. The most typical way was that the social worker at the reception centre had informed the interviewee about Verso after the person had obtained a residence permit through the asylum process and was moving to Järvenpää. The interviewees had also heard about Verso through another city organisation such as kindergarten, Ohjaamo Advisory Services for young people and the social welfare office. Some had heard of Verso through the dormitory of an educational institution or some other organisation. Some interviewees said that Verso contacted them after they had moved to Järvenpää or obtained a residence permit.

Several interviewees said that they had received information about Verso via word-of-mouth. For example, a friend or relative had told them about Verso. A couple of interviewees mentioned that they had received information through the internet. However, they had also heard about Verso elsewhere beforehand.

Interviewees were asked to give ideas, how to enhance the awareness of Verso's services among the immigrants living in Järvenpää (figure 29). Many interviewees considered word-of-mouth as a good way to get information about Verso. Word-of-mouth was a familiar way of communicating for many from the former homeland. Many of them also mentioned that they by themselves had told other immigrants about Verso. Some interviewees pointed out that the internet is not useful to use as the only channel to reach immigrants because not all immigrants have acquired digital skills or may otherwise no have regular access to the internet.

How to enhance awareness on Verso's services among all immigrants in Järvenpää?

WORD-OF-MOUTH

It would be better to utilize the word-of-mouth because these foreigners have contacts with each other. They see each other at school or somewhere. They should spread information about Verso and tell that there is such a place others to know because quite a few know.



OTHER PHYSICAL LOCATIONS

Sometimes, Verso could put some small bulletin in places where immigrants are studying -- On the course - or at some school, when there is a break, everyone is sitting and watching phone. You could put information in the break rooms, and people read it, or Verso could come in personally.



MEETING IMMIGRANTS AT PLACES WHERE THEY GATHER

Make community-based programs, because I know they do a variety of activities on Järvenpää Day. They do so many things, but many immigrants comment that I hear saying, it is boring. Maybe [immigrants] go once, but not another time because they do not find it interesting -- Many people, especially black people, appreciate it [face to face communication]. Not everyone even has a computer and they cannot also go online.



INFORMATION THAT HELP IS AVAILABLE IN DIFFERENT LANGUAGES

An internet, I found information that you could ask for help in Verso. Still, it was written that they offer advice in Turkish, English, German, Italian, but Estonian and Russian were not written. That is why I did not come -- And when it is not written [on the internet] that it is possible to get help in Russian or Estonian. Many people do not speak English. And they are scared to be there [to come].



CREATING A BRAND OF AN IMMIGRATION OFFICE, SERVICES OF WHICH ARE TARGETED TO ALL IMMIGRANTS

Many foreigners think that Verso is only for refugees -- For many people, I have spoken. I told one woman that Verso is an Immigration Agency. Immigrant means that you have moved from your country and you need help.



Pictures: www.pixabay.com

Figure 29. Quotes from the interviewees: how to enhance awareness on Verso's services among all immigrants in Järvenpää.

Some interviewees were in favour of conveying information through some media. They mentioned internet and various social media such as Facebook, Instagram and Twitter. Some also referred to newspapers, magazines, advertisements and a letter which could be sent to the immigrant's home from Verso. A couple of interviewees mentioned that Verso already had done well on the internet and Facebook. One interviewee also pointed out, in general terms, that easy ways for her to communicate are telephone and a text message.

A few interviewees also favoured spreading information in some other physical locations, such as educational institutions and their break rooms, kindergartens, and libraries. One

interviewee mentioned fieldwork, suggesting that immigrants should be confronted wherever they spent time in the city. Here, too, reference was made to cultural differences and the importance of face-to-face communication.

In addition to information channels, interviewees also highlighted how Verso's services should be presented. An essential factor mentioned was that immigrants should be aware of how to get help in different languages. The Verso website and Facebook page should declare that support is available in needed by a customer language using an interpreter if needed. In general, the use of different languages in communication could help to reach all immigrant groups. Some interviewees also pointed out that Verso should create a brand of an immigration office, services of which are targeted to all immigrants. Verso should more clearly present itself as an integration service provider to all immigrant groups, not only for asylum seekers and refugees.

To summarise the results of the interviews, the interviewees were highly satisfied with the services of Verso and found them helpful. Verso had supported, assisted and advised them comprehensively. Nevertheless, the results showed how the services of Verso could be further developed. Pain points and development suggestions derived from the interview and other research data are listed in the next chapter.

6 Design of New Service Tools Based on the Customer Need

Planning and production phases followed the research. First, all the pain points were gathered from the research data. The planning phase started in August 2019, and it included joint ideation, brainstorming and prototyping of authors together with the Verso Advisory Services personnel. Another co-design workshop was arranged for the personnel at the beginning of September to ideate and further process the development suggestions based on research data. Then summary of development suggestions was compiled by the authors to answer the pain points, and the results of all the research and personnel's ideation in the workshop were utilised in it. The process continued with the production phase in October 2019. One service design idea of providing the refurbished computers for the immigrants attending the IT-course organised by Verso Advisory Services and Järvenpää Adult Education Centre as a pilot in practice was tested. The service design tool used in the planning and production phase was visualisation.

6.1 List of Discovered Pain Points

Based on the research data, analysis of customer data, service blueprint, ethnographic research, Verso personnel and customer interviews, and the authors' brainstorming, several pain points were highlighted. Pain points are categorised under three topics. The first list of pain points is related to Verso's services and immigrant integration in general. The second list concerns the pain points which immigrants encounter in employment and work-life. The third list is related to awareness of Verso's services among local immigrants in Järvenpää.

Pain points related to Verso's services and immigrant integration in general:

- Customer interviews revealed that immigrants do not always have correct information about the integration process, laws, services and help s/he has the right. Especially those immigrants who are not customers of integration services and are not aware of the official advice available, are in danger of getting the wrong information.
- In the customer interviews and ethnographic research it became clear that a customer often has a question regarding the immigration process or another issue to which s/he needs an answer quickly.
- Customer interviews showed that Järvenpää's immigrant service ecosystem is not understood by the immigrants.
- Ethnographic research, service blueprint on a typical customer's first visit to Verso and the workshop ideating revealed the difficulties in the information transfer between the authorities and other organisations. Data security and confidentiality stipulations sometimes cause problematic situations when evaluating which kind of service package a customer needs.
- When making the service blueprint on typical customer's first visit to Verso, personnel brought up immigrant customer's possible confusion and difficulty to absorb all information during the first customer meetings.
- In the customer interviews and during the ethnographic research it was noticed that immigrants often lack digital skills and devices to practise them.
- Customer interviews showed that immigrant women do not always know about women's rights in Finland.

- From the customer interviews and workshop ideating it can be concluded that there is a lack of volunteering support persons in homework and study aid, Finnish language training, peer support for everyday life and friendship.
- Customer interviews and workshop ideating also showed that there is a lack of mentors in work-life, job search, school and daycare.
- In the customer interviews it was mentioned that there are not enough visitors in multi-cultural events organised by Verso and contents of the events need development.

Pain points related to employment and work-life:

- Customer interviews showed that immigrants are having scarce information which occupations will provide work in the future. In the planning meetings and personnel interviews, it was noticed that scenarios and forecasting about which workforce will be needed in the future would help immigrants to target their professional and vocational studies.
- Customer interviews revealed that there can be a difficulty among immigrants to understand work procedures when explained only verbally at the stage when an immigrant is still having a modest proficiency of the Finnish language.
- During the customer interviews it was noticed that employer companies may not have the skills to receive employees originating from different countries and cultures.
- Customer interviews also showed that immigrants often do not know the Finnish work-life practises and labour legislation.
- From the customer interviews it can be derived that many immigrants have a weak proficiency in the Finnish language, which hinders them to get employed.

Pain points related to awareness on Verso's services:

- In the customer interviews it was brought up that Verso is considered to provide services only for refugees and asylum seekers.
- Interviewed customers also said that not all immigrants are aware of Verso's services. The analysis of Verso's customer data showed the similar results, because a typical customer originates from a developing country and has immigrated to Finland for humanitarian reasons. Currently the European and work/study-based immigrants are not prominent customer groups of Verso.

- Customer interviews showed that Verso's communications need more visibility, and a customer's voice can be heard more in communications. Customer interviews, analysis of customer data and ethnographic research revealed that a majority of the present customers have been directed to Verso by some other organisation. Less customers find Verso's services independently and there are immigrant groups in Järvenpää who are not familiar with Verso's services

6.2 Co-design of Development Suggestions

The second workshop for the personnel of the Advisory Services of the Immigration Office Verso was held on September 6, 2019, at Järvenpää House. The results of the customer interviews executed in June were presented. The audience of the meeting consisted of the Head of the Employment and Integration Services, representatives of Verso, in a total of eight persons. Feedback of the audience was positive regarding the results of the research and the quality with the thesis authors' work.



Figure 30. The workshop participants process development suggestions.

After the presentation and discussion, the workshop started (figure 30). Four Verso representatives participated in the workshop, the Senior Advisor, the Social Counsellor, the Service Counsellor and the Job Coach. The workshop aimed to process further some of the development suggestions, which arose during the customer interviews in June 2019. The workshop was executed based on co-creation. Learning café was used as a method and ideation tool. Six different tasks were presented to be analysed and solved:

1. How to increase understanding regarding the whole service ecosystem with available services for immigrants in Järvenpää
2. Means enabling immigrants to obtain and maintain digital skills increasing activity, self-initiative, employment, inclusion and integration
3. Ways of reaching all immigrants living in Järvenpää
4. How to develop the support person activities (roster of support persons)
5. How to develop the welcome to Järvenpää and become a customer of Verso - introduction material or internet portal
6. Ideation of the welcome to Järvenpää and other information events

Results were the following:

Tasks 1: How to increase understanding regarding the whole service ecosystem with available services for immigrants in Järvenpää

The working group underlined that it is crucial that the new immigrants receive the right information about the municipality's basic services and understands how Järvenpää's service ecosystem works as soon as they have moved to Järvenpää. The customers need advice on everyday life, understanding the services available and managing practical issues. In addition to Verso's service descriptions, it is necessary to share information about the services of other stakeholder groups through personalised guidance, brochures and websites. It was stated that the service ecosystem map should be made to present the integration related services and their providers for the customers in an understandable way. A map should be available in both paper and digital versions and information must be written in plain language. The service ecosystem map must be clear and visual as not all immigrants can read. The right information must be given to a customer in the right place and at the right time. Information is repeated as needed because it is impossible to absorb everything at once.

To outline the services available, all the stakeholders and municipal basic services that the customer will visit during the first year of integration should be introduced. The basic services include TE Services, Finnish Immigration Service, Kela, Local Register Office (Maistraatti), social services, health services, the City of Järvenpää services, maternity clinic, daycare, schools, vocational schools, hobbies and the Support and Actions – network services.

In fall 2019, Verso Advisory Services, along with the Järvenpää Adult Education Centre and Support and Actions – network, will implement a Kuntakoto-course that supports Järvenpää immigrants in learning the Finnish language, provides information on Finnish society and strengthens immigrants' skills as a citizen. The courses are intended for those who are not yet in integration training or are looking for a job. The courses also strengthen the immigrant's knowledge of his/her finances, housing, nutrition, physical activities, hobbies, IT skills, use of health services as well as provide information on Finnish work culture and entrepreneurship, and familiarise the immigrants with the City of Järvenpää's services.

Task 2: Means enabling immigrants to obtain and maintain digital skills increasing activity, self-initiative, employment, inclusion and integration

All workshop participants agreed that immigrants' lack of IT skills and not owning computers could delay integration and digital citizenship. To accelerate the learning of digital skills was decided to pilot equipping immigrants with computers. In June and August, the negotiations with a company providing refurbished computers were held and together a pilot of providing remanufactured computers for immigrants taking part in the IT-course was created. The pilot will be carried out by Verso Advisory Services in cooperation with Järvenpää Adult Education Centre in October 2019. The purchase of remanufactured computers will be funded from the City of Järvenpää's Integration Services budget. Järvenpää Adult Education Centre produces a computer course. There will also be a need in the future for a digital advisor to help immigrants with computer and other IT problems. Digital skills education must start from the beginner's level. Many people who need digital skills have poor or no knowledge of the Western alphabet. Verso Advisory Services and Järvenpää Adult Education Centre are involved in the working group responsible for planning the studies and the IT technology procurement.

Task 3: Ways of reaching all immigrants living in Järvenpää

The Immigration Office Verso serves all immigrants who have moved to Järvenpää and has a residence permit in Järvenpää. It was noted that the Local Register Office (Maistraatti) could provide Verso with the information about a new immigrant moving to Järvenpää. The workshop participants stated that a model for the needed procedures has to be created; what are all the following measures after Verso receives the information regarding the immigrant moving to the city. Verso can contact immigrants either by letter or by phone and invite a person for an appointment to provide information about Järvenpää as a new hometown and begin to look at the customer's overall situation and possible integration measures.

Immigrants can also be approached by meeting them at places where they can be reached personally. It was noted that immigrants already living in Järvenpää are essential channels for reaching new immigrants and sharing information about Verso and Verso's services. Immigrants could also quickly contact Verso through a chat service or a similar online contact service.

Other means of communication are brochures in different languages and a letter to be sent to a new resident. The content of a letter could be enriched, for example, by adding a proposal in different languages to contact Verso. As one new idea, establishing Verso's own communications team came up. The communication team would include people from different cultures. Because word-of-mouth works efficiently, an idea of so-called "Word-of-Mouth Agents", in another words, Verso Ambassadors was invented. Verso Ambassadors would be the long-term Verso immigrant customers, who would be specially trained to share information about Verso's services. It is needed to provide immigrants with correct information and guide immigrants to contact Verso Advisory Services when needed. Verso invites representatives of the City of Järvenpää, a communications service expert, and Keusote representatives to further develop the new communications ideas in the joint working group on the Communication Improvement Plan.

Task 4: How to develop the support person activities (roster of support persons)

It was noted that there is a constant shortage of support persons for different needs, such as homework assistance, study aid, Finnish language training, loneliness avoiding support, peer

support for everyday life, and friendship with Järvenpää local people. There is a need for mentoring on job search, work-life, school and daycare. The challenge is to find new committed and knowledgeable support persons who have an understanding of different cultures. At present, supply and demand do not meet. It was noted that volunteering work as a support person requires a long-term commitment. Besides, volunteers also need external work supervising, support and guidance, as work can bring situations where professional help is needed. Some type of incentives for volunteers could be considered. The possibilities and means to enhance the support person roster will be discussed later in autumn with the stakeholders.

Task 5: How to develop the welcome to Järvenpää and become a customer of Verso
- introduction material or internet portal

The working group stated that there is no need to establish a new information sharing internet portal, but the existing City of Järvenpää and Support and Actions – network information websites and Facebook pages should be more promoted to immigrants. Also, the new visual material for the "Selviä Suomessa - Järvenpää tutuksi" guide is under process and will be designed in cooperation with various actors. Verso's Advisory Services invites experts from other stakeholders, as appropriate, to participate in the design work.

Task 6: Ideation of the welcome to Järvenpää and other information events

It was decided to look for a place that would allow spontaneous meetings between immigrants and all Järvenpää citizens, and where genuine friendships could be created in addition to the finding of possible support persons. The place would also be open in the evenings when needed. Immigrants and those involved in volunteering could together come up with ideas for joint activities. The new space could also host Welcome Info events, which have been conducted regularly every two months during 2017-2018. Events could be restarted with Support and Actions – network. The information events would involve relevant actors supporting the customers, such as Verso and Järvenpää's other municipal service units, the kindergarten, the school and also Kela and the TE Office. The contents of the several pop-up information events will be specified later. It was agreed on to hold brainstorming sessions with customers and also involve interpreters to attend brainstorming sessions. Verso will also put a box in the office to collect customer ideas and feedback.

6.3 Summary of the Development Suggestions to the Pain Points

The following service development proposals were created based on the results of the research data, analysis of customer data, service blueprint, ethnographic research, Verso's personnel and customer interviews and the authors' ideation and brainstorming:

Table 2. Service development proposals on pain points.

VERSO'S SERVICES AND IMMIGRANT INTEGRATION IN GENERAL	
PAIN POINTS	SERVICE DEVELOPMENT PROPOSALS
Immigrants do not always have correct information about integration process, laws, services and help s/he has right.	<ul style="list-style-type: none"> • Emphasising in all Verso communications that Verso provides legally correct information. • Adding FAQs (answers to frequently asked questions) and links to the stakeholders help desks on Verso's web site and Facebook. • Training Verso Ambassadors to direct customers to Verso's counselling services, to Verso webpage or Facebook page.
A customer has a question regarding the immigration process or other issue to which s/he needs an answer quickly.	<ul style="list-style-type: none"> • Establishing a chat or similar on line contact service, which provides a quick access to Verso Advisory Services.
Järvenpää's immigrant service ecosystem is not understood by the immigrants.	<ul style="list-style-type: none"> • Compiling a service ecosystem map illustrating the services provided by different stakeholders, services must be described in plain language, layout must be clear and visual, stakeholder map must be provided in digital and paper forms. • More welcome to Järvenpää and other information sharing and problem solving events together with the Verso stakeholders to be organised. • Earlier arrived immigrants could be invited to attend the events and tell newcomers about experiences and good practices about how they managed to settle down in Järvenpää.
Difficulties in the information transfer between the authorities and other organisations, data security and confidentiality stipulations cause sometimes problematic situations when evaluating which kind of service package a customer needs.	<ul style="list-style-type: none"> • Government level and stakeholder meetings, benchmarking the information transfer stipulation development in the healthcare and child welfare sectors. • Increasing the stakeholder network synergies by organising multi-actor meetings during which a service package based on immigrants needs is compiled together and an immigrant customer is present in the meeting. An interpreter is present. Execution, timetables and responsible per action organisations and persons are agreed. The multi-actor team gathers together, all in same place in agreed days and receives ca. six customers per day. Everybody hears the same information and can discuss with a customer together. This arrangement tends to ensure more seamless service chains, increases the comprehensive understanding about customers situation, needed services and ensures better information transfer.

Immigrant customer's possible confusion and difficulty to absorb all information during the first customer meetings in Verso.	<ul style="list-style-type: none"> • Updating the questionnaires targeted per different customer groups. • Using the service ecosystem map when explaining the next steps to be taken and measures to be executed during the integration process. • Calling after first meetings to a customer with help of an interpreter, making sure whether a customer still has open questions.
Lack of digital skills and devices to practise them.	<ul style="list-style-type: none"> • Equipping the IT course participants with refurbished computers (piloting during the Thesis). • Increasing the amount of courses.
Immigrant women not knowing womens' rights in Finland.	<ul style="list-style-type: none"> • Information leaflets. • Cooperation with the human right organisations.
Lack of volunteering support persons (home work and study aid, Finnish language training, peer support for everyday life, friendship).	<ul style="list-style-type: none"> • Extending the support person roster. • Creating incentives for volunteers e.g. external work supervision.
Lack of mentors (work-life, job search, school, daycare).	<ul style="list-style-type: none"> • Cooperating the existing mentoring networks. • Developing mentoring models for immigrants.
Not enough visitors in multi-cultural events organised by Verso, contents of the events need development.	<ul style="list-style-type: none"> • Engaging immigrants in event planning workgroups.

EMPLOYMENT AND WORK-LIFE

PAIN POINTS

SERVICE DESIGN PROPOSALS

Immigrants are having scarcely information which occupations will provide work in the future, no scenarios and forecasting about which workforce will be needed in the future (helps immigrants to target their professional and vocational studies)	<ul style="list-style-type: none"> • Occupational barometers, www.ammattibarometri.fi • Invite company representatives to tell about prospective professions and vacancies
Difficulty to understand work procedures when explained only verbally (when still having a modest proficiency of Finnish language)	<ul style="list-style-type: none"> • Increasing personal meetings with employers. • Increasing showing the work procedures in practise, not only explain verbally.
Employer companies do not have the skills to receive employees originating from different countries and cultures	<ul style="list-style-type: none"> • Adding cultural interpreters at work places. • Benchmarking the cultural training courses organised by those big companies in which already work people from different countries and cultures, peer learning. • SMEs sharing costs for hiring the cultural interpreters.

<p>Immigrants do not know the Finnish work-life practises and labour legislation.</p>	<ul style="list-style-type: none"> • Establishing a help desk service provided by governmental or municipal authorities, help must be provided in different languages, personal advising, not only in the phone. • Information leaflets.
<p>Many immigrants have a weak proficiency in the Finnish language, which hinders them to get employed.</p>	<ul style="list-style-type: none"> • Keep providing language course information and empowering the course attendance. • Piloting parents learning Finnish language in the school with 1st and 2nd graders. • Boosting the immigrants' own initiative, activity and perseverance.

AWARENESS ON VERSO'S SERVICES

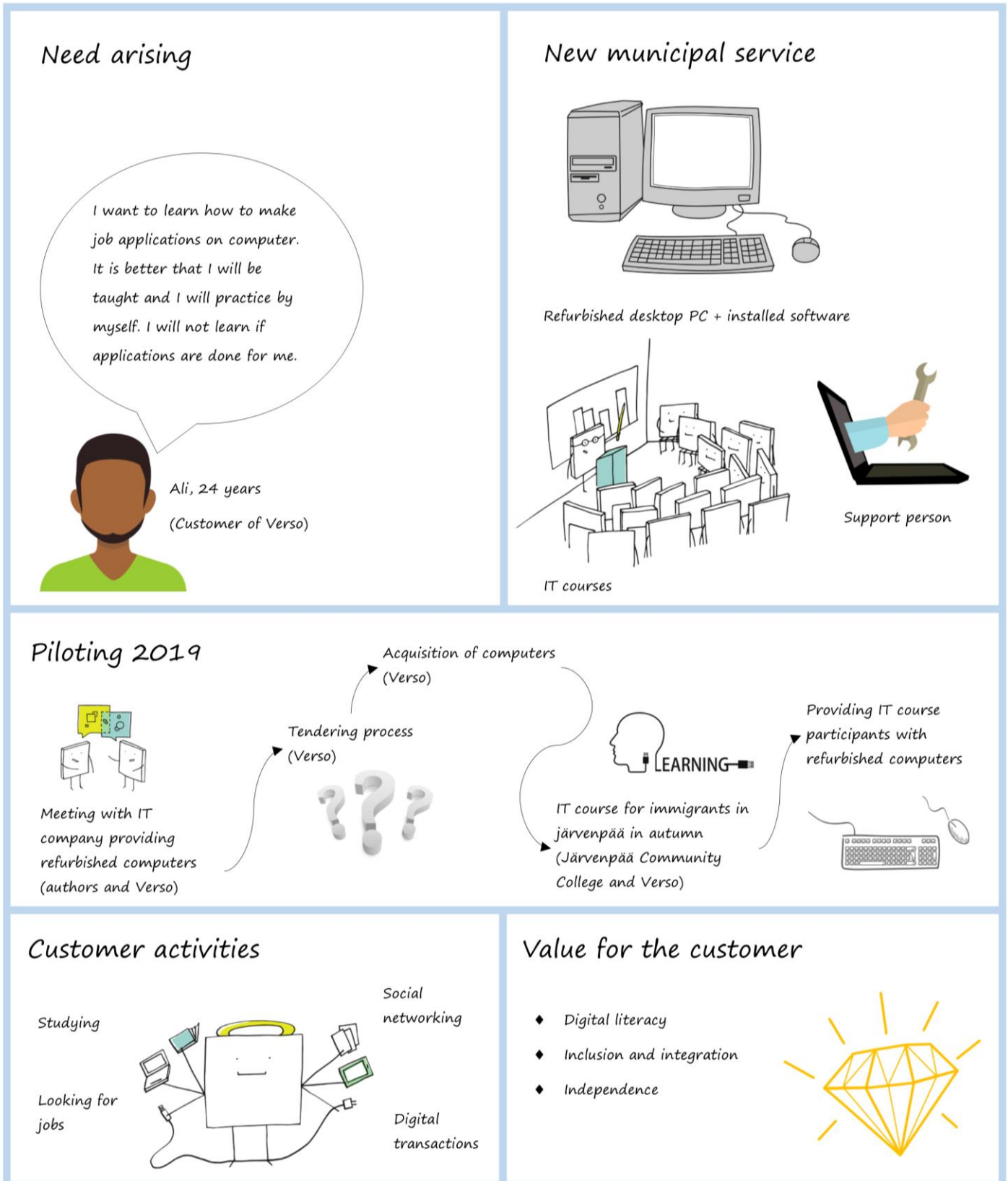
PAIN POINTS	SERVICE DEVELOPMENT PROPOSALS
<p>Verso is considered to provide services only for refugees and asylum seekers.</p>	<ul style="list-style-type: none"> • Necessary to emphasize in all communications that Verso provides services to all immigrants.
<p>Not all immigrants are aware of Verso's services.</p>	<ul style="list-style-type: none"> • All immigrants can be contacted by a letter immediately after them moving to Järvenpää, Verso obtains the arrival and address information from the Local Registrar Office, makes an invitation to visit Verso, the "Welcome to the Järvenpää Immigration Office Verso" - information is written in different languages. • Personal face to face meetings where the immigrants gather in Järvenpää.
<p>Verso's communications need more visibility and a customer's voice can be heard more in communications.</p>	<ul style="list-style-type: none"> • Verso establishes a multicultural communication team in Verso and engages immigrant customers in communications development work. • Verso trains the "Word-of-Mouth Agents", Verso Ambassadors, who direct customers to meet Verso's service councillors or visit Verso's webpage or Facebook page.

6.4 Piloting Equipping the IT Course Participants with Refurbished Computers

The interviewees in June pointed out that their digital skills are partly poor, and not everyone has their own computer. Also, during ethnographic fieldwork, it was evident that the big part of Verso's work was that the personnel helped customers by making various applications online for customers, because of immigrants' modest language skills, lack of digital skills and a computer of their own.

In today's society, digital literacy is an essential civic skill fostering the integration of the immigrant. A suggestion was made on establishing a new municipal basic service to prevent the digital exclusion of immigrants by providing them with refurbished computers and computer training courses at the early stages of integration. With his/her computer, an immigrant can effectively study, look for jobs and increase social networks, which facilitates his or her integration.

To improve the digital skills of immigrants, Järvenpää Adult Education Centre will organise an IT course in October 2019, and Verso Advisory Services will search for course participants. If the course participants do not have their own computers, it hinders practising IT skills at home. A pilot of a new municipal basic service providing immigrants computers to practise IT skills at home was ideated (figure 31). To keep costs reasonable, the first computer to be used could be a refurbished desktop PC with the installed software. An IT-services providing company, which refurbishes used business computers, resells them and provides lifecycle maintenance services was contacted. On June 27, 2019, was held a meeting with the IT-company representatives and discussed a refurbished computer pilot that could be implemented with the Advisory Services of the Järvenpää's Immigration Office Verso. In the meeting was also discussed that it would be crucial to educate IT support persons, which could help immigrants speaking their own language in computer usage difficulties. There is a particular need for female IT support persons, which could make home visits and teach IT skills for immigrant mothers staying at home with small children. The second meeting with the company was held on August 13, 2019, and the computer acquisition and the pilot process execution was defined with the Verso representative. The company was informed that the acquisition of the computers would be realized through a tendering process and offers will be asked from several IT companies. Verso will take care of the tendering and the computer acquisition process. For this pilot, the computer costs are paid from the Järvenpää City budget.



Pictures: www.pixabay.com

Figure 31. Refurbished computers: service concept and piloting process.

7 Conclusions

The Master's Thesis focused on evaluating and co-developing the initial stage immigrant integration and employment enhancing services of the Järvenpää's Immigration Office Verso in cooperation with the customers and employees of the Verso Advisory Services. The thesis also aimed to contribute with suggestions on how to engage all the Järvenpää immigrants in the Verso services.

The immigrant integration was researched in the framework of customer experience and service design. Theoretically the thesis was related to service design of public services in networks, integration and digital citizenship. The guiding principle of the thesis was to further design the immigrant integration services through customer involvement and insights. The research aimed to identify the development process pain points and make improvement suggestions resulted from co-working with the immigrant customers and the employees of Verso. The aim was to jointly make suggestions for improving the impactful and resultative immigrant integration and employment enhancing services provided by Verso. A crucial question was also how all the customer groups could be reached.

The research questions were the following:

- What are the experiences and expectations of immigrants concerning the Verso services?
- How to further develop the immigrant integration and employment accelerating services provided by Verso?
- How to enhance awareness and engage all the Järvenpää immigrants better in the Verso services?

Each research question is presented below with the summary of results.

What are the experiences and expectations of immigrants concerning the Verso services?

The research showed that immigrant customers are satisfied with Verso's services and found them useful. Customers felt that they get comprehensive support, assistance and advice. Verso's staff helps them to understand how the Finnish society works, and what the practices

and cultural aspects of Finnish society are, how to respond to various documents from authorities, how to act to organise housing, have an opportunity to study and have an internship or workplace. The staff is professional, friendly and always helpful and encouraging to win the faced difficulties and move forward in life. The customer felt that with support of Verso's work, they become more independent and active. Their well-being, self-esteem and courage to act in society increases, self-management and confidence in the future strengthen.

According to the customers, Verso's staff gives assistance tailored to customer needs, and good results on their work arise from good customer knowledge and teamwork. The customers felt that the positive side of Verso is the ease of service; it is enlightening to visit Verso and get immediate, empathetic attention and help in any life situation. Verso also removes prejudice against immigrants in society. Customers felt that in Verso, they get official and proper advice and find out how things are de facto. Verso also always seeks and provides for everyone opportunities to learn Finnish and promotes the possibilities of increasing social networking. Verso is also helping to apply for education, getting internships and/or a job.

Concerning the expectations on Verso's services, customers felt that Verso could help them to learn further practices and cultural aspects of the Finnish society. Getting information regarding the Finnish legislation, especially laws and stipulations on women's rights and employees rights were considered crucial. Clarifying the structure and functions of the service network concept of Järvenpää was considered essential. Customers felt that they need more possibilities to learn the Finnish language and practical skills required in working life, e.g. digital skills. When not having work certificates from their home country and previous employers, customers also wished to get possibilities to show their professional skills by showing in practice what they can do in the Finnish workplaces. Customers expressed a need to get information on different professions and their employment prospects. Customers brought up a need to promote and boost immigrants' own responsibility, activity and initiative in managing their life in a new home country. Instead of filling out various applications, resumes and work applications for immigrants, Verso should have resources to teach immigrants to make the applications themselves. Verso's opening hours should be extended, e.g. there should be a possibility to visit Verso during the evening e.g. once a week.

How to further develop the immigrant integration and employment accelerating services provided by Verso?

As a result of the research, several development proposals were made for the immigrant integration and employment accelerating services provided by Verso. It is essential to ensure that immigrants get quick and correct information about the integration process and available services to which they have rights as citizens of the municipality. A suggestion was made to create a chat or similar online service, also to put FAQs (answers to frequently asked questions), and links to stakeholders help desks on Verso's web site and Facebook page. The research proved that the immigrant service ecosystem of Järvenpää is not understood well enough. Compiling a service ecosystem map illustrating the services provided by different stakeholders will be an efficient tool to increase understanding services available. Services must be described in plain language and presented clearly and visually. Both digital and paper forms should be provided. Verso with its stakeholders is already preparing "Selviä Suomessa - Järvenpää tutuksi" – a guide and the service ecosystem map will complete the guide. It is also recommended to organise "Welcome to Järvenpää" – and other information sharing and problem-solving events for immigrants together with stakeholders. A recommendation is made to engage the immigrant customers in planning of the information sharing events. Earlier arrived immigrants could also be invited to attend the events and tell newcomers about their experiences and good practices about how they managed to settle in Järvenpää.

At the beginning of the integration, an immigrant is provided with much versatile information. The amount of information may be confusing because of difficulty to absorb all information during the first customer meetings in Verso. The process can be clarified with the help of updating the guideline and questionnaires for an initial interview of the customer by choosing suitable content for different customer groups. Besides, using the service ecosystem map when explaining the next steps to be taken and measures to be executed during the integration process will help. It is worth of calling the customer after every meeting with the help of an interpreter, ensuring that the customer does not have open questions. According to the Verso employees, experience has shown that because of the multitude and variety of information, the reiteration is needed, the information must be repeated several times.

The apparent difficulty occurs in information transfer between the authorities and organisations. The confidentiality stipulations is based on laws, but if not having a piece of

holistic information about a customers' situation, it is challenging to support them properly and involve them in decision-making. In order to seek solutions to the problem, it is worth of continuing meeting with stakeholders on the governmental and local level, and benchmark what is the data transfer stipulation development in the healthcare and child welfare sectors.

To improve information sharing and to coordinate the measures between the authorities, e.g. Kela, TE Office, Keusote and Verso and other case by case named actors in the immigrant integration process, we suggest increasing the stakeholder network synergies by a stronger collaboration. We recommend organising the multi-actor collaborative meetings during which a service package based on immigrants' needs is compiled together and that an immigrant customer is present in the meeting. An interpreter is also present. Execution, timetables and responsible per action organisations and persons are agreed. During the multi-actor collaboration meeting, all members are in the same place on agreed days and receive ca. six customers per day. Everybody hears the same information and can discuss with a customer together, being a united problem-solving group. When the implementation of the agreed measures starts, a customer is involved and kept informed all the time. Interpreters are used when needed. Date of the next meeting is agreed on. The goal is to make the responsible actors, the problem-solving group and the customer play together as a winning ice hockey team. The goal of the stakeholders' and customers' more effective collaborative teamwork is a more resultative integration process. This practical team working arrangement, when all needed stakeholders are in a meeting at the same time, tends to ensure more seamless service chains. It also increases the comprehensive understanding of customers' situation, helps to identify the needed by a customer services and ensures better information transfer between all integration related stakeholders.

Regarding the skills needed for resultative immigrant integration and getting employed, the first thing is to accelerate learning the Finnish language. Verso and all stakeholders should keep providing language course information and empowering the course attendance. A recommendation was made to pilot parents learning the Finnish language in the school with first and second graders. Primarily, the immigrants are responsible for studying the Finnish language, as stated according to the interviewed immigrants; they must study hard, be active and diligent themselves. However, equally the society and workplaces are responsible for providing sufficient, high quality and long-term Finnish language learning opportunities for immigrants. In Järvenpää, there seem to be good opportunities to learn the Finnish language.

Digital skills are essential in today's information society. Digital skills acquisition, IT education and tools are necessary in working life as well. Some immigrants may come from countries where digital education and the use of computers is not a civil skill, and those skills are needed to help integration in the Finnish society. As a pilot, a proposal was made to provide refurbished devices, computers for course attendees. Equipping the IT course participants with refurbished computers and increasing the number of courses, help immigrants to learn practical digital skills and help them to integrate, socialise and get employed.

During the research it was revealed that the immigrants seem to have too little information about which occupations will provide work in the future. Lacking a scenario about which workforce will be needed and which professions provide work in the long run, hinders immigrants to make long term plans as they cannot quickly orientate choosing a field of professional studies. Occupational barometers help to forecast the future labour force need. Also, the companies could share their prospects to job seekers.

According to the interviewees, in their home countries, they may get a job through a personal meeting, and a job is shown in practice, not only verbally explained. Especially when having a modest proficiency of the Finnish language, it is crucial to teach and show the job in practice not only verbally explained. A recommendation was made to increase the direct contacts with employers, organise personal meetings between immigrants and employer companies and increase showing work procedures in practice and give more opportunities to learn at work.

According to the research, Finnish companies may not all have the necessary skills to receive and meet employees originating from different countries and cultures. We recommend the peer learning from the companies in which already work people from different countries and benchmarking the cultural training courses those companies organise to their staff in order to help the social inclusion of an employee coming from a new culture. A recommendation is also made to engage the cultural interpreters at workplaces to operate as bridge builders in the work communities. SMEs (Small and Medium Size companies) could share the costs of hiring the cultural interpreters.

The interviews revealed that understanding Finnish legislation and regulations is difficult for immigrants. Immigrant employees do not know the Finnish working life practices, labour legislation and stipulations regarding, e.g. content of work contract and salary level. In case

of problems, immediate personal guidance and a face-to-face help desk established by governmental or municipal authorities are needed. This help desk or advisor could be, e.g. in local TE Services, telephone guidance is not enough, because for foreigners, understanding the Finnish language on the phone is too difficult. Help and information leaflets, must be provided in different languages. Also, foreign women may not know about their rights in Finland. Information leaflets on women's rights in different languages and when needed, directing women to meet human right specialists will help to raise awareness on this issue.

The research brought up the lack of volunteering support persons, who could help with homework, give study aid, enable Finnish language training, give peer support for everyday life and provide true friendship. Active society measures are needed to help in extending the support person roster. One idea is to create real incentives for volunteers, e.g. providing external work supervision. There is also a lack of working life, job search, education and daycare mentors. One solution would be cooperating with the existing mentoring networks and keep developing mentoring models for immigrants.

How to enhance awareness and engage all the Järvenpää immigrants better in the Verso services?

Research indicated that most of the immigrant customers in Järvenpää are already familiar with Verso and get directed there by some other organisation. Customers rarely contact Verso for first time independently, they get information about Verso through other organisations, social workers, other immigrants or some formal media. Most of the Verso's customers have arrived in Finland from developing countries because of humanitarian reasons. Currently the immigrants of European origin are not typical customers of Verso. Similarly, immigrants whose reason for moving to Finland is work, entrepreneurship or study are not prominent customers.

Interviewed customers felt that word-of-mouth is an effective way of enhancing awareness of Verso as it is a culturally familiar way of spreading information among many immigrants. Other channels such as the internet, social media, print media, advertising and direct contacting are also good ways of reaching immigrants. According to customers, Verso should more clearly inform that the services are available in different languages and that an interpreter can be arranged. Verso should also present itself more clearly as a service

provider for all immigrant groups. It is suggested that the Verso Ambassadors are trained to share information regarding the Verso services.

A recommendation was made to emphasise in all communication that Verso provides services to all immigrants, not only refugees and asylum seekers. All the Järvenpää immigrants can be better engaged in the Verso services by intensifying the marketing communication through internet, social media, print media and advertising. It is worth contacting all immigrants by letter immediately after they have moved to Järvenpää. From the Local Register Office, it is possible to obtain a piece of information regarding the arrival and address of the newcomer. An invitation to visit Verso can be made with the “Welcome to Verso” – message written in different languages. A face-to-face meeting should be organised as soon as possible. Besides, it is worth establishing a multicultural communication team in Verso and training the Verso Ambassadors among immigrant customers to spread authentic information for newcomers and also reaching the immigrants where they gather.

8 Evaluation and Discussion

Our thesis proceeded according to the planned timetable. We concentrated on researching the immigrant integration and employment enhancing services as well as the implementation of the communications measures in the framework of Verso Advisory Services. Due to lack of resources, we did not research how the services could be further developed in the context of Verso cooperating with the Competence and Employment Services of the City of Järvenpää (Vaikuttamo and Ohjaamo), Keusote and the rest of the Verso Advisory Services' stakeholder network.

We used versatile methods for research: methods of preliminary research, ethnographic research, interviewing and co-design to understand the current state of services provided by Verso and to raise development suggestions related to those services and communications measures. Both employee and customer perspectives were researched. The supervisor and employees of Verso Advisory Services were actively involved in the definition of thesis topic, research and development process. The sample of customer interviews was large, and interviewees were chosen from typical and atypical customer groups consequently

representing well the customer base of Verso. Interviews produced an extensive amount of data for reliable analysis.

We succeeded well in achieving the thesis goals. When we interviewed Verso's immigrant customers, we collected their experiences of services as well as their expectations for further development of the customer experience and resultative integration. Interviews with Verso Advisory Services staff also provided insights into strengths and areas for improvement of Verso's work. Based on the concrete development suggestions generated from our research, the Verso Advisory Services, together with their stakeholders, will be able to further develop their services for immigrants in order to accelerate integration and employment. Concrete suggestions were also made on how to increase the visibility of Verso's activities and engagement of all Järvenpää immigrants into Verso's services.

As a follow-up, we recommend exploring ways to enhance immigration integration and employment efforts through better stakeholder synergies. Particular attention should be paid to solving data transfer problems, for example, by organising multi-actor stakeholder meetings during which a service package based on the immigrant's needs is compiled together and the immigrant customer is present in the meeting.

As another follow-up, we recommend that Verso benchmarks the projects and practices currently underway in small and medium-size Finnish cities and municipalities to promote and accelerate especially the resultative employment of immigrants. It is valuable to form alliances with other municipalities, to increase collaboration, peer learning and good practices sharing, which development work can be projected, and resources can be applied from the financing instruments such as the Finnish Government funding, EU funding and integration SIB funding from Sitra.

The EU project would also be an opportunity to explore integration and employment models in other small European cities, share best practices, learn from each other and also do joint advocacy in order to develop the customer-centric immigration methods as well as the financing models for the work execution in all European countries.

Our research revealed that behind a resultative and impactful integration of immigrants in Finnish society, it is essential to lay a solid foundation for inclusion into society and working life at the very beginning. After arriving in a new country, among a new culture and language, Verso's type of high-quality first stage immigrant integration services provided in

close collaboration with all stakeholders and personal, long-term support is a rescue ring, which should be provided to all immigrants.

Our rewarding and memorable Master's Thesis related collaboration with the Järvenpää's Immigration Office Verso started in October in 2018 and was finished in October 2019. The feedback of Ms Arja Loima, Senior Advisor of the Järvenpää's Immigration Office, is presented in appendix 4.

Last but not least, we express our sincere gratitude to the employees of the Advisory Services of the Järvenpää immigration Verso, who let us participate in their daily work, were ready to openly estimate work procedures, receive customer feedback, actively co-develop the ideas for possible new working models and supported our research by enabling the interviews with immigrant customers. We also warmly thank all the immigrants we had an opportunity to interview, thank you for sharing your experiences and a persevering attitude, effort and desire to become an equal member of the Finnish society and making Finland slowly but surely a more international country.

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Appendix 1. Interview Guideline

INTERVIEWS OF VERSO'S CUSTOMERS 10. - 13.9.2019

INTRODUCTION	<ul style="list-style-type: none">- Welcome, thank you for the opportunity to be interviewed- Introducing the interviewers- Telling the subject and duration of the interview- Providing a description of the research- Briefly outlining the contents of the research- Asking permission for an interview- Asking permission to use the recorder
BACKGROUND QUESTIONS <i>Name</i> <i>Age</i> <i>Country of origin</i> <i>Year of arrival to Finland</i> <i>The reason for immigration</i> <i>Activity</i> <i>Profession</i>	First we ask some general questions. 1. What is your name? 2. How old are you? 3. Which country are you from? 4. When did you come to Finland? 5. What was the reason why you moved to Finland? 6. What are you doing now? (study, work, stay at home) 7. What is your profession?

<p>VERSO'S SERVICES</p> <p><u>Research questions:</u></p> <p>What expectations and experiences do customers have regarding Verso's services?</p> <p>How could the Verso's service process be developed?</p>	<p>Next we ask about the services of Verso.</p> <ol style="list-style-type: none"> 1. When did you become a customer of Verso? 2. In which issues have you got help from Verso? 3. In which issues have you not got help from Verso? 4. How useful have Verso's services been to you? 5. What are good things in Verso's services? 6. What do you hope to be developed in Verso's services and actions?
<p>EMPLOYMENT</p> <p><u>Research Questions:</u></p> <p>How can the employment of immigrants be accelerated by Verso?</p> <p>What expectations and experiences do customers have regarding Verso's services (employment)?</p> <p>How could Verso's service process (related to employment) be developed?</p>	<p>Then we ask about the work. We want to know how Verso can help immigrants to get jobs.</p> <ol style="list-style-type: none"> 1. Have you worked in Finland? 2. What work have you done in Finland? 3. How did you get that job? 4. How long had you been living in Finland until you got a job? 5. What work have you done before moving to Finland? 6. What kind of work do you want to do in the future? 7. What kind of help have you received from Verso regarding your job search and working life? 8. How can Verso help you to get a job? 9. What needs to be done to help immigrants get a job faster?

INCREASING
AWARENESS OF
VERSO'S SERVICES
AMONG IMMIGRANTS
IN JÄRVENPÄÄ

Research question:

*How can we better reach
and engage all immigrant
groups to become Verso's
customers?*

Finally, we ask how Verso can reach different immigrants. There are many immigrants who do not know about Verso.

1. How did you find out about Verso?
2. What do you think is a good way to inform other immigrants about Verso?

Welcome to develop the services of the Immigration Office Verso!

We invite you to an interview. We wish to ask you the following questions:

- ❖ How useful the services of Verso have been to you?
- ❖ Which things are great in Verso's services?
- ❖ What and how would you like to develop the services?
- ❖ How could Verso help you to get a job?
- ❖ What kind of work would you like to do?
- ❖ How to reach those immigrants, who are not the customers of Verso?

We are two students of the NOVIA University of Applied Sciences, Ms Kirsi Hafeez and Ms Päivi Menard. The interview is part of the thesis study which we are conducting in cooperation with the Immigration Office Verso.

Your opinion is important and highly appreciated.

We hope that you can participate in the interview. Participation is confidential. The interview material is left to the interviewers only. The names of the interviewees are not mentioned in the study.

Interviews will be conducted in June (10th-13th June). The interview can be done alone or in a group. The one-to-one interview takes about 1.5 hours, and the group interview is about 2.5 hours. Interpreter will be used in part of the interviews. There is a small serving in the interview.

You can reserve time for an interview by calling Pia Vappula (xxx xxx xxxx) or Aila Muhonen (xxx xxx xxxx).

Kind regards,

Kirsi Hafeez and Päivi Menard



Appendix 3. Information Sheet on Research

INFORMATION SHEET

6/2019

RESEARCH TOPIC: Accelerating the Immigrant Employment by the Järvenpää's
Immigration Office Verso

Dear Research Participant,

We, students of the NOVIA University of the Applied Sciences, Ms Kirsi Hafeez and Ms Päivi Menard, would like to interview you for research targeting to further develop the current services of the Immigration Office Verso in Järvenpää. We study in the Degree Programme of Leadership and Service Design and the research is part of our Master's Degree Thesis.

The interview focuses on your expectations and experiences concerning the services in general as well as your suggestions on how to improve the Verso's services, especially regarding you getting employed. We are also happy to hear your suggestions on how to engage immigrants the best way to the Verso's services.

According to the ethical guidelines of the City of Järvenpää and the NOVIA University of Applied Sciences, the interview outcomes will be strictly confidential and anonymous. No official names or other identifying information of the participants will appear in the thesis. Participation in this research is voluntary. You have the right to withdraw from the research at any time.

The interview will be recorded if it suits you. We are not giving the recording for the usage of other people. We will destroy the recording after publishing the thesis.

The thesis will be published on the internet on web page <https://www.theseus.fi/>. The language of the thesis is English.

If you have any questions, please contact us. Sincerely thank you for your participation!

Kind regards

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Appendix 4. Commissioner's Feedback for the MBA Thesis Work



**Feedback for the MBA
Thesis work**

1 (1)

21.10.2019

Päivi Menard & Kirsi Hafeez

Co-developing the Immigrant Integration services of the Järvenpää 's Immigration office Verso

The City of Järvenpää's Immigration Office Verso provides multi-professional initial stage immigration services for immigrants with the residence permits in Järvenpää. Integration Services are provided jointly by the City of Järvenpää and the Central Uusimaa Health and Social Care (Keusote) in shared premises. The services provided by the City of Järvenpää include a wide range of guidance and counselling.

Immigration is a continually changing field of work. The service must meet the needs of the customers efficiently and economically. The students' Thesis provided support for the Verso Advisory Services Team in identifying and further developing their work.

In workshops, we studied the customer base and work processes. Verso employees were engaged in the discussion and brainstorming. After the workshops, students compiled information sketching their Thesis and presented their development ideas based on the workshop work. Development work took place in constant interaction. A very significant part of the work was interviewing the customers, processing the interviews data and analysing the results of the interviews. The results were also presented at the workshop and based on the results, new development ideas were brainstormed.

Collecting customer feedback from immigrant clients is challenging, and it remains a minor part of services. Based on the feedback we received with the help of the Thesis interviews, we can say that we are on the "right track" and in the future, we must ensure that our service will remain available to our customers. The development ideas have been compiled into a coherent whole, and they will be further elaborated during 2020.

The students' work was admirably committed and interactive. They took a courageous stand and sought further information and passed it also on to the staff. The whole process supported the office's core functions and encouraged employees to continue on the road of further development.

Warm thanks Päivi and Kirsi!

In Järvenpää on October 21, 2019

Arja Loima
Senior Advisor, MA (Education)

THE CITY OF JÄRVENPÄÄ
Wellbeing Services
Integration Services
Immigration Office Verso

