



Business Plan

Case: Liujun Consulting Service

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ABSTRACT

The purpose of this thesis was to explain in detail the Business Plan of Liujun Consulting Service. The company was a small start-up company that sells language service and consulting service to Tampere Immigrant Advice Center, which was one of department in Tampere City.

This thesis gave information about the backgrounds of Liujun Consulting Service and how to run the business. The objective of this thesis was to have an analysis of internal market in Tampere City and Finnish nation, and also how to efficiently help immigrants who live in Tampere or Pirkanmaa region.

This thesis provides in-depth analysis of the budget and marketing for Liujun Consulting Service. Immigrant service is a new business idea. This thesis also gave ideas on what to take into consideration when starting immigrant service.

Key words

Business plan, consulting service, Immigrant Advice Center

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1 INTRODUCTION

1.1 Background information

Immigrant Advice Centre is one of the departments of Tampere City, the address is Tuomiokirkonkatu 12, Tampere. Immigrant Advice Centre began from May of 2007, there are 8 employees work as an advisor in 2011. The main products of Immigrant Advice Centre are different languages service for the foreigners and help to take care of their issues; the main customers are immigrants from different countries. Immigrant Advice Centre offers 17 languages in 2011, for example Dari, Pashto, Urdu, Hindi, Chinese, Arabia, Kurdish, Persia, English, Russia, Estonia, Bulgaria, French, Spain, Somali, Thai and Finnish.

Tampere City outsourced the service. The advisors who worked in Tampere City needed to find out a company for working, Tampere City bought the service from the company. I worked as a Chinese advisor in Tampere City, and the same time I study International Business BBA program in Tampere university of Applied Science. In my opinion it was a good chance for me to set up a company and learn how to run a company in Finland. Liujun Consulting Service was set up to sell the services to Tampere City, the same employees who work for Immigrate Advice Centre. The location is still in Tuomiokirkonkatu 12, Tampere, 33100.

1.2 Business Purpose

The purpose of Liujun Consulting service is to comply and enforce the ideas of Tampere City and help immigrants to easily and smoothly integrate into the Finnish society.

Tampere City offers all different kinds of service for the people who lives in Tampere. Most of immigrants have problems to get the service from the Tampere City because of the language problems and also because of lack of the knowledge how to use the service

of Tampere City. Liujun Consulting service will provide language services and know-how service in order to combine the service between Tampere City and immigrant.

1.3 Research problems

Liujun Consulting service is language service and an information service provider for immigrants on immigration issues and practicalities of integrating into the Finnish society. Tampere Immigrant Advice Center guides , gives advice to the immigrant, also they provides services like translation in multiple languages, information on how to go about their daily life, like reserving time with doctor, filling Kela or other forms, explaining the official decisions that immigrant get from the nation or Tampere City, searching apartment, applying visa and many other things. Liujun Consulting service will strict follow the requirement what Tampere Immigrant Advice Center asks.

When immigrants move to Finland, how to get to start is very important. Different people have different backgrounds of their countries and different cultures; these are different from the Finnish society system and Finnish culture. Immigrant Advice Center is a right place to help immigrant to get this information and get to know how Finnish society system runs. Immigrants will have a lot of needs in the beginning of living in Finland, for example, they need to have a place to live, they need to a apartment or a house, they need to know how to find out a job, they need to see a doctor when they are sick, they need to know where is the kindergarten or school for their children, they need to know what the official document means, they need to know how to apply their visa , they need to know how to fill the Kela for other forms , they need to know where to learn Finnish language and so on. Immigrant Advice Center will help them to solve these questions.

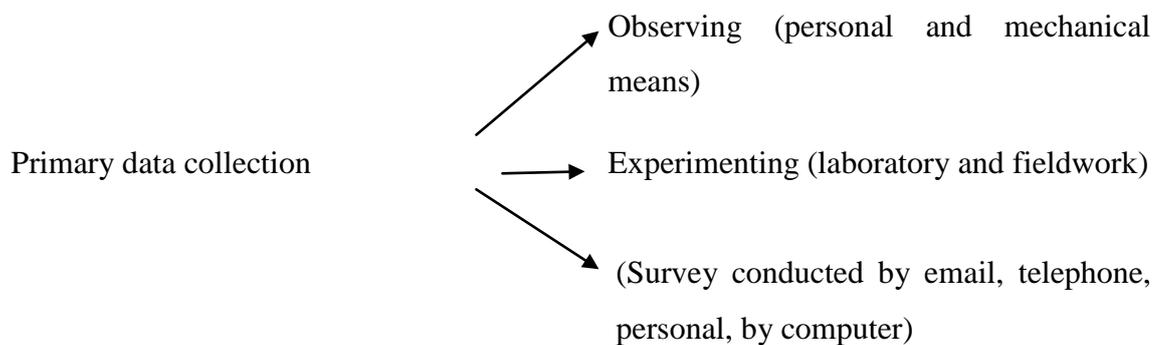
Later when immigrant lives longer in Finland, they will face some deep problems, for example culture problems, family problems, unemployment problems. In somehow immigrants only can see the problems, talk about the problem and fell the problems, but they don't know how to solve these problems. In this case Immigrant Advice Center

will guide, give advice to immigrants to get further help from the service of Tampere City or nation.

Therefore, how to be efficient to the customers when they need help is one of the main research problems in this final thesis.

1.4 Research methodology

The research methodology was done by collecting primary data and secondary data. Immigrant Advice Center collected customer's primary data without customer's name and security's number, but it was not allowed to show the primary data and the results. The method for gathering primary data is a preliminary personal interview survey for potential customers. The method for secondary data is to collect information from the internet, magazine and books.



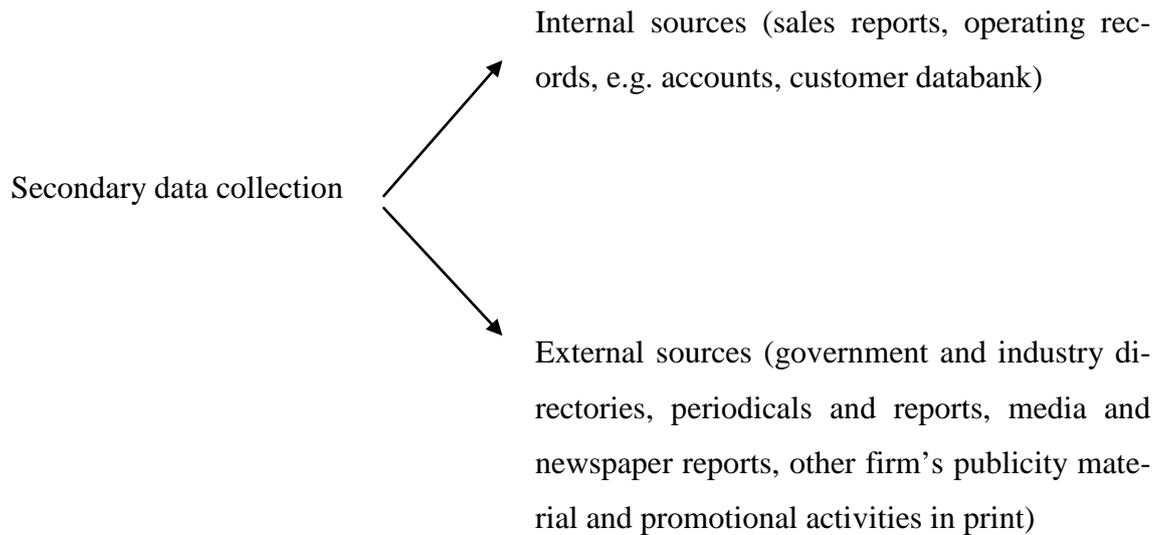


Figure 1 Data collection methods (Gate, 2005)

Available information is called **secondary data**, while that derived from a new research study is called **primary data**.

Generally speaking there are two main groups of market researchers, those who use the methods of quantitative research and those who conduct qualitative research. There are others who use both types, so the distinctions between the two groups can be blurred, and rightly so. There are merits in both approaches and they should be seen to be mutually supportive rather than exclusive.

However, quantitative research has been criticized for 'scraping the surface of people's attitudes and feelings'. The complexity of the human soul is lost through the counting of numbers. The advantage of qualitative research is that it guards against 'the sin of omission', that is, the failure to research a topic in greater detail through probing and understanding of respondents' attitudes, motivation and behavior. Qualitative research attempts to go deeper, beyond history facts, and surface comments, in order to get to the real underlying causes of behavior.

In our case, many factors and influences affect people in their everyday lives so that qualitative research to seek out and to understand the complexities surrounding the un-

derlying causes of behavior can sometimes be more appropriate than quantitative research methods.

1.5 Limitations and structure of the research

This thesis has three parts, the first part consists of introduction, business purpose, research problems, research methodology; the second part is business plan in theory, the third part is business plan in practice. The third part consists of executive summary, mission, vision, marketing analysis, SWOT analysis, marketing strategy, financial analysis and conclusions.

As every research, also this thesis has its limitations. I worked in Tampere Immigrant Advice Center, because Tampere City outsourced the service, but Tampere City would like to have the same employees. Liujun Consulting Service was set up in order to sell the service to Tampere City. It was a quite small company. Liujun Consulting Service needs an easy and simple business plan to see how to run the business and how to sell the service to Tampere City. So there are quite many limits regarding to risk management information.

1.6 Reliability of the study

I have been worked in Tampere Immigrant Center for two years since it needed Chinese advisor. Reliability is based by working experience and knowledge.

Tampere City provides equal services and opportunities of participation to all municipal residents. A municipal resident in the process of integration needs intensive guiding and counseling to organize her or his life in the new environment.

Starting point of integration needs health services from the districts, social services and benefits from the districts, education services for the children and youth, Finnish learning in high school for adults, work and training services provided by the labor office and so on.

2. Business Plan in Theory

2.1 The purpose of the business plan

A well –written business plan will provide a pathway to profit for any new or existing business. Your business plan will also provide the documentation that a lender or investor requires if you find it necessary to seek outside funding sources for your business. (Pinson, 2004)

The most important reason for writing a business plan is to develop a guide that you will follow throughout the lifetime of your business (Pinson, 2004).

- It helps you think long term-about the big picture, not just about starting a business but staying in business.
- It assists in keeping you motivated.

A business plan is a requirement if you are planning to seek financing.

- If you are seeking capital, the business plan details how the desired investment or loan will further the company’s goal and increase its profits.
- Every investor wants to know how his or her investment will improve the overall net worth of the company and help him to achieve his desired return on investment. (Pinson, 2004)

A business plan help you become a better decision maker.

- It will help you anticipate problems.
- Gathering information for your plan will increase your knowledge of the industry thereby assisting you in making more informed decisions.
- Your plan provides an organized way to conduct your investigation.

A business plan is a selling tool.

- Use the Business Plan to sell your business opportunity to potential investors, employees and suppliers. (Writing an Effective Business Plan)

A business plan is implementation plan.

- Use the Business Plan as a guide to keep you focused and making progress during the business start up phase

2.2. What Is a Business Plan?

A business plan is the written document that details the proposed venture. It must describe current status, expected needs, and projected results of the new business. Every aspect of the venture needs to be covered: the project, marketing, research and development, manufacturing, management, critical risks, financing, and milestones or a timetable. A description of all of these facets of the proposed venture is necessary to demonstrate a clear picture of what the venture is, where it is projected to go, and how the entrepreneur proposes it will get there. The business plan is the entrepreneur's roadmap for a successful enterprise. (Kuratko & Hodgetts 2001, 289)

In some professional areas the business plan is referred to as a venture plan, a loan proposal, or an investment prospectus. Whatever the name, the business plan is the minimum document required by any financial source. The business plan allows the entrepreneur entrance into the investment process. Although it should be used as a working document once the venture is established, the major thrust of the business plan is to encapsulate the strategic development of the project in a comprehensive document for outside investors to read and understand. (Kuratko & Hodgetts 2001, 289)

The business plan describes to investors and financial sources all of the events that may affect the proposed venture. Details are needed for various projected actions of the venture, with associated revenues and costs outlined. It is vital to explicitly state the assumptions on which the plan is based. For example, increases/decreases in the market or upswings/downswings in the economy during the start-up period of the new venture should be stated. (Kuratko & Hodgetts 2001, 289)

The emphasis of the business plan always should be the final implementation of the venture. In other words, it's not just the writing of an effective plan that is important but

also the translation of that plan into a successful enterprise. (Kuratko & Hodgetts 2001, 289)

2.3 Benefits of a business plan

The entire business planning process forces the entrepreneur to analyze all aspects of the venture and to prepare an effective strategy to deal with the uncertainties that arise. Thus a business plan may help an entrepreneur avoid a project doomed to failure. As one researcher states, “If your proposed venture is marginal at best, the business plan will show you why and may help you avoid paying the high tuition of business failure. It is far cheaper not to begin an ill-fated business than to learn by experience what your business plan could have taught you at a cost of several hours of concentrated work.” (Kuratko & Hodgetts 2001, 289)

Thus the business plan stands as the entrepreneur’s description and prediction for his or her venture, and it must be defended by the entrepreneur --- simply put, it is the entrepreneur’s responsibility. (Kuratko & Hodgetts 2001, 290)

Other benefits are derived from a business plan for both the entrepreneur and the financial sources that read it and evaluate the venture. Specifically for the entrepreneur, the following benefits are gained: (Kuratko & Hodgetts 2001, 290)

- The time, effort, research, and discipline needed to put together a formal business plan force the entrepreneur to view the venture critically and objectively. (Kuratko & Hodgetts 2001, 290)
- The competitive, economic, and financial analyses included in the business plan subject the entrepreneur to close scrutiny of his or her assumptions about the venture’s success. (Kuratko & Hodgetts 2001, 290)
- Since all aspects of the business venture must be addressed in the plan, the entrepreneur develops and examines operating strategies and expected results for outside evaluators. (Kuratko & Hodgetts 2001, 290)

- The business plan quantifies objectives, providing measurable benchmarks for comparing forecasts with actual results. (Kuratko & Hodgetts 2001, 290)
- The completed business plan provides the entrepreneur with a communication tool for outside financial sources as well as an operational tool for guiding the venture toward success. (Kuratko & Hodgetts 2001, 290)

The financial sources that read the plan derive the following benefits from the business plan:

- The business plan provides for financial sources the details of the market potential and plans for securing a share of that market. (Kuratko & Hodgetts 2001, 290)
- Through prospective financial statements, the business plan illustrates the venture's ability to service debt or provide an adequate return on equity. (Kuratko & Hodgetts 2001, 290)
- The plan identifies critical risks and crucial events with a discussion of contingency plans that provide opportunity for the venture's success. (Kuratko & Hodgetts 2001, 290)
- By providing a comprehensive overview of the entire operation, the business plan gives financial sources a clear, concise document that contains the necessary information for a thorough business and financial evaluation. (Kuratko & Hodgetts 2001, 290)

2.4 Business Plan Complete Outline

Business plan complete outline can be as follows: (Kuratko & Hodgetts 2001, 304)

Section I: Executive Summary

Section II: Business Description

- A. General description of the business
- B. Industry background
- C. Corporate fit
- D. Goal and potential of the business and milestones (if any)
- E. Uniqueness of product or service

Section III: Marketing

- A. Research and analysis
 - 1. Target market (customers) identified
 - 2. Market size and trends
 - 3. Competition
 - 4. Estimated market share
- B. Marketing plan
 - 1. Market strategy – sales and distribution
 - 2. Pricing
 - 3. Advertising and promotions

Section IV: Location

- A. Identify location
 - 1. Advantages
 - 2. Zoning
 - 3. Taxes
- B. Proximity to supplies
- C. Access to transportation

Section V: Management

- A. Management team- key personnel
- B. Legal structure-stock agreements, employment agreements, ownership
- C. Board of directors, advisors, consultants

Section VI: Financial

- A. Financial forecast
 - 1. Profit and loss
 - 2. Cash flow
 - 3. Break-even analysis
 - 4. Cost controls
 - 5. Budgeting plans

Section VII: Critical Risks

- A. Potential problems
- B. Obstacles and risks
- C. Alternative courses of action

Section VIII: Harvest Strategy

- A. Transfer of asset
- B. Continuity of business strategy
- C. Identify successor

Section IX: Milestone Schedule

- A. Timing and objectives
- B. Deadlines and milestones
- C. Relationship of events

Section X: Appendix or Bibliography

Business plan outline also can be like this:

- 1. Cover Sheet
- 2. Table of Contents
- 3. Executive Summary
- 4. The Organizational Plan
- 5. The Marketing Plan
- 6. Financial Document
- 7. Supporting Documents

2.5 Market and marketing

2.5.1 What is the market?

A market is a group of potential customers for a particular product who are willing and able to spend money or exchange other resources to obtain the product. (Zikmund, 2001, 9)

2.5.2 The marketing mix

The marketing mix can be placed in four basic categories: product place, promotion and price. These are commonly referred to as the four Ps of marketing. (Zikmund, 2001, 9)

2.5.3 What is a marketing strategy?

A marketing strategy consists of a plan identifying what basic goals and objectives will be pursued and how they will be achieved in the time available. A strategy entails commitment to certain courses of action and allocation of the resources necessary to achieve the identified goals. (Zikmund, 2001, 31)

2.6 How to start a successful consulting business?

One of the best businesses is to sell your expertise as a consultant. In fact, consulting is one of the hottest trends in the market today, as more and more people appreciate the independence and flexibility it brings and the ranges of potential income that this business can generate. (<http://www.powerhomebiz.com/vol83/consulting.htm>)

2.6.1 What it take to be a consultant?

To succeed in the consulting business, you must be an expert at recognizing problems and shaping solutions to those problems. It is important that you have excellent time management skills to enable you to submit your deliverables on time, handle various clients simultaneously, and work on expanding your cadre of clients. You must also have exemplary networking skills to help generate word-of-mouth for your consulting business.

2.6.2 What you need to start

- Choose your legal structure. It is best to formalize your business structure right from the start, both for legal and tax considerations. The three most common forms of business are sole proprietorship, partnership and corporations. Sole proprietorship is the easiest business form to set-up.
- Prepare your business plan. Like any other business, it is important that you prepare your own business plan. Even though you will not present the plan to potential investors, the business plan can help you think through your strategies for keeping the business afloat and profitable, marketing and getting your expertise known to your customers, organizing your business, and generating and managing your finances.
- Create your home office. The design of your office will depend on various factors (a) the kind of consulting field you are in; (b) the equipment and supplies that you need; and (c) whether you expect to entertain and meet with clients at home.

2.6.3 Marketing your consulting business

- Networking. Start with the people you already know- your former colleagues and bosses, your friends and existing industry contacts.

- Referrals. A pleased and satisfied client can be a very effective marketing tool for your consulting business. Once you have completed your projects with clients, and they are extremely satisfied with your performance, make sure that you ask for referrals and recommendations! They will only be too pleased to help spread the word about how great you are and the quality of your work. Strong word of mouth from a fellow business owner is so much more effective than any kind of advertising in the world.
- Cold Calling. It would be great if clients knock on your door all the time. That is not always the case. There will be times when you have to go out there to look for them. You may dread the idea of cold calling; but selling is an integral part of operating a business.
- Books, Articles and Newsletters. Getting published can greatly help in establishing a reputation for excellence in your field.
- Advertising. You can pick up some customers, regardless of the area of your specialization, by advertising in your area's most popular newspaper or trade and specialized business publications.
- Direct Mail advertising. Direct mail solicitation can be done through postcard, sales letter mailings or brochures. You must appeal to the needs and wants of your target audience: why should they hire you and how will your services benefit them?

Starting a consulting business involves more than expertise in your field: it takes business savvy, loads of financial smarts, excellent people and communication skills, and marketing know-how to succeed. Most of all, you need to gather your courage and start the business. You will find consulting to be a very rewarding and personally fulfilling career.

3. Business Plan in Practice

3.1 Executive summary

Immigrant Advice Centre is one of the departments of Tampere City, the address is Tuomiokirkonkatu 12, Tampere, 33100. Immigrant Advice Centre began from May of 2008, there are 7 employees work as advisor in 2009. The main products of Immigrant Advice Centre are different languages service for foreigner; the main customers are immigrants from different countries. Immigrant Advice Centre offers 17 languages in 2009, for example Dari, Pashto, Urdu, Hindi, Chinese, Arabia, Kurdish, Persia, English, Russia, Estonia, Bulgaria, French, Spain, Somali and Finnish.

Tampere City will outsource the service. Liujun Consulting Service was set up to sell the services to Tampere City, the same employees who work for Immigrate Advice Centre. The location is still in Tuomiokirkonkatu 12, Tampere, 33100.

3.2 Business Purpose

3.2.1 Mission

The mission of Immigrant Advice Centre is to help the immigrant to easily and smoothly integrate into the Finnish society.

3.2.2 Vision

Offer basic service to immigrants in order to integrate into the society.

3.2.3 Objectives

Reception of immigrants in the early stage

Case Management (Translation services)

Mental Health Work

Improvement of employee and workplace knowledge in working with immigrant services and clients

3.3 Forecasting demand for the service

3.3.1 Scenario

The idea of scenarios is to figure out different futures and try to think about their effect on business. Seven possible variables were gathered that might be happened in near future (2 years) and two of most effects was chosen. These were the amount of immigrants (decline-increase) and financial situation of economy (good situation- crisis).

According the scenario, good economical and growth in amount of immigrants were chosen for the future. And the company thinks in the future it will come true. We want to use the marketing strategy to achieve the goal, for example offering more languages, selling our service to the company who needs, selling the service to the other cities that need.

V1 Attitudes towards immigrants

The company think that in the future economical situation will be good and the amount of immigrants will grow, the attitudes towards immigrants will be better. Because good economical situation eliminates conflict, people wish the environment to be more international, local people accept immigrants and they are happy to learn and see new thing, immigrant also will be integrate into local life little by little, immigrants comes from different country different culture also will understand the others' habits and culture.

But on the other hand, if the growth in amount of immigrants is so fast and reach a limit, even good economical situation can't eliminate many problems.

V2 Tuition fee

During good economical situation, people will have money to pay tuition fee, but most of people may don't have money to pay or don't want to spend huge money on studying, so in the future the amount of immigrants will decline.

V3 Separation from the city and outsourcing

Growth in amount of immigrants does not be effected by separation from the city and outsourcing, but it might be affected by good economical situation, the better economical situation and the less separation from the city and outsourcing. In next two years, economical situation will not turn better as people expect, so saving the cost and keeping quality is important, separation from the city and outsourcing is trend.

V4 Awareness

Awareness will increase little by little with the growth in amount of immigrants increase, awareness also will increase with economical situation turning better, because people have more other needs.

V5 Financial crisis

Financial crisis already happened and still continue, the amount of immigrants will not grow because immigrants can't find out job and the cost of living is quite high.

V6 Language offering

In the future growth in amount of immigrants will increase, more different languages will offer, but because of financial crisis, language offering hours will reduce.

3.4 Company Service

Liujun Consulting service is an information service provider for immigrants on immigration issues and practicalities of integrating into the Finnish society, immigrant Advice center guide , give advice to the immigrant, also they provide services like translation in multiple languages, information on how to go about their daily life, like reserving time with doctor, filling Kela or other forms, explaining the official decisions that immigrant get from the nation or Tampere City, searching apartment, applying visa and many other things.

3.5 Marketing Analysis

3.5.1 Target Market

The market is currently limited to immigrants in Pirkanmaa regions, the main customers are in Tampere City region. Currently, this service is offered free of charge for immigrants and it is financed by EU and Tampere City.

We have established four main target groups as our customers; immigrants coming to work in Tampere, students, immigrants already living in Tampere and refugees. Liujun Consulting Service plans to sell the services to the City of Tampere as well to companies and organizations who need these kinds of services.

3.5.2 Competitor Analysis

Our currently perceived competitor is Pirkanmaa Tulkkikeskus, who offers the same service as we offer, in addition to many other services we cannot offer at this time, but the competitive edge we have over them is that our service is absolutely free for the customers and does not need to reserve time.

Pirkanmaa Tulkkikeskus offers service for the private and public sector (offering service to Kela, social, police and companies). In some senses Pirkanmaa Tulkkikeskus is a translator machine, they are responsible for the correct language translating, and they don't need to be responsible for the things. Tampere Immigrant Advice Center is not only responsible for the correct language translating, but also needs to be responsible for the benefit of the customer.

3.5.3 SWOT

<p>Strength</p> <ul style="list-style-type: none"> ✚ The service is total free. ✚ Get language service at once. ✚ Offers practical solutions to everyday problems. ✚ Helps immigrants to integrate the Finnish society. ✚ Be responsible for the benefit of the customers. 	<p>Opportunity</p> <ul style="list-style-type: none"> • Possible to sell the service to other cities • Possible to sell the service to the companies • Possible to sell the service to private person
<p>Weakness</p> <ul style="list-style-type: none"> ○ Small target market(Tampere region) ○ our service is not legal binding, so our clients can abuse our services ○ Controlled and owned by the city of Tampere ○ Limited amount of language offering ○ Dependent on Tampere city for finance 	<p>Threats</p> <ul style="list-style-type: none"> ❖ Our service can become insignificant if the amount of immigrants decline drastically within the Tampere region. ❖ Could be perceived as a duplication of effort considering the activities of Pirkanmaa

3.6 Marketing Strategy

3.6.1 Target Markets and Positioning

The target markets consists immigrants coming and living in Tampere and Pirkanmaa region, the another is the Finnish nationals re-entering the country or Finish national with foreign spouses who need the guidance and knowledge about the immigration issues.

3.6.2 Product Strategies

The current service offers translation services, information providing on immigration issues and guidance relating to immigration issues all in multiple languages. A client enters into the office and the content of the service is determined according to the needs of the customer. Our service is relatively new still and developing. This creates an opportunity to follow customer needs, which makes the service more sensitive towards the needs of customers. When the key service concept develops along with the needs of customers, the service choice criteria is constantly moving. There are still opportunities for development and expansion according to the actual demand of the market. Branding is not a goal for our project because of the strong emphasis of the practicality.

3.6.3 Pricing Strategies

Since we are a part of Tampere city services, it is possible for us to provide our services without charging our customers. Operating as a part of Tampere city gives us an internal support asset; our service is absolutely free of charge. This gives us the cost advantage against our competitors and is one of the factors we are going to highlight when marketing our services.

Pricing considerations

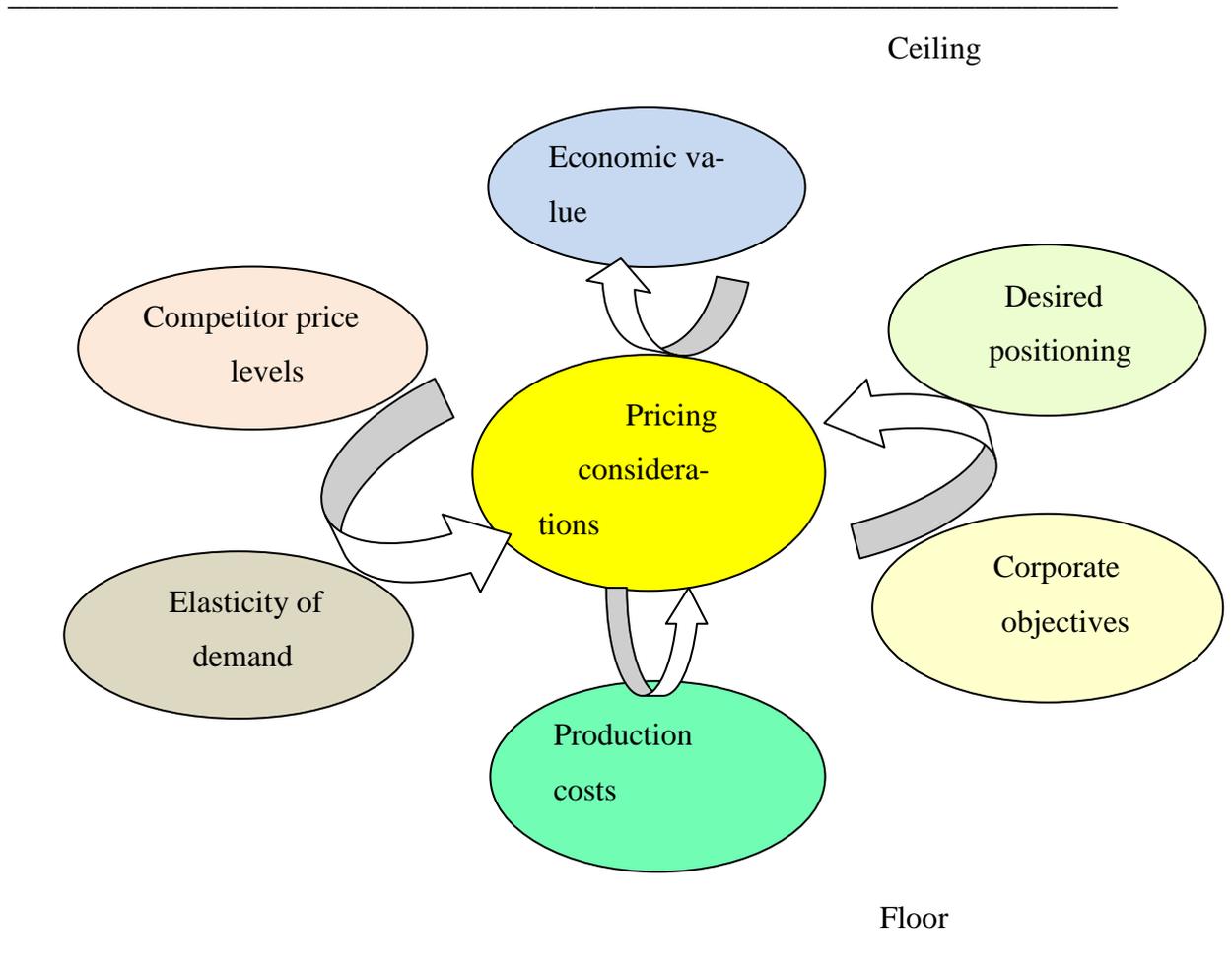


Figure 2 Pricing considerations (Graham 2008)

Setting prices can be one of the most difficult decisions in marketing. Price too high and customers may not buy, price too low and the company may not achieve the profit levels in order to continue the business. A number of factors need to be taken into account when setting price levels.

- **Production costs.** Pricing method is to set price at cost plus a percentage mark-up (e.g. cost plus 20 per cent). Provided the product sells in sufficient quantities at this price, this strategy ensures a given level of profitability.
- **Economic value to the customer.** The value of the product to the customer over its lifetime gives a ceiling above which prices would be unacceptable to customers.
- **Competitor price levels.** It is important to consider the price set by competitors. Where two or more product offerings are similar on other characteristics, price can become the final determinant of choice.
- **Desired competitive positioning.** The price charged can be a powerful signal to the market of the quality and reliability of the product. Too low a price may suggest poor quality rather than good value for money.
- **Corporate objectives.** Are the objectives to grow the market rapidly (which might argue for a relatively low price), to harvest (which might argue for prices at the high end), or to maximize profit (which would indicate marginal cost pricing)?
- **Price elasticity of demand.** A further consideration in setting prices is the extent to which demand will vary at different price levels.

Since Liujun Consulting Service is a part of Tampere city services, it is possible to provide the services without charging the customers. Operating as a part of Tampere city gives us an internal support asset; our service is absolutely free of charge. This gives us the cost advantage against our competitors and is one of the factors we are going to highlight when marketing our services.

In our case, it is wise to set price according competitor price levels. It is better to a little lower than competitors' price.

3.6.4 Service Strategies and Action Plan

Because we are a part of Tampere city services, so we follow what Tampere city asks to do. Tampere city has its own promotional strategies, supply chain strategies and action plan about Immigrant Advice Center. We will just co-operate with them and help.

On the other hand, we need have our own promotional strategies & supply chain strategies and action plan. The main idea is that know better what kinds of service the nation and Tampere City offer to the citizen, in somehow it means understand more internal marketing, action plan in our case it means know how to offer good customer service so that the immigrants and Tamper City will both satisfied.

Internal Environment

The mission of Immigrant Advice Center is to help the immigrant. The objectives are to guide, advice and translate for the immigrant for free. Growth strategies include four areas: immigrants in early-stage reception, case management, mental health work and improving employee and workplace knowledge in working with immigrant services and clients.

Much new thinking and practice in strategic marketing is concerned with managing relationships: with the customer, and with partners in strategic alliances. However, a further aspect of relationship management and relationship marketing is the relationship with the employees and managers, upon whose skills, commitment and performance the success of a marketing strategy unavoidable relies. This is the internal market inside the company.

The scope of internal marketing:

Internal marketing focuses on the development and delivery of high standards of service quality and customers satisfaction; it is concerned mainly with development of internal communications programs to provide employees with information and to win their support. Internal marketing which is used as a systematic approach to managing the adop-

tion of innovations within an organization. It is concerned with providing products and services to users inside the organization. Internal marketing in our case focused on development and delivery of high standards of service quality and customer satisfaction to immigrant by communications with different departments or different company in order to solve the problems of the immigrant.

All the departments of Tampere City supports Immigrant Advice Center, in the same time Immigrant Advice Center supports the another departments of Tampere City. Immigrant Advice Center helps immigrants to get service from the another departments that deals with things, for example social service issues, health center issues, apartment issues, justice issues, Finnish language issues, working issues, visa issues. Meanwhile Immigrant Advice Center also has strong connection with Kela, police station and TE-office.

Internal and external marketing programs:

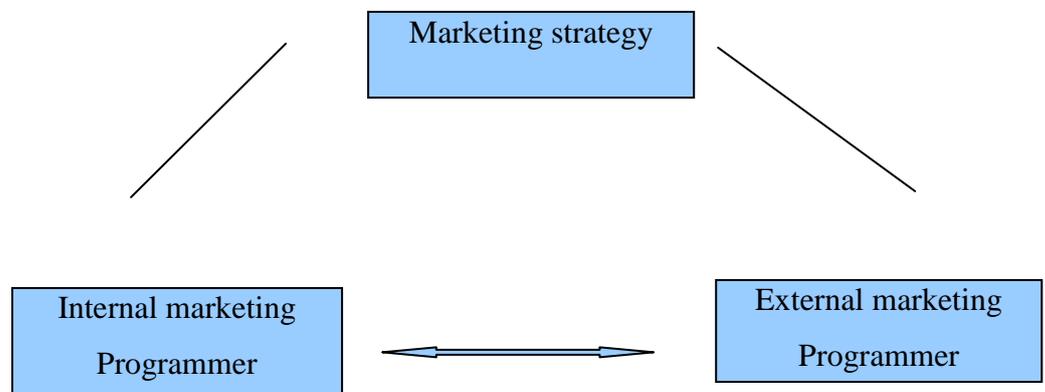


Figure 3 Marketing Strategy

A structure for an internal marketing program is shown in the Figure 3. The basic proposal is that the easiest way to make practical progress with this type of internal marketing, and to establish what it may achieve, is to use exactly the same structures that we use for planning external marketing. This suggests that we should think in terms of integrating the elements needed for an internal marketing mix or program, based on our

analysis of the opportunities and threats in the internal marketplace represented by the company with which we are working.

Here are the basic terms of internal marketing program:

The product: The product to be 'sold ' is that value, attitudes and behaviors which are needed to make the marketing plan work effectively. These hidden dimensions of the product may range from increased budgets and different resource allocations, to changed control systems and criteria used to evaluate performance, to changed ways of handling customers at the point of sale.

The price: The price element of the internal marketing mix is not our cost; it is concerned with what we are asking our internal customers to 'pay' when they buy in to the product and the marketing plan.

Communications: The most tangible aspect of the internal marketing program is the communications medium and the messages used to inform and to persuade, and to work on the attitudes of the key personnel in the internal marketplace.

Distribution: The distribution channels element of the mix is concerned with the physical and socio-technical venues at which we have to deliver our product and its communications: meetings, committees, training sessions for managers and occasions, and so on.

Internal marketing

Internal marketing is a means of involving staff at all levels in effective marketing programmers by enabling them to understand their role within the marketing process. (http://www.slideshare.net/engineer_Sood/internal-marketing-presentation)

Internal marketing programs consist of training and staff development, effective internal communications and integration schemes, designed to enhance knowledge and under-

standing of the overall marketing orientation within the organization.
(http://www.slideshare.net/engineer_Sood/internal-marketing-presentation)

Definition of internal marketing

Internal marketing is an ongoing process that occurs strictly within a company or organization whereby the functional process is to aligns, motivates and empowers employees at all management levels to consistently deliver a satisfying customer experience.
(http://www.slideshare.net/engineer_Sood/internal-marketing-presentation)

Internal marketing is the key to achieve:

- Commitment to the goal of guaranteeing the best possible treatment of customers.
- Participating actively in achieving the organization's goals
- Creating a potential for long-term success

The Role of internal marketing

- Management of change: Internal marketing may be used to place, and gain acceptance of new systems such as the introduction of information technology and new working practices, and other changes.
- Building corporate image: Internal marketing's role is to create awareness and appreciation of the company's aims and strengths – as all employees are potential company ambassadors.

Essentials of successful internal marketing programmers

The four most important areas within the organization's internal environment which are essential for an internal marketing programmer are motivation, co-ordination, information and education. Information gathering to assess are employee knowledge, atti-

tudes and behavior. Management actions are selection, training, motivation and direction. (http://www.slideshare.net/engineer_Sood/internal-marketing-presentation)

Benefits of internal marketing:

- Internal marketing encourages the internal market (employees) to perform better.
- Internal marketing empowers employees and gives them accountability and responsibility.

Internal marketing creates common understanding of the business organization. (http://www.slideshare.net/engineer_Sood/internal-marketing-presentation)

- Internal marketing encourages employees to offer superb service to clients by appreciating their valuable contribution to the success of the business.
- Internal marketing improves customers' retention and individual employee development.
- Internal marketing integrates business culture, structure, human resources management, vision and strategy with the employees' professional and social needs.
- Internal marketing creates good coordination and cooperation among departments of the business.

Key concepts of internal marketing include:

- Internal marketing functioning as a continual internal 'up skilling' process.
- Alignment of the organization's purpose with employee behavior.
- Motivation, reframing and empowerment of employee attitude.
- Inside-out management approach.
- Retaining a positive customer experience throughout the business objective. (http://www.slideshare.net/engineer_Sood/internal-marketing-presentation)

In our case, in the past Tampere City hired immigrants who could speak good Finnish, lived in Tampere at least 5 years, had enough education and working experience and so on to work in Immigrant Advice Center. The employee advisors' attitudes and behaviors as well as the competence are very important for employer Tampere City in order to achieve the mission. 17 languages and 7 advisors were offered in the past. According to the pricing, Tampere City offers the service free for the immigrant who needs help, but in order to reduce the cost Tampere City offers a few hours per week for each language, in this case Tampere City saves cost to pay the salary of the advisors. Tampere City ALMA project team members organize many promotion events for immigrant in order to let immigrant know more about the service of the Tampere City as well as give the information to the immigrant. For the supply chain, Tampere City gives training to the advisor very often, service network is perfect and easy to reach, advisors' joining the meetings and seminars is compulsory.

Free offering 17 different languages and the service to help the immigrants for solving their problem make us unique. Because the service is free that is one reason that makes us unique. Immigrant Advice Center hired good employees to work there who could performance the customer satisfaction, organized good service network for searching information, as well as organized different events for immigrants in order to solve the problems of the immigrant, in order to increase the harmony in the society, in order to reduce the cost of different departments in Tampere City and different departments in the nations, such as Kela, TE-office, Tax office and police station. All of these are the added value through its offerings in the past.

Service strategy

The main focus in service competition is the continuous management of the services of moments of truth in service processes, as well as adequate support from managers and supporting functions and from investments in technology, operations and administrative systems.

Giving promises: Traditional External Marketing

Customers' experiences of service encounters do not take place in a vacuum. Immigrants visit us with certain expectations, which are partly created by the service provider itself. By our external marketing process, involving traditional marketing efforts, we give promises, which should correspond with the personal needs, values and wishes of the target group of customers.

Enabling promises: Internal marketing

Employees' abilities and motivation to meet the expectations of customers are backed up by internal marketing efforts. Internal marketing is a must for creating the prerequisite conditions for keeping promises. We should know as much as we can about the law, the rules, the service which is offered by Finnish government and Tampere City.

Keep promises: Interactive marketing

Customers and employees meet and interact; it determines whether customers' experience meets their expectations. Fulfilling promises between us and customers is one major aspect of the interactive marketing process. The customer contact employees are most often the key to success. Interactive marketing and keeping promises is almost entirely the responsibility of operations and other functions.

Interactive marketing relies on the information superhighway as the link between customer and marketer. It gives the potential customer a greater degree of freedom and choice than has ever been possible and seeks to create the ultimate form of partnership between product seller and product buyer. (Ryan, 2001, 10)

Service recovery: Managing quality when service failures occur

The real test of the customer orientation of a service provider takes place when a service failure has occurred. Ideally, quality should be high all the time and failures should not occur in the service processes. However, employees make mistakes, systems break down, customers in the service process may cause problems for other customers, or a customer may not know how to participate in the process or may change his mind regarding some aspect of the service during the process. As a consequence, the planned service process will not lead to a good result for the customer. The intended level of quality is not achieved. It is important to realize that such a failure does not always result from mistakes made by the service firm; the customer or customers can also cause service failures. (Grönroos, 2000, 112)

However, regardless of the whether the firm, the customer, or something else is to blame; every problematic situation for a customer is an opportunity for the service provider to demonstrate its commitment to service. (Grönroos, 2000, 113)

Hence, regardless of the reason for a failure, the service provider has to take care of the situation and is responsible for solving the problem in a way that satisfies the customer. Unless this is done, the customer will feel that he received poor quality and the risk of losing that customer grows. Or if complaining customers feel that their complaint is not handled quickly enough and with enough attention and empathy, the quality of the whole relationship will deteriorate. If there is a quality problem in the service process, the service has to be performed very carefully and accurately the second time. (Grönroos, 2000, 113)

Research shows that service providers are often offered a second chance to create a positive quality perception by customers even though a service process has broken down. The way a firm manages service recovery forms a platform for strengthened or weakened customer relationships. A well-managed recovery has a positive impact on the development of a trusting relationship between a firm and its customer and it also may deepen the customer's commitment towards the service provider. (Grönroos, 2000, 113)

3.7 Financial analysis

3.7.1 Startup Expenses

Startup Expenses

Immigrant Advice Centre

Sources of Capital

Owners' Investment (name and percent ownership)

Jun Liu	\$ 100 000
Other investor	-
Other investor	-
Total Investment	\$ 100 000

Bank Loans

Bank 1	\$ -
Bank 2	-
Bank 3	-
Bank 4	-
Total Bank Loans	\$ -

Other Loans

Stela	\$ 50 000
Source 2	-
Total Other Loans	\$ 50 000

3.7.2 Startup expenses summary statement

<i>Summary Statement</i>	
<u>Sources of Capital</u>	
Owners' and other investments	\$ 100 000
Bank loans	-
Other loans	50 000
Total Source of Funds	\$ 150 000
<u>Startup Expenses</u>	
Buildings/real estate	\$ -
Leasehold improvements	10 000
Capital equipment	-
Location/administration expenses	43 000
Opening inventory	-
Advertising/promotional expenses	15 000
Other expenses	2 000
Contingency fund	7 000
Working capital	-
Total Startup Expenses	\$ 77 000
Gap	\$ 73 000

Immigrant Advice Centre Income Statement

Revenue	2012												2013			2014
	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	TOTAL	TOTAL	TOTAL	
Sales revenue	14 900	14 000	14 450	14 450	13 100	10 850	12 200	13 100	14 450	14 450	14 000	13 550	163 500	155 500	159 000	
(Less sales returns and allowances)																
Service revenue																
Interest revenue																
Other revenue																
Total Revenues	14 900	14 000	14 450	14 450	13 100	10 850	12 200	13 100	14 450	14 450	14 000	13 550	163 500	155 500	159 000	
Expenses																
Cost of goods sold	656	616	636	636	576	476	536	576	636	636	616	596	7 192	10 650	11 340	
Salaries	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	5 000	60 000	62 000	64 000	
Social costs 70 % of salaries	3 500	3 500	3 500	3 500	3 500	3 500	3 500	3 500	3 500	3 500	3 500	3 500	42 000	42 000	42 000	
Employee benefits																
Marketing	200	200	200	200	200	200	200	200	200	200	200	200	2 400	2 300	2 300	
Advertising																
Rents	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	1 000	12 000	12 500	13 000	
Traveling																
Electricity & water	500	500	500	500	500	500	500	500	500	500	500	500	6 000	6 300	6 500	
Maintenance and repairs	200	200	200	200	200	200	200	200	200	200	200	200	2 400	2 000	2 000	
Utilities	200	200	200	200	200	200	200	200	200	200	200	200	2 400	2 000	2 000	
Office supplies													1 800	2 000	2 000	
Consulting & legal	200	200		200	200	200	200	200	200	200	200	200	900	500	800	
Bookkeeping & HR services	200	500	500	500	500	500	500	500	500	500	500	500	5 700	6 000	6 000	
Depreciations	119	119	119	119	119	119	119	119	119	119	119	119	1 429	1 429	1 429	
IT equipment & Software																
Insurance	500	500	500	500	500	500	500	500	500	500	500	500	6 000	6 000	6 000	
Interest expenses																
Other	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	
Other																
Total Expenses	12 075	12 535	12 355	12 555	12 495	12 395	12 655	12 495	12 555	13 055	12 535	12 515	150 221	155 679	159 369	
Net Income Before Taxes	2 825	1 465	2 095	1 895	605	(1 545)	(455)	605	1 895	1 395	1 465	1 035	13 279	(179)	(369)	
Income tax expense 26%	734	381	545	493	157	(402)	(118)	157	493	363	381	269	3 453	(47)	(96)	
Income from Continuing Operations	2 090	1 084	1 550	1 402	448	(1 143)	(337)	448	1 402	1 032	1 084	766	9 827	(132)	(273)	
Below-the-Line Items																
Income from discontinued operations																
Effect of accounting changes																
Extraordinary items																
Net Income	2 090	1 084	1 550	1 402	448	(1 143)	(337)	448	1 402	1 032	1 084	766	9 827	(132)	(273)	
Net Income, YTD	2 090	3 175	4 725	6 127	6 575	5 431	5 095	5 542	6 945	7 977	9 061	9 827	9 827	(132)	(273)	

3.7.4 Income Statement

3.8 Operations and Personnel

Tampere Immigrant Advice Center is an information service provider for immigrants on immigration issues and practicalities of integrating into the Finnish society; the center provides services like translations in multiple languages, information on how to go about daily life, for example, banking, filling Kela /social forms, taxations, social and health services, etc... Tampere Immigrant Advice Center will outsource the service. Liujun Consulting Service will sell the same service to Tampere Immigrant Advice Center.

I will operate Liujun Consulting Service and offer the service to the Tampere Immigrant Advice Center, Tampere Immigrant Advice Center will offer the office, computer and phone and information and something else related to the service. The address is Tuomiokirkonkatu 12, 33100, Tampere. Liujun Consulting Service offers the language service and co-operate with Immigrant Advice Center and Tampere City to handle the different kinds of issues.

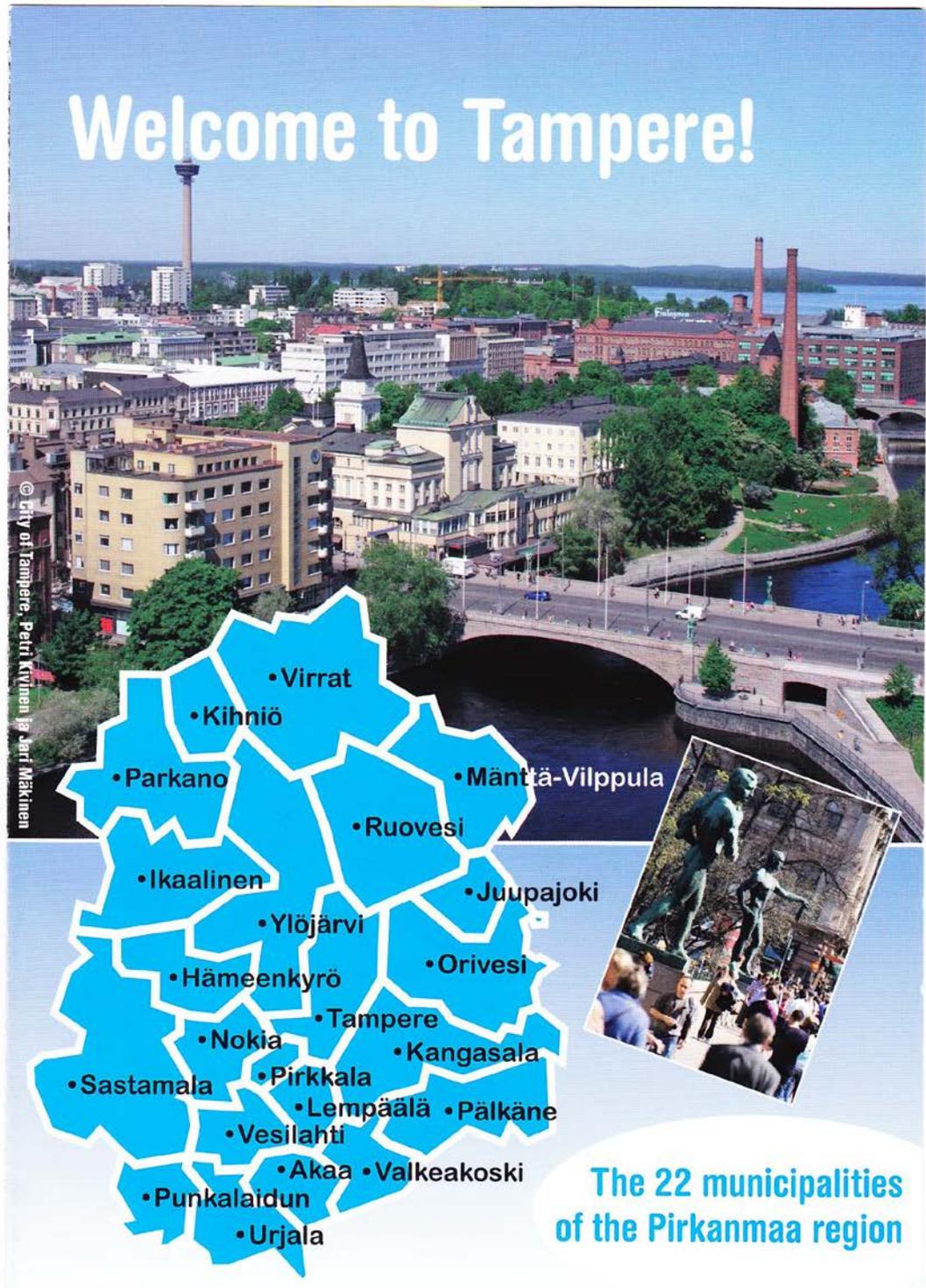
Each month we will have a meeting with Immigrant Advice Center, discuss with the matter of the job, every two month we will have a training concerning the matter of the job in Immigrant Advice Center.

In the future we try to offer the service to the other cities if they need, also we try to offer the service to the company that need immigrant service.

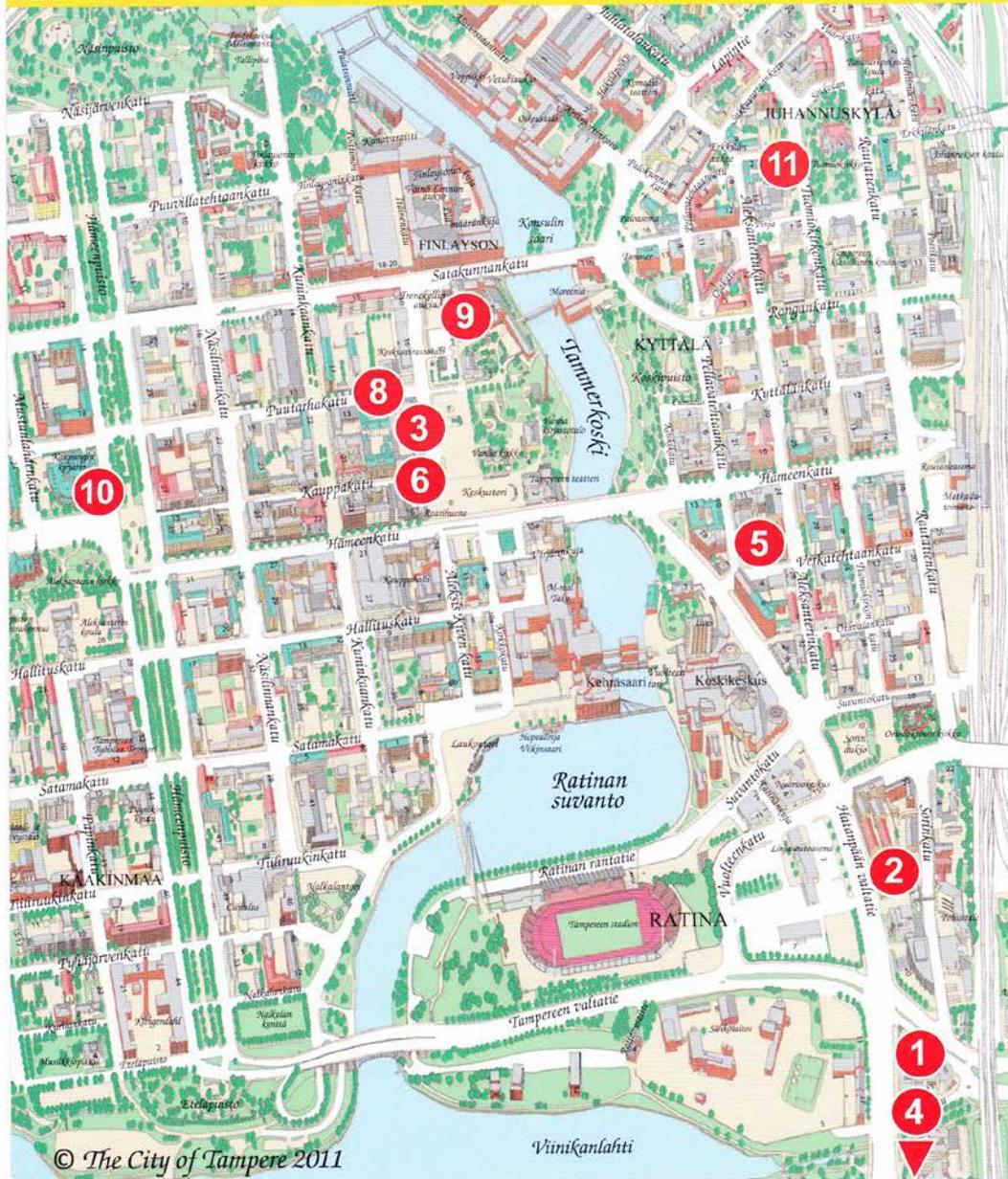
4. Reference:

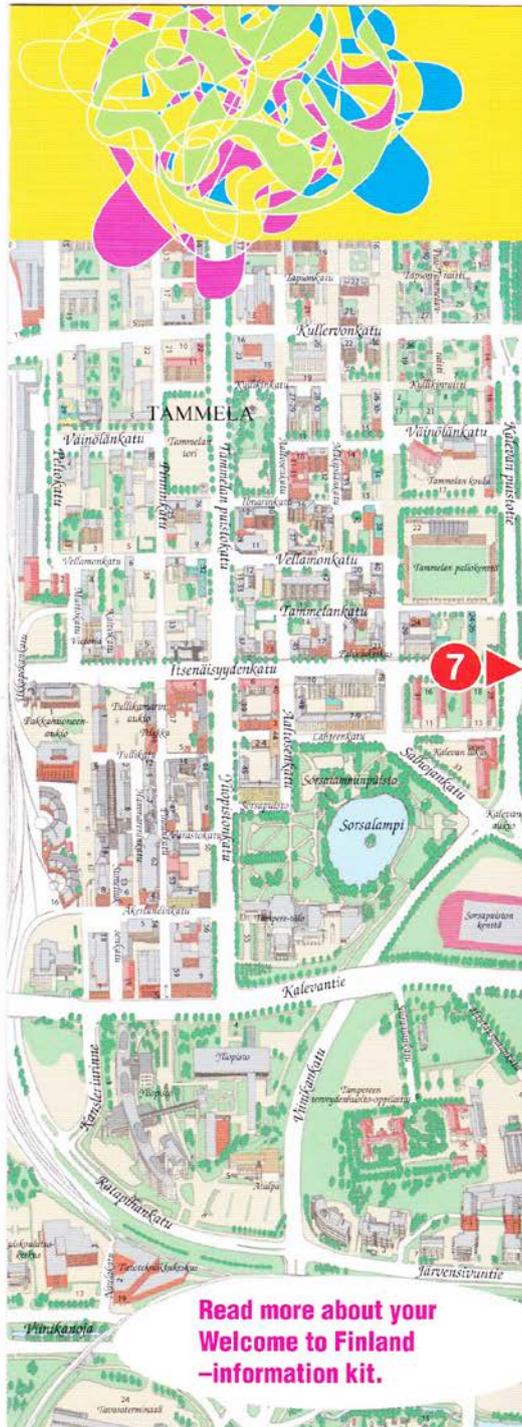
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5. Appendix



Further information from the internet and Immigrant Advice Centre.





- 1 Submit your notification of moving to Finland to the local **register office**. (Maistraatti, Hatanpään valtatie 24, tel. 071 874 0341)
- 2 **Police** assists you in permit and registration issues: The district police department. (Hatanpään valtatie 16, Tampere, tel. 071 874 0131)
- 3 The social insurance institution **Kela** decides on social security issues. (Aleksis Kiven katu 18, tel. 020 692 207)
- 4 In taxation matters, go to **Tax office**. (Hatanpään valtatie 36, tel. 020 612 000)
- 5 Employment services are available at **TE-toimisto** (Pellavatehtaankatu 25, tel. 010 194 043)
- 6 **Counseling point of social services** provides information on municipal social services of the city of Tampere. (Aleksis Kiven katu 18, tel. 03 5657 0200)
- 7 In health emergencies, go to **Acuta**. (Teiskontie 355, tel. 03 311 611)
- 8 Rental flats can be applied for in **Asuntotori**. (Puutarhakatu 8, tel. 020 127 7215)
- 9 The customer service point of **Tampere city public transportation** informs you on bus routes and tickets in Tampere. (Frenckellinaukio 2B, tel. 03 5656 4700)
- 10 In the **main library Metso** you can borrow materials and read newspapers in several languages, use internet and make copies. (Pirkankatu 2, tel. 03 5656 4005)
- 11 **Immigrant advice centre** gives advice and guidance in 16 languages in all every-day issues. (Tuomiokirkonkatu 12)

**MAAHANMUUTTAJIEN
NEUVONTA
IMMIGRANT ADVICE
CENTRE**
Tuomiokirkonkatu 12

**MAAHAN-
MUUTTAJIEN
NEUVONTA**

Ohjausta, neuvontaa ja
asiointiapua

**IMMIGRANT
ADVICE
CENTRE**

Multi-lingual information
and guidance services

**Everybody is welcome
to Immigrant Advice Centre –
drop by!**

**Tuomiokirkonkatu 12, Tampere
Tel. 040 806 2526 ja 040 806 2527**

www.tampere.fi/maahanmuuttajaneuvonta
Please check the service hours of different
languages.
In the Advice Centre, information is available
on initial assessments for immigrants.

Advisors at the Immigrant Advice Centre

European Union
European Social Fund

**Leverage from
the EU**
2007–2013

*All
Bright!*

REGION
TAMPERE
FINLAND

Good to know:

- **Emergency number:** tel. 112
(ambulance, police, fire service,
rescue)
- **Telephone health service** and appointments for resi-
dents of Tampere municipality:
tel. 03 565 713. Find out from this
number, where to seek treatment in
Tampere. Your local health centre
will help you at daytime. If it's clo-
sed, go to **Acuta** in urgent cases.
- **Tax service in English,**
tel. 020 697 050
- **City of Tampere:** www.tampere.fi
(in Finnish and English)
- **Lost and found** items in Tam-
pere: Pirkanmaa löytötavaratoi-
misto, Sammonkatu 64 or police
station, Sorinkatu 12, Tampere
- **Employment and Economic
Development Office** (TE-toi-
misto), Hervanta Office is located
at Hermiankatu 6–8, Tampere,
tel. 010 194 579