

## Business planning for a social media consulting firm

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<b>Degree programme</b> Multilingual Management Assistants, MUBBA	
<b>Report/thesis title</b> Business planning for a social media consulting company	<b>Number of pages and appendix pages</b> 23 + 14
<p>This product-oriented thesis introduces the process of planning a social media consulting business operated by a sole proprietor. The focus is on creating a business plan for a consultancy firm operating in Finland.</p> <p>The thesis presents the basics of starting a business in Finland, with different prerequisites being introduced and discussed. As the plan is presented in a visual format in the appendices, the different elements affecting it and the tools that led to the decisions made are introduced and applied. The thesis starts by looking at different elements of entrepreneurship and business planning. The background of the thesis is explained, and theories of entrepreneurship are discussed and presented.</p> <p>In the process description, the development of the product is presented using a zipper-method. The process of building the plan is explained side by side with theory. Different approaches are presented and discussed in the context of the final product. The product market fit is explained, and potential target groups determined before moving on to the execution of the planning, which covers resources, marketing and sales and financial projections. The product is developed using elements of the lean product process, as well as the business model canvas and the value proposition canvas. The business plan was created between late winter and spring 2020.</p> <p>At the end of the thesis, the learning process of creating a business plan is discussed. The final product is a visual business plan.</p>	
<b>Keywords</b> social media consulting, business planning, business plan, consulting business	

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# 1 Introduction

Social media has been growing in importance for the businesses and their marketing. According to a study conducted by Hootsuite (2020), 84% of people who have access to internet use social media and of global population, 50% use social media. People in the Northern Europe, that includes Finland, use social media the most as 79% of the Northern Europeans use social media. With this information in mind, the businesses have a great potential in social media to reach their potential customers and reach growth through it. This is supported by the same study stating 52% of online brand discovery happens in public social feeds. (Cooper 20 February 2020.)

In Finland in 2019 90% of the population used internet and 61% of the population used some social media service. Additionally, 50% of the population had bought something online. This supports the importance for a business to have a social media presence. (Tilastokeskus 2019a.) The businesses in Finland have followed the trend too and in 2019 71% of the businesses used social media. In a study by Statistics of Finland, it was found the most important reason to use social media for a business was to develop the image of the brand and as a marketing tool as 90% of the companies using social media stated this. According to the statistics, the small businesses with under 100 employees use social media clearly less than the bigger companies. (Tilastokeskus 2019b.)

Social media is a cost-effective way to market a business and when the use of it is optimized, the business might not have to spend large sums of their marketing budgets on it. What smaller business might lack is the resources to work on their social media presence when they are needed in the daily operations. That is why hiring a social media consultant would be the solution for these smaller businesses. The social media consultant would help find the ways for the smaller business to utilize social media to benefit their business goals and potentially help reach new customers and improve the engagement of the current customer base.

## 1.1 Background

When I started my studies, I was already interested in marketing and advertising. Therefore, I have made sure my studies have included courses on social media marketing as well as entrepreneurial courses. Additionally, I have been working in digital marketing for over three years now and I have experience in public relations in music business through

an internship where I was able to administer the artist's social media accounts and produce content for them too. I work well independently and with all these interests together, I have become ever more interested in founding a business working with social media.

I know many people who have started their own businesses and are present in social media but as the daily operations have taken most of their time, social media has been forgotten and their presence there has varied. I previously graduated as a Bachelor of Hospitality Management and for my thesis back then, I worked on a rental cottage's website to target Chinese tourists. While I was working on the website and looking into search engine optimization, I also started thinking about the importance of having a presence in more channels and how social media could have worked for that business too. This is what I would like to help with. With my consultancy, I want to help the businesses grow through social media and to help them realize the potential of it in the support of the business. The thesis project is done to see if I could create a business out of this.

## **1.2 Objectives and limitations**

In this product-based thesis, I will create a business plan for a social media consultancy that works under a sole proprietor in Helsinki area in Finland. Business planning is necessary to evaluate whether the business idea would actually work as well as for potential investors and customers to see if it is worth it to invest time and money in the business. That is why I am creating this plan to help me with founding the business and to have proof of concept to show to the potential investors if needed. As a subtopic, I will look into the elements necessary to founding a business in Finland.

This project will only focus on conducting business in Helsinki area. This is due to the fact, that businesses around Finland work slightly differently to the capital area where the competition is vast. Also, as I live in Helsinki and as a future sole proprietor, it is important to have a clear focus and seek the business from where I am situated in. Although founding a business in Finland will be discussed, it will be limited since the main focus is in the final product that is the business plan. Therefore, this thesis will mostly look into the elements necessary to establish a successful business as an entrepreneur and the key to business planning rather than looking into the bureaucracy of the process. Eventually, the final product should be beneficial to me for starting a business and to anyone else looking into starting a social media consultancy business.

## **1.3 Research approach and methods**

In this product-based thesis, I will demonstrate business planning for a social media consultancy through secondary literature and various online sources. As the business will

work with social media and exist mostly on digital platforms, I see it only natural that the research relies on online sources. Social media is a field that constantly evolves and changes and this can be seen online. Offline sources will be used to create a strong theory for the basis as the elements of business planning remain the same.

#### **1.4 Structure of thesis**

The thesis starts with the introduction to the field and the key elements of entrepreneurship as well as the field I am planning to enter. In chapter 2, I will introduce the concept of entrepreneurship and its key elements to demonstrate what is needed from the person starting a business. After that, I will move on to the process of business planning that is the core of the thesis. I will explain some of the elements of business planning and why it is necessary in the first place. Finally, I will look into the consulting business and the industry specifics of starting a social media consultancy

Chapter 3 will be the core of the thesis. In chapter 3, I will work with theory and the development of the product side-by-side as using a zipper method. This ensures the product is developed based on the existing theory and the final product will not be separate from the empirical part of the thesis. In this chapter I will explain the different steps to business planning, and I will go through one by one each of the elements and will develop my final product together with the theory. I will look into the market product fit, analyze the resources I have and what is needed for the business, look into the marketing and sales and finally make some financial projections to analyze whether this business could be viable.

In chapter 4, I will evaluate the final product and draw some conclusions from this work. Additionally, I will present some recommendations for the future of the business. In the appendices I will present the final product that consists of various business planning tools. The product will be visual to ensure it is easy for the readers to look into as well as to show the concept in a clear manner.

## **2 Entrepreneurship**

One assumption is that entrepreneurs, roughly divided, are often driven either by opportunity or necessity. People become entrepreneurs due to a market opportunity to maximize profit or out of necessity when they are out of the job market. (Gabarret & d'Andria 2017, 116). Some studies refer to a concept of entrepreneurial mindset, that would suggest the person starting a business, already has some in-built characteristics that make them more entrepreneurial than the next person. These characteristics can also be learnt. According to McGrath and MacMillan (2000, 2-3) a person has an entrepreneurial mindset when they start to show behavior similar to habitual entrepreneurs who capitalize uncertainty, recognize opportunities and embrace the insights learnt from the risks they have taken. According to them, there are five common characteristics that define a habitual entrepreneur:

1. They are passionate in the search for new opportunities
2. They take on these opportunities with discipline
3. They carefully choose the opportunities they want to pursue
4. They are adaptive in the execution of the opportunities
5. They do not go at it alone but look for the people they can rely on. (McGrath & MacMillan 2000, 2-3.)

These characteristics seem to line up with entrepreneurs who are driven by opportunity. People might have different motivations behind their eagerness to start a business venture, but the similar characteristics are common for all. They are adaptive to change and willing to take analyzed risks and they are clearly team-builders. Risk analysis calls for some planning or prior knowledge in the evaluation process, to see whether the opportunity is worth pursuing and that is where the business planning comes in. In this chapter, I will look closer into the elements of successful entrepreneurship, effective business planning and the requirements to establish a consultancy business in Finland.

### **2.1 The key elements of being a successful entrepreneur**

One key element is to have the entrepreneurial mindset or at least learn to think like an entrepreneur. But to have a successful business, the entrepreneur needs more than just entrepreneurial characteristics. Paul B. Brown (2016) states that you should learn to differentiate your service or product from the others'. There are multiple ways to differentiate such as offering the lowest price, being the high-price/high-quality provider, having the best solution, being the fastest at delivering the product or service, offering a better experience or transporting an idea from one place to another like something that has worked in

another country and deliver it in another. According to Brown, the low price point could be dangerous in the long run for the business as you might end up under-charging, but it could help build some traction in the beginning and help you to get a share in the market. Brown also says to start with the market need for the product or service rather than having an idea and then looking into the market. When you know there is already a demand for the product, most of the research is done for you already and the entrepreneur can start developing the solution to solve the need of the market and tailor the product or service according to the research rather than having the idea and then researching it. With the same ideology, creating a long business plan does not make sense as if there is no need for the product or service, the longer you have planned, the more likely you are to fall out of the business. The problem with long plans is that if the business does not operate according to it or there are any surprises in the market, the plan will not work, and it is then harder to adapt. (Brown 2016.)

Eric T. Wagner interviewed Seth Goldman and Barry Nalebuff who are the founders of Honest Tea that was started from scratch and is now a \$100 million enterprise. Like many other successful business entrepreneurs, they recommended to start from passion, and you should aim to be radically better and radically differentiate yourself from the others. They underlined the importance of reserving capital and energy. When surprises do happen, you will be more prepared for them financially and will have the energy to handle it. While you should be fixated on the vision, purpose and core values and never compromise them you should be adaptive to the market and be flexible in the value proposition and products and services. Much like Brown, they also say to develop the product to the market is important for success. Goldman and Nalebuff also say that you should plan for the long-haul by taking small steps along the way and see how they connect to each other and commitment to the long-haul is just as important. (Wagner 2014.)

Young Entrepreneurship Council wrote on Forbes (2018) about having a successful business in today's challenging business world. The council consists of entrepreneurs aged 45 or younger and therefore this article seemed relevant to this project. They advised to maintain the talent, cater to the market, help others shine, continue to constantly evolve, be ready for remote work with a team and let the employees grow. Their advice is very similar to the others mentioned before but they have the potential employees in mind and focus much on the people. While this is employee focused, in a sole proprietor business this could apply as well. In consultancy, the one person is the talent and they should focus on growing and evolving themselves and the business together. It is important to take care of the people behind the business as the business is as strong as the people who are behind it. (Young Entrepreneurship Council 2018.)



In an intangible service such as social media consultancy, I would see the price and quality would be the most important factors to use to differentiate from the competitors for a client as you are selling your knowledge and skills to the clients. While fast delivery might be a factor that affects the customer experience, it should be the quality of the service that keeps them satisfied and makes them come back to you. For business planning, the focus needs to be on the market before the product or service. It is important to listen to the customers' needs and act accordingly. Additionally, like Brown (2016) stated, there is no need for a long business plan as they are not as adaptive to changes and too much planning might end up harming your business more than helping it, I will focus on more agile planning of the business. The field of social media is changing fast and therefore too detailed planning could prove to be extremely difficult.

## **2.2 Business planning**

There are many tools available for business planning and templates for the more traditional business plan. Different organizations and departments under the government offer guidebooks and their own templates to help entrepreneurs to write their business plans. The flaw in one standard template is that not all businesses work the same; a technology company works very differently to that of a small café or an independent window cleaner. Where for one it might require careful calculations as there are many investments to be made in the beginning, the other might not. Therefore, it is necessary to evaluate case by case, what really is essential for this plan.

David Butler (2013) suggests these should be the elements found in a good business plan:

1. The business idea: location, operation method, market, products and statement of viability
2. Proprietors: personnel and the human capital
3. Required resources
4. Financial plans
5. Marketing
6. Plan to implement
7. Ways of monitoring and controlling
8. Summary.

Additionally, the organization for Finnish Enterprise Agencies listed analysis of competition and risk assessment to be included in the plan (Finnish Enterprise Agencies 2020). In

an article by Harvard Business Review, Clay Christensen simplifies the elements of a business plan down to four: customer value proposition, profit formula, key resources and key processes (Casadesus-Masanell & Ricart 2011).

Alexander Osterwalder has developed visual canvases to describe business models. The tool is called Business Model Canvas that helps to visually describe, assess and change business models. The canvas has nine building blocks similar to the elements described by Butler and Christensen:

1. Customer segments
2. Value propositions
3. Channels
4. Customer relationships
5. Revenue streams
6. Key resources
7. Key activities
8. Key partnerships
9. Cost structure. (Osterwalder 2010.)

Ash Maurya has designed a tool called Lean Canvas. Lean Canvas was designed for entrepreneurs and it focuses on being more actionable than the traditional Business Model Canvas. In the canvas, key partners have been replaced with problem, key activities with solution, key resources with metrics and customer relationships with unfair advantage. An unfair advantage is something that cannot be copied or bought by the competitors, for example, insider information, personal authority, large network effects or SEO ranking. (Maurya 2020; Maurya 27 February 2012.)

Unfair advantage seems to be something you already have when entering the business or something you can develop over a long period of time. In my case, the unfair advantage definitely is the large pre-existing network that works in the industry and could partner with me or all the entrepreneurs I know that could become customers as we already have established a personal relationship. The visual way of planning allows for more elasticity as it can be changed faster than a written business plan and at the same time, it communicates the concept at a glance to the reader who would be a potential investor. As social media is about creativity and visuals and as a business it is fast at changing, Osterwalder's Business Model Canvas is the tool to describe the core business for a social media consultancy. The tool will help me to overview my business idea and its functions in an

easier manner and having it in a visual format will help me to pitch it to potential investors and clients more effectively.

### **2.3 Starting a business in Finland**

In addition to forming the business idea and developing the business plan there are many administrative duties that need to be taken care of and some other tasks to be considered. Firstly, the new entrepreneur should decide what type of a business they are starting. Trade name that is often a sole proprietorship works for smaller business that do not require much investments on heavy machinery. A limited partnership requires at least two people: one who is an investor and the other who is a general partner and accountable for running the business. General partnership differs from limited partnership by having at least two people of who both are running the business and equally responsible for the business. In a limited liability company does not hold personal accountability and it is especially recommended for businesses that will require loans and needs bigger investments. (Suomen Yrittäjät 2020.)

For some businesses it is required to open an account for the company. As sole proprietor is a light business to run, it might not be absolutely necessary to open a separate paid corporate account at the bank, but it is good to have at least a separate account to ensure the bookkeeping for the company stays simple. Although, it is not necessary to open the corporate account, the receipts and vouchers should still be saved for the bookkeeping of the company. For most of the other forms the corporate bank account is necessary. To open the account, you need a business plan and a copy of the trade register to be shown to the bank. (Yrityksen Perustaminen 2020.)

Other necessary steps in Finland to start a business are registering the business for the trade register and creating a business plan. For all the other forms it is necessary to register for the trade register but for a sole proprietor it is optional, while recommended. The information at the trade register is public. It is possible to buy extracts, certificates, organization rules or details of persons' roles at the trade register. While optional for the sole proprietor to file the announcement, it is recommended because then you can protect your name, it makes it easier to administer the paper work in the beginning as you can use the digital forms and for some potential clients' this could create trust as all the information is available online. The trade register for Finnish companies is called Finnish Patent and Registration Office and they handle the trade register as well as patents and provide support for the companies. (Finnish Patent and Registration Office 2020.)

To help the business get started, it is possible to apply for startup grant. This is granted by Public employment and business services. The grant may be given to those who are currently unemployed, working but looking to become a full-time entrepreneur or a part-time entrepreneur looking to become full-time. In addition to looking to become a full-time entrepreneur, you need to prove you have adequate capabilities for the business, it has the potential to be continued profitable operation, the grant is necessary for the survival of the entrepreneur and the business may not be started before the grant is awarded. The grant may not be awarded if it would have a negative impact on the competition and create an unfair advantage. This is usually the case with companies offering generic products and services such as pizzerias or hairdressers. (TE-palvelut 2020; Yrityksen Perustaminen 2020.)

Suomen Yrittäjät (2020), that is the organization for businesses in Finland, recommends outsourcing bookkeeping to ensure it is done correctly and there will not be any mistakes that could be costly for the company. The union for financial management's website lists all the authorized bookkeepers and bookkeeping companies and they can help the new entrepreneur to find the bookkeeper for their needs.

Since the business I will be entering does not require heavy investments and as a consultant I would be working alone and hence being solely accountable, the business form will be starting is naturally a sole proprietorship. For a small business to trust in the services I will offer them, I feel like registering for the trade register is a natural choice and especially in the case of the business ever expanding, it seems like right decision. As the social media consultancy will be a light business to run, I do not see it necessary to start the corporate account but instead I will create a separate account under my personal account to make it easier to handle the bookkeeping. Startup grant for a small social media consultancy operating under a sole proprietorship does not seem possible as at least in theory the services will be similar to others and at least first this would have to be a part-time business.

### **3 Business planning for a social media consultancy**

In this chapter I will go through the business for social media consultancy. Osterwalder's business model canvas will be used to describe the final business since it is the most adaptive regarding the future development of the company and contains the necessary elements to demonstrate the business. Based on the empirical part presented in chapter 2.2 I have decided to combine the different elements to create a solution that best fits the industry and my personal needs. While Osterwalder's canvas provides the visual presentation for the business, I will use the lean product process to develop the core business. Lean product development process consists of six stages: determining target customers, identifying their needs, defining the product value proposition, specifying minimum viable product (MVP), creating the prototype of MVP and finally testing it in action with customers (Olsen 2015.) Since the focus of this thesis is in the planning of a business, I will leave out the final stages of testing the MVP prototype with customers as that would be the next step after having the first plan to start with. The lean product process assumes the plan, or the product continues to develop over time as the results from testing are available and therefore, it is not included in this project.

A traditional business plan has a five-year plan and often the concept is tried only at launch without getting any feedback from customers before that. The lean process consists of three key principles. Firstly, from day one of establishing the business is starting with a series of hypotheses and creating a business model canvas for them. Secondly, lean method requires testing these hypotheses by an approach called customer development which basically means going out and asking potential customers for feedback and then with this feedback, developing the hypotheses and starting again. Third key principle is to utilize agile development which shortens the product development process. Basically, it is the process of creating the minimum viable product based on the feedback, adjusting the MVP and starting again. (Blank 2013.)

The lean method process is applied in this project in the way of having hypotheses and by instead of having a five-year plan the focus is on business model canvas. The third step to utilize agile development is not really present in this project but it is made so that testing a minimum viable product with customers and adjusting the product would be possible in the future. Lean method is targeted to start-ups but in today's world where information flow is rapid and it is freely available online, it seems like it could work for even larger companies.

### **3.1 Product-market fit**

Initially, product-market fit is what the lean product process aims to achieve. Olsen defines the product-market fit is that the business creates a product that creates significant value to the customer by being better than the alternatives (Olsen 2015.) It is about putting the customer before the product and not the other way around. The model is more focused on solving the customer's problem rather than trying to pitch a product to customers who could be interested in it.

I started looking at the theory first and analyzing my potential customers' needs. First, I need to define the customers who I am going to cater to and whose problems with social media I will be solving. I also have to consider the skills set I have and how I could be helping the customers the most. Basically, the fit is somewhere between the customer's needs and my skills set and services. This is what needs to be tested with few potential clients.

#### **3.1.1 Defining target customers and their needs**

The model starts by looking at the target customers. Market segmentation is dividing a broad market into smaller section based on attributes such as demographics, psychographics, behavioral or based on needs (Olsen 2015.) To define the target customer, Olsen suggests creating customer personas. The personas are imaginary people similar to potential customers. The persona should have a name, photo, quote to sum up what they care about the most, job title, basic demographics, needs and goals, relevant motivations, tasks and behavior, pain points with current solution, current expertise, product usage context, technology adaptation life cycle or any other relevant attributes related to the business. (Olsen 2015.)

As was seen in the statistics presented at the introduction, many smaller businesses are not still utilizing social media as much as the bigger companies although they could probably benefit the most. That is why I see my customers would be entrepreneurs themselves who are running a small brick-and-mortar business who do not seem to have enough time or willingness to focus on developing their social media or possibly do not know about the possibilities it could bring their business. This is what I used as a basis to develop my two customer personas Entrepreneur Mom and Indie Artist.

Entrepreneur Mom could be the local flower shop owner who creates bouquets and floral decorations when they are not taking care of the children but does not know how to market the business. They could have social media, such as Facebook page, in use but it is

not very active or not active at all. The other persona would be an independent artist who is basically funding their own work. A couple years back I interned for one international artist who on top of creating her art was guerilla marketing the upcoming album on social media platforms. Independent artists do not have the marketing resources as signed artists do, so having a strong social media presence could help them immensely to reach their target groups. While they do not necessarily have the funds to pay for long-term consultancy, they would benefit from short-term services and tools such as social media calendar or optimization of the social media pages (Barnhart 10 September 2018). With time, as the independent artist's career grows, they could become a long-term client. These two personas are very different from each other and the services they both need are very different while both of them can still benefit from consulting.

The pain point for Entrepreneur Mom is the lack of time and know-how. Outside of building their products and business and raising children they have not had time to commit to social media the way they would like to. They have set up a page for their business where they every once in a while, share photos and they have their basic business information available. They would like to have more content to engage with their customers and would like to reach more of the customers nearby. The pain point for the Indie Artist is also the lack of time although they technically know how social media works (Wiebe 2014). They have not been able to reach and engage their fanbase as much as they would like to, and they need help with planning and structure on their multiple social media accounts to ensure they all match the artist's personal brand. For both the personas this involves personal branding as the local entrepreneur already knows some of the clientele in the area and the Indie Artist on top of marketing their music is marketing their persona and trying build a continuum of engagement

I created the personas according to Olsen's (2015) recommendations as imaginary people who could be the real customers to my business. In the appendix 1 I have created a visual presentation of the personas for whom the services will be produced. I used the theory of what should be included in the persona description and visualized them with stock free photos to help make the personas more concrete. From anyone interested in joining the business as a partner or as someone who would like to invest or otherwise partner up with the company, these personas also show what the company wants to focus on and the path I am on.

### 3.1.2 Customer value proposition

In addition to Business Model Canvas, Osterwalder & al. (2014) have developed a Value Proposition Canvas that initially shows what is the value of the business' products and services to the customer. These two canvases go hand-in-hand and therefore I decided to include it into my planning process. The canvas has two sides where the other focuses on the customer and the other on the value of the products and services. The Value Map shows in a visual format how the products and services benefit the customer. The map consists of three factors; gain creators, pain relievers and products and services. The gain creators are the way in which the products and services create customer gains. Pain relievers are the way the products and services tackle customer's pains and finally the products and services are what the value proposition is built around. The Customer Profile has also three factors; gains, pains and customer jobs. Gains are the concrete benefits the customer is looking for, pains are what are the risks and problems they are concerned about and the jobs describe what they are trying to accomplish. (Osterwalder & Pigneur & Bernarda, Smith, Papadakos 2014.)

Since I want to focus on creating the right product for the customers, hence keeping the customer at the center, I start with the development of the customer profile. According to Osterwalder & al. (2014), the customer jobs can be segmented to three groups: functional, social and personal/emotional jobs. In professional context the functional job of the customer would be to help their customers as a professional, social to be viewed competent and personal/emotional job would be to achieve sense of job security. These jobs also have three supporting jobs that are buyer of value, cocreator of value and transferrer of value. While the buyer directly consumes the cocreator helps design the products and the transferrer is basically a reseller in the professional context. (Osterwalder & al. 2014.)

The Entrepreneur Mom wants to achieve a sense of job security. They want to engage their clientele and keep them coming back to their business to ensure the continuity of their business that is directly linked to the well-being of their family. In relation to my business, they would be the buyer of value as they are looking to develop their skills in social media marketing. The Indie Artist has a social job and they want to gain power and be seen as trendy and competent as an artist. As they do not lack the know-how but need assistance with optimization and the use of tools, they are the cocreator of value who in relation to my business will be designing the final product that is their social media presence together with me.

The Entrepreneur Mom faces very different pains to the Indie Artist. The Entrepreneur Mom is busy operating a business and caring for the family and they have not had the



time to learn their way in social media in relation to their business. They have used social media for their own personal needs but still struggle to create value on their professional social media platforms. Their biggest pains are the lack of time, fast development of social media and difficulty adapting to new tools. The Indie Artist is busy creating art while trying to build a lasting personal brand. They know the different social media platforms but struggle creating a strong presence online and reaching their audience. They have not been able to engage with the fanbase, their social media accounts are very separate from one another and the content is often posted on-the-go rather than planned. Their biggest pains are lack of time, problems engaging continuously with the fanbase and frustrations related to creating a strong personal brand on social media.

For the Entrepreneur Mom, the solution, the gain creator, would be to offer a better understanding of social media for professionals. They need an easy way to handle their social media so they need to be introduced to one to two different, easy and ready-to-use tools they can use that would save their time when creating content for the platforms. They value simplicity over everything as they have very limited hours per day to use for this. The Indie Artist needs tools to handle the content. They want to ensure continuity and would need tools to schedule posts and ensure the social media conveys the personal brand. The most important gain creator would be a tool to control the content.

My products and services consist of digital services such as guides, downloadable lists of recommended courses or other online material, and tools such as a social media calendar. Additionally, I offer social media optimization services and can produce and analyze competitor analyses, social media analyses and some content creation services. The main focus is at the different support services that are the optimization and different analyses. What I could offer them as pain relievers are continuous technical support, clear and consistent content, tools that are easy to use and clear for even beginners, and a good basis to build upon. These products save the customers' time and help them better understand the tools they have in use. It will support their business and grow with them. My services will also bring a wider set of tools available to these customers and ensure they can make the most out of their social media accounts.

It is important to keep the customers coming back. It can cost five times more to acquire a new customer than it costs to keep one (Reichheld 2001, 1). It is essential to ensure ways to make the customers continue the relationship by offering them services they need and preferably at a continuous fee. In an article on Forbes (Wertz 2018), Jia Wertz says it is important to find out what keeps the customers coming back. This would require creating the minimum viable product to try it out and get the customer feedback. Additionally, it is

important to try to offer the value for them. The more satisfied the customers are, the more likely they are to return. It is important to never overpromise but make sure the targets are rational and always make sure to deliver what you have promised to. (Wertz 2018.) In my case, something that could be charged continuously would be search engine optimization, that requires time and development, and social media advertising where also long-term optimization, reporting and follow-ups are necessary to ensure their effectiveness.

As already in the beginning of the project I decided I wanted to create a visual plan, I included also the value proposition canvases for each of the customer segments. Both customer segments seem to have relatively similar needs but while the Entrepreneur Mom might need more long-term assistance, the Indie Artist could benefit from short-term guidance and tools. In text format in the plan, I open up the canvases a bit more if someone would like to get into it more, but I tried to make it simple enough so that anyone looking at the canvases could understand the idea at glance.

### **3.2 Resources**

According to Osterwalder (2010), the key resources can be divided to physical, intellectual, human and financial. The physical includes buildings, manufacturing equipment, and distribution networks. The intellectual includes brands, partnerships and proprietary knowledge. Human resources are the people in the company and financials refer to the capital. (Osterwalder 2010.)

The consultancy business is highly dependent on the people. The key activities for a consultancy are focused on solving clients' problems. I have now almost two degrees behind me where I have focused on marketing and especially on digital marketing on top of having few years' experience on digital marketing services. However, as the industry is fast changing as the services develop, it is important to keep up and take care of the human capital through courses and active participation in the industry's activities. At least in the beginning when establishing the business, it is not necessary to obtain a separate office so physical resources are not needed. The intellectual might come in later as the business grows and I establish the name. Although physical resources are not needed as much, some capital is needed in the process of starting a business, to get the necessary certificates to show my expertise and to get the applications needed to support the business. The customers' problems that I am trying to solve are related to social media and digital services so there may be needed to obtain some software such as photo- and video editing software. A computer, a phone and a good internet connection are obviously needed to run the business to deliver the services to customers but as I currently have those in

relatively professional use too, I do not see a need to invest in new equipment during the first year of running.

While all the social media platforms have their own free tools to help you optimize your pages, there are many paid services that provide even more detailed information and can even benchmark the competitors of the business. One such service is buzzsumo.com that offers solutions from \$99 up to \$499. These are the kind of tools to consider that could help with building the business, but it requires careful consideration whether they return the investment in the long run.

Bookkeeping is important. I looked at different companies on Finnish Patent and Registration office's website and found one example called Tilintarkastusyhteisö AAA who could help with the bookkeeping of a small business for about 600€ (Tilintarkastusyhteisö AAA 2020). In the beginning where the business is still growing, I decided to do the bookkeeping myself to cut the costs and to keep the control to myself.

As my business is focused on the human capital, I will need to take training courses and earn certificates, Google's Skillshop (Google Skillshop 2020) has free courses available in marketing that teach their marketing solutions but also give ideas to marketing in general that could be beneficial to obtain. I currently have already some of the certificates available in their catalog, but I could earn more of the ones related to social media directly.

### **3.3 Marketing and sales**

According to a Marketing for Consultants study 2019, investing more in marketing brings a higher income but over 50% of consultants get over 60% of their customers through referrals. The consultants who make the most money market their business on daily basis, they invest more in marketing, they get connected on LinkedIn, earn money from blogging and writing and have years of experience. Also, 24% of consultants listed networking and events as one of the key marketing activities. (Consulting Success 2020.) Some of the other ways to advertise a consulting business are direct mail, cold calls, newsletters, referrals and advertising on- and offline (Entrepreneur Press & Figure Sandlin 1 May 2014). For a consultant, also offline networking, a strong personal brand, an effective sales pitch and a good website all help to land clients (MBO Partners 10 May 2018).

I have built a large network of contacts on LinkedIn that includes people from university of applied sciences and from professional context from events and past and current workplaces. This could be the place to start looking for referrals. Additionally, I could reach out

to people directly through the platform. LinkedIn has reported that 75% of business-to-business buyers are using social media when making the purchase decision. 50% of business buyers use LinkedIn as a source to the buying decision and 76% of B2B buyers like to work with someone who has been recommended by their network (LinkedIn Sales Solutions 2020). In the light of these numbers, it makes sense to reach out to the existing network to get leads. Only 28% of cold calls result in a conversation, qualified leads convert by 20% and in overall, cold calling is effective just 2% of the time (Gibbons 2018). Therefore, cold calling does not seem like an effective way to grow a business in the beginning when I have yet to establish my name as a consultant.

Social media is a great tool to advertise and it is also cost effective. Facebook, Twitter and LinkedIn as well as Instagram all allow advertising on their platforms. What is great about social media advertising besides the low cost is the targeting options. The social media makes it easy to target potential customers unlike any other advertising platform. This could help reaching out to the small business owners that my business is looking to help. About 53% of people are willing to buy from a company they are able to directly message, and my business is focused on social media. Therefore, it would make sense to have a strong social media presence that also works to prove my expertise field. (Chi 2 August 2018.) Having a website seems like something that could affect the image of the company. Wordpress has solutions varying from 8€ a month up to 45€. What is great about Wordpress is that it is easy to obtain an account and get your own domain, but it also has ready-made tools and plug-ins to help build a website. Some solutions also have technical support included in the rate. (Wordpress 2020.)

Another important aspect is invoicing after the sales has been made. As I plan on starting the business first as a part-time job, it makes more sense to use invoicing services meant for light entrepreneurs. It is much more flexible and allows project-based invoicing. It will be easier to control the cash flows in one place and then later on I can maybe invest in a more permanent solution. One invoicing service for light entrepreneurs is Ukko.fi that claims to be the most popular solution in Finland. It is free to register an account there, free to invoice but they charge 5% + VAT per earnings. They also handle 2,7% + VAT, social security fee 1,34% + VAT and a withholding tax according to the tax card so it will make it easier for me to focus on growing the business. (Ukko 2020.)

### **3.4 Financial projections**

For a small business, and for any business really, the pricing is important. The price should not be too high or too low from the customers' points of view but also it is important for the continuity of the business. With cost-based pricing the price is more fixed e.g. at

250€ a day or 50€ per hour. The price of each project is calculated based on time spent on it. With value-based pricing, the price is determined by the value and return on investment of the customer. This allows more flexibility and it is easier to price different customers differently. The idea is that the price is determined in discussion with the client where the client states the potential value the project would give them and their business. (Consulting Success 2019.)

As my idea is to be working with small businesses and fellow entrepreneurs, I feel the value-based pricing allows more flexibility for all the parties involved and could potentially bring more revenue at the end. Obviously, the costs of running the business have to be covered so technically there would exist some sort of a base fee but still the work would not be priced based on the hours spent. In the case of Entrepreneur Mom, for example, if I were to organize a basic 2-hour course with optimization of their pages on Facebook for professionals and she estimated to be able to make 1500€ in floral orders over the next two months through Facebook, I could suggest would a 3X return on investment (ROI) be acceptable to them. Therefore, the price of the course would be 500€. This model seems like a very logical and profitable model. However, it is hard to get these numbers into a financial calculations sheet that in general is needed when planning for a business.

There are 150 hours a month if I work 7,5 hours 5 days a week. For an entrepreneur, I expect the hours to be extended and the real estimate would be something like 200-250 hours per month if not even more. I would like to be able to make about 40€ per hour just to keep the business running and to ensure my own salary which means I would need to make 8 000€ a month if I were to work 200 hours a month. With this business as part-time, the amount would be half of that. Basically, I would need about 8 projects like the example course for Entrepreneur Mom to reach that goal as a part-time entrepreneur. As I would still keep my current job, I decided that in the beginning, instead of relying on the business as my source of income, I would keep the money within the business until there would be necessary growth. To be realistic as a starting entrepreneur, I do not expect to get to the 8000€/month level immediately especially working only part-time. The plan is to get two customer projects per month for the first year by utilizing my large personal network of entrepreneurs. Zipursky (2020) also suggests reaching out to second-degree connections, directly to approach the ideal client and selling what they want to buy. The last one would again benefit from testing which is definitely the next step after the plan.

Instead of re-inventing the wheel and creating a sheet for financial calculations from the scratch, I decided to look for templates that I knew existed. This way, I would ensure the formulae would be correct and all the necessary fees would be accounted for. I found a

great template on Wirma's website (Wirma 2020) that is actually a department helping businesses in the area of Lappeenranta. Their template includes projections for the first three years that seems realistic for a business in today's world and the template also has depreciation and different taxes unlike some other templates I found. I felt like this template really supports someone who is starting a business and I decided to go with it in my plan in appendix 1.

It was hard to find any benchmarking pricing estimates as many of the consulting companies in the area were asking for inquiries to set the price for the project. Eventually, I found three operators that are offering similar consulting services and have a price listing available on their websites. Sole proprietor Pauliina Mäkelä in Kinda Oy offers social media consulting seminars to groups, individual training and workshops as well as remote consultation. The price for individual training is 399€ + taxes / hour, and 49€ per each additional hour. For remote consultation that includes basic setting up of social media accounts and support with them is 299€ + taxes/hour or by inquiry. Koivu Interactive offers half a day training for 600€ + taxes and consultation for 2-4 hours for 350€ + taxes. Prami focuses mostly on Hubspot solutions, but they also offer social media marketing consultation for 475€ for 5 hours of work. (Kinda oy 2020; Koivu Interactive 2020; Prami 2020.)

In the calculations, I listed the profit from the three key products that are social media optimization, social media training (2hrs) and content creation. For social media optimization based on the benchmarking, I would charge 350€ for 5 hours. As in the beginning I will not have an established name yet, to land the first customers I could charge a slightly lower price that can be then increased as my experience and reputation as a professional increase. For social media training (2hrs), I would charge 400€ which is slightly less than Kinda charges. I looked the consultant's CV and as they already have established a strong stand in the business, it makes sense to keep a slightly lower price here too but not too low. Content creation that would include simple banner creation from pre-existing materials and campaign setup, optimization and follow-up, I would get 120€ per hour which follows that of Prami except their service only included setting up the campaign and therefore I would charge a slightly higher price. In the beginning I want to focus on marketing social media optimization and training as they would be the key products my target customers need, and they are charged at a very competitive price. Especially training would be a great way to get the word out and show how exactly I could help the clients. Getting two business cases a month would likely include one training and 10 hours of optimization. This would be the estimate for the first year when I am starting the business as part-time entrepreneur and after researching my contacts on LinkedIn, I feel this could be very

realistic while it would need several work hours to land the projects. The template I used also measures a 2% increase in cash flow and costs per year.

Some of the costs I included are business cards that I consider marketing material, website and the banners used to market the business. For this I used Wordpress' entrepreneur solution that is 25€ a month and for business cards I found an offer for 22€ for 500 cards at Vistaprint.fi. I estimated the cost for software solution would be Hootsuite for 25€ a month and Adobe Photoshop solutions for altogether for 745€ a year. I might need also Buzzsumo or other similar services later on as well but with prior experience I decided Hootsuite would offer more for less. The cost for mail services used I estimated at 200€ a year as there might be needed to post documents or material to clients.

With these estimates, I landed at loss of 2 908€ in the first year. However, as the business grows and I get the word out, this number could be turned into profit. In the beginning there are many costs related to starting the business and investments that will balance later on with sales. I save capital in the investments as I can run the business at least in the beginning from home and I have some equipment already available here. The emphasis in the beginning should be in the development of the product and its sales and here the agile development method would be the key.

### **3.5 Executive summary**

Executive summary is actually a summary of the business plan. Usually these are included when the company is looking for investments. The executive summary should be written in third person, be 5-10% of the length of the full plan, have short paragraphs and include all the same elements as the actual plan has. It is suggested the executive summary should consist of these elements:

- Summary
- Company description
- Market analysis
- Organization description
- Management team
- Product line
- Marketing plan
- Funding request and the use
- Financial projections. (Cremades 2018.)

I wanted to include an executive summary as more of an introduction to the business. The previously mentioned elements seem to be targeted more to a bigger business than that of a sole proprietor so I decided to adjust the elements according to the content I have built while planning my business and leave out some elements or only focus on them as side elements. While the executive summary is the first page of the plan, it ended up being the last of the thesis project because essentially it describes everything I have been working on.



## **4 Conclusions and recommendations**

In this chapter I will look back at the thesis project as a whole and will analyze the different elements included in the project. I will also make suggestions for the future as well as point out a few key areas of the project as well as the final product. The idea is also to see whether the initial goals were met professionally and on a more individual level. Business planning is a process that takes many steps and it might even develop as the business continues to grow.

### **4.1 The plan**

The product is a type of a business plan that contains some of the elements of the more traditional written business plan. However, this plan contains more elements of the planning than the actual plan. The reason for this is to keep the product agile and flexible enough for the changes that could be made to it later on. The reason for this plan was to see whether I could turn social media consulting into a business. I feel like the product is quite solid, but it would obviously need some testing. To know whether the actual concept is clear for the clients, it would be good to test the product according to the lean product process. Therefore, the current plan relies more on hypotheses and the financial calculations than concrete results of the product development.

Especially in the beginning these are at the core of the key activities as it is necessary to establish a name and find the first clients. I have been working on marketing and sales before so I feel like this is the area, I have the most knowledge in that could help me to grow my business. For the future, it is necessary to develop a prototype and test some advertising campaigns as well as create a mock website to test whether it would create traffic and lead to contact inquiries.

Without actually yet starting the business, it was hard to evaluate the necessary resources. However, the planning of consulting business concept is quite simple in the sense that often it seems to be a good enough start to have the computer, phone and a working wi-fi to get started. When actually starting the business, there will most likely become unexpected investments that I should be prepared for. The template that I used was easy and simple for a beginner to use and I feel it could be even easy for an investor in the future to read into and for me to build upon.

## 4.2 Self-evaluation

Creating this thesis was hard because I have never started a business before so there were many new things I had to study and learn in order to produce a plan that could be actually filed. The theory was easy to find as there are many books and websites offering ready-made templates for business plans and entrepreneurship is an area that has been widely researched. The further I went with planning, the harder it got and I started really thinking about having the business and how it would be. Personally, I found the financial projections the hardest. It is extremely hard to find the correct pricing for the projects and determine how highly my knowledge and skills might be valued. This would require reaching out to potential customers and creating the prototype of the service and asking the customers what they would be willing to pay for the service. It was also hard to estimate the spend on the necessary resources as there might be some applications, I might find necessary later on.

Personally, I feel like my strengths lie in ideas and creative execution but much less in pragmatic planning and financial forecasting. Personally, this thesis project's goal was also to challenge myself and get outside of my comfort zone and that I feel I did successfully. I learnt a lot and now I am closer to actually starting a business I have been thinking about for a while now. Professionally I have learned new information about the administration of the business, the necessary paperwork, requirements by the government and different organizations and of course the pragmatic way of planning. While the product might need some adjustments later on, I still feel like this thesis project was a success as a learning process.

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## Appendices

### Appendix 1. Business plan



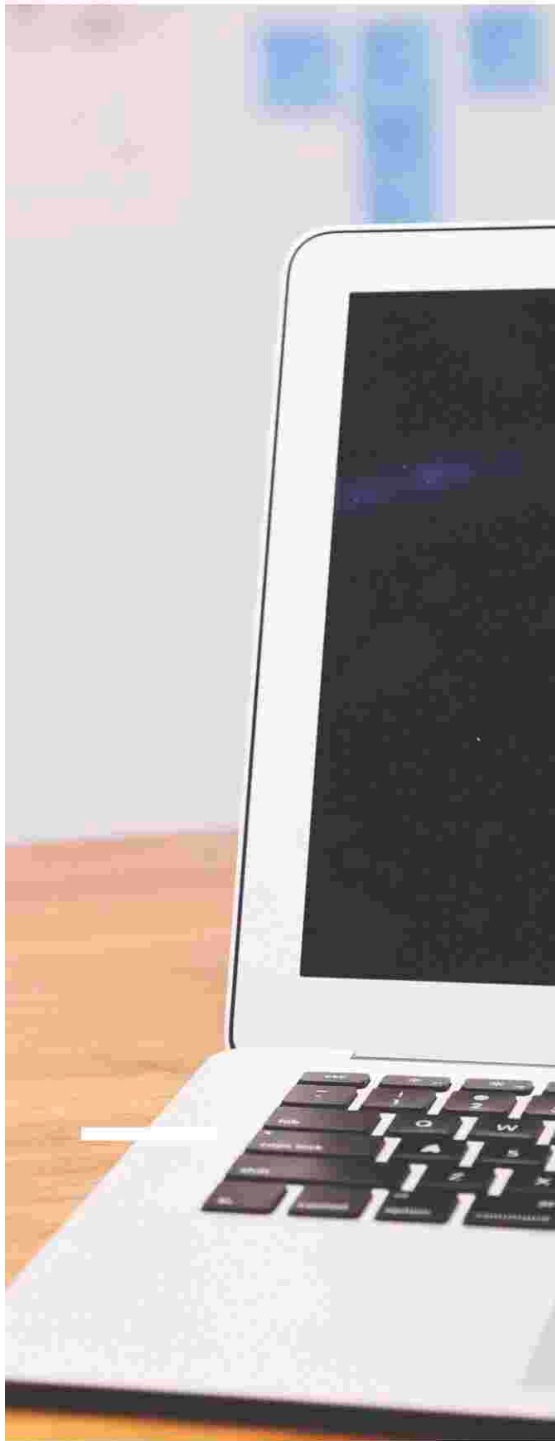
LIIKETOIMINTASUUNNITELMA

# TMI SUVI SALO

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## TIIVISTELMÄ YRITYKSEN TOIMINNOISTA

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Tmi Suvi Salo on sosiaalisen median konsultointiyritys, joka tuo sosiaalisen median markkinointipalvelut helposti pienyritysten saataville. Yritys kehittää työkaluja tukemaan kumppaniensa sosiaalisen median toimintoja ja tukee kehitysprojekteissa. Konsultin tavoitteena on tuoda kasvua asiakkailleen sosiaalisen median kautta sisällönluonnin ja optimoinnin kautta.

# Sisällysluettelo

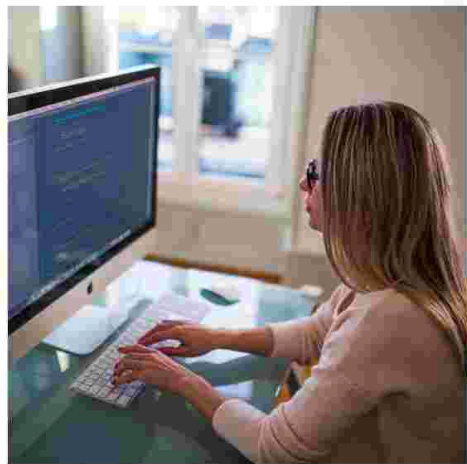
1. Kohderyhmät
2. Asiakasarvokartta (Value Proposition Canvas)
3. Business Model Canvas
4. Myynti ja markkinointi
5. Talouslaskelmat



## KOHDERYHMÄT

### YRITTÄJÄ-ÄITI, 40, Helsingin lähio

Yrittäjä-äidillä ei ole aikaa SoMen optimointiin. Hän hallitsee Facebookin, mutta ei ole vielä hyödyntänyt sen kaikkia ominaisuuksia pienyritykselleen koska hän kokee ne työläiksi opetella. Hän kaipaisi tukea tekemiseensä ja toivoisi SoMen kautta saavansa lisää asiakkaita yritykselleen ja pystyvänsä pitämään sen kautta yhteyttä jo olemassa oleviin asiakkaisiin. Hän turhautuu helposti jos tekniset asiat ovat liian monimutkaisia ja tarvitsee siksi selkeää opastusta sosiaalisen median hyödyntämisestä yrityksen toiminnassa



### INDIE ARTISTI, 25, Kallio, Helsinki

Indie artisti on oppinut tekemään asioita itse. Hän on kiireinen yrittäessään buukata omat keikkansa, luodessaan musiikkia ja markkinoidessaan itseään sosiaalisen median kautta. Hän on SoMe-natiivi, mutta kiireisen elämäntyylin takia suunnitelmallisuus henkilöbrändin luonnissa on jäänyt taka-alalle. Hän haluaisi jättää enemmän aikaa taiteelleen ja toivoisi saavan yhtenäisen ulkoasun kaikille tileilleen luodakseen pysyvän henkilöbrändin. Hän kokee sisällön tuottamisen helppona, mutta kaipaisi opastusta sisällön yhtenäistämässä ja toivoisi työkaluja sosiaalisen median hallinnointiin ja organisointiin.

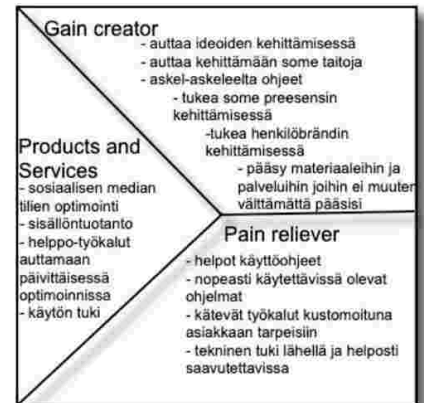


## YRITTÄJÄ-ÄITI, 40, HELSINGIN LÄHIÖ

Yrittäjä-äidin tarve on kehittää some optimointi taitojaan ja yleisesti sosiaalisen median palveluiden käyttöä yrityksen brändäämis tarkoituksessa. Hän haluaa luoda ammattimaisen some preesensin ja tavoittaa nykyisiä asiakkaita ja luoda uusia kontakteja tilien kautta kiinnostavan sisällön avulla. Luomalla yhteyden asiakkaisiin, hän pystyy paremmin vastaamaan asiakkaiden toiveisiin yrityksen toiminnan kehittämässä ja pystyy tavoittamaan uusia asiakasryhmiä.

Sosiaalisen median konsultti pyrki auttamaan ideoiden kehittämässä ja toteuttamisessa ja antaa neuvoja tilien kehittämässä. Konsultti tekee tukimateriaaleja ja kurssittaa tarvittaessa, jotta asiakas pystyy tulevaisuudessa myös itse yhä enemmän vaikuttamaan ja kehittämään sosiaalisen median tilejään. Yrittäjä-äidille tärkeimmät tuotteet ovat tilien optimointi, sisällöntuotanto ja helppo-työkalut kuten sosiaalisen median sisältökalenteri auttamaan sisällön organisoimisessa. Yrittäjä-äiti tarvitsee paljon tukea etenkin alussa ja siksi arvostaa konsultin tarjoamaa tukea järjestelmien kanssa ongelmatilanteissa. Konsultin käyttö takaa sen ettei pienyrityksen yrittäjä jää yksin ongelmakohtien kanssa. Onnistuneessa asiakassuhteessa Yrittäjä-äiti kokee olonsa levolliseksi ja kykeneväiseksi somensa hallinnoinnissa.

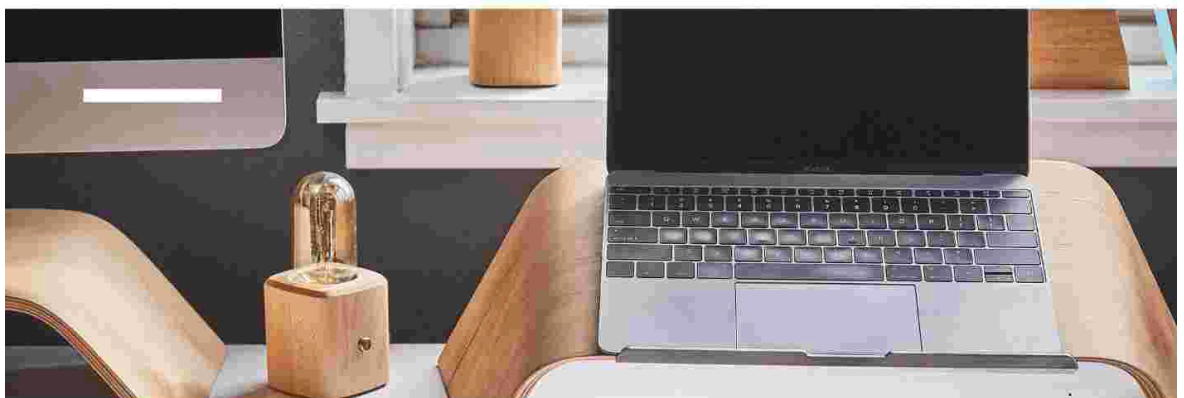
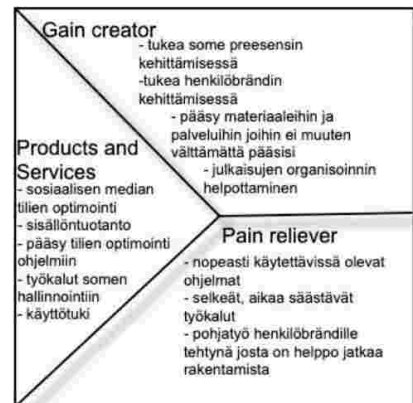
## ASIAKASARVO-KARTTA



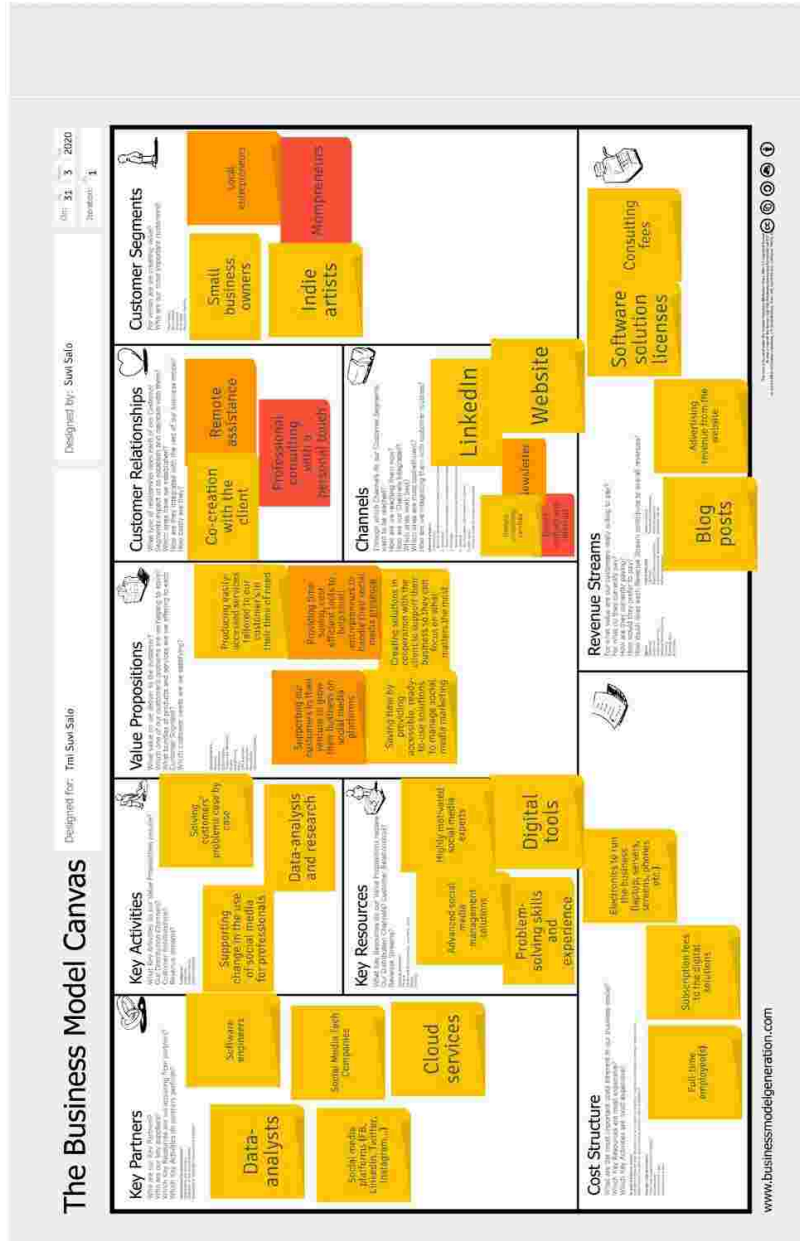
**INDIE ARTISTI, 25, KALLIO, HELSINKI**  
 Indie artisti haluaa sitouttaa fanejaan pysyvään yhteisön luomiseksi, jotta pystyy kasvamaan urallaan ja hankkimaan yhteistyökumppaneita ja mahdollisesti todistamaan levy-yhtiölle kannattavuutensa. Hän toivoo sosiaalisen median kautta tavoittavansa uusia kuuntelijoita, mutta ongelmana on ollut ajan puute ja tileistä on tullut erillisiä. Artistilla on ollut vaikeuksia organisoida julkaisujaan kiireessä mikä on vaikuttanut sisällön laatuun. Yhtenäinen some vakiintuneella seuraajakunnalla auttaisi vakuuttamaan keikkabuukkaajia ja kasvattamaan liiketoimintaa.

Sosiaalisen median konsultti pyrkii tukemaan indie artistia some preesensin kehittämisessä luodakseen tälle vakaan henkilöbrändin. Konsultin kautta artisti saa käyttöönsä materiaaleja tukemaan kehitystä ja työkaluja helpottamaan julkaisujen organisointia. Konsultti myös osallistuu sisällöntuotantoon yhdessä indie artistin kanssa ja tarjoaa käytön tukea. Työkalut kuten Hootsuite on nopea ottaa käyttöön ja yhdessä artisti ja konsultti luovat vankan pohjan henkilöbrändille, jota on helppoa kehittää jatkossa.

## ASIAKASARVO-KARTTA



# BUSINESS MODEL CANVAS



## MYyntI JA MARKKINOINTI

Yrityksen myyntikanavat keskittyvät LinkedIniin ja verkon suoramarkkinointiin. LinkedInissä yrityksen on mahdollista tavoittaa laajalti pienyrittäjiä ja heihin pystytään olemaan suoraan yhteydessä palvelun kautta tapaamisen sopimiseksi. Yritystä tullaan näin myös mainostamaan palvelussa kuvabannerein. Facebook mainonta tulee olemaan toissijaista, mutta kohdennetulla mainonnalla pyritään lisäämään yrityksen tunnettuutta Helsingin alueella. Yrityksen bannereista ohjataan verkkosivulle tmsuvisalo.fi, jossa kävijän on mahdollista tutustua tuote- ja palvelutarjontaan, rekisteröityä uutiskirjeen tilaajaksi tai jättää yhteydenottopyyntö sivustolta löytyvän yhteydenottolomakkeen kautta. Verkkosivu toteutetaan Wordpress pohjaisena, sillä se mahdollistaa sivuston laaja kehityksen myös myöhemmissä vaiheissa ja tarjoaa hyvän kasvualustan digitaalisille palveluille. Yritys pyrkii ensimmäisen kontaktoinnin jälkeen järjestämään tapaamisen mahdollisen asiakkaan kanssa, jotta yrityksen lupaus henkilökohtaisesta palvelusta pystytään täyttämään.

Yrityksen laskutus hoidetaan ukko.fi palvelua hyödyntämällä. Tämä helpottaa yrityksen tulojen seurantaa ja näin ollen myös kirjanpito helpottuu.



Yrityksen nimi	Päivämäärä
Tmi Suvi Salo	31.3.2020
Laatija	Toimiala, lisätietoja
Suvi Salo	70220

RAHOITUSTARVE (sis. alv)		EUROA	RAHOITUSSUUNNITELMA				EUROA
<b>1. TOIMITILAT</b>	Tuki-%		<b>7. PITKÄAIKAISET LAINAT</b>				Yhteensä
- maa-alueet, liittymämaksut yms.			Rahoittaja	Korko-%	Laina-aika (v.)	Pääoma	
- verottomat kiinteistöt			Finnvera				
- kiinteistöjen osto/rakentaminen			Pankki				
<b>2. KONEET JA KALUSTO</b>	Tuki-%		<b>8. LEASINGRAHOITUS</b>				
			<b>9. OSAMAKSU</b>				
			<b>10. YRITYSTUET</b>				
- liiketoimintakaupan tavaravaro			- tuki koneisiin ja kalustoon				
- alkuvaro			- muut tuet				
- verottomat koneet ja kalusto							
<b>3. AINEETTOMAT INVESTOINNIT</b>		722	<b>11. ARVONLISÄVERON PALAUTUS</b>				140
- kotisivut ja markkinointikulut		700	<b>12. OMA RAHOITUS</b>				Yhteensä 5 582
- käyntikortit		22	- omistajien pääomasijoitukset				5 582
<b>4. AINEETTOMAT- JA KEHITTÄMISINV. alv 0%</b>			- Finnveran Yrittäjälaina				
<b>5. KEHITTÄMISINVESTOINNIT sis. alv</b>							
<b>6. KÄYTTÖPÄÄOMA</b>		5 000					
	Yhteensä	5 722					Yhteensä 5 722
Rahoitustarve - Rahoitussuunnitelma, erotus		0	Avustukset ja alv-palautus yhteensä				140

TOIMINTAKUSTANNUKSET TILIKAUDELLA (alv 0 %)	1. TILIKAUSSI			2. TILIKAUSSI			3. TILIKAUSSI			Muutinpaino:
	Kuukausi	2021	2022	2021	2022	2023	2021	2022	2023	
Tilikauden pituus kuukausina		12	12	12	12	12				
<b>13. Yrityksen ottamien lainojen lyhenne ja korko tilikaudella</b>										
- josta koron osuus										
- lainojen pääoma kauden lopussa										
<b>14. Osamaksurahoituksen kustannukset tilikaudella</b>										
<b>15. TyEL-työntekijöiden ja TyEL-yrittäjien rahapalkat tilikaudella</b>										
- rahapalkat kuukaudessa										
- palkkamaksukuukaudet		12,0		12,5		12,5				
<b>16. Palkkojen sivukulut</b>	40 %									
<b>17. Eläkekulut tilikaudella</b>		675	8 098	8 260	8 425					
- YEL-maksun vuosipalkka, joka eläkemaksun perusteena			33 600	34 272	34 957					
- käytettävä YEL-maksuprosentti laskennassa			24,10 %	24,10 %	24,10 %					
- vapaaehtoiset eläkemaksut, vuosimaksu										
<b>18. Muut henkilösivukulut tilikaudella</b>		48	571	583	594					
- YEL-yrittäjien tapaturma- ja henkivakuutusmaksut		48	571	583	594					
- YEL-yrittäjien työttömyyskassamaksut										
- muut TyEL-henkilöiden henkilövakuutusmaksut										
<b>19. Muut henkilöstökulut tilikaudella</b>		21	250	255	260					
- työllisyyshuolto		21	250	255	260					
- työssäolot ja suojatilat										
- muut vapaaehtoiset henkilöstökulut										
<b>20. Toimitilakustannukset tilikaudella</b>		0	0							
- vuokrat ja vastikkeet										
- vuokra- ja vastikkeet kuukaudessa euroa										
- maksukuukaudet vuodessa			12	12	12					
- sähkö ja kaasu										
- vesi ja jätevesi										
- lämmitys										
- puhtaanapito, ulkoiluiden hoito, toimittajakorjaukset										
- jätteenhoito										
- varistoin, lukiutus, muut kulut										
- palovakuutettavan omaisuuden arvo		5	60	61	62					
- kiinteistövero										



TOIMINTAKUSTANNUKSET TILIKAUDELLA (alv 0 %)		1. TILIKAUASI		2. TILIKAUASI	3. TILIKAUASI	Muu tilinpanoja:	
Tilikauden pituus kuukausina		Kuukausi	2021	2022	2023		
21. Leasingrahoituksen vuosikulut, kun jäännösarvo on	30 %		12	12	12		
22. Työkone- ja työajoneuvokulut tilikaudella, liikekäyttö						2022	2023
- ajokilometrit/käytökilometri tilikaudella						2,0 %	2,0 %
- polttoaineen kulutus litraa/km tai litra/tunti						2022	2023
- polttoaineen hinta eur/litra						2,0 %	2,0 %
- huollot ja korjaukset						2,0 %	2,0 %
- vakuutus, katsastus, käyttömaksut yms.						2,0 %	2,0 %
- muut kokonais						2,0 %	2,0 %
23. Atk-laitteet ja ohjelmakulut tilikaudella		79	948	967	986		
- laite- ja ohjelmavuokrat, ohjelmat, päivitykset ja ylläpito		79	948	967	986	2,0 %	2,0 %
- atk-laitteidenkinnot (< 3 vuoden kuluksi)						2,0 %	2,0 %
24. Muut kone- ja laitekulut tilikaudella							
- kone- ja kalustonhuolto ja korjaus						2,0 %	2,0 %
- laitehankinnat (< 3 vuoden kuluksi) ja pienhankinnat						2,0 %	2,0 %
- muut kalustokulut						2,0 %	2,0 %
25. Matkakulut (matkaliput, majoitus, ruokailu matkalla, muut matkakulut)						2,0 %	2,0 %
26. Matkakustannusten korvaukset tilikaudella							
- ajokilometrit tilikaudella							
- kilometrikorvaus €/ km			0,43	0,43	0,43		
- päivärahan oikeutavat työpäivät lpt							
- päiväraha euroa / päivä							
27. Markkinointikulut tilikaudella		25	299	305	311		
- ilmoituslaskut, mainostyökulut, painotuotteet		25	299	305	311	2,0 %	2,0 %
- muut markkinointikulut						2,0 %	2,0 %
28. Hallintopalvelut tilikaudella							
- vuokratyövoima, laki-, perintä- ja konsultointipalvelut, muut hallintokulut						2,0 %	2,0 %
- taloushallintopalvelut, tilintarkastus						2,0 %	2,0 %
29. Tiedonhankinta tilikaudella (lehdet, kirjat, jäsenmaksut)						2,0 %	2,0 %
30. Tieto- ja rahaliikenteen kulut tilikaudella							
- puhelinnakut, datasiirtokulut						2,0 %	2,0 %
- posti- ja lähetykset						2,0 %	2,0 %
- rahaliikenteen kulut						2,0 %	2,0 %
31. Vakuutusmaksut (vastuu-, keskeytys- ja oikeusturva, yms.)						2,0 %	2,0 %
32. Toimistokulut						2,0 %	2,0 %
33. Muut kulut (kokous-, neuvottelu-, ajoneuvojen ystävyyttä, muut kulut)						2,0 %	2,0 %

MYYNTIENNUNNUS (hinnat sis. arvonlisäveron)				1. TILIKAUASI		2. TILIKAUASI	3. TILIKAUASI	Hinta-/määrämuutos-%	
Tilikauden pituus kuukausina				Kuukausi	2021	2022	2023		
Sosiaalisen median optimointi (5h)	24,0 %	Liikevaihto		282,3	3 387	3 455	3 524	2022	2023
- veloitushintayksikkö sisällytettävä arvonlisäveron					350,00	357,00	364,14	2,0 %	2,0 %
- veloitushintayksikkö alv 0 %					282,26	287,90	293,66		
- määrä (esim. laskutusurssi)			1,0	12	12	12			
Sosiaalisen median koulutus 2h	24,0 %	Liikevaihto		322,6	3 871	3 948	4 027		
- veloitushintayksikkö sisällytettävä arvonlisäveron					400,00	408,00	416,16	2,0 %	2,0 %
- veloitushintayksikkö alv 0 %					322,58	329,03	335,61		
- määrä (esim. laskutusurssi)			1,0	12	12	12			
Sisällöntuotanto 4h	24,0 %	Liikevaihto							
- veloitushintayksikkö sisällytettävä arvonlisäveron					500,00	510,00	520,20	2,0 %	2,0 %
- veloitushintayksikkö alv 0 %					403,23	411,29	419,52		
- määrä (esim. laskutusurssi)									
	24,0 %	Liikevaihto						2,0 %	2,0 %
- veloitushintayksikkö sisällytettävä arvonlisäveron									
- veloitushintayksikkö alv 0 %									
- määrä (esim. laskutusurssi)									
Suorite 5	24,0 %	Liikevaihto							
- veloitushintayksikkö sisällytettävä arvonlisäveron								2,0 %	2,0 %
- veloitushintayksikkö alv 0 %									
- määrä (esim. laskutusurssi)									
Suorite 6	24,0 %	Liikevaihto							
- veloitushintayksikkö sisällytettävä arvonlisäveron								2,0 %	2,0 %
- veloitushintayksikkö alv 0 %									
- määrä (esim. laskutusurssi)									

34.	MYYNTIENNUSTEEN MUKAISET TUOTOT (SUORITTEET, MYYNTIKATTEET)	7 258	7 403	7 551
35.	- josta vähennetään TOIMINTAKUSTANNUKSET	-10 166	-10 369	-10 576
36.	Kuukauden toimintakustannukset x 2 = minimi käyttöpääoman määrä	1 694	1 728	1 763
37.	<b>LIIKETOIMINNAN TULO, KUN KAIKKI MENOT ON MAKSETTU</b>	<b>-2 908</b>	<b>-2 966</b>	<b>-3 025</b>
38.	POISTOT (25 % koneet ja kalusto, 7 % rakennukset)			
39.	<b>LIIKETOIMINNASTA SYNTYVÄ VEROTETTAVA TULO POISTOJEN JÄLKEEN</b>			
40.	LIIVEVAIHTO	7 258	7 403	7 551
41.	Arvonlisäveron määrä	1 742	1 777	1 812
42.	<b>KOKONAISMYyntI</b>	<b>9 000</b>	<b>9 180</b>	<b>9 364</b>
	AUKIOLO- / TYÖVIIKOT VUODESSA	47	52	52
	AUKIOLO- / TYÖPÄIVÄT VIIKOSSA	3	5	5
	MYyntI PÄIVÄSSÄ (TOTEUTUVA)	64	35	36

**yritys**  
**TULKKI**

**Tarkista: Solut F27 Rahoitustarve ja L27 Rahoitussuunnitelma oltava yhtäsuuret!**

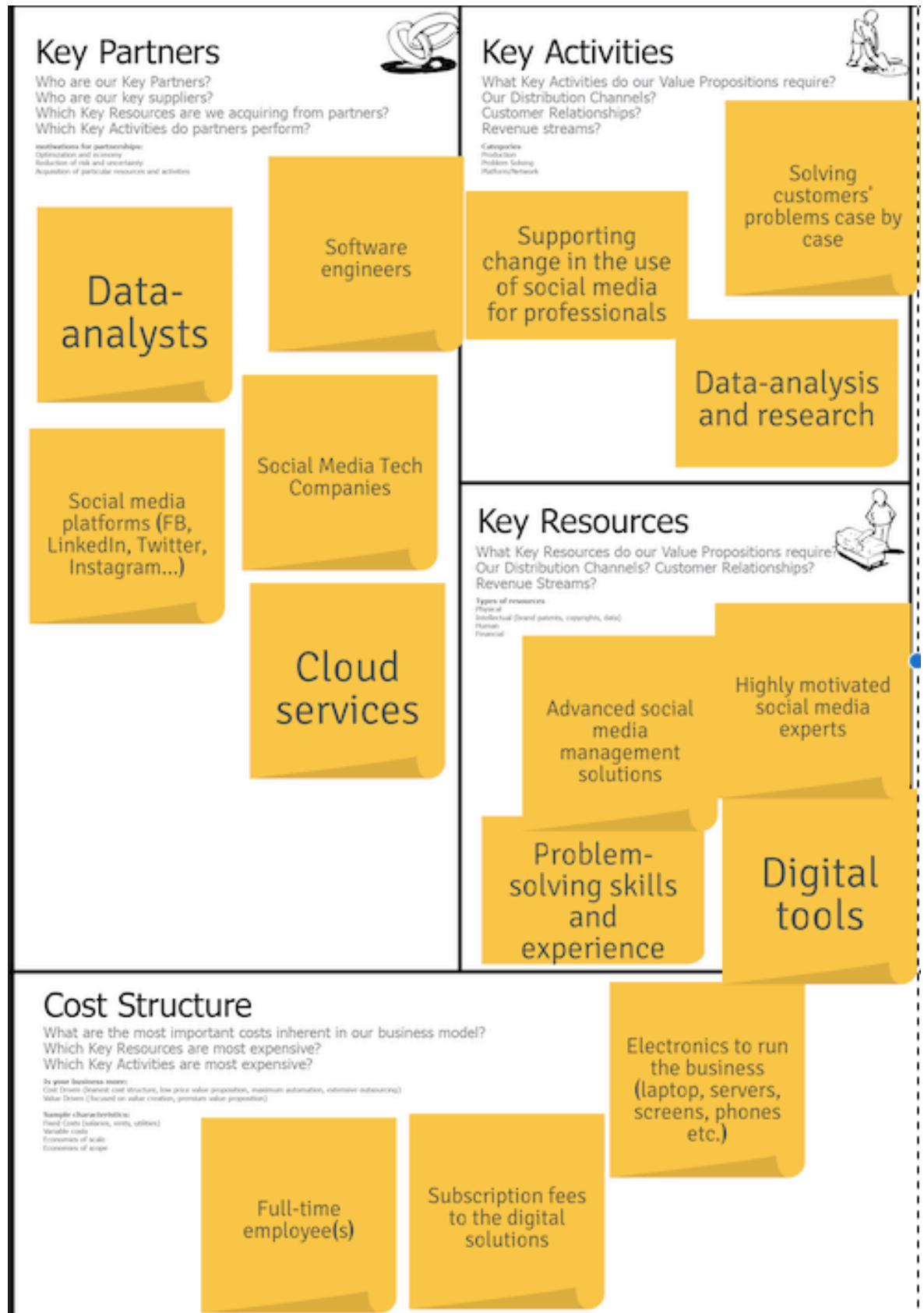
Ohjelma päivitetty: 16.3.2020.

Ohjelman antamien tulosten oikeellisuus ja vastuu tuloksista

Käyttäjä tiedostaa, että ohjelma voi sisältää virheitä ja ohjelman antamat tulokset ovat viitteellisiä ja suuntaa-antavia.

Käyttäjä käyttää ohjelmaa ja tulkitsee tuloksia omalla vastuullaan.

## Appendix 2: Business Model Canvas



# Value Propositions



What value do we deliver to the customer?  
Which one of our customer's problems are we helping to solve?  
What bundles of products and services are we offering to each Customer Segment?  
Which customer needs are we satisfying?

Characteristics:  
Resource  
Performance  
Customization  
"Getting the Job Done"  
Design  
Brand/Status  
Price  
Cost Reduction  
Risk Reduction  
Accessibility  
Convenience/Usability

Producing easily-accessed services tailored to our customer's in their time of need

Supporting our customers in their venture to grow their business on social media platforms

Providing time-saving, cost efficient tools to help small entrepreneurs to handle their social media presence

Saving time by providing accessible, ready-to-use solutions to manage social media marketing

Creating solutions in cooperation with the client to support their business so they can focus on what matters the most

## Customer Relationships



What type of relationship does each of our Customer Segments expect us to establish and maintain with them?  
Which ones have we established?  
How are they integrated with the rest of our business model?  
How costly are they?

Co-creation with the client

Remote assistance

Professional consulting with a personal touch

## Customer Segments



For whom are we creating value?  
Who are our most important customers?

Mass Market  
Niche Market  
Segmented  
Channelled  
Multi-sided Platform

Small business owners

Local entrepreneurs

Indie artists

Mompreneurs

## Channels



Through which Channels do our Customer Segments want to be reached?  
How are we reaching them now?  
How are our Channels integrated?  
Which ones work best?  
Which ones are most cost-efficient?  
How are we integrating them with customer routines?

Channel planatics:

1. Awareness: How do we raise awareness about our company's products and services?
2. Evaluation: How do we help customers evaluate our organization's value proposition?
3. Purchase: How do we allow customers to purchase specific products and services?
4. Delivery: How do we deliver a value proposition to customers?
5. After-sales: How do we provide post-purchase customer support?

LinkedIn

Remote consulting services

Newsletter

Direct contact and referrals

Website

## Revenue Streams

For what value are our customers really willing to pay?  
For what do they currently pay?  
How are they currently paying?  
How would they prefer to pay?  
How much does each Revenue Stream contribute to overall revenues?

Agents  
Asset sale  
Broker fee  
Fees (commission fees)  
Licensing/branding/licensing  
Leasing  
Membership fees  
Subscriptions

Product/Service fees  
List Price  
Product/Service dependent  
Customer segment dependent  
Volume dependent

Service pricing  
Regulation/legislation  
Risk Management  
Real-time Market

Software solution licenses

Consulting fees



Blog posts

Advertising revenue from the website