Establish an Online Immigration Service

Trang Nguyen

2021 Laurea

Laurea University of Applied Sciences

Establish an Online Immigration Service

Trang Nguyen
Business Information Technology
Thesis
March, 2021

The study focuses on the establishment of Online Immigration Service. The idea of the case study is to provide supporting service for Vietnamese investors to become entrepreneurs in Finland. Based on the framework of Lean Service Creation from Futurice (2019). During the process of service creation, this thesis demonstrates various principles and design phases in the implemented model.

Futurice (2019) established the Lean Service Creation model from the concepts of Agile Development, Lean Startup, and Design Thinking. Each method has contributed to the advancement of different phases in the new framework. The typical features adopted from Agile Development are segmented phases, customer-centric, and change adaptation. Meanwhile, the Lean Startup mindset reduces the uncertainties and keeps the products simple. Finally, the appendage of Design Thinking allows the new products to be generated and tested from users' perspectives. The different phases in Lean Service Creation model are related to the original process of Design Thinking.

Besides following the framework provided by Lean Service Creation, the thesis also verifies the market potential for business idea and project the budget and sales of the service. The primary goal of the study is to transform the idea to a manageable business.

The result of this thesis fulfills the objectives of thesis, which illustrates a completely trackable and measurable service. In each phase of service design, the index for completion or success has been settled. In the end of service design, validation phase again assesses the perform of different business aspects. Despite the small size of testing cases, the service can be estimated as profitable enough to operate.

Keywords: Lean Service Creation, Futurice, Agile, Lean Startup, Design Thinking, service creation, service design

Contents

1 Background of the thesis

In 2018, Finland was considered to be the fourth most attractive destinations for startups and the eighth most promising education system for international students. According to the Global Startup Ecosystem Report (2020), Greater Helsinki is the fourth most attractive ecosystem for entrepreneurs. Greater Helsinki achieves Output Growth Index at 8 out of 10, indicating the increase in startups annually. Meanwhile, OECD Better Life Index (no date) indicates Finland with significantly better well-being system, education quality and environment compared to other OECD countries.

In April 2018, a new type of residence permit in Finland has been introduced: Entrepreneur Visa. Aiming at stimulating the emerging startups and attracting new talents, Finnish government also establish state agency - Business Finland alongside. As the first of foremost requirement to get Finnish Entrepreneur Visa, foreign investors must submit a probable business plan. The gateway to Finland only starts once the proposed plans validated and accepted by Business Finland.

Realizing the demand from foreign investors, this thesis demonstrates the design of an immigration services to provide necessary supports to individual capitalists. Initially focusing on Vietnamese investors, the paperwork acquires the insight of lean service creation to generate idea and establish a sustainable business.

1.1 The objectives of the thesis

In order to achieve a valid service design, this thesis is determined to solve three specific issues:

- Identifying the opportunities and risks of running the Online Immigration Service
- Designing the necessary actions systematically to establish a capable business
- Planning the financial solution for the business in the first three years

1.2 Focus area and scope of the thesis

This thesis mainly focuses on providing the immigration service for individual Vietnamese customers, who desire to allocate to Finland in Entrepreneur Visa. Therefore, while the target segment is in Vietnam, Finland – as the ecosystem provider, acts as the primary market for analysis. With regards to the individual foreign investors as the main source of customers, the investigation will demonstrate the self-employed and individually owned businesses.

2 Situational analysis

In order to shape the thinking pattern, the situational analysis in this thesis is implemented in two phases: market analysis and competitor analysis. While the situational analysis itself does not lead to the business strategy, this tool helps business owners recognize the opportunities and avoid the possible risks.

2.1   Market analysis

Considering the changes in the market as the elements affecting customers, we can analyze the market indicators to implement the appropriate service design.

2.1.1   Finland as a land of business opportunities

According to Business Finland (no date), the government-owned organization for business support, there are about 4,000 new startups in Finland annually. Among those newbies, around 10% to 12% can grow sustainably over the three-year period. There are three factors that can attract the international entrepreneurs to Finland: government support, funding organizations, and business environment.

In general, Finland has a friendly business environment for startups, with several start-up consultancies and hubs. There are multiple free consulting and reinforcing organizations for business such as city-based ecosystems - Maria 01, University-based ecosystems - Aalto Startup Center, city-based advisory service – NewCo Helsinki. In 2019, Finland was ranked as the 11th most competitive nation in the world out of 140 countries participated (Trade Economics). The country was highly evaluated in macroeconomic stability and institutional environment. Meanwhile, the country was ranked first in e-participation, judicial independence, banking transparence, digital skills. These figures assert the promise for safety investment, as well as possibility for development of tech-related business sectors in Finland.

Startup Genome (2020) assesses Finnish ecosystem in the early globalization phase, indicating the strong growth of startups within the market. However, there is still significant talent gaps in the important sectors. The evaluation report from Business Finland (2018) also indicated the demand for international entrepreneurs in the Finnish ecosystem as a boost for globalization.

To comply with the current economic situation in Finland, in March 2020, Ministry of Economic Affairs and Employment of Finland released the first draft of Entrepreneurship Strategy. The main purpose of this program is to enhance the entrepreneurship in Finland. The new plan primarily focuses on the new and young entrepreneurs, expected to promote the position of individual business owners as well as small-size companies.

With the wide, open business opportunities and accessibilities, the author considers Finland as the new prominent destination for Vietnamese investors. Based on the typical characteristics of Finnish environment and business ecosystem, the service design can seek for:

- investors with steady income source (at lease EUR 1000 per month, as required by Migri)
- investors in the tech-related sectors, looking to build career in a young, dynamic, emerging market
- investors who look for safe environment, average competitiveness, high economic stability
- investors who look for living place after retirement

2.1.2   Finland as an ideal education system

In the interview with Vietnamese Minister of Education and Training (VnExpress 2018), the figure revealed an extravagant spending on oversea study from the Vietnamese families. The immense amount of nearly $4 billion yearly on international schools at different levels indicate the high demand of mid-class families in Vietnam towards foreign education. In another report from HSBC (2017), Vietnamese parents greatly concern early childhood education, as the educational spending accounts for 47% of the total household expenditure. Among several academic fields, business management, finance, and science subjects are the most common selected by Vietnamese.

According to Finnish National Agency for Education (2018), Vietnamese students accounted for the second largest nationalities among international students in Finnish higher education. In addition, UNESCO Institute for Statistics (no date) indicates Finland as the seventh most popular study abroad destination among Vietnamese students.

Regarding to the compulsory education (early childhood, secondary, and high school), the PISA test has proofed the quality of Finnish education system. Finland is usually among the top OECD countries, especially the performance in science literacy and financial literacy. (Ministry of Education and Culture). Combined with the outbound study trend in Vietnam, the exceptional quality of Finnish education system can be used as an investing promotion channel for the Vietnamese families. As the result, the prospective customer segment may include:

- Investors with children in basic education
- Young family without children, but looking for an ideal education system and flexible lifestyle
- Young investor (20-35 years old), desiring to study and self-employ at the same time

2.2   PESTEL and SWOT analysis

SWOT analysis contains four factor Strengths, Weaknesses, Opportunities, and Threats. Among those, Strengths and Weaknesses refer to the internal business operating environment, made up by the business's own characteristics. Meanwhile, Opportunities and Threats are the external factors, which exist outside of the organization (Unicef, 2015). In the strategic planning process, SWOT analysis can be used as an evaluation tool for the business's capabilities. While the business is able to change its internal characteristics to improve the performance, the external elements must be adapted. The main purpose of SWOT analysis in this thesis is to weigh the advantages and disadvantages of major decisions in service creation process.

PEST analysis is a framework examine the environmental elements affecting business operation of an organization. The determination of these macro factors indicates the driving forces for the service creation. There are four domains inside the PEST analysis, including: Political, Economic, Social, and

Technological. The relevant information perceived from PEST to the specific case can identify the business trend in that industry. (Unicef, 2015)

The PEST analysis is implemented before the SWOT analysis, as a supporting foundation for SWOT. The later analysis will use the data from the formal one to classify information into the external and internal influences.

Political
- Government policies to support the growth of foreign entrepreneurs in Finland: - Start-up grants   - Entrepreneurship package   - Projects to promote carriers and entrepreneur skills   - Relief measures for small businesses in term of regulations   - Unemployment benefit regime   - High insurance cost   - High income tax   - Special requirements for oversea entrepreneurs
Economic
- Low inflation risk   - Low entry for foreign investment   - Available supports from financial institutions   - Low bank interest
Social
- National-wide support system for startups   - Legitimate education system   - English as the popular foreign language, but Finnish is highly preferred   - Differences in business culture
Technological
- Global digitalization   - Information privacy

Table 1. PEST Analysis of Finnish market

Political factors: From 2017, Finland has strengthened the policy framework to support and promote the entrepreneurship both domestically and internationally. The most significant release is the "Entrepreneurship Package", which contains the key projects to increase the employment rate and business skills. (OECD 2017). In addition, the Ministry of Employment and the Economy is in charge of startup grant and the Youth Guarantee service.

The intention of Youth Guarantee is to enhance the job seeking abilities among young people between 20 to 29 years old. By providing education, employment, or on-job-training for the unemployed people, the program helps young people raise social awareness and find their places in the labor market. (Ministry of Education and Culture 2012)

For the new startups, in the first six months, a startup grant is provided to encourage the entrepreneurships and enhance the employment (TE-Palvelut 2013).

Economic factors: Entrepreneurs in Finland receive the advantages of low annual inflation rate and loan interest. According to Statistics Finland (2020), Finland has only 0.2% of inflation in 2020. In addition, companies in Finland benefit from the interest rate, which is three percentage points lower than the base interest rate (Business Finland no date).

In the report of global startups by Startup Genome (2020), Helsinki has been evaluated in the top 20 international ecosystem. The report suggests that Helsinki has great access to fundraising with the local seed capital higher than the global median. In addition to fundraising, State Treasury and other private financial organizations also provide great access to capitals. The common supports for new entrepreneurs can be listed as:

- Business Finland (no date): loans cover 50% to 70% of the total expenditure. The interest rate is three percentage point lower than the latest base interest rate. It is possible to amend part of the loan due to the failure in business operation.
- Employment and economic development services – TE Service (no date): startup grant for 12 months, approximately 33.66 EUR per day.
- Finnvera (no date): Startup guarantee provides the coverage at most 80% of the working capital.
- Alternatively, the Finnish banks' average business loan interest for small and medium enterprises in 2018 is about 3.92% (Statista 2020)

Social factor: The social security system in Finland contribute significantly to lower the barriers for entrepreneurship. Apart from interest rate, there are several benefits that entrepreneurs may receive:

- The deduction of on the compulsory business insurance payments for the first four years, applied to first-time entrepreneurs

- One-day waiting period for sickness benefit
- Free access to entrepreneurship training in educational institutions
- Fast-track process for foreign applications to Entrepreneur Visa

(OECD 2017)

In the previous chapter, author has discussed the Finnish education as one of the most qualified system in the world. The education system in Finland is also a notable aspect affecting foreign investors, particularly Vietnamese, in decision making. As the common understanding, parents always try to give their children the best opportunities in lives, which should begin with education. In the customer group interview, most of the participants have shared one of their strong motivations to relocate attributes to childhood education. The reputation of Finnish education system, therefore, stimulates the families with small children or expecting children to invest.

However, language barriers and culture shock can be the reasons which hinder foreign entrepreneurs enter Finnish market. Consequently, they are also the obstacles for the immigration service to attract customers and close sales. While English is widely spoken, Finnish is the official language and Swedish is the second language in Finland. The possibility to operate the business in a foreign country do not only depends on the business model, but also on the effectiveness of communication with customers. Especially, when the business owners decide to become Finnish citizens, Finnish or Swedish is the compulsory requirement. As a result, foreign entrepreneurs should consider acquiring new language skills to live and do business in Finland.

In addition to the language barriers, the differences in business cultures cause frustration and confusion to the new entrepreneurs. Disregarding the location, any business which operates in a foreign country and works with local customers should understand the native culture to be successful. Customers' behaviors in the specific region are one of the key elements in determining the marketing strategies. There has been research conducted in different geographical markets (namely Asia, Latin America, northern Europe and southern Europe) to show the customers' priorities in purchasing decision. (Walls, Minocha and Rees 2010, 353). The ability of entrepreneurs to adapt their market-entry strategies with local culture is a challenge to operate their businesses in Finland profitably.

Technological factor: Doing business in the digital age means that the service can be provided online without location barriers. The development of digital technologies does not only provide benefits to the Immigration Service, but also to the customers that this service targets. While the service provider can save cost on physical offices and storages, customers can enjoy the flexible working time, borderless communication, and speedy customer support.

The downside of the online platform can be attributed to the business trustworthiness, data protection and user privacy. Because the service provider processes personal data and is based in Europe, author has to mind the General Data Protection Regulation (European Union). Accenture (2014) stated the effect of

digital trust on the businesses' performances. The confidence of customers using the service can be seen as the currency to the companies' profits. However, operating a new service online without any physical approach can negatively influence the trust. The respondents in the customer interview indicated their worries as their personal data will be misused.

Based on the PEST analysis, SWOT analysis is conducted as below:

Strengths	_Weaknesses_
- Online service and high accessibility - Good reputation from previous customers - Proprietary know-how - Competitive pricing	- Weak brand name - Low marketing budget
Opportunities	_Threats_
- Unfulfilled customers' needs - Business and financial supports from various sources	- Changes in immigration trend - Competitors release alternative products - Data security

Table 2. SWOT Analysis of Immigration Service

Strengths: the online immigration service can take advantage of digital platform to reduce the cost of location, while approaching a wide range of customers in different places. As the result, company can provide clients with better pricing strategies. Additionally, the service has been operated during the former years. Based on the customers' success stories, the service provider has good reputation and trustworthy business ethnic. New customers can easily get recommendations from the previous clients. The previous experiences working in the immigration sector also contribute the property of know-how to the business.

Weaknesses: as the service provider intends to modify the job from a freelancer to a complete profitable business, brand name is an important element in attaining new clients. Although the service has property of know-how, the business has not built a solid position among the target groups. Besides, due to the limited budget, the business only can run online marketing campaign in the small scale. There are many offline events in Vietnam for the investors to learn about different immigration agencies and services. Consequently, the unaffordable expenses of organizing similar events can negatively affecting the chances to approach customers.

Opportunities: As mentioned in the PEST analysis, Finland has a comprehensive and supportive infrastructure for the startup ecosystem. Financially, new entrepreneurs can receive assistance from government in terms of loans and income support during the first year of business. This opportunity not only helps service provider focus on the main job content but also reduce the risks of bankruptcy and capital shortage. In addition, from the personal observations, most of the immigration services in Vietnam mostly support the customers with strong capitals. The immigrating options for customers are mainly buying real estates and government bonds. While the Finnish ecosystem greatly encourages the entrepreneurship among foreigners, the immigration services in Vietnam have not adapted to this trend yet.

Threats: with the property know-how and small scale of business, the service is solely focus on immigration to Finland. Therefore, the sales can be fluctuated according to the immigration trend and other environmental factors. With the development of online platform, other immigration services also can add the similar online support into their current systems. While there are many positive effects of running the business digitally, the service provider also needs to consider the risk of data leaking. Because the service may deal with customers' personal data, the chosen platform for hosting the business should be reliable with strong data protection firewall.

3   Business challenges for the foreign entrepreneurs to enter Finland

Although there are plenty both public and private organizations in Finland provide supports and information for startup entrepreneurs, there is no available support for the international investors outside Finland. Particularly, Finland is not considered as the most common business destinations among Vietnamese capitalists (International Organization for Migration 2016, 4). Furthermore, according to the statistics from Finnish Migration Service (2020), there are 131 applications for entrepreneur visa from 2018 to 2020. Among those applications, Vietnamese entrepreneurs only accounted for 2%. In this chapter, the author addresses the possible challenges and obstacles that international entrepreneurs may cope with.

3.1   The gaps in the current provided services

In Finland there are two big private agencies providing the investing supports to foreign capitalists:

- Fintergra: the company has more than 10 years in assisting foreign investors obtaining residence permit and launching business in Finland. Fintegra has multiple options for foreign entrepreneurs to invest in Finland, from establishing own business to buying shares or the whole business. In addition, Fintegra provides legal consultation for immigrations and accounting service for Finnish companies. As the company states in their website, the consulting service for immigration includes:
    o   verifying the advising the business plan
    o   preparing required documents
    o   following up the application process for residence permit

Estimated fee for this service is at least 5000 euros, excluding the startup costs and application fees. The advantage of working with Fintegra is the possibility of remote operation. The company has a transparent step-by-step working protocol with clients, and the requirements in each step. However, the offer is not flexible and customizable to the customers' needs.

- Kuljus Consulting: Kuljus is a financial advising agency, mainly concerning the issues of accounting, tax, law, and entrepreneurship. From the previous cases published in the company's website, it can be suggested that Kuljus focuses on sole trader and small businesses in Finland. For the new entrepreneur, company offers a wide range of services from analyzing business plan, verifying business model, to preparing legal documents.

  The starting fee for the entrepreneur service is 1000 euros for companies and 500 euros for private trader. However, this fee only includes the legal service, which explains the Finnish laws concerning the business and the industry. To get the meaningful supports related to operating process and visa application, clients need to pay extra 130 euros per hour. However, this pricing strategy is flexible and can be adjusted according to customers' needs. (Kuljus Consulting)

  While Kuljus Consulting covers entrepreneur service, the companies does not provide specific assistance to the remote investors.

In Vietnam, there are many immigration services to America, England, Australia, Canada, and European countries. Most of the immigrating solutions suggested by these companies are buying real estates and buying government bonds. However, there are few companies introduce Finland as the entrepreneurship option for immigration. Huannghe, Saokhue-living, and Happier-citizens. Unfortunately, these agencies do not publish transparent information about the detailed services they will provide in the immigration process. Additionally, the service fees are not revealed. However, from the personal observation and friends' recommendations, the service fees of these agencies are bargainable and may vary from 800 euros to 3000 euros.

3.2 Business plan issues with unexperienced individual investors

The solution that this thesis wants to propose is a digital service specialized for the individual foreign investors. In the era of digitalization, the service reformation is taking place towards a more far-reaching and customer-driven business concept. Particularly, due to the physical distance between the business owner and target customers, an online platform is more efficient for all the business conversations. The new service should be established consisting of four elements:

- The customers' demands and requirements are in the center of the service creation
- The service can prove the profitability and sustainability
- The creation process considers tech platform, which harmonizes the location issues

- The result of business should lead to the mutual benefits among customers, business owner, and society

4 Theoretical framework

This paperwork will employ the framework Futurice's Lean Service Creation concept, or LSC for short. There are four building blocks of the LSC methodology, including: Agile Development, Lean Startup, Design thinking, and Sustainability

4.1 Agile development

Agile is a project management method to develop new project with simplicity. The concept of Agile management style is to separate a complex into individual, achievable, and measurable sprints.

Agile methodology is one of the building blocks in the Lean Service Creation (LSC). However, 'being agile' is more like a state of mind rather than a step-by-step guide. Compared to the traditional development method, Agile shifts the focuses from tools and procedures to interactions, collaborations, and adaptation (agilemanifesto.org).

In the Agile model, customer is the center of product development. According to twelve principles of Agile concept (agilemanifesto.org), the business should generate the ideas from customers' needs and the decision should be made from customers' expectations. It is important to note that Agile method does not reject the presences of procedures and documentation in service design. Groll (2011) stated that the agile method will simplify working process and documentation. The agile method builds products to replicate the process (Groll 2011).

4.2 Lean startup

The lean startup method is a scientific approach to develop and deliver products to customers smarter and faster (theleanstartup.com). Instead of creating products before generating demands, this methodology focuses on providing what customers desire.

One of the core principles in the lean startup is to eliminate the uncertainty while optimizing the value-added activity. Lean business does not focus on enhancing the complexity of products, but rather increasing productivity and lowering costs of known products for known customers (Cooper, and Vlaskovits, and Ries 2013, 25-28). However, lean startup cannot fully adapt the concept of lean business because customers and products are both in the researching period, and the ideas are only suggested, not tested. Therefore, in case of lean startup, Cooper, Vlaskovits, and Ries (2013) mention validated learning. This validation places value proposition in the center. Other elements such as products, employment, marketing should revolve around and show contributions to the value.

There are several aspects recognized as driving forces in the entrepreneurship:

1. Segment-centric: Company has targeted a specific customer group and aims at providing abundant products for this segment. In this case, customers' needs, and expectations are the sources to form the business. Products follows the problems for the target segment, while technology is the delivery method.

2. Problem-centric: Company recognizes the problems, then pursues the solutions. This model does not have an addressable market at hand; thus, the segmentation should stay between problem and solution.

3. Product-centric: Company starts as the product-driven business. The startup would build the solid platform for products, matching the related problems, and finally find the customers to enter the market. In this model, technology is considered as the core factor.

4. Technology-centric: Company focuses on the innovation and solution to productize. This business model valuate technology as the center, and other elements are figured around. The technology-centric startup needs to designate problems connected to the tech, sell the solutions to customers. The final products can either be provided by the startup itself or outsourced to the third parties.

To determine the business strategy and shape the business, startups should start with a main force, but gradually equate all the elements. The perquisite of validating business concept is to scale all these four elements, possibly with one main force and other factors proportioned.

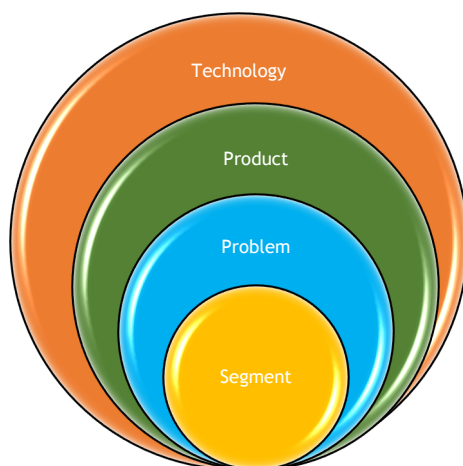The figures below present the inside-out order of considerations in each model
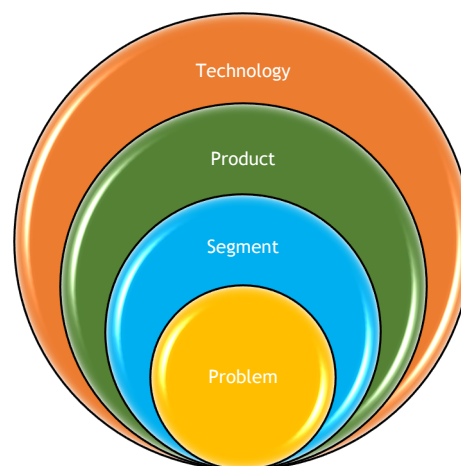
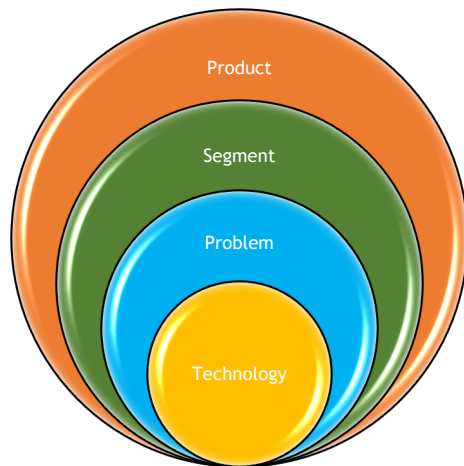Figure 1. Segment-centric model   Figure 2.Problem-centric model

Figure 4. Product-centric model
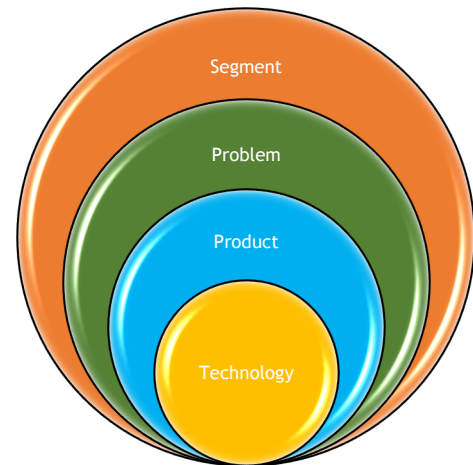
Figure 3.Technology-centric model

(Cooper, and Vlaskovits, and Ries 2013, 32-35)

4.3 Design thinking

Design thinking is an organized process to solve problems by using human-centered techniques. The working process involves the understanding of customers, challenge assumptions and redefine the problems. Designers initially propose the solutions that they consider from their users' perspectives. These ideas then are envisioned and modified according to customers' feedbacks. (Roterberge 2020, 9-10)

The human-centered techniques employed in design thinking include five phases:

- Empathize: the first approach of human-centered technique is to understand customers in terms of emotions, needs, and expectations. The understanding of beliefs and values perceived by customers is the solid framework for the service design. After the service designer presume the business scene, the empathizing reasons the business's goals and mission. This process involves bot observation and engagement with customers to understand their insights.
- Define: from the insights revealed in the first phase, designer can clarify the users' characteristics and problems. The new data also helps service designers refine their previous hypotheses and come closer to the real problems.
- Ideate: this is the brainstorming process to quickly draw the possible ideas for the defined problems. In the ideating phase, the promising solutions are addressed in abundance before captured and moved to prototyping.
- Prototype: this stage creates multitude of experimental models for the proposed solutions from the previous phase. As Woolery (2019) suggested, the experiment should have human in the backend to validate users' experience with the solutions. The judgements in this early testing process reforms the solutions and conceptualize the strategies.

- Test: this is the final phase before executing. While the prototyping phase is used to test the ideas and form the solutions, the testing phase inspects the solutions proposed. On testing, the products are confronted by the real users in the practical context. Feedbacks from the participants result to the desirable, feasible, and viable solutions.

(Woolery, 2019)

4.4   Lean Service Creation

The service design process is the combination of Design Thinking, Lean Startup, and Agile Development (Futurice 2019). From four driving forces in the Lean Startup, LSC model combine these elements in each sprint of service design. The framework balances four key components in the formation of business operation:

- Technology: the expeditious development of technology in data processing and delivery generates fresh business opportunities. Along with the explosion of Internet and the low barrier of accessibility, customers have higher expectations for the online channels (Deloitte 2013).
- Users: user-centered is one of the most essential focuses in the development strategy mentioned by Futurice (2019). Four basic ingredients form the lovable services from users' insight include: needs, emotions, motives, and values. In the LSC framework, user is in the core of the ideation and business model.
- Business: from the business point of view, commercial aspects are prioritized. The success of business can be evaluated from different approaches; however, profit is always one of the main measures.
- Society: LSC concept not only considers financial sustainability, but also social impact of the business. Suggesting that the great businesses are commonly followed by corporate responsibility, LSC model navigates the businesses to solve society' needs.

LSC is a customizable working process to assist the team of different tasks. By illustrate the working stages into the canvases, LSC builds the framework for service creation. In each stage of design, there is one or multiple canvases asking the strategic questions related to the problems that the service aims to solve.

Futurice (2019) suggested different canvases to direct the thinking pattern in service creation. The canvases were designed and categorized for specific team roles. Although the toolsets are extensive, teams can select and modify the graphics according to their assignments.

Based on the principles of Agile Development, Lean Startup, and Design thinking, Futurice (2019) designed the canvases as the illustration for each stage in service creation process. There are seven phases, each contains one or more canvases, integrating in the development of new service:

Phase	Purpose	Canvases
Business Objectives	The initial phase to define the common goal within the team. As the initial stage in design thinking, service designer gives the assumptions of missions, risks, and measurements.	Business Objective and Context Immersion
Users' needs	Lean startup suggests entrepreneurs consider business from users' viewpoints. Similarly, this phase focuses on the customers' emotions, needs, and values. This phase also aligns with two phases in design thinking: emphasizing and defining.	Customer Grouping Script Creator Insight
Ideation	This phase defines the core idea for the business, which is the combination of users' needs, society's benefits, and achievability. LSC model also applies the techniques of ideating phase from design thinking in this stage.	Ideation Sandbox Idea Accelerator
Concepting	From Ideation phase, concepting formulate the ideas to be more comprehensive.	Rational Concept Sheet Concept Sheet Impact Optimiser Customer Engagement

Business Model	At this stage, service designers address the market for the strategies determined in the previous case. Similar to prototyping in design thinking, the strategies to enter the market and develop are clarified at this stage.	Business Model & Market Size
Validation	This is essential phase to test business ideas before releasing new products or services to the market. As all the profitable resources of the business are assumptions, validation assigns the measurements for success or loss.	Feasibility Study Evaluating the Concept Validation
Wrapping up	Basically, all the details of the six previous phased are integrated together to a complete product.	Minimum Lovable Product Pitch Creator

Figure 5. Phases and Canvases

5   Methodology and Data collection

The service creation involves the conducting of research and assessments of market information. The statistical on Vietnamese migrations and Finnish business index are the important elements in analyzing the business segment. Meanwhile, legislation and government strategies significantly affect the potential of service development.

In Finland, market data is generally available, both collected and compiled from government published sites or private organizational reports.

However, as the target group, Vietnamese migrant information is not in the detailed breakdown and officially published by government. Instead, the figures are usually extracted from the secondary sources

(organizational report, quoted from interviews with authorities). As the result, most current data sets are interpreted by different data analysts and become inconsistent. Because there is no official track for causes of migration, it is difficult to specifically categorize Vietnamese investors' preferences.

Data used to conduct the service design is collected from ethnographic research and focus group.

5.1   Ethnographic research

Ethnographic research has been employed throughout the service design process, with the purpose of understanding customers and the business itself. Ethnography is the indirect survey of target groups' lifestyles, revealing the customers' expectations and requirements in the specific business cases. According to Naidoo (2011), ethnographic methodology involves the small scale of participants, over a period of observation. Regarding market research, ethnography plays an essential role in defining customers' behavior. Angrosino (2007) proposed three possible approaches to collect data in ethnographic research:

- Observation: the data collection technique, where the researcher studies the selected group from a professional distance. The observation should reveal the pattern of activities and interrelationships of people in the field setting.
- Interviewing: this technique requires an in-depth conversation to collect information. The new avenues of inquiries can be developed along the interview to cover the grey areas that may be missed in the prepared questions.
- Archival research: this approach is conducted based on the available studies. These studies can be the primary resources, which are collected for bureaucratic or administrative purposes. In addition, there are the secondary resources, resulting from previous studies of other researchers.

To analyze the intangible concerns related to entrepreneur's needs and expectations, the author uses ethnographic research and archival research. The goal of the observation is to recognize the current migrating trend within the target segment. Questions needed to be clarified in the observation:

- What are the common age groups looking for migration?
- What are the purposes when Vietnamese people choose to relocate abroad?
- What is the priority of considerations when people choose the relocated countries?
- How much people are willing to spend on the migration service?

Because of the geographic barrier, the author chooses the observation approach, with the resources from the social media:

- Google Search to show the common destination Vietnamese migrants favor
- Destinations, service price range, and products offered from the alternative agencies
- Facebook and online Forums where Vietnamese people ask questions related to immigration

- Comments, feedbacks, opinions on social medias and e-magazine about immigration topics

The archival research is also employed to collect information. The data sets include primary data and secondary data sources. While the primary data is collected mostly from Finnish government webpages, secondary data is compiled or extracted from other reports. The main findings of archival research should include:

- Entrepreneur trend in Finland
- Finnish startup ecosystem
- Finnish business environment
- Finnish government legislation regarding foreign investment

5.2 Focus group

Focus group is the data collection method, which involve a small group interview in a predetermined topic. The participants share the common characteristics or interests in the certain subjects (CDC 2018). In the group interview, the facilitator acts as instructor and leads the discussion to promote the sharing of personal experiences from each participant. Similar as the ethnography, focus group is also qualitative, which means the gathered information is descriptive and subjective.

The focus group method used in this thesis will be conducted among three previous clients, who have used the service before, and three new potential clients, who are interested in the service. Topic for the group discussion is about customers' possibility to establish their own businesses in Finland. the key findings in the discussion should include:

- Customers' viewpoint on selecting Finland as their home of businesses
- Customers' limitation on operating businesses in Finland
- Customers' needs and expectations

6 Business plan

The startup of Online Immigration Service follows the Segment-centric model, which concentrate on providing the target customers with their desired products. Because of the limited budget and small-scale business, this strategy is expected to avoid the uncertainties and reduce wastes of resources in operating.

From the canvases proposed by Futurice (2019), the designer of Online Immigration Service select the suitable canvases to execute. The working process of service creation is illustrated as:
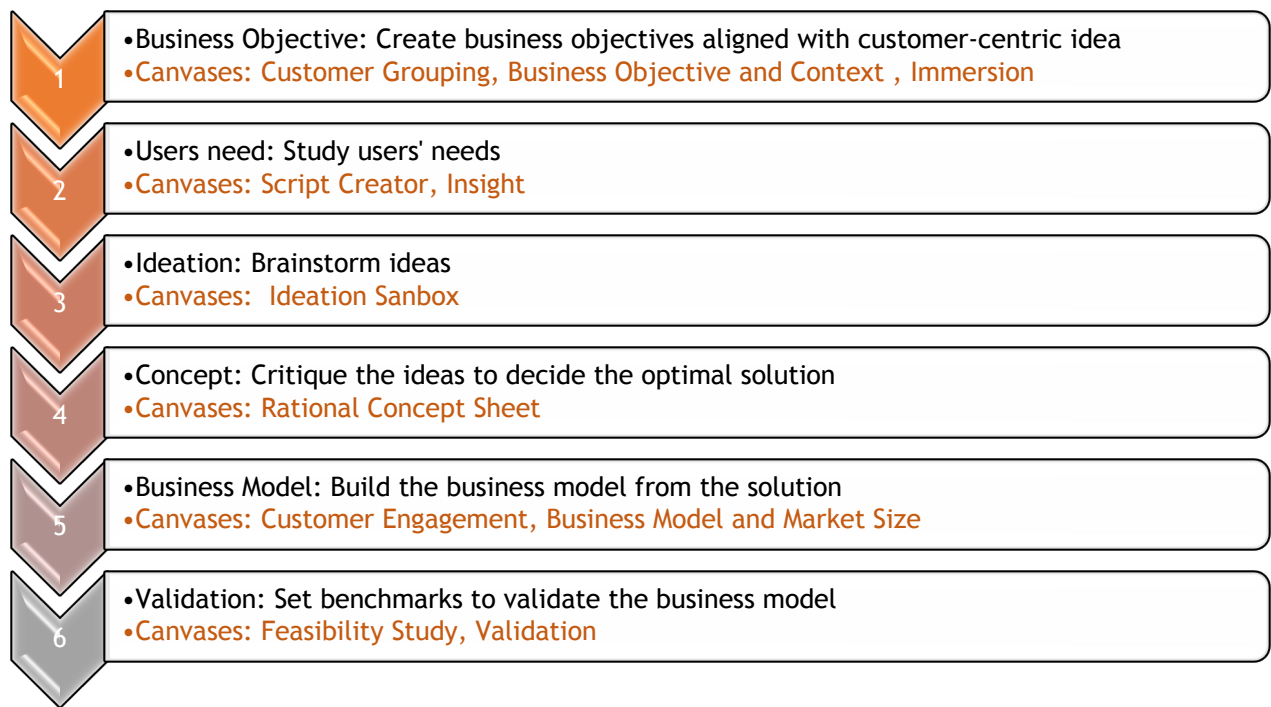
- Business Objective: Create business objectives aligned with customer-centric idea
  - Canvases: Customer Grouping, Business Objective and Context , Immersion

- Users need: Study users' needs
  - Canvases: Script Creator, Insight

- Ideation: Brainstorm ideas
  - Canvases: Ideation Sanbox

- Concept: Critique the ideas to decide the optimal solution
  - Canvases: Rational Concept Sheet

- Business Model: Build the business model from the solution
  - Canvases: Customer Engagement, Business Model and Market Size

- Validation: Set benchmarks to validate the business model
  - Canvases: Feasibility Study, Validation

Figure 6. Online Immigration Service creation process

The objective of service creator is to keep the service as lean as possible. The unnecessary ideas are eliminated from the start, and through each design phase. Therefore, there is no need for creating the minimal viable product at the end.

6.1 Business Objectives

While Futurice (2019) suggested in the LSC model to start with business objective, the author decides to delay this stage after exploring customers. Because objective is the primary source to scale the whole business operation, knowing customers increases the viability of business concept. After determining the target segment and the problems needed to be solved, business objective and context are designed in accordance with the customers' insights.

6.1.1 Customer Grouping

The concept of this service is to assist investors from Vietnam in relocating and establishing businesses in Finland. To establish a sustainable business based on the personal experience in immigration service, the service provider has seen customers as the most important factor in the business.

Based on the differences in customers' needs, this stage divides customers into different groups. These categories increase the customization in the service provided. In addition, each customer group may present the distinctive problems. Therefore, the service provider can integrate the products into unique solutions.

When doing the research on the potential customers, the service provider expects customers can feel empowered during the collaboration. Therefore, the ethnographic research is carried out for better understanding of users' needs. From various Facebook groups, online forums, blogs, and immigration agencies' websites in Vietnam, service provider has collected the basic information about target customers in the table below:

Identified customer need:	Description:	Group name:
• Investment opportunities rather than self-employed • Information about higher education • Medium support in paperwork	• Young and single • Academic background • Small capital	Young investors
Identified customer need: • Minimum profit to stay in Finland • Consulting on basic education and lifestyle • Medium assistance in paperwork. Consultancy and relocation service are essential.	Description: • Moms and dads under 35 with small children • Medium experienced • Stable incomes • Moderate capital	Group name: Parent
Identified customer need: • Opportunities to connect with current businesses in Finland for collaboration. • Maximum assistance in paperwork, procedure, and substantial market analysis.	Description: • Disregarding marital status, they have about 10-year experience in investing and managing businesses • Having wide network of suppliers and manufacturers in their industries • Can afford medium investment over 500,000 EUR	Group name: Experienced investors

Common in all user segments:

- They either are high-skilled workforces or will continue with study to proficient in their fields.
- Adequate English-speaking skill
- Moderate budget for immigration no less than 150,000 EUR
- Prefer the relax and placid lifestyle

Table 3. Customer Grouping

The service provider has the following hypotheses about the potential customers:

- First Group - The young investors: they are the single adults under 26 years old, and normally have bachelor or master's degree. This group may desire building career along with higher study in Finland. With their academic backgrounds, the young investors should have one- to three-year experience in their expertise. Service provider expects the affordable budget from this group to be tight. The ready capital can vary between 150,000 EUR and 200,000 EUR. The investors in this segment are not seeking for their own businesses but investing in the promising startups. Because of the inadequate experience in the local market, they normally prefer the cooperation instead of the differentiation, thus, buying a well-established business is also an option. They want to hear about higher education as well as the supporting communities in Finland. As these investors are familiar with academic writing, they may require only slight assistance in paperwork, and medium consultancy.
- Second Group - The parents: this group refers to the moms and dads under 35 years old with small children, normally at primary schools or kindergartens. They should have medium experienced about four to seven years in their expertise. As their background reveals, this group has stable incomes from different sources (rental houses, stocks and shares) and can afford medium investment from 200,000 EUR to 400,000 EUR. They want to relocate for a better living environment. Therefore, profit from business is not the first priority, and they only require earning minimum amount according to Migri's requirement. Because of the 'children' element, they would require multiple services such as relocation support, basic education and lifestyle consultancy. In addition, this group has potential of medium purchase in paperwork assistance service.
- Third Group - The experienced investors: Disregarding marital status, they have about 10-year experience in investing and managing businesses. Therefore, these customers have wide network of suppliers and manufacturers in their industries. While their purpose is the combination of a profitable business and high living standard in Finland, they can afford high investment over 500,000 EUR. These customers may need suggestions in finding opportunities to connect with current businesses in Finland for collaboration. As the time-factor outweighs the economic factor, these investors are the potential buyers of maximum assistance in paperwork, procedure, and substantial market analysis.

Among three aforementioned groups, the owner assumes 'parent' group be the most profitable customers. With the 'children' element, this group may need abundant services and consulting in certain level.

6.1.2   Business Objective

Objectives are the purposes of business for the business owner. In the LSC model, the business objective works as the direction shared across the teamAs Toiminen, Nevanlinna, and Sarvas (2018) stated, the phase of setting the business objective is important to consider the impact of the whole business. although the answers to each question in the canvas are from business owners' best guesses, the evidences still should be provided to support the possibility of the business.

Who needs to be involved?	_Business objectives_	_How will we know of we have succeeded?_
• Finnish authorities • Third parties in Vietname	• Easy to access and use Online Immigration Service for foreign investor _How far are we aiming?_ • The service reach more Asian countries rather than Vietnam	• Average 40 customers in the first six months • Success rate is 95%
Social and Environmental Impact • Provide the employment in the Finnish market • Fill in the carrier shortages in Finland	_Strategic purpose_ • Successfully launch the project after six months of service creation • The business generates sustainable revenues after one year of operation	_Risks, restrictions, and other considerations_ • The negative impact of Covid oscillates the investors to invest in Europe

Table 4. Business Objective and Context

Focusing on the immigration of high-qualified workforce to Finland, the service wants to create an Online Immigration business to provide essential supports to the foreign entrepreneurs. The initial market of the business is in Vietnam, with three different customer groups mentioned in the previous canvas. The service provider expects to internationalize the business once the strong brand and good reputation are built in Vietnam.

The measurement for the project is based on sales volume and the success rate. The service provider expects 95% of customers enrolled in the service attain Entrepreneurship Visa to Finland. For the business to be sustainable and profitable, during the first six month of operation, the service should acquire at least 40 customers.

The potential of the service has demonstrated in the previous situational analysis. As the service relies on the digital platform, approaching customer in person is challenging. Therefore, the service provider considers collaborating with different agencies in Vietnam to connect to customers more efficiently.

Regarding the target segment, the service should look for the third parties dealing with oversea tourism, investment, and relocation. Thus, the possible partners to consider in Vietnam are the agencies specialized in international tourism and relocation. In Finland, as the destination for the foreign entrepreneurs, the service has to consider two government major parties in charge of residence permit issues:

- o Business Finland: the main Finnish government office in charge of evaluating business plan and giving eligibility to foreign entrepreneurs
- o Migri: the government department dealing with immigration and issuing the Entrepreneur Visa

6.1.3 Immersion

The first pillar of the strategic purpose is constructed from the study of user needs. However, to translate these needs into solid and solvable problems, Immersion is requested. Immersion is the step of assuming problems, then questioning the worth and the possibility of provision.

If the previous canvas is built from context and assumption, the Immersion canvas is the integration between business concept and customer insights. From the personal observation on internet and group interview, service provider gleans the ideas of customers' behaviors towards the immigration.

Best guess of the customers problems/ needs	*How is the customer solving the problem / handling the need now?*
• Integrated platform to learn and apply for Entrepreneurship Visa • Affordable service fee	• Paying immigration services to allocate to other developed countries, mostly US, UK, Australia, Canada • Seeking for helps from relatives
Identify the inspiring products, services or organizations that have a positive impact on the world Not necessary for this service creation	*What are the hottest related start-ups?* • None
What data do we have about the topic? • Customers' common budget • Customers' general expectation on the new life • Lives of different customers after successful immigration	*What does it tell us?* • Matching customers' budget and expertise with suitable business fields • Customize the offer and service to meet the requirements of different groups

• Potential businesses for Vietnamese investors to establish in Finland	• How to plan the follow-up customer services, and retain sales after the initial service
What new data do we need? • The attractiveness of Finnish business ecosystem and living standard in customers' viewpoint • Number of customers probably involves in immigration yearly, and customers' profiles • Current legislations for foreign businesses from Finnish government	*How are we going to access it?* • Index of Finnish living standard from Government publishes, newspapers, OECD, and other articles from reliable organizations • Observing conversations, arguments on immigration topics in social media • Paying the third parties

Table 5. Immersion

From Vietnamese Facebook pages about investing and immigration service in Europe and Finland, the ethnographic study reveals the most common viewers' concerns:

- The most affordable countries in Europe to relocate to
- The potential countries to work or do business
- The best countries in Europe to relocate for family with children
- Education and healthcare system in the destination
- Which business to do after relocation
- The procedure of visa application and relocation
- The success rate of visa application

Based on the viewers' concerns, service provider recognizes the users' needs for the ease in becoming entrepreneurship in Finland. The good service should offer customers with the promises of

- Comprehensive working protocol: there are many requirements and documentations that applicators have to meet and fulfill to get granted for the Entrepreneurship visa in Finland. Customers ordering this service certainly demand for an all-in-one support. Apart from the official identity verification required by the authorities, other procedures should be undertaken by the service.
- Customizable costs and offers: each customer group would require the different services in the purchase. Therefore, the offers and charges have to be flexible enough to adjust to personal needs.

In the Immersion canvas, not only the problems get analyzed, but also the capability of service provider is questioned. While the Immigration service aims at the business-related documents and activities, data is a valuable asset. Customer data contributes to the marketing strategy and product design. Meanwhile, Finnish market data is the underlying product sold to customers in the Immigration service. The affirmation of available data and accessible resources speeds the product delivery and success rate for customers. Futurice (2019) claimed that the value of data is the competitive advantage of the business. As Finnish companies and authorities have transparency of information, the raw data can be accessed easily and freely. However, as the characteristic of the Immigration service, this business would require more in-depth knowledge of market in various industry sectors. The service provider considers the option of outsourcing certain market research to the specialized companies.

6.2   User needs

The insight interview is considered as the core of service creation (Futurice 2019). While the service provider can predict the relevant information about customers based on market analysis, the real problems are not practical till they are compared and adjusted with customers insights.

6.2.1   Script Creator

The Script Creator constructs the interview and keep interviewer focus on the most essentials. Because the method for the interview is informal focus group, the distraction during the discussion is unavoidable. By listing the key questions and taking note of major findings, this script guides the interview towards solution while maintains the emotional value of participants.

The time to gather all participants were short, about five days after the author contacted the interviewees. As mentioned in the methodology, the focus group involves six participants: three previous customers and three potential customers. All the six interviewees fall into one of three customer groups in the target segment. The background of interviewees:

- Previous customer no.1: belong to group 'Young investors'
- Previous customer no.2: belong to group 'Experienced investors'
- Previous customer no.3: belong to group 'Parent'
- Potential customer no.1: belong to group 'Young investors'
- Potential customer no.2: belong to group 'Parent'
- Potential customer no.3: belong to group 'Parent'

Initially, the service provider contacted six potential customers in different groups. There were seven people chosen from Facebook, and three others were introduced by the previous customers. Because the potential customers were reluctant to share information via Internet, only three introduced people agreed to attend the interview. There are three questions that the service provider wants to figure out during the interview:

- Motivations for investing and relocation to a foreign country
- Customers' viewpoints about living and doing business in Finland
- The challenges in relocation

Because of customers' busy schedules and within the short time of the study, only the group interview is carried out instead of personal conversation with the interviewers. The focus group is conducted online via Zoom video call for two hours. In addition, the interview is taken online among the non-related people, the service provider decides not to regulate the conversation. The list of questions was sent to the participants three days beforehand. The interview was conducted as simple as:

- First step: interviewer gave a short presentation of Finland: Finnish lifestyles, business opportunities, education system, social benefits, and visa requirements.
- Second step: during the group interview in such a limited time frame, the interviewer poses the specific questions and let the participants return quick feedbacks.
- Third step: after the interview, the participants can continue sending questions to service providers' email

6.2.2 Insight

The 'Insight' canvas reveals the values that customers expects from the service, and customers' emotion that can affect the service creation. Because there are common in the shares of customers in the same segment, the below canvas groups the customers into the respective categories for better analysis.

	Needs + other key findings	Thinks and feels	Surprised us
Previous customer 1 Potential customer 1 (Group 'Young Investors')	Instruction to apply for Entrepreneurship visa Information of the higher education system Strategy to get sustainable income	Positive attitudes towards life in Finland Curiosities and doubts about the higher education system Worries about business opportunities	The investors are not ready for the losses in investment
Previous customer 2 (Group 'Experienced Investors')	Analysis of Finnish market, suppliers and consumers Information of social benefits	Confidence in personal competences of operating business	The investors care about internationalization more than optimizing profit

	Outsourcing all the paperwork	Positive attitudes towards welfare system in Finland Concerns of working with online agencies	
Previous customer 3 Potential customer 2 Potential customer 3 (Group Parents)	Information of the basic education system Step-by-step guide of visa application Time-saving investing options Outsourcing all the paperwork and relocation service	Positive attitudes towards life in Finland High expectation on Finnish basic education system Hesitation of complex procedure and strict requirements Concerns of working with online agencies	The investors only see the investment as the mean for relocation

Table 6. Customer Insight

In the first group, young investors showed their interests in the new life in Finland. they are very cautious of academic choices when coming to the higher education in Finland. the customers shared that they expected to have detailed analysis of certain subjects provided by universities in Finland. The young investors implied that the education should be suitable with their businesses. Regarding the investment, the participants in this group were surprisingly attentive. Although they did not have full understanding of all available investing options in Finland, they were expecting their first business to be risk-free.

The second group, in contrast to the first one, has less concern about running the business themselves. All the participants shared their long-term goals as the professional careers in Finland. Noticeably, one of the previous customers in the 'Parent' group has actually left his own business and became a full-time employee. Because they wanted to relocate to Finland with children, basic education and supporting system for families in Finland were the key considerations. The participants shared the needs for consultancy service in those matters. In addition, they wanted to avoid the complexity in the application procedure, such as preparing documents, translating documents to English, notarizations, business plan, and filling paperwork.

Compared to other groups, the experienced investors paid more attention to the healthcare system and retirement scheme in Finland. As they were not critical about risks in doing business, the third group invested in Finland to strengthen their current business reputations. One has shared that their Asian customers might trust the company better if the company could enter such a high standard market like Finland. For the third group, they were ready to pay for full service to save their time on paperwork and relocation. However, with the strong business purposes, the investors also require extra service on market analysis, competitors and suppliers.

The common thoughts among three groups are the positive feedbacks to Finnish life and environment. This is the motivated factor when they hear about Finland. Besides the second and third group shared the same doubt of investing through an online agency. For the security of personal information and payment method, they suggested a physical location in Vietnam in the future.

6.3   Ideation

Similar to the ideating phase in design thinking, the Ideation is processed after the business hypotheses are synthesized with customers' problems. Before brainstorming the ideas, Ideation Sandbox is created to improve the relevance of ideas to the problem. The contributions from the group interview are gathered in this canvas, keeping the solution user-cetric.

The final result of Ideation Sandbox connect is a batch of ideas. The combination of companies' mission and objectives with users' viewpoints ensures the generated ideas lead to practical solutions.

User need/problem	_Emotions and Values_
Personalized consultancy to establish business in and relocate to Finland	• Hesitation to invest on an unknown market • Worries of great investment • Doubts upon the online agencies • Reluctance to complete the paperwork and application procedure • Interest and curiosity in the top world' happiest countries • Demand for education opportunities for the offspring • Desire for ideal retirement destination
Purpose of the service for the user Harmonize the working procedure	

Business Objective	Ideas that fill the user need, business objective and/or society purpose
• Build an informative and transparent channel to market the service • Provide the target segment with customizable services	• Generate customized packages for each customer group • Pricing strategies to compete with current offers in the market • Partnerships with agencies in Vietnam to improve customers' trusts • Connect with Vietnamese entrepreneur community in Finland for support
Company mission Encourage and assist Vietnamese investors to start businesses in Finland	
Team mission Same as Company mission	
Purpose of Business for Society • Fill the shortage in specific industry with the international talents • More jobs are created	

Table 7. Ideation Sandbox

After the immersion, business objectives are modified to be more specific. Although the business still sims at easing the whole immigration procedure, from the customers' insights, service provider plans for a more flexible business.

The emotions and values perceived by the participants during the group interview reveal the great demand of consultancy rather than just business support. Customers' thoughts and feelings are the external factors to the sales but influence the buying decisions. Therefore, the role of consultancy is significant to raise awareness and interests, which later result in purchase. Based on this perception, the ideas look at providing business supports, giving information, and networking for the investors' community.

The service should harmonize the struggles by working directly with customers and providing the personalized services. The service will support customers in every stage of process till they successfully construct their businesses in Finland. In addition, there are follow-up plan and customer services to help relocated people adapt to new environment. Based on this ideology, the proposed features of the service are:

- Generate customized packages for each customer group: ideally, each customer group should have a specific package, which includes the necessary services related to their needs. The price of each package consequently is affordable, and less than the total cost of ordering the same individual services.
- Partnerships with agencies in Vietnam to improve customers' trusts: As the customers suggested, this business can cooperate with the agencies in Vietnam. In the Business Objective and Context canvas, the possibility of partnership is also mentioned. The travel or relocation agencies can not only bring more customers to the business, but also can handle payment in case the customers require.
- Connect with Vietnamese entrepreneur community in Finland for support: the market analysis in various industries can be a real challenge for one-person job. By working with the Vietnamese entrepreneurs in Finland, service provider can access information easier and figure more business opportunities for the clients.

6.4   Concepting

The Concepting stage gathers ideas generated in the Ideation to a concept. After that, the segment-centric mindset and economic aspect are applied to question the meaning of the concept. The benefits defined through those questions support the value proposition.

Concept name		
Online Immigration service focusing on foreign entrepreneurs		
How does it work • Group all the services to different packages. • Integrate the service with local organizations • Transparent website and multiple payment methods		
Value to the end user • Customer-centric strategies • Great customer support • Practical information • Sufficient services, no extra costs, and affordable budget	*What differentiates it from other solutions to the same problem?* • Transparent and legal acts • No location-barrier. • Back-up plan	*Value to our business?* • Incremental profits • Flexible working time

Social and environmental impact? • High-quality, young workforce • Diverse talents • More jobs are created	Rational value proposition:
	END USER:
	Foreign investors in Vietnam
	NEED:
	• Comprehensive but adequate services • Ease in working with the business, all-in-one services, easy payment • Affordable service fees
	SOLUTION:
	Customizable offers, affordable price, integrated services, follow-up plan

Table 8. Rational Concept Sheet

Because the business has predefined target segment, the working protocol should start by the analysis on customers' profile and education background. By matching customers' expectations and competencies with current situation of Finnish market, the service offers the suitable business proposals. Customers also get aid to apply Entrepreneur visa to Finland, as well as assistance in establishing their businesses and lives. The available services in the business are:

• Consultancy service. Chosen topic: Education, Entrepreneurship, Relocation
• Documentation service: Write market analysis, business plan
• Paperwork service: prepare required documents to submit, translation and notarization
• Relocation service: house finding, transportation from airport, in-house furniture, travel card for a specific period
• Follow-up plan: reduced price of the repurchase of service, in case customers get refused by the Business Finland.

These services can form the different packages:

• For young investors: consultancy on Entrepreneurship and Education, paperwork service
• For parents: all the services should be included
• For experienced investors: documentation service, paperwork service, relocation service

The cost of each package should be cheaper than the sum of all the services in that package. Customers can choose the individual service or combine the purchase of package with separate services. The payment method can be handled online with discount, or offline from the third party in Vietnam with the full price. All the services and costs are listed publicly in the company's website; thus, customers are well-informed and acknowledged with all the charges.

With the comprehensive supports, the service customers can focus on their expertise without struggles in paperwork and procedure. The service aims at working along the visa application process and provide the instant supports when needed, which are suitable for the remote investors. By working with the partners in Vietnam and Finland, the service can update the sensible, latest, and practical data on the market for customers to select.

Recognizing the hidden information from the immigration agencies' websites in Vietnam, the new service wants to perform transparent and legal acts. The details of the business as well as the content and scope of each package should be clearly stated in the company's website. All the proposed business plans must follow the legislation, as all the transactions and contracts are legalized. With the digital platform, the business can serve customers disregarding the location. The service can present in every aspect required by customers with responsible follow-up plan.

6.5   Business Model

The business model illustrates how the business interacts with customers and solve their needs.

6.5.1   Customer engagement

Customer engagement is the key index for organic growth. As the LSC toolkits follow customer-value driven approach, the emotional connections with customers are the persistent resources for profits and loyalty (Gallup 2017). In contrast to the conventional wisdom, which focuses on generating sales through aggressive marketing and pricing strategies, Design Thinking refers to user centricity. Instead of closing the sales and hoping for the repurchases, customer engagement triggers customers' awareness and interest initially by exposing to customers' mindset. As Gallup research (2017) has indicated, customer engagement would be obtained through the value proposition offered to customers.

However, the target customers can be in the different phases of engagement process. In order to serve the right customers in the right time, it is important to categorize each stage of customer approaching method. The service can define six phases of users in the business cycle proposed by LSC method.

In each state of engagement process, customers possess the unique perceptions towards the business concept. These perceptions affect customers' behaviors and purchasing decision. The Customer Engagement canvases focuses on two factors in the buying behaviors: the positive and negative motives. Based on these motives, service provider decides the proper approaching methods to customers in each phase.

Phases	What prevent?	What enable?
Awareness • Use Facebook for content marketing • Enhance SEO marketing • Provide live chat • Paid advertisements in the relevant conferences, events.	• Massive information confuses customers about price, quality, truthfulness • Aggressive advertisements have adverse impacts on the audiences	• Realistic data from reliable sources • Marketing with details and transparence • Recommendations from previous customers
Interest • One-hour free consultancy service • Offer website with rich information	• Misleading information hides the possible risks • Troubles with accessibility • Baffles and doubts caused by requirements and procedures	• Enthusiastic and sincere supports from the service provider • Comprehensive and upfront information • Affordable price list
Purchase • Offer value proposition • All the necessary information and considerations are given	• Afraid of the life-changing decisions	• Long-term plan for customers' development • Solid community support from the previous clients
First use • Give the solution as closed to customers' competencies and background as possible.	• The applications can be failed or troublesome occasionally	• Assurance of continuous supports and backup plans

• Offer maximum supports to ease the process		
Continued use • Working with different suppliers, marketing agencies, tech providers, to help customers grow their businesses • Introduce business partners, potential employees to the customers	• Clients fall to run their businesses after operating	• Follow up plan with optional supporting packages, which assist clients find another solution
Advocate • Give discount codes to existing customers, thus their friends or relatives can receive better prices • Collect feedbacks for improvement	• Unsatisfaction with the previous services	• Continuous customer relationship management • Drive repeat purchases by observing customers' current businesses and provide practical suggestions • Connect customers with each other • Customers' involvement into marketing campaigns, promotion events

Table 9. Customer Engagement

In the first phase when customers rases the awareness of the service' existence, accurate information and positive recommendation from the previous customers can be the great marketing materials. The service provider plans to take advantage of social media for advertising to save the marketing cost.

Key activities: these are the course of actions working internally to maintain the business operation. While they do not interfere with the service creation, they are critical to support the business activities. For an Online Immigration service, key activities should include:

• Register the business

- Develop website for providing information and platform to work with customers
- Enable multiple payment methods

Key resources: these are the assets belong to the business, which have decisive effects on the customer journey. The key resources enable the business to offer value proposition and main relationship with the target segment. The key resources in this service creation are considered as the intellectual resources, which are property of know-how, and information about the market.

Key partners: these are the relationships that the business builds with commercial or non-commercial entities. These relationships contribute certain values to the business model. The potential key partners in the service are:

- Travel agencies in Vietnam: with their network with customers enjoying trips oversee, they can bring potential customers to the business. The travel agencies also can provide traveling assistance and ticket booking to customers.
- Translation and notarization services: to simplify procedures for customers, service provider may need to collaborate with translation and notarization services. Consequently, customers only need to work with one company for all the integrated services.
- Existing businesses in Finland, which are looking for fundraising or co-founder: with the available companies, customers can save time on business planning. Hence, the service will do the connection, and support the necessary documentation.

6.5.2   Business Model and Market Size

The next canvas works as the prototype developed from the established concept. The questions in the Business Model and Market Size canvas evaluate the concept against the financial aspect. The prototyping of business concept requires the verification of profit stream and cost structure. Pricing strategy is also defined at this phase.

Who pays whom? How much?	_What is the revenue model?_	_How are customers paying today? How much?_
- Clients pay online directly to the service provider or offline through the third parties - Service fee depends on the different packages	- Revenues come from paying clients. - Customers have to fulfill the one-time-payment before using the service	- Customers seek for immigration agencies, which have physical offices - The price range can vary between 500 to 2000 euros
		Where and how do you anchor price perception? - First anchor: 2000 EUR - Second anchor: 300 EUR

		• Target price: 500-, 800-, and 1200-euro packages.
Total addressable market: • Primary targets are the Vietnamese investors • Secondary targets are Asian clients Potential target market: 80 customers annually	1st year sales: 65 to 75 customers. The target revenue is indicated the sales forecast	
	Plan for first month sales: five to six customers. The first month target is indicated in the sales forecast.	

Cost structure?   • Variable costs (certain document fees, commission, travel fees)   • Fixed costs (website hosting and maintenance, marketing, insurance)   • Start-up costs (one-time costs)
Key elements for EBIT   • Costs which change seasonally: marketing costs, and commission   • Sales volume

Table 10. Business Model and Market Size

Based on analysis of alternative providers in the previous chapter, it is estimated that the service fee from immigration agencies varies from 800 EUR to 5000 EUR. While the case business focuses on the Vietnamese customers, the pricing strategy is set to compete with the agencies in Vietnam only, for which, the price ranges from 500 EUR to 3000 EUR. Aiming at lower price for each package, the service employs anchor price strategy as follow:

- First anchor: Place the full-package price of 2000 euros as the highest offer. This service is intended for families with children.
- Second anchor: Place the minimum support package of 300 euros as the lowest offer. This service contains only the consultancy service of Education, Entrepreneurship and Relocation
- Target price: Customers normally prefer several but not all the services. Service provider can offer mainly three packages 500-, 800-, and 1200-euro packages.
    - o The 500 package aims at the young investors, which include consultancy on Entrepreneurship and Education, paperwork service

       o The 800 package aims at the experienced investors, which include documentation service, paperwork service, relocation service

       o The 1200 package aims at families with children. This package includes all the services

- Individually, each service will cost 200 EUR, except the documentation service, which costs 300 EUR. As the consequence, customers who chose to buy products in packages will be benefited from the discount price compare to the sum of single products.

The cost structure and sales projection are demonstrated in the Budgeting and Financial Forecast chapter.

6.6 Validation

The Validation phase is the transformation of Build-Measure-Learn principle in Learn Startup. The prototyped business model are tested in terms of feasibility and profitability.

6.6.1 Feasibility study

The feasibility study is designed to reveal the practicality of a proposed plan. The LSC model (Futurice 2019) use the feasibility study to enhance the service' adaptability to the risks.

Biggest implementation issues?			
Potential issue: Management of, and access to information and data	*Potential issue:* Reliance on partners or third parties	*Potential issue:* Gap between service capability and sales volumes	*Potential issue:* E-processing risks and fraud services
How to validate: Consider the harm of risk to the profits	*How to validate:* Consider the harm of risk to the profits and reputation	*How to validate:* Estimate the maximum customers that the service can serve per month. Then use the volume projection to compare	*How to validate:* Discuss with the information security companies to judge the possibility and seriousness of the risk
Findings & solution: Set the standard to verify collected data	*Findings & solution:* Tracking system and substitutes	*Findings & solution:* Partnership and outsourcing	*Findings & solution:*

Back to the future	
What will this concept look like in the future? Maybe Artificial Intelligence can automate the analysis and matching customers' profile with suitable business	**_How to take advantage of it? How to keep an eye on it?_** Service can save time and effort on analyzing individual customers. The delivery speeds and more customers can be served. However, customers will expect more in the consultancy.
Reduce project risks by simplifying the service	
How could we simplify the service to make it easier to build? Gradually expand the business and recruit own research team Locate the business physically to provide better customer experience	**_How would this change affect the value proposition?_** Although the business may transform from digital to multi platforms, the value proposition still remains

Table 11. Feasibility Study

There are four exposable risks to the implementation of Online Immigration Service, concerning the data accessibility, partnerships, business capability, and information security.

In order to give clients high-quality data on the market, the service itself needs the trusted data sources to use in analysis. The inconsistencies and discrepancies in data collection as the cause to losses in sales. In the case business, the inaccuracy of data can lead to the decrease in success case, and consequently the depletion of customers' trusts. To cope with the risk, the source of information should be from the justifiable resources. Besides, it is important to verify the official department responsible for the accuracy of information.

While the company wants to collaborate with various agencies in Vietnam to help customers outsource certain steps in the visa application, the strategy exposes the risk if reliance. This risk can be seen as the losses to profits and reputation if partners cannot fulfill or deliver their services accurately. To avoid the issues while working with third parties, there should be an informal system to track the working process of the partners. Besides the main partners, the service should have substitutes in case the current ones are incapable of delivering the qualified services.

Considering sales volume as the seasonally fluctuating factor, the business owner may not be able to provide the service quick enough under the mass orders and abundant clients. The solution is to partnerships or outsourcing parts of the work can reduce delivery time and increase working capacity.

The last issue deals with possible leak of personal information while working with customers online. If the risk become real problem, the service provider not only faces customers' mistrust, but also the legal issues. Additionally, the fraud service can imitate service' brand on social media to steal customers or collect money illegally. One solution is to have cyber security working by side to enhance the security of the digital platform. Having official webpage with trademark and contact details will reduce the imposters and close relationships with customers help recognize the frauds quicker.

6.6.2   Validation

Testing is the crucial component in Design Thinking. In testing, the business concept is presented to users and gather valuable feedback. From the customers' viewpoints, service creator can validate the success of business model and make the quick adaptation before launching.

The validation of Online Immigration Service involves the participants of the focus group and the randomly chosen people from Internet. There are three tested cases in this phase:

- Value proposition: the indicator for a good value proposition is customers' willingness to pay for the service (Futurice 2019). In the test for value proposition, service provider individually presented three potential customers in the focus group with the different packages. Because the participants had the discussion about their problems and expectation before, they understood their needs and were well-informed of the service. All three respondents reported the high possibility to purchase the segmented packages.
- Customer group: to test the suitability of the segmentation in the case business, service creator left the comment of service offered on different Facebook pages and online forums to see viewers' reaction. Besides, there were 10 personal messages sent to customers with specific offer relevant to their age and marital status. The receivers of these message were selected from their comments on Facebook, which were related to the abroad immigration issues. Among 10 emails, there were only two responses. In addition, there were four viewers from the Facebook posts indicated the interest in the offers. They all messaged service provider on Facebook to ask for more details. It can be explained that the target segment has possibility of purchase in real life.
- Business model: to test the concept of running business online with rich content and published price, service provider created a fake landing page with enough information and contact detail. However, the landing page was not enough to visualize the service in the search engine. Therefore, six customers in the focus group were asked to test the landing page, assuming they did not have any previous knowledge about the service provider. Interestingly, the testers were highly satisfied with the pricing strategy and the transparency of the service. However, they felt insecure of doing business with an unknown online agency. For the solution, the case business has already proposed the plan of partnership with the physical departments in Vietnam for better user experience.

The summary of this test is presented in the table below:

VALUE PROPOSITION	CUSTOMER GROUP	BUSINESS MODEL
Show potential customers in the interview the segmented packages	Facebook posts and personal messages	Publish the landing page to check the conversion rate and ask the focus group to give feedbacks. The link to the fake landing page can be found here
RESULTS Customers showed eager to order the specific package in the future	RESULTS There were about 20% of receivers reacted to the posts.	RESULTS Three customers showed the possibility to send emails. However, they expressed the concerns for the service and agreement with the price, not the readiness to buy. Responders found unfamiliar with the online business model
CONCLUSION The value proposition represents the unique selling point for the service. Customers are interested in the benefits over the costs.	CONCLUSION What size? The response is not enough to create solid understanding of customer group. However, the responders show noticeable interest in the offers.	CONCLUSION How much? The business model fits customers' requirements and situations. Customers agree with the pricing strategy. However, they may be resistant to proceed online payment

Table 12. Validation

While the validation does not show the significant certainty of sales and profits, positive attitude of customers towards the personalized offers can still be confirmed. In addition, the demand for the service exists in the market and the capital required for the service is slight. Therefore, the service provider decides to progress with the business idea.

6.7   Budgeting and Financial Forecast

This financial plan follows guidelines from Finnish Enterprise Agencies (2016). The process of financing the business requires the considerations of:

- Initial investment: the amount of money needed to start the business operation. Depending on the certain industries, this early investment happens only one time when the owner registers the business. To verify and validate the initial Investment the Finnish Enterprise Agencies (2016) recommended to provide the sources of funding as the supplement. Because the Immigration Service operation is determined to operate in online platform, the startup costs are moderate and there is no physical estate involved. The equity comprises of personal capital and the gadgets for business purposes.
- Profitability calculation: The profitability calculation indicates the target net income the service owner wants to achieve in the certain period of time. The profitability calculation takes the net income of owner as the starting point. By adding the expenses from tax, loan installment and interest, and operating costs, the sales target is computed monthly and annually. The result from this calculation is compared to the sales forecast to estimate whether the business is able to reach the break-even point.
- Sales forecast: this calculation shows the minimum sales estimated in the specific period of time.

The service owner selects the business type as the Private Limited Liability Company (Oy for short in Finnish). As required by Finnish regulation, the online registration fee is 330 euros, and the working capital should be at least 2500 euros (Finnish Enterprise Agencies 2016). All the figures in the tables below are calculated in euro

Expenditure requirement	EUR
Cost of establishing	330
Computers and software	3000
Office supplies	500
Marketing investment	300
Working capital	3500
Cash reserve	800
Total initial investment	8425

Table 13. Initial Investment

Sources of fundings	EUR
Equity	
Personal investment	3000
Property given contribution	2000
Loan capital	
Business Finland loan	4000
Total sources of funding	9000

Table 14. Sources of funding

In profitability calculation, the monthly income target from the first year of operation is used as the benchmark to calculate the target revenue of the first three years. The target profit of the second year and third years is expected to increase by 15% compared to the previous year.

Profitability calculation	Monthly (1st year)	First year	Second year	Third year
Target profit	1 600,00	19 200,00	22 080,00	25 392,00
+ Loan repayment	200,00	2 400,00	1 600,00	0,00
Income after taxes	1 800,00	21 600,00	23 680,00	25 392,00
+ taxes 22%	396,00	4 752,00	5 209,60	5 586,24
= Funding requirement	2 196,00	26 352,00	28 889,60	30 978,24
+ Loan interest 3%	10,00	120,00	48,00	0,00
A. Operating margin required	2 206,00	26 472,00	28 937,60	30 978,24

YEL 23,6%	520,62	6 247,39	6 829,27	7 310,86
Insurance	100,00	1 200,00	1 200,00	1 200,00
Repair and Maintenance	50,00	6 100,00	6 100,00	6 100,00
Communication costs (phone, internet, etc.)	50,00	600,00	600,00	600,00
Office expenses	20,00	240,00	240,00	240,00
Travel expenses	100,00	1 200,00	1 200,00	1 200,00
Marketing expenses	30,00	360,00	360,00	360,00
Unemployment fund	20,00	240,00	240,00	240,00
Other costs	20,00	240,00	240,00	240,00
B. Total fixed costs	910,62	16 427,39	17 009,27	17 490,86
Sales margin required (A+B)	3 116,62	42 899,39	45 946,87	48 469,10
Purchases of materials	30,00	360,00	414,00	476,10
Net sales required	3 146,62	43 259,39	46 360,87	48 945,20
+ VAT 24%	755,19	10 382,25	11 126,61	11 746,85
- Possible startup grants	850,00	10 200,00	0,00	0,00
Total sales required	3 051,80	43 441,65	57 487,48	60 692,05

Table 15. Profitability Calculation

The business owner intends to price the service in the different tiers: 300-euro, 500-euro, 800-euro, 900-euro, 1200-euro packages. Therefore, to compute the sales forecast, the monthly estimation of unit sales in the first year considers the sales from each package. Because the working time with each customer may vary from one to three months, the sales quantity can be in decimal number.

Sales calculation	300 pack	500 pack	800 pack	900 pack	1200 pack

Sales price	300	500	800	900	1200
Costs	30	50	80	90	120
Margin	270	450	720	810	1080
Sales quantity	0,33	0,33	4,17	0,50	0,25
Total sales	90	150	3 000	405	270
Monthly sales	3 915				

Table 16. Sales forecast monthly (First year)

The sales of the second and third years are estimated to increase by 15% from the previous year, similar to the projected income. The increases in sales are attributable to the possible rises in sales volume. The service owner does not intend to change the price of each tier within three years.

Sales calculation	Monthly (First year)	First year	Second year	Third year
Amount	3 915	46 980	54 027	62 131,05

Table 17. Sales forecast three years

The sales calculation shows that profitability targets can be reached in first year and third year. During the first year, the sales may not meet the aim without support from startup grants. However, from the third year, with the expected rise in sales volume, the service can reach the intended income.

7   Conclusion

The adoption of Lean Service Creation (LSC) method into the design of Online Immigration Service provides a comprehensive process to service creation. As the theoretical proposes, the LSC model is the combination of the principles from three methodologies: Agile Development, Lean Startup, and Design Thinking. The model offers a systematic guided path to conduct a new digital product with simplicity and flexibility. By visualizing the result of each step in the canvases, LSC model supports the collaborations and communications of various teams in one project. (Toiminen, Nevanlinna, and Sarvas 2018)

In this thesis, the LSC model is applied in the creation of Online Immigration Service. The business primarily aims at the Vietnamese investors, who desire to relocate to Finland as entrepreneurs. The idea starts from the user-centric technique, and the products are originated from users' needs. Although the build-measure-learn iteration is performed only one time, the result is significantly aligned with the previous business hypotheses.

The Lean Startup and Agile Development enhance the speed of service creation while ensure the users' wishes are satisfied. From the Agile approach, LSC merges the different cross-functional working teams and divides the working process into specific steps. From the initial idea, the agile development rehearses then develops the idea into a business. in LSC model, one of twelve Agile Development principles is greatly applied – simplicity. By eliminating and adjusting the unnecessary features, the LSC model reduces the wastes of resources in the service creation and maximizes value-add activities. In the process of establish the case business, author has followed seven phases suggested in the LSC model. Customers are involved from the early stage of service design. By communicating with customers, the hypothetical features are modified for the suitable offers. Even though LSC model illustrates several phases for service creation, Agile method allow the flexible in the adaptation of changes in each phase. For example, from the hypothetical business objective, after the analysis of users' needs, the new goals and objectives of case business are indicated in the ideation phase.

With the business of Online Immigration Service, the LCS model helps pinpoint the problems at the very beginning stage of Business Objectives. As the business applies Segment-centric model in Lean Startup, the service design process starts with analyzing targeted groups before generalizing the problems. With the supporting documents from Customer Grouping stage, the creation of Business Objective and Context can show the highly relevant descriptions of the selected segment. As this Online Immigration Service is created for a startup business, there is no previous data on custom profiles or business scenario for references. Therefore, the presumptions of targeted customers provide the necessary clues for the service designer to build the context.

One of the big advantages when utilizing LSC model in service design is the elimination of waste during the designing process. Because the ideas are extended, selected, then condensed via each stage, service designer can allocate time and financial resources on the practical solutions. Stages are shortly presented in the form of canvases, showing the big picture and well as the important components of the process. We can see the obvious changes of idea development and idea concentration through each canvas, from Immersion to Ideation and final Concepting.

The transition of ideas from Immersion to Ideation is significantly affected by the group interview. For the Online Immigration Service, the author has chosen six participants from three targeted groups to share their expectations and experiences. The interview is the most significant part in the thesis process, since the author cannot conduct an experiment of this business idea in real life. Because of the informal interviewing style, transcript of the whole conversation is not available and there is a great deal of details during the talk. Therefore, it is required for the author to analyze and summarize each participant's opinions after the interview. A limitation of this thesis is that the number of interviewees is small. For the business targets at the specific customer groups and location, there are not many available participants found within a short time. In order to obtain more accurate and subjective results, the author will keep analyzing customer database during the implementation of the service.

The extended ideas from the Ideation phase can show more specific solutions compared to the ones in Immersion. Meanwhile, by applying the philosophy of Lean Startup, author can sort and prioritize the ideas to a practical action plan, which is presented in the Concepting canvas. It is also a struggle to pinpoint the right ideas to follow up. While it is impossible to test each idea in real life, author has to refer to the business models of several service providers in the similar industry. Recognizing the advantages and disadvantages of other alternatives, author then can formulate the suitable product lines for the Online Immigration Service. However, during the designing process, author has worked alone in all the phases, which may lead to the insignificant conflicts and changes of ideas from the beginning till the end.

By implementing the LSC into the establishment, the author has built first version of the business model. Although the validation is conducted in a small scale, the result from both focus group and ethnographic study prove the potentiality of the business idea. In the creation of Online Immigration Service, author implements the canvas 'Customer Grouping' at first. Because the business model is determined as segment-centric, the specific target segment clarifies goals and business context with cogent details. The creation of case service involves the customer group interview and personal observation to collect data for the research. The involvement of potential customers and previous users is seen as the beneficial resources to design a profitable business. Additionally, the direct feedback from test users in the validation phase helps the service quickly move from a pilot scheme to a capable product.

In the one hand, the implementation of LSC model on the business idea improves the productivity and quality of the designing process. The model is constructed to accelerate the designing process, which enables service designer to produce a minimum viable product from seed ideas within a short time. In the other hand, this model also shows the shortage of future consideration. As the model takes in to account all the relevant factors at their current states, the development plan and preparation for future are missing from the plan. For future recommendation, while the customers' insights are essential to build the service, service designer should keep looking for the changes in market trend and purchasing pattern. In the action plan, risks should be allowed if opportunity is promised.

During the designing process of the Online Immigration Service, the author has recognized the need for a cross-functional team. As the LSC model is the combination of different factors: technology, users, business, and society, the diversity in the idea contributions will benefit the quality and enhance the subjectivity of the final product.

8   References

Printed Books

Cooper, B. & Vlaskovits, P, & Ries, E. 2013. The Lean Entrepreneur: How Visionaries Create Products, Innovate with New Ventures, and Disrupt Markets. John Wiley & Sons.

Wall, S. & Minocha, S. & Rees, B. 2010. International Business. 3rd edition.England: Pearson Education Limited

Electronic Books

Groll, R. 2011. The Agile Service Management Guide. ITIL. Accessed 1st Dec 2020.
https://www.gssgrouponline.com/upload/pdffile/1526887793-media-agile-service-management-guide.pdf

The Lean Service Creation Handbook. 2019. Futurice Oy. Accessed 14th Oct 2020.
https://assets.ctfassets.net/pqts2v0qq7kz/4p1lqoP3nqC2OVPg8tsY6C/4ab5eb944c0a6f8aba8eb109f557239a/lsc_031219.pdf

Toiminen, M. & Nevanlinna, H. & Sarvas, R. 2018. Open Source Tools for Change Agents. Futurice Oy. Accessed 7th Dec 2020.
https://downloads.ctfassets.net/pqts2v0qq7kz/1A806mXaUbCWS3qlTRL5u4/441474bbb3be23a92eca01bcf50cb98e/Open_Source_Tools_for_Change_Agents_Lean_Service_Creation_2.0_-_Futurice.pdf

Woolery, E. 2019. Design Thinking Handbook. Accessed 2nd Dec 2020.
https://s3.amazonaws.com/designco-web-assets/uploads/2019/05/InVision_DesignThinkingHandbook.pdf

Government Publish

Business Finland. 2018. Startups, Accelerators, and Roles of Tekes: Evaluation Report. Accessed 21st Oct 2020.
https://www.businessfinland.fi/globalassets/julkaisut/startups_accelerators_and_role_of_tekes1_2008.pdf

Business Finland. No date. Finnish Startup Environment. Accessed 21st Oct 2020.
https://www.businessfinland.fi/en/do-business-with-finland/startup-in-finland/startup-environment/

Business Finland. No date. Loan Funding. Accessed 21st Oct 2020. https://www.businessfinland.fi/en/for-finnish-customers/services/funding/guidelines-terms-and-forms/loan/

Finnish Migration Service. 2020. Statistics. Accessed 14th Oct 2020.
https://statistik.migri.fi/?l=en#applications?l=en

Finnish National Agency for Education. 2018. Statistics on foreign degree students in Finnish higher education institutions in 2017. Accessed 22nd Oct 2020.
https://www.oph.fi/sites/default/files/documents/167121_factsexpress9b_2018_0.pdf

Ministry of Economic Affairs and Employment of Finland. The Government's entrepreneurship strategy aims to strengthen entrepreneurship in Finland. Accessed 21st Oct 2020. https://tem.fi/en/entrepreneurship-strategy

Ministry of Education and Culture. 2012. Accessed 16th Nov 2020. The Youth Guarantee in Finland provides employment, training and a customized service.
https://minedu.fi/documents/1410845/4150027/The+Youth+Guarantee+in+Finland

Ministry of Education and Culture. No date. Results from PISA 2018. Accessed 22nd Oct 2020.
https://minedu.fi/en/pisa-20181

Statistics Finland. 2020. Consumer price index. Accessed 18th Nov 2020.
https://www.stat.fi/til/khi/index_en.html

Statistics Finland. 2020. Total net migration in Greater Helsinki highest in at least 50 years. Accessed 14th Oct 2020. https://www.stat.fi/til/muutl/2019/muutl_2019_2020-05-14_tie_001_en.html

Statistics of Finland. 2020. Enterprise openings and closures.
Access 14th Oct 2020. http://www.stat.fi/til/aly/index_en.html

TE Pavelut. Startup Grant. Accessed 21st Oct 2020. https://www.te-palvelut.fi/te/en/employers/for_entrepreneurs/services_new_entrepreneurs/startup_grant/index.html

Online Articles

Accenture. 2014. The Four Keys to Digital Trust. Accessed 19th Nov 2020.
https://www.accenture.com/t20150527T203143__w__/usen/_acnmedia/Accenture/Conversion-Assets/Microsites/Documents14/Accenture-Four-Keys-Digital-Trust.pdf

Angrosino, M. 2007. Doing Ethnographic and Observational Research. Sage Publication Ltd. Accssed 13th Nov 2020. https://pdf-drive.com/pdf/28The20SAGE20Qualitative20Research20Kit2920Michael20Angrosino20-20Doing20Ethnographic20and20Observational20Research-SAGE20Publications2028200829.pdf

Deloitte. 2013. The digital transformation of customer services: Our point of view. Accessed 29th Oct 2020.
https://www2.deloitte.com/content/dam/Deloitte/nl/Documents/consumer-business/deloitte-nl-the-digital-transformation-of-customer-services.pdf

European Union. No date. Data protection under GDPR. Accessed 19th Nov 2020.
https://europa.eu/youreurope/business/dealing-with-customers/data-protection/data-protection-gdpr/index_en.htm

FinConsult. Immigration to Finland. Accessed 30th Nov 2020. https://finconsult.fi/immigration-to-finland

Finnish Enterprise Agencies. 2016. Guide – Becoming an Entrepreneur in Finland. Accessed 30th Nov 2020.
https://www.uusyrityskeskus.fi/wp-content/uploads/2017/02/perustamisopas_suk_2016_en_web.pdf

Finnvera. No date. Terms and conditions of the Start Guarantee. Accessed 21st Oct 2020.
https://www.finnvera.fi/eng/products/guarantees/start-guarantee

Fintegra. About us. Accessed 30th Nov 2020. https://fintegra.fi/en/

Futurice. No date. Are you one of us? Start your journey now. Accessed 1st Dec 2020.
https://futurice.com/lean-service-creation/

Gallup. 2017. Guide to Customer Centricity - Analytics and Advice for B2B Leaders. Accessed 4th Nov 2020.
https://clientei.com/wp-content/uploads/2017/07/Gallop-B2B-Customer-Centricity-Report.pdf

HSBC. 2017. Parents spend USD 44,221 on their child's education, from primary to undergrad. Accessed 22nd Oct 2020. https://www.about.hsbc.com.vn/-/media/vietnam/en/news-and-media/170629-value-of-education-eng.pdf

International Organization for Migration. 2016. Vietnam Migration Profile. Accessed 19th nov 2020.
https://vietnam.iom.int/sites/default/files/IOM_Files/Migration_Data_Reports/VN_Migration_Profile_2016.pdf

Kuljus Consulting. Services in Finland. Accessed 30th Nov 2020. https://kuljus.eu/

Manifesto for Agile Software Development. Accessed 1st Dec 2020. https://agilemanifesto.org/

Naidoo, L. 2011. Ethnography: An Introduction to Definition and Method. University of Western Sydney. Sydney. Accessed 12th Nov 2020. https://cdn.intechopen.com/pdfs/31534.pdf

OECD Better Life Index. No date. How's Life in Finland. Accessed 14th Oct 2020.
https://www.oecd.org/finland/Better-Life-Initiative-country-note-Finland.pdf

OECD. 2017. Inclusive Entrepreneurship Country Policy Assessment. Finland, 2017. Accessed 16th Nov 2020.
https://www.oecd.org/industry/smes/FINLAND-country-note-2017.pdf

Startup Genome. 2020. The Global Startup Ecosystem Report. Accessed 14th October 2020.
https://startupgenome.com/reports/gser2020

Statista. 2020. Average interest rates of business loans to small and medium enterprises (SMEs) in Finland from 2007 to 2018. Accessed 21st Oct 2020. https://www.statista.com/statistics/862982/interest-rate-of-business-loans-small-medium-enterprises-finland/

TE-Palvelut. 2013. A startup grant supports a new entrepreneur. Accessed 16th Nov 2020. https://www.te-palvelut.fi/te/en/employers/for_entrepreneurs/services_new_entrepreneurs/startup_grant/index.html

The Lean Startup methodology. Accessed 1st Dec 2020. http://theleanstartup.com/principles

Trade Economics. No date. Finland Competitiveness Rank. Accessed 22nd oct 2020. https://tradingeconomics.com/finland/competitiveness-rank

UNESCO Institute for Statistics. No date. Global Flow of Tertiary-Level Students. Accessed 22nd Oct 2020. http://uis.unesco.org/en/uis-student-flow

Unicef. 2015. SWOT and PESTEL. Accessed 13th Nov 2020. https://www.unicef.org/knowledge-exchange/files/SWOT_and_PESTEL_production.pdf

Viuhko, M. & Lietonen, A. & Jokinen, A. & Joutsen, M (eds.). Exploitative sham marriages: exploring the links between human trafficking and sham marriages in Estonia, Ireland, Latvia, Lithuania and Slovakia. European Institute for Crime Prevention and Control, affiliated with the United Nations. Accessed 3rd Nov 2020. https://www.heuni.fi/material/attachments/heuni/reports/ci5Y5cgbB/Nettiin.pdf

VnExpress. 2018. Vietnamese families splurge $4 billion per year on education abroad. Accessed 22nd Oct 2020. https://e.vnexpress.net/news/news/vietnamese-families-splurge-4-billion-per-year-on-education-abroad-3759851.html

Tables

Figures