



Developing services provided to labour migrants in the Helsinki Metropolitan Area

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ABSTRACT

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The thesis was commissioned by the Helsinki Region Chamber of Commerce in order to study the services provided to labour immigrants in the Helsinki Metropolitan Area. The thesis studied the current services provided in the Helsinki Region and also in three other Metropolitan Areas that were Amsterdam, Copenhagen and Oslo. The cities were chosen in agreement with the Chamber of Commerce because the cities in question have developed a concentrated service point. The secondary data collected by benchmarking was gathered in order to find out the strengths and weaknesses of a concentrated service model.

The purpose of the thesis was to find development suggestions for the Helsinki Region and to study if a one-stop shop could be an option. The thesis was executed as a qualitative study using primary research in the form of interviews. The four interviewees were service providers and experts on the field of labour immigration and they provided their own views on labour migration and how the services could be developed. The thesis researched the theory of service management and marketing to find out how to create an efficient service model that would improve the quality of services and simultaneously improve customer satisfaction.

The data collected from benchmarking and from the interviews pointed to the direction that a certain kind of a service centre could benefit the Helsinki Region. A so-called one-stop shop could create an effective solution to the challenges Helsinki and Finland are facing with trying to increase their attractiveness to foreign workers. The suggestion would be to improve the In To Finland service point by increasing their service selection. In To Finland is a shared service point of the Social Insurance Institution of Finland and the Tax Administration located in Helsinki. In To Finland has already brought two important service providers together and joining them with the Police and the Immigration Office would create a solid foundation for a one-stop shop in Helsinki. A one-stop shop would use the existing resources and concentrating services to one point would ease the immigration process for the customer.

The greatest downsides of a concentrated service model are related to creating it. There are questions concerning the financing and ownership of the centre as well as structuring it. After, it is proven that this type of a service centre will make the process easier for both the customer and service providers. The most important thing is that the service providers would increase their cooperation in order to improve the quality of services and to increase their competitiveness with the other European Metropolitan Areas.

Key words: labour immigration, benchmarking, service management, service marketing

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1 INTRODUCTION

1.1 Helsinki Region Chamber Of Commerce

The commissioner for the thesis is the Helsinki Region Chamber of Commerce, which is one of the largest chambers of commerce in Europe based on voluntary membership. It was founded in 1917 and has more than 6500 member companies including the leading companies in the region. The Chamber of Commerce offers services for its membership representing the business community and looking after its interests. The Chamber has long traditions in providing a networking platform. The mission of the Chamber is to promote industry and commerce in the Helsinki Metropolitan Area. The Chamber of Commerce has three offices located in Helsinki, Espoo and Vantaa.

The Chamber's interest in labour immigration comes from its duty to promote industry and commerce growth in the Helsinki Metropolitan Area. Helsinki needs international talented people in order to succeed in global competition and to create a prosperous metropolis. Educated and qualified workers are essential for every company's success. Having foreign workforce can help companies to develop and improve and become international.

Other aspect why the Chamber of Commerce is interested in increasing the amount foreign workforce in Finland is the fact that the people in Finland are getting older and retiring. Younger generations are smaller and cannot fill all the positions and make up for all those who retired. The Chamber of Commerce sees one solution to the future problem being workers from abroad. Having international qualified workers can, from the Chambers point of view, help companies to grow, prevent the gap the baby boomers are leaving and also promote internationalization.

1.2 Objectives and aims

The purpose of the thesis is to find out how to develop the services provided to labour migrants in the Helsinki Metropolitan Area. With the term "labour migrant" I mean immigrants who are moving to another country because they are already employed

there. They can be for example experts or scientists who are recruited to come to work into the country because of their expertise. They can also be workers who have gotten a job from the country and the employment is the main reason for them to move. The main research question is *whether a concentrated service model, a one-stop shop would be beneficial to Helsinki*. A one-stop shop would mean that all the services would be located under one roof. Customers would only have to visit one place and get everything done then and there. The study will try to find out if a one-stop shop could be a more efficient solution and also if it would improve customer service in order to attract more foreign workers. The research sub questions are *what kind of service providers would be represented in a one-stop shop and what are the strengths and weaknesses of the concentrated service model*.

The thesis will study the current situation in the Helsinki Metropolitan Area and in three other Metropolitan Areas that are Amsterdam, Copenhagen and Oslo. The cities were chosen in agreement with the Helsinki Region Chamber of Commerce. The cities were chosen because they all have a concentrated service model and also there are a lot of labour immigrants moving to the cities in question. The cities are also geographically close to Finland and the countries have similar characteristics when it comes to labour immigration. Although Norway and Oslo are not part of the European Union (EU) they are part of the European Economic Area (EEA) and the European Free Trade Association (EFTA) and have similar proceedings when it comes to handling the matters with labour immigrants from inside the EU. The countries all have as well a similar economic structure, culture and population structure. The theory for the thesis will come from the service management and marketing. The theory will be used to find supporting arguments for development suggestions. The thesis will have both primary and secondary research. *The intended outcome of the thesis will be development suggestions for the Helsinki Metropolitan Area on how to improve its services to labour migrants*.

The thesis will mainly concentrate only on the “hard services” which are the core services as in visas and permits and other necessary governmental services. The hard services basically mean the governmental services that include only the very necessary affairs that the immigrant must handle with the government. The thesis won’t go into to the “soft services” which are supportive services. The soft services include basically all services that are the non-governmental services. These services would include for example transportation, housing, assisting in finding jobs for family members, helping

with daycare and schools, career advice, and insurance issues. All of these matters are important but they are mostly dealt with the municipalities and private companies. For example buying a house is an issue that the immigrant will handle with a real estate company and not with the government.

1.3 Research methods

The thesis is a qualitative research collecting data through both primary and secondary research. The methods used for this research are interviews and benchmarking. The primary data will be collected from the interviews. Benchmarking technique will be used in order to collect secondary data from the research cities. The point of the interviews is to gain more insight on what are the necessary affairs a migrant has to take care of when moving to work in a different country. Also to learn how the migrants are supported as in what kinds of services are available for them and how long it takes to obtain all the necessary documents. The interviews will be used to find more information on how the services are organized and if there are some problems and aspects in the service model that could be developed. I will interview experts on the field of labour immigration and also the labour immigration service providers in the Helsinki Metropolitan Area.

The secondary research will be collected by using the benchmarking technique. Benchmarking is used to compare the services in Helsinki to the services in Amsterdam, Copenhagen and Oslo. The aim is to find out if and why the services in these three cities are more efficient than in Helsinki and to see if there are some development possibilities. Also to learn how the concentrated service models are structured and what services are represented.

2 SERVICE MANAGEMENT AND MARKETING

2.1 Services

According to Rissanen (2006, 18) the term services can be hard to define. The essential characteristic is however that it is intangible. According to Grönroos (2000, 47) there are some main characteristics that can be identified in all services. First one is that services are processes. They do not consist of things but of activities. Second one is that they are to some extent produced and consumed simultaneously. Third characteristic is that the customer somewhat participates in the service production process.

There are other ways to determine what is a service like by separating them from physical goods. Services differ by being intangible and heterogeneous. They are also an activity or a process and cannot be kept in stock. There is also no transfer of ownership in services (Grönroos, 2000, 47.) Lämsä & Uusitalo (2012, 19) point out that a service is unique. It cannot be stored, returned or sold again as a physical good.

Grönroos (2000, 50) explains that it is important to understand that the consumption of a service is process consumption rather than outcome consumption. As in when a customer consumes a physical good a product they make use of it itself. They are consuming the outcome of the production process. It is not like this with services. When consuming services customers perceive the process of producing the service to some extent as well as taking part in the process. The process leads to an outcome for the customer so the consumption of the service process is a critical part of the whole service experience.

2.2 Service Marketing

The traditional view of marketing is not always the same when discussing service marketing. Marketing process includes four main parts that are according to Grönroos (2000, 232) understanding the market and individual customers by market research and segmentation. Then the market niches, segments and customers are chosen and then the programmes and activities can be planned and finally there is internal marketing. Mar-

keting also has different approaches and this kind of approach is described as a philosophy. Other one is seeing marketing as a way or organizing the various functions and the third one is seeing marketing as a set of tools. Uusitalo & Lämsä (2012, 28-19) state that there are three ways to approach marketing and they are customers' point of view, process point of view and staff's point of view.

The basic competition elements in marketing are product, price, distribution and communication. When talking about service marketing there are also other elements included like staff members, processes and the physical place where the service is consumed (Lämsä & Uusitalo, 2012, 100). During the service situation itself also the other customers present and the customer itself affect the service experience.

2.2.1 The service packages

Lämsä & Uusitalo (2012, 101) point out that there are three different dimensions in service supply. They are the core service, added service and image of the service. Rissanen (2006, 21) also states that the core service is the reason why the customer is approaching the certain market. If thinking about a customer who wants to book a hotel room. Getting the room is the core service because the customer's problem is that he or she needs to get a place to sleep when i.e. travelling. The solution to the problem is to rent a room. The add-ons are for example a swimming pool, reception services, parking and loyal customer clubs. The image in this case means the image of the hotel and its reputation and also can be the decoration of the rooms. Normann (2002, 76) distinguish the services a bit more strictly. According to him a service package includes the core service and the other add-ons are peripheral services.

If the company in question is a big chain for example a sport equipment company that has multiple stores it is beneficial to have all the areas congruent. As in having similar images in all stores, having congruent marketing, logistics and buying. To making managing all of this a bit easier concentrating is a good way. Having a concentrated management style will make the processes more effective and help creating a certain image (Lämsä & Uusitalo, 2012, 106)

Service productization

Service productization does not have just one correct definition. I am using the term productization in the context of productizing services. In this case it means processing an expertise or know-how to a service product that can be sold, marketed and delivered (Parantainen, 2008), 47. Productization can mean that the seller combines services together. They package certain modules together in order to make the sales process easier for the customer. The travelling companies are a good example of this. They package transportation, accommodation and leisure time activities into a one package that is easy for the customer to buy and consume. Although these are all services they are productized in order to make the buying process as easy as possible. Parantainen (2008, 48) says that every company that is productizing its services should think about how they can reduce the customers' efforts with the right service modules.

2.2.2 Customer segmentation

In service marketing, customer segmentation can be an efficient way to differ from the competition. When having the customers segmented the company can provide a certain kind of marketing to each group and by doing so create efficiency. Segmenting means creating groups of customers who have the same characteristics. Customers can be segmented for example by their age, gender or lifestyle. Having customer segmentation enables a company to focus on those groups whose needs they can fulfil (Lämsä & Uusitalo, 2012, 45.)

2.3 Service Management

Service management is often used instead of the term service marketing. There is also the phrase service marketing and management used in order to describe the field. Service management means understanding how to manage a business in service competition (Grönroos, 2000, 195). This means that there is a competitive situation where services and the quality of services is the key to success. Another attempt to try to define service management is according to Grönroos (2000, 196) "Service management is a total organizational approach that makes quality of service, as perceived by the customer, the number one driving force for the operation of the business."

Normann (2002, 58) identifies the structure of service management system. The components are the service concept, the market segment, the culture and philosophy, the delivery system and the image. All of these components are linked and needed to have an efficient management of services.

2.3.1 Service-oriented approach to management

Usually when a company wants to increase their profits and decrease the costs the answer is to create efficiency. This can be done by replacing people with machines or telling employers to work faster. This however can decrease the customer satisfaction and the service quality, which are essential for a service company. Grönroos (2000, 185) gives an example about hospitals. If a hospital is facing financial problems or increased competition it can tell the nurses not to interact with the patients and doctors to focus on professional issues. The intention being to achieve a more effective use of time and cut the costs. This however has a negative impact on employees and customers. Customers demand more from the personnel but the workers are feeling a conflict when the management says no. This can lead to even bigger financial problems when the employees are dissatisfied and so are the customers (Grönroos, 2000, 185). Normann (1984, 12) sees that this kind of thinking is coming from service companies trying to act like production companies. They are taking ideas and examples from there although the two companies are very different.

This kind of cycle when a company is trying to increase their profits by increasing internal efficiency is called the strategic management trap and a vicious circle (Figure 1). It starts when the company is having financial problems or there is new competition in the market. The company decides to increase efficiency and it has a negative effect on customer satisfaction when the service quality goes down. Dissatisfied customers lead to a downturn in the working environment and to even more deteriorating service quality. In the end this attempt to survive in increased competition or with financial problems can lead to dissatisfied employees, customers and a poor company image.

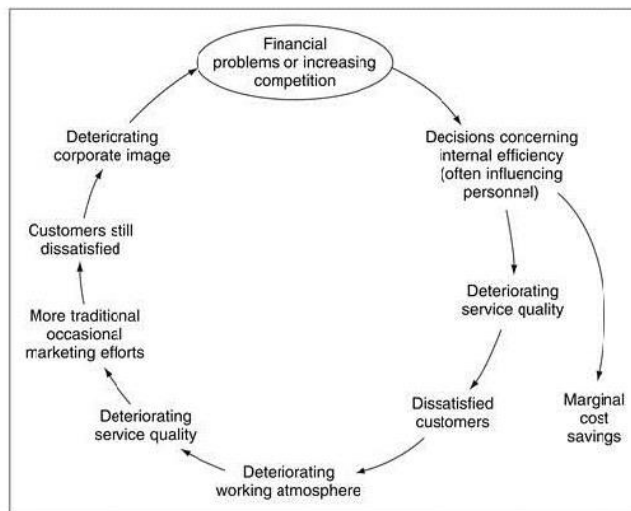


FIGURE 1. The Strategic Management Trap (Grönroos, 2000, 183)

A service-oriented strategy can be a solution to company's problems, which produces services. Service-oriented strategy means that decisions are directed towards improving the buyer-seller interactions and service quality. Making the customer and customer satisfaction the priority will have a positive effect in the working environment. Having satisfied customers will motivate the employees also and eventually increase sales volume. It is important to realize that a service company is competing with its provided service and in order to succeed the quality of service has to be high. Improving the customer service quality does not actually cost anything but it demands that management put resources to it. The only thing needed is usually a better understanding of customer relationships and on how quality is perceived (Grönroos, 2000, 190). Normann (1984, 162) uses the term moment of truth to define the moment when the customer and the company interact. That is the moment when the customer's experienced service quality is born.

2.3.2 Moment of truth and the good cycles

Having a satisfied service provider leads to a satisfied customer and vice versa. This is called a good micro cycle at the moment of truth (Normann, 1984, 162). A macro cycle describes the company's success in a long run. In this cycle there are three elements that are a strong service management system, a strong market position and financial outcomes. There is also a third cycle according to Normann (1984, 164) that is the internal cycle that is interaction between the management and the staff. It is important that the

staff understands the norms of good service and also that the management promotes them. Having all these cycles in balance with each other leads to good service management. Having clear and efficient action at the moment of truth makes the customers satisfied, which means that the company gets a better market position.

2.3.3 Improving customer satisfaction

It is a common belief that when the quality of services improves the efficiency goes down. Grönroos (1998, 149) shows that this idea is based on not understanding the characteristics of services and the service operations. There are many things that can be done in order to simultaneously improve the service quality and to increase efficiency. One way is to simply remove the unnecessary tasks when possible. Other examples given by Grönroos (1998, 149) are improving employees' skills, better technology, customers taking more part in the process, such as self-service, and making sure the relation between supply and demand is realistic. Also by having customer segmentation and tailored services for certain customers can increase customer satisfaction, create efficiency, motivate employees and have a competition advantage in the market (Rissanen, 2006, 116).

Normann (1984, 93) also talks about creating technology in order to improve customer service. An example would be the automatic teller machines (ATM). Having electronic machines instead of people creates efficiency and also improves customer satisfaction because the machines are quicker, open at all times and easy to use. From a company's point of view they are cheaper and more efficient than people. Having electronic machines instead of people serving customers can also result into improved quality control. Going to a machine to draw out cash compared to getting service from a person can be more unpleasant but at least a customer always knows what they get.

3 SERVICES IN THE HELSINKI METROPOLITAN AREA

At the moment the population structure in Finland is so that the biggest age groups are those over 60 years old so those who are soon retiring (statistics Finland 2012). The younger generations are clearly smaller as seen in the figure 2. The blue colour represents the male population and the red female population. The vertical line represents the age of the population and the horizontal line tells the number in thousands of the population. When the baby boomers generation retire there might not be enough workforce left in Finland itself. This can result to a so-called retirement bomb.

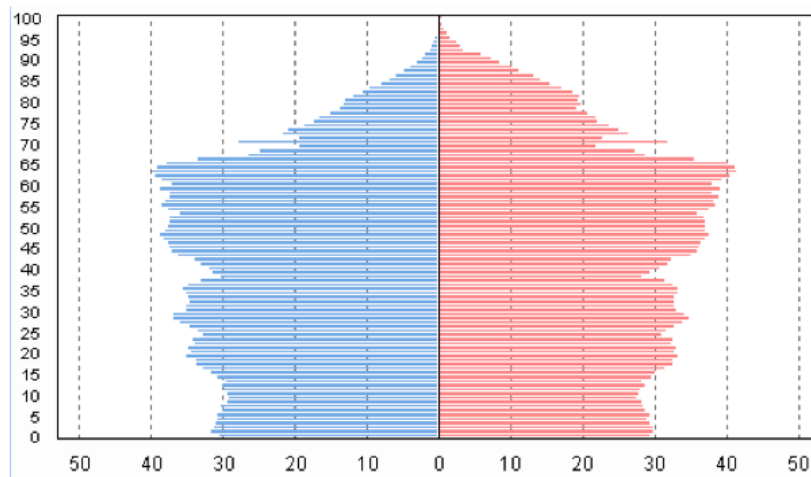


FIGURE 2. Population structure of Finland in 2011. (Statistic Finland 2011).

The figure 3 shows the existing job positions and the remaining workforce. The blue line describes the available positions and the red one the remaining workforce. As seen from the figure there is a gap that is getting bigger in the future when bigger generations retire and the younger generations are considerably smaller.

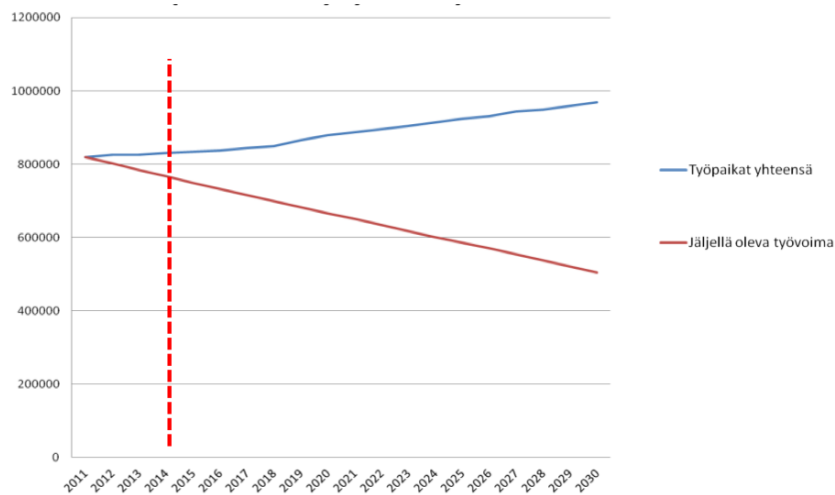


FIGURE 3. Attrition calculation in Uusimaa 2011-2030. Markku Lahtinen 2014.

3.1 Immigration in Finland

Many immigrants see Finland as an attractive place to settle into. This can be seen from the statistics where the immigration to Finland has been growing steadily for the last five years (figure 4).

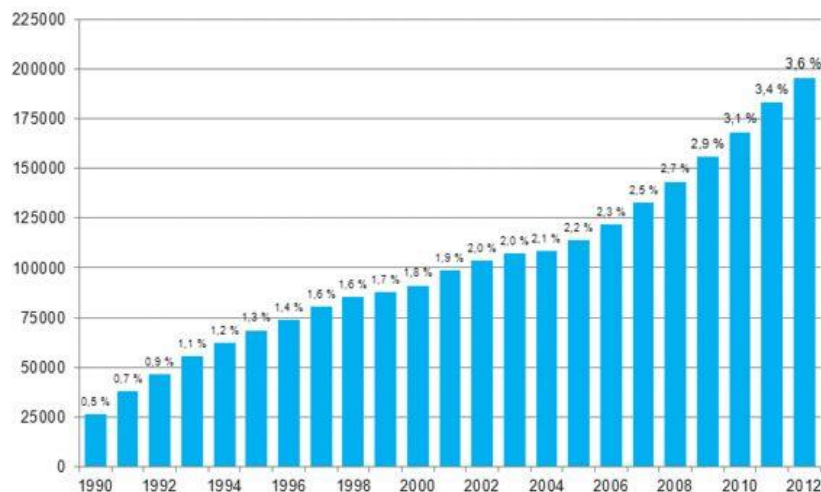


FIGURE 4. Immigrants in Finland. (Miettinen / The Family Federation of Finland).

The problem here is that however Finland has a lot of immigration, most of the immigrants come for other reasons but work to Helsinki and Finland. According to the Family Federation of Finland (Figure 5) in Finland merely 12 % of immigrants come to Finland because of work. 30 % come because of the EU free mobility and 28 % because of family reasons. 19 % come to study, 8 % come for humanitarian reasons and 3 % because of other reasons. All of these immigrants have practically the same processes to

go through and they are all attended at the same offices so there is really no customer segmentation.

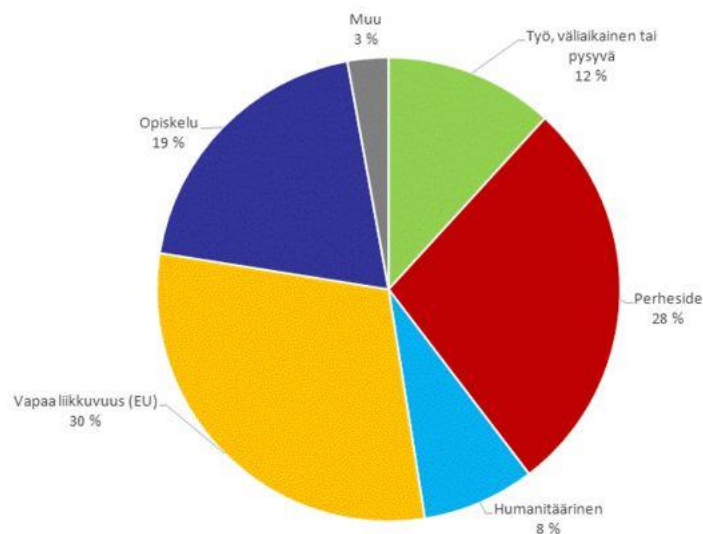


FIGURE 5. Immigration reasons 2011. (Miettinen & Säävälä).

All the hard services are located mostly in different places around the centre of Helsinki. The immigrants have to visit different governmental organizations in order to get all the hard matters handled. These organizations are mostly located in different places, which requires more efforts from the foreign employee and the employer who is mainly responsible for the workers. The services are divided and there is very little or none co-operation between the service providers.

3.2 Requirements

A person who is moving to another country for employment reasons must take care of several matters. There are the hard, core matters as in all the governmental matters like permits and taxation. There are also some soft matters like housing, transportation and finding a school for family members. The hard matters are those that the government requires to be handled when moving to the country to work.

3.2.1 Necessary registrations

If a person from the EU, Liechtenstein, Switzerland or the Nordic Countries wishes to move to Finland to work one must register their residence when staying over 3 months (Saari, 2010, 59). This can be done at the Police department in the local municipality. If the stay is less than three months a person does not need to register. A citizen outside these countries has to apply for a residence permit for an employed person in advance while they still are in their country of origin and getting the permit can take up to 4 months. One must also register their residence and submit a notification of move to the local register office when staying more than a year (Saari, 2010, 35).

3.2.2 Taxes and social security benefits

The taxation in Finland will be determined based on the duration of the stay. If one stays less than six months in Finland the tax rate will be 35 % and if the stay is longer the person will pay normal tax on wages. A person will need to apply for a tax card and it can be done at the local tax office. To obtain a tax card one must have a Finnish personal identity code, which is given by the local register office or the In To Finland service point (In To Finland 2014)

When a person is moving to Finland for work they usually are entitled to social security benefits. The social security coverage is affected by the length of the employment and by the country of origin. To apply for social security benefits one must fill in an application and submit it at the nearest Social Insurance Institution of Finland (Kela). The application can be also done online. When the application is approved, Kela will send one a personal health insurance card (In To Finland 2014).

3.3 Other services

In order to obtain all the necessary documentation and permits there are certain services created to ease to process. The service selection available is quite comprehensive however they are not so well organized (Ilmonen 2009). There is a Culture Centre Caisa that works against racism and promotes multiculturalism and Caisa Enterprise Centre that

provides information about entrepreneurship to foreigners. Also Virka info provides general information to immigrants. There are also some organizations like the Employment and Economic Development Office that can help with practical matters. The Employment and Economic Development Office can also help with finding a job for a family member. They provide information about training opportunities, labour markets and different occupations. There are also several information centres around the Helsinki Region which provide general information to immigrants (Ilmonen 2009).

Helsinki has a service point called In To Finland that is located in a central point of Helsinki. In To Finland is a shared service point of Kela and the Tax Administration assisting foreigners in Finland. In addition to assisting people moving to work in Finland, they also provide services for entrepreneurs and students from other countries (In To Finland 2014).

4 BENCHMARKING OTHER METROPOLITAN AREAS

4.1 Research areas

All cities and countries have their own practices when it comes to proceeding matters related to immigration and labour immigration. Many metropolitan areas have tried to make the process easier for the immigrants by joining all the service providers together to a shared service point. The basic hard requirements for immigrants are pretty much the same in all the research cities that the thesis studies. Here I will study more carefully the service practices of Amsterdam, Copenhagen and Oslo.

4.1.1 Amsterdam

Amsterdam has an Expatcentre where the Immigration and Naturalisation Service Centre (IND) and the Tax Office are located. It is a one-stop shop for labour migrants and their employers. Via the Expatcentre employers are able to initiate the registration for a residence permit prior to their new employee's arrival (Expatcentre 2014). The Expatcentre is mainly assisting highly educated expats so for other foreign workers there are some differences in the processes.

The IND is working under the Dutch Ministry of Security and Justice, which implements the immigration policy of the Netherlands (Immigration and Naturalisation Service 2014). The IND is for anyone from an EU/EEA country and outside those countries wishing to gain admittance to the Netherlands whether one is an international looking for work, study or an asylum seeker the IND is the first point of contact. The IND mainly helps with applications for residency permits and visas.

Everyone who wishes to work in the Netherlands must get a BSN that is the citizen service number. The BSN is needed to any interaction with the Dutch authorities as in starting a job, opening a bank account and deducting taxes. The BSN is received once a person registers with the municipality of the area they wish to live in. All of this can be done in the Expatcentre.

4.1.2 Copenhagen

Copenhagen has an International House where many services, public and private are available for foreign workers. The International House is a public-private partnership that aims to make it as easy as possible for international citizens to get a good start in Copenhagen. The services include help with the paperwork, job hunting, networking, and general information about living in Denmark (International House of Copenhagen 2014).

At the International House there is the International Citizen Service (ICS). They assist with residence permits, social security number (CPR) registration, health insurance card and tax card. The ICS is a public service for foreign workers and job seekers. The Service gives also personal guidance such as finding a job for the employee's spouse, Danish courses and registration of foreign vehicles (International House of Copenhagen 2014).

4.1.3 Oslo

In Oslo there is a Service Centre for Foreign Workers (SUA) where the Labour Inspection Authority, the Police, the Tax Authorities and the Norwegian Directorate of Immigration (UDI) operate. The purpose is to provide services for foreigners arriving to Norway for employment issues. The offices are located in Oslo but also in Stavanger and Kirkenes. The services can be used by persons arriving from EU/EEA-countries and also from countries outside the EU/EEA. The SUA gives services also for employers who have foreign employees (Service Centre for Foreign Workers 2014).

The Service Centre issues registration certificates for those who are citizens of an EU/EEA country and those outside it can receive documentation for submitted application for residence permit. The Centre also helps with residence cards and tax issues. In the Centre, a worker can order a residence card and a tax deduction card and get a Norwegian identity number. The SUA also gives information on matters related to work conditions like wages and working hours (Service Centre for Foreign Workers 2014).

4.2 Benchmarking

Benchmarking is a way to improve processes, products or services by gaining knowledge of other companies in the same industry. By analyzing their strengths and weaknesses one can improve their own operations. The companies do not have to necessarily be in the same industry. For example if a construction company wants to improve its customer service it can benchmark companies in the hospitality field. A simple definition of benchmarking would be “the process of identifying, understanding and adapting outstanding practices and processes from organizations anywhere in the world in order to help your own organization to improve its performance” (Macdonald & Tanner, 1996, 8).

4.2.1 Types of benchmarking

There are different types of benchmarking and they can be divided in two groups; Competitive analysis and best practice benchmarking. Competitive analysis delivers measures against which an organization can compare its own performance. Competitive analysis can be divided in two categories that are strategic and tactical. Strategic competitive analysis concentrates on the long-term view with issues such as industry analysis, customer satisfaction and employee satisfaction. Tactical competitive analysis allows product positioning and reverse engineering. Best practice benchmarking however goes beyond competitive analysis. Best practice benchmarking can be divided into four categories that are internal, competitive, functional and generic (Macdonald & Tanner, 1996, 13-14).

I choose to use the competitive analysis method because it is the best way to collect information for this research. By using the strategic competitive analysis I will be able to find out Amsterdam's, Copenhagen's and Oslo's service packages strengths and weaknesses by measuring their customer satisfaction, efficiency and business results as in the amount of labour immigrants. Also I will be able to learn how the centres are structured as in what services they provide. Simply to find out if the concentrated service package is a more efficient service model from the customer's point of view and also to see if there are clear differences in the processing times and in the number of

labour immigrants. Strategic competitive analysis is the best method for this research because it provides the study with information concentrated on the long-term view.

4.2.2 Finding the data

The factors that the study will concentrate are for one the processing times meaning the time it takes for an immigrant to get all of their paperwork processed by the service providers. The two other factors are the amount of labour immigrants in the research countries and the customer satisfaction of the labour immigrants concerning the services provided. There did not exist any reliable sources of information on the amounts of labour migrants in the capital cities so I used countries instead. Most immigrants however settle down in to the capital region or at least handle their official matters there when arriving to country. To find the data I used Internet databases where the countries have listed their statistics on immigration. Also to get information on the process times and the customer satisfaction I contacted the service centres in the cities. Some information was also gained by interviewing experts on the field and by reading reports done by others from the cities in question.

4.2.3 Amount of labour migrants

In 2010 19,6 % of all immigrants were labour immigrants in Denmark. In Netherlands the amount was 10,9 % (OECD 2013). In Finland the percentage of labour migrants of all immigrants was 5,8% and in Norway 5,1% as seen in the figure 6.

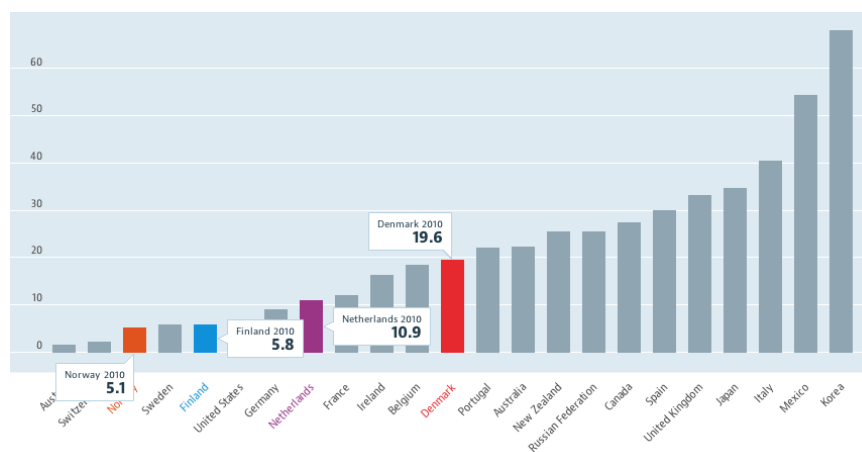


FIGURE 6. Permanent immigrant inflows, work % of inflows, 2010. OECD 2013

4.2.4 Processing times

I contacted the Expatcentre in Amsterdam to get information about the processing times in the Expatcentre. I approached them on the 15th of July 2014 by sending an email to their general email address. On the 16th of July the Operations Manager Mr. Sietske van Tuin answered my enquiry. Mr. van Tuin informed me that it takes maximum two weeks to get all the necessary paperwork done. The longest process is for applying for the residence permit when a person is arriving outside the EU. An EU citizen can have everything initiated during one day.

In the best situation it takes only one hour for a foreign worker to be done with all the paperwork in Copenhagen and in the most cases one day. Some documents like the social security card will be sent to the worker afterwards (International house of Copenhagen 2014).

In Oslo the service situations lasts from 10 to 30 minutes. A person can leave all the documents to one service desk and they will be transferred to the correct places. It takes a few days to get everything processed. A personal identity number can be obtained in one day (Matkaraportti 2010). In order to collect further information I send an enquiry on the 4th of August 2013 via email to the Service Centre Manager Ms. Lene S. Hagen whose contact information was given to me by Mr. Markku Lahtinen from the Helsinki Region Chamber of Commerce. She answered me on the same day that the registration certificate (EU/EEA citizens), tax card and personal number/D-number will be send in the post within maximum ten working days according to the Manager Lene S. Hagen of the Service Centre.

In Helsinki the longest waiting times are for the citizens arriving outside the EU. Getting one's resident permit accepted can take as long as 4 months (Maahanmuuttovirasto 2014). For an EU citizen the longest waiting time is for the registration with the police that depending on the season, takes from weeks to months (Police of Finland 2014).

4.2.5 Customer satisfaction

The Expatcentre in Amsterdam had done a customer satisfaction survey in September 2013. The survey and the results were sent to me by Mr Sietske van Tuin from the Expatcentre. The survey concentrated on expats' opinions about the centre and its provided services. The survey was sent to 5796 respondents and 324 answered the questionnaire. 217 of them were expats and 84 were HR Managers or corporate clients.

The general satisfaction was positive; respondents answered 8.3 of 10 on how satisfied they are with the quality of the services provided by the Expatcentre. The respondents also gave more than 8 out of 10 to the centre based on its reliability, knowledge, customer-orientation and professionalism. 63 % would recommend it to a friend or a colleague. The respondents also gave an average of 8.8 of 10 on the Expatcentre's location. They felt that the location is easily accessible (Janssen 2013).

In the Expat Study conducted by the Oxford Research and the Copenhagen post there were some questions concerning the services of public authorities in Copenhagen. 36 % of the respondents felt that dealing with one-stop shops was easy and 43 % as neutral. 45 % felt that it was easy to obtain a work permit and 61 % found it easy to get a social security number as seen on the figure 7.

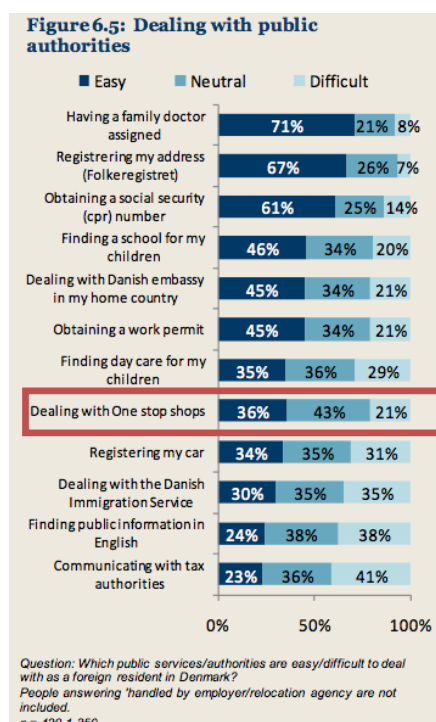


FIGURE 7. Customer satisfaction in Copenhagen. (The Expat study 2010).

Figure 8 is part of the customer service survey conducted by the Uudenmaan liitto in 2012-2013 in Helsinki. Students, academics and professionals answered the survey. There were four questions that concerned the hard services provided to labour immigrants and the questions were about the registration to the police, getting a residence permit and a work permit and obtaining a personal identity number. There were clear differences between the opinions of academics and professionals. Academics were happier with the services and professionals felt that especially receiving the work and residence permit was hard. The first table figure 8 is a translation of the original results. The first question “Estimate your knowledge of the Finnish language” was removed from the translation because it was not relevant for the study. The second table figure 9 is the original one in Finnish.

(Grades 0-65 to be improved, 65-74 good, 75-100 excellent)

Question	Stu- dents	Aca- demics	Profes- sionals
How easy was the registration to the Police	68	71	59
How easy was to obtain the residence permit	72	65	45
How easy was to obtain the work permit	77	76	45
How easy was to obtain the personal identity number	70	72	61

FIGURE 8. Customer satisfaction survey of Finland translation

(pisteitys: 0-64 = parannettavaa, 65-74 = hyvä, 75-100 = erinomainen)

Kysymys	Opiskelija	Akateeminen/ tiedemies	Ammatti- laiset
Paikallisen kielen osaamisen arviointi	30	36	34
Miten helppoa poliisille ilmoittautuminen oli	68	71	59
Miten helppoa oleskeluluvan saaminen oli	72	65	45
Miten helppoa työluvan saaminen oli	77	76	45
Miten helppoa henkilötunnuksen saaminen oli	70	72	61

FIGURE 9. Customer satisfaction survey of Finland original (Chang 2012-2013).

I contacted the Manager of Oslo’s Service Centre for Foreign Workers Ms. Lene S. Hagen on the 4th of August 2014 to get information about the processing times and at the

same time I asked about the customer satisfaction. Unfortunately she was not able to share any customer satisfaction surveys of the Service Centre. However she said that “Our applicants are content that they have the possibility to deliver all the relevant papers they need to work legally in one place. They are also pleased with the quick service we provide and the fact that they can get help and guidance about rules and practicalities in their own language”.

4.2.6 Structure of the centres

All the three centres provide the same core services and some provide also relocation services. The International House of Copenhagen provides a lot of labour services, culture information, spousecare and the House has also a research hotel. The International House is a public-private partnership so many private organizations are also represented there.

Oslo has focused on the core service so in the Service Centre for Foreign Workers there are the Police, the Tax Administration, the Labour Inspection Authority and the Norwegian Directorate of Immigration. The Service Centre does not provide any soft, supportive services as in relocation services but there on can get all the hard matters done and get information about the immigration process.

Amsterdam’s Expatcentre is a joint initiative between the cities of Amsterdam, Amstelveen, Almere, Hilversum, Haarlemmermeer and Velsen and with the Immigration and Naturalisation Service and the Tax Office. They as well do not offer really any relocation services but have focused on the hard services. All necessary registrations can be done in the Expatcentre.

4.2.7 Analysing the data

The study concentrates solely on the services provided to labour migrants meaning migrants who move to another country because they are already employed there. The main reason for them to immigrate is work. The research won’t study the services offered to immigrants who are moving for another reasons than work to the countries. The core

services provided to labour migrants include, work and resident permits for those outside the EU area, tax numbers, social identity numbers and social benefits, and registrations of residence for the EU citizens. These are the services that this research will take into account when analyzing and comparing the data. The research won't compare the soft, supportive services due to the fact that they are usually provided by private companies or smaller administrations.

Amount of labour migrants

The figure 10 shows the amount of labour migrants of all migrants in each country. As seen, Copenhagen with the percentage of 19,6 % has the biggest labour immigration proportion of the four countries. Amsterdam has 10,9 %, Oslo 5,1 % and Helsinki 5,8 %.

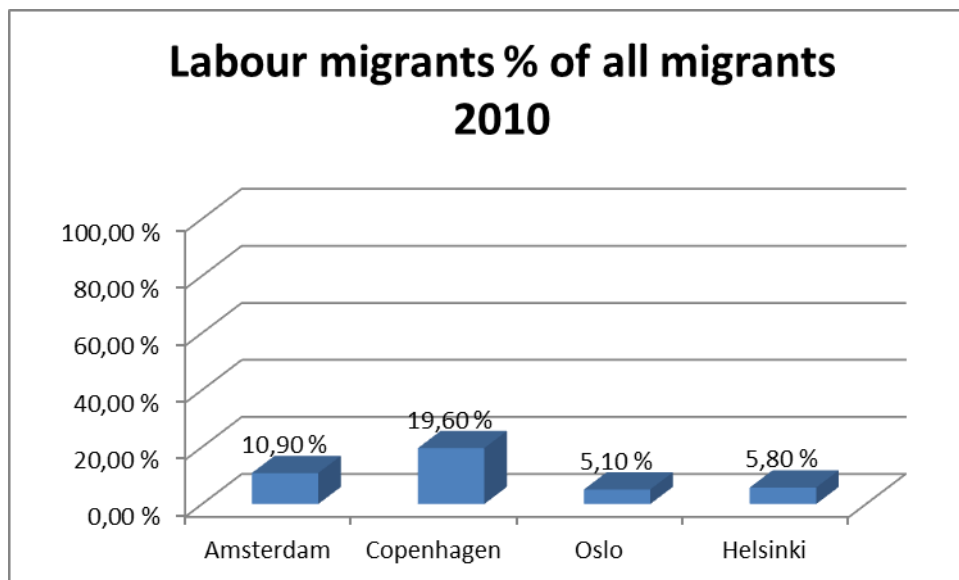


FIGURE 10. Amount % of labour immigrants of all immigrants.

Structure of the service centres

The International House of Copenhagen offers the largest selection of services of all the research cities. The International House is a public and private partnership so the services offered there are provided by the government but also by private companies. There are many different kinds of relocation services offered to foreign workers in Copenhagen and also all the hard service providers are represented there. All the following services can be found in the International House of Copenhagen: University of Copen-

hagen, Research hotel, Copenhagen Business Service, Copenhagen Career Programme, Copenhagen Host Programme, CPH International Service, Copenhagen Relocations, Culture and Leisure Department, First Job Copenhagen, Frederiksberg Kommune, Kultur-pilot, Nem CV, Novum, Spousecare, Work & Life Denmark, Jobcentre Copenhagen International, Workindenmark, The Copenhagen Post and the International Citizen Service. The figure 11 describes the structure of the International House of Copenhagen.

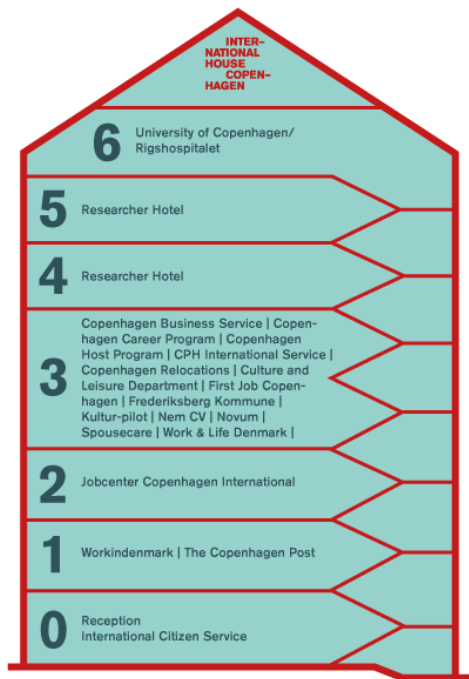


FIGURE 11. Structure of the International House of Copenhagen (International House of Copenhagen 2014).

Customer satisfaction

The Expatcentre in Amsterdam got 8.3 out of 10 when it came to the quality of services. Also 63 % of respondents would recommend the centre to colleges and they were pleased with its location and felt that it was easily accessible. All in all the Expatcentre scored high in customer satisfaction.

The customer satisfaction survey about the services in Helsinki had different participants groups. There were a lot of differing opinions about the services among the academics and professionals. I calculated the averages of the academics' and professionals' responses of all the four questions concerning the services and got the following result in figure 12. The scale was 0-64 as to be improved, 65-74 as good and 75-100 as excel-

lent. I left out the responses of students because they are irrelevant in the study because the research is about labour immigrants. From the figure 12 we can see that the most unsatisfied were those coming from outside the EU since citizens of the EU don't need neither a residence permit nor a work permit. Obtaining the personal identity number is seen as quite easy and so is the registration with the Police.

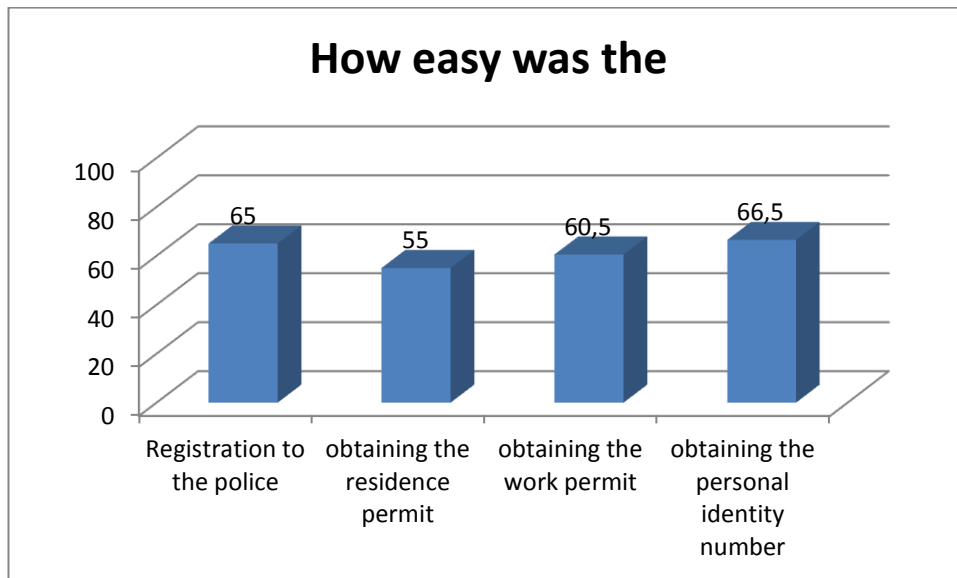


FIGURE 12. Customer satisfaction in Helsinki.

In Copenhagen dealing with the tax authorities was found difficult and dealing with the one-stop shops neutral. However the participants of the study found that obtaining a work permit and social security number was easy.

Processing times

The processing times are pretty much the same in all three research cities and clearly longer in Helsinki. For citizens outside the EU receiving the residence permit can take up to 4 months. To an EU citizen registering with the police can take from a few weeks to months, depending on how much traffic there is at the time. Mainly all the researched service centres advertise that all the paperwork can be done in one day and some documents will be send afterwards. In Oslo the whole process takes about ten days and in Amsterdam about two weeks. In the best-case scenario it takes only one hour in Copenhagen to get everything done.

In the figure 13 I have gathered all the information to one table. I was unable to collect any comparable customer satisfaction results from the Service Centre for Foreign workers in Oslo so the data is missing.

	Amsterdam	Copenhagen	Oslo	Helsinki
Amount % of labour migrants of all migrants	10,9 % (in the Netherlands)	19,6 % (in Denmark)	5,1 % (in Norway)	5,8 % (in Finland)
Customer satisfaction	8.3/10	43% neutral	N/A	61,75/100
Processing times	Two weeks	1 hour	10 days	1 month /4 months
Structure of the centre	Hard services + Information services.	Hard services + wide selection of relocation services.	Hard services + information services	

FIGURE 13. Summary of the data collection.

5 INTERVIEWS

The primary data for the thesis is collected through interviews. The interview method was chosen in order to get more information and insight to the current situation in the Helsinki Region. The people interviewed are experts on the field of labour immigration and service providers of labour immigration services. The type of the interview was determined to be semi-structured. Semi-structured interviews are more flexible than structured interviews and give an opportunity for the interviewee to more elaborately explain their responses (Hirsjärvi, Remes & Sajavaara, 2007, 203). This type of interview consists of several key questions and gives the participant some guidance on what to talk about. Semi-structured interviews were chosen because I wanted to get the interviewees to talk freely about the current situation in Helsinki and to get opinions about the development possibilities. Also because their knowledge is from different sectors I thought the semi-structured interview would be the most beneficial and informative for the study.

The experts interviewed are Mr. Markku Lahtinen from the Helsinki Region Chamber of Commerce, Ms. Jarna Lahti from the TE-Services, Ms. Riita Lampelto from Virka info and Ms. Olga Tarsalainen from the In To Finland service point. The interviewees will represent the service providers and the objective is to hear their opinions about the current service model and also about a concentrated service model. The questionnaire can be found from appendix 1.

5.1 Markku Lahtinen

I interviewed Mr. Markku Lahtinen who is a Manager at the Helsinki Region Chamber of Commerce and his speciality is education and workforce matters. He has been a part of many projects and discussions whether a one-stop shop service model could be beneficial for the Helsinki Metropolitan Area. The interview took place on the 27th of June 2014 at the Chamber of Commerce and the questionnaire can be found from the attachment section.

Lahtinen thinks that the current situation at the Helsinki region is that governmental officers give service from their own point of view. There is not really any communica-

tion and cooperation between the offices. Also every immigrant is treated the same way and at the same place. Lahtinen compares the current service model to an airport where everyone would be treated the same. It does not matter if one already has tickets and visas and one is even lacking luggage; they all wait in the same line. There is no customer segmentation in the current service model.

Lahtinen sees that there are some strengths in the current model. In Finland there exists the kind of culture where everyone is equal and has to be treated the same way. The services are good but the problem is that there is no cooperation between the offices. There is no one supervising the process and also the data gets lost easily.

Lahtinen sees a one-stop shop as a good possibility for Helsinki. He explains that this kind of a physical place would make the process faster and thus get more benefit from the existing resources. Lahtinen sees that the one-stop-shop could develop into a kind of a small cluster where the necessary offices would be located but also some private actors.

The reasons why this kind of service model does not already exist is according to Lahtinen the fact that Helsinki and Finland don't see it as a current issue. Also there is not a tradition in Finland for government and smaller administrations to really cooperate. One reason is obviously the question of paying the costs. Other thing is that labour immigration is not directly someone's responsibility.

5.2 Jarna Lahti

Jarna Lahti is a Service Supervisor of International Employment and Eures Services at the Uusimaa TE-services. The TE-services are public employment and business services and they have many offices around Finland. I sent to questionnaire that is the attachment 1 to Ms. Lahti via email on 25th of June 2014 and she answered the same day.

TE-offices do not really have services specifically for labour immigrants however; partial decision to the worker's residence permit is made at the TE-offices. The TE-office helps with relocation issues, such as helping finding a job for family members. TE-offices are considering strengthening services in the future, starting already during the

year 2015, but at the moment the services are provided mostly by private companies or municipalities.

5.3 Riitta Lampelto

Riitta Lampelto is the Head of Advice Services in Virka Info. Virka info is a public information service in Helsinki. The centre offers general information on living and working in the Helsinki region and also advice on immigration issues. They give advice on matters such as residence permits, citizenship, EU citizen residential registration and Finnish social security (Virka info 2014). I had an interview with Ms. Lampelto on the 22th of July 2014 at the Virka Info.

All the hard matters one has to take care of are handled in governmental offices. The municipality comes into the picture just after a person is staying in the country for longer than a year. Also Lampelto points out that when an EU citizen is staying longer than 3 months he or she needs to have a reason for staying e.g. work, study or family.

A concentrated service model would be ideal although there are some difficult issues to consider. One problem is if the service point should have a common computer programme where all the data would be gathered. Other problem is about who would be the customer. If the service point would concentrate solely on labour migrants or also with their families and other migrants who came to the country before they were employed.

At the moment Lampelto sees that there might not be enough demand for a shared service point. The financing would as well be an issue and the question of municipalities' part in the centre. All the offices are governmental but should the municipalities have some kind of a role is a issue that needs considering. Lampelto sees that one step towards developing the existing service model would be to invest in marketing. It is important that all the actors would join forces in marketing together the services provided.

If a concentrated service point came to Helsinki, Lampelto sees that it is important to have qualified people working there who know the whole process. There would have to be people who know not only about their own area of expertise but also have an understanding of the whole immigration process. Lampelto points out that the idea of a con-

centrated service point has been out there for a while but it has never been made concrete.

5.4 Olga Tarsalainen

Olga Tarsalainen is the Head of Services at the In To Finland service point. She has a long experience working with immigrants who are arriving to Finland. The interview with Ms. Tarsalainen took place on the 22th of July 2014 at the In To Finland service point.

Tarsalainen explains that the matters one has to take care of when arriving to Helsinki to work depend on the person's country of origin and how long they are going to stay. It differs whether a person is arriving from the EU or outside the EU and the Nordic countries. Also if a person from an EU country is staying less than 3 months the process is fairly simpler. Tarsalainen says that the shared service point with Kela and the Tax Office has made the process easier and is a good step towards bigger cooperation between all the actors.

Tarsalainen tells that all the matters in In To Finland service point can be initiated in one day. The longest waiting time is with the Police to register the stay longer than 3 months. To book the registration time can take weeks or even months depending on how much traffic there is.

The ideal situation would be to get as many actors as possible under one roof. The main actors that at least would be good to be represented are the Tax Office, Kela, the Police and the Immigration Office.

5.5 Analysing the interviews

5.5.1 Required matters

The first two questions asked from the respondents were about the hard matters and how the core services are organized in the Helsinki Metropolitan Area. All the respondents answered that the compulsory governmental issues are work permit and residence permit for citizens outside the EU, registration of residence for the EU citizens, tax number, social security and personal identity number. Social security matters and tax matters can be handled in the In To Finland service point where also the labour immigrant can get a personal identity number. Having a shared service point has eased the process significantly especially when the Tax Office can now give out the personal identity numbers. The hardest part of the process is seen from the customer's point of view the EU citizen registration. The problem is that the waiting times are very long and the time is hard to book because the website is mainly in Finnish. One problem is also that not all immigrants know about the registration.

5.5.2 Process lengths

The respondents were asked if they could tell about the length of the immigration process. As in how long it takes until a labour immigrant has obtained all the necessary documents and can start working in Helsinki. The respondents who were familiar with the processes told that EU citizens can get all the paperwork initiated in one day and start working straight after that. The registration of EU citizens takes longer but it only has to be done during the first 3 months when a person is in Finland. To get work permits and residence permits when arriving outside the EU and the Nordic countries a person must apply for them before entering the country. The immigration office of Finland has put a goal that every residence permit decisions will be done in 4 months.

5.5.3 Satisfaction and development suggestions

The respondents talked about their satisfaction on the current service model. Most felt that a one-stop shop would be ideal for the Helsinki Metropolitan Area. They felt that the services offered at the moment are of very high quality but the fact that they are not together lowers the customer satisfaction. Many felt that a shared service point would make the processes easier not just for the customer but also for the employees of service points. It would attract more foreign workforce and it would help customers to find the services.

Another development recommendation was to improve the marketing of the services. Mainly for the service providers to join forces and to create a congruent marketing plan. The quality of services does not matter if no one can find them or does not know about them.

All the respondents felt that the biggest reason why a shared service point does not exist at the moment is because no one sees it as a current problem. Also the fact that there is no one who is strongly pushing for it to be created was seen as a factor. Almost all agreed that the problem of financing it is a big issue as well. One problem was the question of government and municipalities working together. There is not a lot of cooperation between the government and smaller administrations at the moment. Also it would have to be decided who would take the major responsibility. Most of the offices are governmental offices so should the service point focus on the governmental matters and the municipalities with the relocation services? Or should the supportive services also be represented there.

6 RECOMMENDATIONS

After studying the concentrated service points in Amsterdam, Copenhagen and Oslo and after interviewing the experts on the field of labour immigration, I would recommend Helsinki to create a shared service point. My recommendation would be to create a small-scale service point that would consist of the core services offered to labour migrants. The theory discussed in the chapter 1 and 2 also provides arguments on behalf of the concentrated service model. Packaging services to entities is an efficient way to manage and market services as seen in the chapter 2.2.1. In the same chapter there are also introduced the benefits of concentrating services. It eases the service management and the consuming of the service from the customer's point of view. After studying all the data I have come to the conclusion that a concentrated service model could be the best way to improve the services in Helsinki.

6.1 Current situation

At the moment there are a lot of immigrants arriving to Finland and Helsinki but only a small part of them are labour immigrants. Currently all the immigrants, labour and other immigrants, are primarily attended at the same offices that are located around Helsinki. The customers are not divided into segments and everyone is offered the same services. Mostly all the core services have their own offices where the matters can be handled. Only Kela and the Tax Office have a shared service point called In To Finland where the immigrant can get most of the core matters initiated.

6.2 One-shop stop

A concentrated service model could ease the process for the labour migrants as seen in the cities of Amsterdam, Copenhagen and Oslo where the process times are shorter and customer satisfaction is high. A concentrated service model is more customer friendly because it only requires the customer to visit one place. Getting all matters initiated in the same place offers the customer a clearer service situation and a clear idea of the whole immigration process. The cooperation between the core service providers is easi-

er when they all are under one roof. It is possible to increase the level of service into guiding the customer to the correct offices and to explain to the customer the immigration process as a whole.

From the service providers' point of view a shared service point would be ideal as heard from the expert interviews in the chapter 5. All the interviewees agreed that having a shared service centre would be the most efficient and beneficial solution to Helsinki in order to improve the services. It would be more productive if all the offices would be under the same roof and all the personnel would know about the whole process and not just about their own field of expertise. The services provided at the moment are good and joining them would get more out of the already existing resources.

As said above in the service management in chapter 2.2.3, the hardest part of managing services is improving them and at the same time creating efficiency. Easily the one revokes the other. A concentrated service model would improve customer service because all the services would be easily available and the customers could get more guidance on the whole immigration process. Also the model would be clearer and require less effort from the customer so the customer satisfaction would increase. It would create efficiency at the same time because the processing times would become shorter as seen in the chapter 4. All the cities having a concentrated service model had significantly shorter processing times than Helsinki. Having a shared service point could also make the data collection easier. Currently the core service providers collect data from their customers but it would be valuable information to get all the data together. For example, the immigration office knows how many immigrants there are at the moment and the Tax Office knows how many of them are working. Combining all the data could make it easier for Helsinki to keep track on the labour immigration movement.

A shared service point could also attract more qualified, foreign workforce to Helsinki. If the worker finds the whole relocation process to be difficult and time consuming they might consider another city where the services are clearer. Also employers of the foreign workers might not want to hire foreign help because it demands a lot of effort from the company. The immigration process is not easy to understand for a foreigner so the employer usually must help with the process or hire a private consulting company to guide to immigrant. The Helsinki Metropolitan Area could improve its attractiveness by

having a clear service model and also by marketing it correctly. It is equally important that people find the centre and the information easily.

Structure of the one-shop-stop

The interviews analyzed in the chapter 5.5 gave some idea about how the structure could be if there was a one-stop shop in Helsinki. The first step would be to get the Police, the Immigration Office and the In To Finland service point together. That way the labour migrants could get a tax number, social security card and register to the Police in the same place. Those are the most important matters an immigrant needs to handle when arriving to Finland. One must also open a bank account but getting banks to the service point seems too difficult and not so important. In Finland one can choose freely in which bank they want to open an account and it would be hard to get all the banks represented in the centre. At the moment the soft, supportive service providers would be best to keep separately due to the fact that there is not so much labour migration in Finland as seen from the statistics in chapter 4.2.3. In the future when the migration will hopefully grow some relocation service providers could also join the centre. The centre can grow later but at the moment the most important actors would be Kela, the Tax Office, the Immigration Office and the Police. These four main actors would create a solid foundation to the service centre in the Helsinki Metropolitan Area.

The personnel for the centre would come from the actors represented in the centre so from the Kela, the Tax Office, the Police and the Immigration Office. However it is important that the personnel would be familiar with the whole immigration process and could be able to guide the customers. For example if a customer starts with the Tax Offices the employee of the Tax Office can guide the customer to the next counter. Also if a necessary document is missing the personnel would be able to explain where to obtain it. The workers would all be connected to their own parent organizations but they would also see the big picture and have knowledge of the other service providers.

It has also been proven that customers really appreciate if they can get service on their own native language. The Service Centre for Foreign Workers in Oslo got positive feedback on the matter and also Virka Info in Helsinki has been serving customers in multiple languages and getting praise on that. Having multilingual workers at the service point would benefit the customer and increase customer satisfaction.

6.3 Problems

The idea of a shared service point has been discussed multiple times before in Finland. However the idea has been never made concrete. One reason why it has never materialized is that many do not think that there is really a current need for it. Labour migration is seen as a more future problem than a current issue. At the moment the inflow is relatively small and at the moment there are a lot of unemployed people in Finland. It seems unrealistic that Finland would need to get more workers from abroad when there is so much unemployment in Finland. However there are many signs pointing to the direction that labour migration will grow and that Finland needs it to grow. The statistics show that a lot of people will retire soon in Finland and that the working generations are smaller than those generations retiring. Starting a service point now would be anticipating the future growth of labour migration in Helsinki. One obstacle on the way of creating the service point is as well the question of financing the centre. More likely the question on who would be responsible on financing it. All the core services are at the moment governmental services so the government would most likely be the main financier and the one administrating it. The municipalities and private companies are currently more responsible on the re-location services and the hard matters are attended at the governmental organizations.

7 SUMMARY AND CONCLUSION

The intended outcome of the research was to get development suggestions to the Helsinki Metropolitan Area on how to improve the services offered to labour migrants. The main research question was if a one-stop shop model would work in the Helsinki Region. The sub questions were about the services represented there and also about finding the concentrated service model's strengths and weaknesses. In order to get more information about a concentrated service model, I studied the service models of Amsterdam, Copenhagen and Oslo, which all have a one-stop shop service for foreign workers. I used benchmarking technique to find out if this kind of a service model is more efficient than the current one in Helsinki and also to learn if there are some weaknesses in the model. I collected primary data from interviewing the service providers and experts on the field of labour immigration. Interview as a technique was chosen in order to get the experts' point of views of the current situation in Helsinki and also on the one-stop shop idea. I studied the service management and marketing theory to get ideas on how services could be managed more efficiently and also on how to increase customer satisfaction.

The interviews were the most valuable resource for information since the interviewees work with labour immigrants on a regular basis. The interviewees had good insight on what is good in the current model and what should be developed and most of their opinions were consistent with each other. The biggest problem in the current situation in Helsinki is with the EU citizens' registration of residence to the Police. The waiting times are long and some do not even know about the whole registration. When asked about the possible one-stop shop everyone agreed that a shared service point would be ideal but creating it would demand a lot of work. They pointed out that the services provided at the moment are of high quality but the problem is the disunity. Concentrating all the services to a one service centre would improve the service experience for the customer and thus increase customer satisfaction.

It was challenging to draw conclusions from the benchmarking part since some of the data was not directly comparable with each other. Every city has their own data collection methods, which sometimes differs a lot from each other. The customer satisfaction surveys have different scales and different target groups so they are not directly compa-

able. However the surveys do give some direction on the matter. On the other hand the processing times were comparable and so were the amounts of labour migrants in the research countries.

As seen in chapter 4.2.7 Copenhagen, which has the widest range of services provided, has the biggest percentage of labour migrants of all migrants in the country. Also by visiting the International House of Copenhagen one can get all the matters done in approximately one day, which is one of the shortest processing time of all the research cities. The International House of Copenhagen is the largest and has been structured in order to make the migration process as easy as possible for the customer. The service range provided at the International House is very wide and the processing times are short. In best case scenario it only takes one hour to get all the matters initiated compared to Helsinki where it can take several weeks or even months to register to the Police. If only looking at the benchmarking part it would seem that the most efficient structure of the service centre would be the structure of the International House of Copenhagen. Copenhagen had good results in all the attributes measured and also provides the largest selection of services.

After studying all the data and researching the theory of service management and marketing, I came to the conclusion that a certain kind one-stop shop would be the best way to develop the services in Helsinki. As stated in the chapter 2.2 the services can be productized and packaged in order to ease the process for the customer. Adding service modules together to a one service package will benefit the customer. The customer finds it easier when they can consume multiple similar services at the same time. Also in the chapter 2.3.3 Grönroos points out that creating efficiency and improving customer service is usually thought to revoke one another. However according to Grönroos it is about understanding the customer's needs and having a customer orientated approach. Packaging service modules to entities in order to ease the process for the customer can be seen as a customer orientated approach.

As stated in the chapter 2.2.2 customer segmentation can be a very efficient tool in service marketing. Also Grönroos states the benefits of customer segmentation in chapter 2.2.3. At the moment there is no segmentation in the immigration policy in Finland. Every immigrant coming to Helsinki, no matter for what reasons, is attended at the

same offices. Creating a service centre that would just concentrate on a certain customer segment can fasten the process and simplify it to the customers.

One of the objectives was to find out if there are some weaknesses in the concentrated service model. When comparing Helsinki to the cities that have a one-stop shop, almost all the cities had better results in customer satisfaction, processing times and in the amount of labour migration. The conclusion being that the one-stop shop works efficiently and the customers are satisfied. Having a service centre that is concentrated on helping foreign workers can show that the country is motivated on helping them to settle into the country. Mainly the obstacles are linked to setting up the one-stop shop. In the chapter 5.5.3 I point out that all the interviewees acknowledged that financing the one-stop shop would be the first problem. The second issue would be about the services represented at the centre and the customer target group. Whether the centre would only offer services to labour immigrants or also for example their families. Also it was pointed out that at the moment the core services are all governmental services so should the centre be under government supervision or should the municipalities have some part as well in the service centre.

At the moment the gap between the available jobs and workforce in Finland as seen in the chapter 3 is growing all the time. One way to prevent the possible future retirement bomb could be recruiting more foreign workforce. The amount of labour migrants is currently relatively small so creating a centre comparable to the International House of Copenhagen seems a bit unrealistic and unnecessary at the moment. The biggest need at the moment is to simplify the process the immigrants have to go through. By joining the In To Finland service point with the Police and the Immigration Office could be the starting point of the centre. It would meet the current demand and create a foundation for the centre. With time the centre can grow even to the scale of the International House of Copenhagen but for now the main step would be getting the core service providers together.

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APPENDICES

Appendix 1. Semi-structured interview

1. Mitä pakollisia asioita on maahanmuuttajan hoidettava muuttaessaan Helsinkiin työskentelemään?
2. Miten näiden asioiden hoitaminen onnistuu käytännössä?
3. Kertoisitteko palvelujen kestosta ja läpimenoajoista?
4. Onko teillä esittää kehitysehdotuksia? Olisiko ”one-stop shop” malli toimiva?
5. Vapaa sana