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**BUSINESS PLAN
FOR A TECHNOLOGY INNOVATION**


Bachelor thesis
Business Management

November 2015



MAMK
University of Applied Sciences

DESCRIPTION

	Date of the bachelor's thesis 9 December 2015
Author(s) Anniina Leikas	Degree programme and option Business Management
Name of the bachelor's thesis Business plan for a technology innovation	
Abstract <p>The aim of this thesis was to create a business plan to understand the potential of the business idea and offer guidance when establishing a new business. The basis was to study the business environment in Finland and what factors need to be considered in the business planning process. Entrepreneurship is one possibility for the author in the future.</p> <p>Large generations are retiring and the market has place for new entrepreneurs and ideas. The Technology industry is constantly evolving and new ideas are needed to make processes and everyday life easier. Consumers value products that ease their everyday problems.</p> <p>The theoretical framework of the thesis is based on entrepreneurship in Finland and business planning process. The research was conducted by using quantitative and qualitative methods. As the quantitative method, a survey was conducted through Webropol, the themes in the survey were online services, mobile applications and ecological issues. The survey was made to find out the potential customers and their consuming behaviour. The Qualitative research consists of interviews with business professionals: Marjo Niittuaho-Nastolin who is a Development Manager at Miksei Oy and Kimmo Hartikainen, the entrepreneur of Verkkoverstas and Happo Solutions. The topics in the interviews were business establishment, financial requirements, demand and entrepreneur's capabilities. In addition to the survey and interviews, a business plan was made and it is mostly confidential due to trade secrets.</p> <p>The results introduce the research material from the interviews and from the survey. Starting a start-up in Finland, business plan and the customer segment will be viewed in the section. The main parts of the business plan are introduced and other important factors in the business planning process and entrepreneurship. Based on the results, conclusions are made whether the business environment in Finland is suitable for the business and whether the business idea is feasible in real life.</p>	
Subject headings, (keywords) Entrepreneurship, business, financing, technology, innovation	
Pages 45 + appendices 7	Language English
Remarks, notes on appendices	
Tutor Anna-Liisa Immonen	Bachelor's thesis assigned by Anniina Leikas

CONTENTS

1	INTRODUCTION.....	1
2	STARTING A BUSINESS IN FINLAND	3
2.1	Business environment in Finland.....	3
2.2	Steps to start up a company	4
2.3	Supporting organizations for entrepreneurs.....	7
2.4	Financing and funding	8
2.5	Technology innovations in Finland	9
2.6	Incubators	11
3	BUSINESS PLAN AND BUSINESS PLANNING PROCESS	12
3.1	Business plan	12
3.2	Business idea	14
3.3	Market research	15
3.4	Marketing plan.....	18
3.5	Operational plan.....	20
3.6	Financial plan.....	21
3.7	Risk management.....	22
4	COMMISSIONING PARTY	24
5	RESEARCH METHODS AND DATA COLLECTION.....	25
5.1	Quantitative and Qualitative research.....	25
5.2	Data collection	27
5.3	Analysis of the data	29
6	RESULTS OF THE RESEARCH.....	30
6.1	Establishing a technology company in Finland	30
6.2	Business plan	32
6.3	Background information about the customer segment	33
7	CONCLUSIONS	38
7.1	Establishing a start-up in Finland	38
7.2	Customer segment for technology innovation.....	39
7.3	Business plan	41
7.4	Credibility of the research	42
8	CONCLUDING REMARKS	44

SOURCES.....	46
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APPENDICES

- 1 Interview questions to Marjo Niittuaho-Nastolin
- 2 Interview questions to Kimmo Hartikainen
- 3 The survey in Webropol

1 INTRODUCTION

Entrepreneurship, advancing entrepreneurship and promoting entrepreneurship has been visible in the last 10 years in Finland. The government views entrepreneurship vital enough to initiate a political program about entrepreneurship as part of the financial –and economic politics. (Halttunen etc. 2006, 15). Attitudes towards entrepreneurship are positive. In the GEM –study 2014, it was mentioned that little less than six percent of Finnish citizens are establishing a new business or are working as an entrepreneur in a recently established business. The international study concludes that despite the economic downfall, Finnish people are eager to establish businesses and they have business ideas. The numbers in this research look brighter in 2014 than the year before. (Pietarila 2015.)

It is important to notice the change in generation: many entrepreneurs are retiring and they will retire in the near future and a new line of entrepreneurs are needed to fill their place. Because of the retiring entrepreneurs, the market has place for new enterprises and business ideas. To attract new entrepreneurs, the Finnish society is starting from the day-care centres to universities to raise the mind-set towards entrepreneurship. The idea of promoting entrepreneurship is that it includes the whole educational system on all levels. It has been researched that activity in entrepreneurship is high in those countries which have a high level of teaching and educating of entrepreneurship. Universities of Applied Sciences offer degrees in entrepreneurship with different specialising options. Many other degrees also have courses and entities which study closer the scope of entrepreneurship. Interest in entrepreneurship can be promoted not only from the education but from the person's living environment: home, role models, hobbies, media and student communities. (Halttunen etc. 2006, 15-16.)

Besides the economic situation and society's need for entrepreneurship, there are many personal reasons why the author would like to become an entrepreneur. Firstly, the author has a strong interest in entrepreneurship and the autonomy of work as a self-employed person.

The objective of the thesis is to evaluate and study the business idea and its potentiality. The aim of this research is to conduct a preliminary business plan for the business idea.

The research questions are: 1) is the business idea feasible, 2) what is the potential customer segment for the business and 3) how the idea should be implemented in the real life?

Even though the objective of the thesis is to provide a versatile framework of business planning and business environment in Finland there are some limitations which are not going to be studied in this research. The thesis will focus on important parts of establishing a business in Finland. The business plan is going to be covered looking into its important parts. The case used in this thesis is a new technology innovation and the results cannot be generalized for other industries. Considering the author's lack of knowledge of technology, the technological implementation is not going to be studied in this thesis.

As this research aims to conduct a preliminary business plan for a technology innovation, the business planning is the base of this research. The thesis will follow the guidelines of business planning process. The Finnish business environment is also going to be studied in this research and the business establishment process in Finland is part of the theoretical framework. After examining the target markets and business establishment process in Finland, the original business concept is then formed in the business plan. Certain business models will be studied and one of them will be selected and used as a base for the business plan.

This chapter will describe the structure of the thesis. In the introduction section, the background of the thesis is introduced and the objective and research questions are presented. Also, the limitations of the research are discussed and the theoretical framework is described. In the second section: starting a business in Finland, the business environment in Finland is going to be briefly analysed. The steps to start up a company is described and supporting organizations for entrepreneurs are going to be introduced. Financing and funding are discussed in this section. New technology innovation companies also are going to be studied in this part. In the third section: business plan and business planning process are described and the business idea, business planning and market research. The topics to be covered are: marketing plan, operational plan, financial plan and risk management. In the fourth section: the research methods and data collection are covered and analysed. In the fifth section, the results of the research are

evaluated. In the sixth paragraph conclusion of the research is made and in the seventh section the concluding remarks are made.

2 STARTING A BUSINESS IN FINLAND

This section studies the business environment in Finland for new enterprises, steps to start up a company and financing and funding. Supporting organizations for new entrepreneurs are introduced and the state of technology innovations in Finland is discussed. Incubators as a method of increasing entrepreneurial activity in Universities of Applied Sciences are introduced.

2.1 Business environment in Finland

Finland has a population of 5.4 million and the Gross Domestic Product is 271.165 million dollars. The GDP per capita is 49.214 dollars. The statistics is from the previous year (2014). The GPD increased in 2014 compared to 2013 by 2.884 million dollars. The GDP per capita also increased from 2013 by 1,883 dollars. Finland took the 15th place out of 183 countries when considering the standard of living and 43 out of 183 in the total amount of GDP. (Country economy 2015.)

Finland suffered significantly from the global financial crisis between years 2008-2009. In the year 2009 the GPD of Finland reduced about eight percent. After that the recession of the European Union has had an impact on Finnish economy: the economy went back to recession. In the late autumn 2014, the recession is still ongoing and there is not much light at the end of the tunnel. Due to the financial sanctions to Russia the prospects in the east are deteriorated. The weakened export markets, global financial crisis and issues in the European Union are not the only reasons for the economic situation in Finland. Finnish economy and industry has been in severe difficulties which is seen especially in the forestry and electronic industry. (Patomäki 2014, 25.)

The economic crisis in Europe, the increase of unemployment, aging population and the issues in public economy demand for improvement in employment. The Finnish government is making suggestion to increase the retirement age but that alone will not solve all issues in the economy. In 2008, the number of over 65 year old citizens was larger than the amount of under 15 year old citizens, for the first time in Finnish history. The

aging population causes certain difficulties in the economy as the expenditures become larger than the incomes of the government. The aging population offers also possibilities for the younger generation: the market has space for new business ideas and new entrepreneurs to continue the existing enterprises due to the retiring entrepreneurs with usually small or medium sized enterprises. The Economic crisis in Europe has brought its consequences also to Finnish economy: the export business is regressing and the employment situation is weakened. (Rapo 2014.)

2.2 Steps to start up a company

The business establishment process begins with the business idea. The business idea answers the questions: what, to whom and how. A business idea is the vision which the starting company will produce. When planning the business idea, it should be considered whether there is a market space for this kind of product or service, what the target market is and what the new benefits that the product or service can provide to consumers are. It is important to view the business idea through the eyes of the consumer. The product or service should provide some value and benefit to customers so that they are willing to pay for it. Therefore it is important to figure out the customer needs. The competitive situation should be evaluated when considering the business idea. New product innovations have certainly less competition in the market but therefore it is hard to evaluate the profitability of a new business innovation. Market research can be also conducted at this stage. The business idea should be feasible and profitable. In business idea planning, certain factors should be reflected upon such as the benefit for the customer, the image of the company, the products or services, the targeted customers, operational function and resources of the company. (Uusyrityskeskus 2014, 14.)

After that the business plan should be completed with financial, operational and sales calculations. A business plan is a written plan about business establishment. It describes the concrete action how the business idea will be implemented. A business plan is versatile, detailed and a timely limited presentation which shows the long term objectives with financial and cash flow calculations. A business plan will cover the features of a product, the target markets and the competitive situation in the market. The entrepreneur's education and know-how will be mentioned there as well as the marketing plan of the company. A good business plan also focuses on risk management and investment

needs. A business plan is needed when applying for a start-up grant from the TE-office or enterprise support from the ELY centre. (Uusyrityskeskus 2014, 11.)

The next step is to find out the possible permits which the company may need. Certain branches of businesses need permits to operate. For example restaurants, health service providers, barber shops, beauty salons and tattoo makers. The issues concerned by the public authorities' are hygiene – and health issues. (Asiatieto Oy ja Tekijä, 72-76.)

Then one has to organize the financing for the business and select the business form. The possible forms are: sole trader, general or limited partnership, limited liability company (public or private) and cooperative form. Sole trader refers to one person who operates a business usually alone. The entrepreneur in this case makes all the decisions independently and is liable for the company with all of one's property. There is no capital requirement for a sole trader. To establish a partnership company, two or more persons are needed. Partners invest money or know-how in the company. In general partnership, both partners are liable for the company with all of their property and decisions are made together if no other agreement is made. Limited partnership refers to partners with different responsibilities, the partner can be silent and the other partner should be liable for the company. The liable partner is responsible for the company with all of one's property and has the right to make the decisions. At least one liable and one silent partner is required in order to establish a limited partnership company. A limited Liability Company can be formed by one person or several persons. In the forming stage, all of the founders subscribe for their shares in the company. A Public Limited Liability company requires at least a capital of 80,000 € A Private Limited Liability Company must have the starting capital of at least 2,500 euros. The shareholders of the company are liable for the company with the amount they have invested in the business. The decisions are made by the shareholders, the more shares, the more influence the shareholder has. Cooperative form refers to a community of independent person. The members govern the cooperative jointly. Cooperative form can be established by one person or a community. The owners of a cooperative form are called members. The members pay a certain capital when they enter the cooperative and receive the amount when resigning. The members are liable for the company with the amount of money they have invested in the cooperative form. (Enterprise Finland 2015.)

When establishing a company one should consider if the trademark or product requires a patent. There are different forms of protection: a patent which covers the product, device or procedure and is valid for 20 years, a utility model which protects the product or device for 10 years, a trademark is a way to stand out in the market and it is permanent but should be renewed every 10 years, design protection which protects the design of the product and last for 25 years, the legal name of the business can be protected and is permanent as long as the company is viable, copyright protects the creative work and it lasts for the lifetime of the work, trade secret protects the information which is significant to the business and it is protected until the information becomes public. (Finnish Patent and Registration Office 2015.)

After the suitable business form is selected, an establishment notice should be sent to the business information system, to the trade register and tax administration. The trade register is an official and public register which offers information about companies. There is a registration fee for the trade register and it is mandatory to register a company. The registration fee for a sole trader was 105 euros, for a general and limited partnership 225 euros and Limited Liability Company or cooperation form, 330 euros in the year 2014. After the registration, the business receives a business identity code which is required in invoices, contracts and transacting with the trade register or with the tax administration. (Uusyrityskeskus 2014, 32-33.)

Then the entrepreneur should take care of all the insurances for the business and set the accounting for the company. Insurances are important to consider, some risks can be minimized by having an insurance. The only mandatory insurance for an entrepreneur is one's own pension insurance, it is mandatory when the income of the entrepreneur is more than 7430,59 euros a year (2014) and the business has operated for four months. There is for example an insurance that will cover the losses which occur when there is an interruption in the business. According to the accounting law, all enterprises are liable for accounting. It is possible to outsource the bookkeeping to an accounting company or handle it by oneself. The entrepreneur is eventually liable for the accounting made by an accounting company. (Uusyrityskeskus 2014, 34.)

2.3 Supporting organizations for entrepreneurs

In Finland there are many organizations that offer support and training to new entrepreneurs. One of them is Enterprise Finland which is formed by public enterprise service organizations to offer help to enterprises and individuals interested in being an entrepreneur. The service is coordinated by the Ministry of Employment and the Economy. Enterprise Finland provides web service where an entrepreneur can log in and manage some company issues online. The web pages offer an inclusive package of knowledge about profitability of business in the chosen sector, the permits required in each branch, notices which are necessary and the regional services for enterprises. (Asiatieto Oy ja Tekijä 2014, 15.)

ELY centres for Economic Development, Transport and the Environment provide services for entrepreneurs. The centres offer counselling, training and development services and also financing. Companies can access services to develop and grow the business operations, in terms of going global or improving business operations or leadership skills or develop technology and innovations and to update the know-how of the personnel or train new workforce. The development services for the companies are tailored to small and medium sized enterprises, the services support the renewal, growth, employment and innovations of the companies. The web pages of ELY centres offer mapping that the entrepreneur can map the company's starting point and development needs. A specialist can tailor a present state analysis for the company which examines the whole picture of the company's current state and needs. Based on that, development suggestions are made by the specialist and a plan to execute them is prepared. Small and medium sized companies, which are interested and capable in developing, can receive counselling from the ELY centre. The counselling results in an analysis of the development area and a report and future suggestions for the company. ELY centres provide training for the management in small or medium sized companies. (Asiatieto Oy ja Tekijä 2014, 16-17.)

Offices for Employment and Economic Development (TE office) provide a different set of services to entrepreneurs or individuals interested in establishing their own business. TE offices offer training in entrepreneurship. A starting entrepreneur can apply for start-up grant from the TE office. Start-up grant is only admitted to a person who has ade-

quate readiness to operate as entrepreneur. TE office provides a platform where an entrepreneur can search for a business partner and employees. (Asiatieto Oy ja Tekijä 2014, 18-19.)

Uusyrityskeskus Enterprise Agency provides free counselling for those who are interested in entrepreneurship or already starting entrepreneurs. Specialist service is provided for example to evaluate the business idea, to develop business operations, choosing the right business form, making financial calculations and searching for capital. (Asiatieto Oy ja Tekijä 2014, 19-20.)

2.4 Financing and funding

A starting entrepreneur should have some own starting capital when establishing the business. Own starting capital is important because it gives credibility to investors. In order to receive financing there have to be warranties. Typically the financing is a bank loan. Banks require a warranty that covers the amount of the loan. Leasing is a possible way to make acquisitions of equipment for the company. Leasing refers to a long term rental agreement, usually a machine or device. Equipment for the company can be acquired by an investment financial agreement which means a part payment agreement in which the machine or device is a warranty of the loan from the financier. (Asiatieto Oy ja Tekijä 2014, 184-185.)

Finnvera is a financing company which is owned by the Finnish state. It is the official Export Credit Agency of Finland. Finnvera provides entrepreneurs with loans, financing, domestic guarantees and venture capital investments. Financing can be applied for establishing the company, developing operations or going global. The risks in financing are shared between Finnvera and other providers of financing. Finnvera is specialised in Finnish exports. (Finnvera 2015.)

Innovation centre Tekes offers funding for enterprises, Universities and research units to activate innovativeness. Tekes supports companies to develop a business idea into a product by offering financing and expert services. Tekes can finance part of the costs of the project, the company should finance 50% of the overall expenses. Tekes provides companies with loans and rarely with financing. (Tekes 2015.)

Another financing option is venture capital. Venture capitalists invest in companies that are not quoted publicly. Venture capital is usually done by subscribing shares but can also be issued by convertible bonds or other types of loans. Venture capitalists aim for a certain profit for their investment and that aim is connected with the risk the investment holds. A venture capitalist enters the company by an agreed co-owner share. (Asiatieto Oy ja Tekijä 2014, 216-217.)

Business angels are experienced representatives of the corporate world. They like to participate in the decision making in the companies which they invest in. A business angel may offer their own know-how and connections to the business. A business angel's investments are typically limited to a certain time period, the investment time is about two to four years. The business angels in Finland can be found on different web sites: for example rahoituskone.fi and www.bisnesenkelit.fi. (Asiatieto Oy ja Tekijä 2014, 219.)

Crowdfunding is a way to collect funding for projects of individuals or organizations. Companies can crowdfund their projects by share, compensation or loan based advance sale. Crowdfunding suits well in launching consumer products or financing the beginning of start-up enterprises. Crowdfunding is usually applied usually online by filling an application form. The individual or company searching for crowdfunds, sets up a target and when the target is fulfilled, the amount is transferred to the project. If the target is not reached, the investments are returned to the investors. Crowdfunding requires work from the applicant, the target group should be well known and the marketing should be targeted to that group to ensure that the application for financing is successful. Some websites providing crowdsourcing are for instance: invesdor.fi, FundedByMe.com, Fundu.fi and kansalaisrahoitus.fi. Successful crowdfunding projects have been for example restaurants and breweries. (Asiatieto Oy ja Tekijä 2014, 220-221.)

2.5 Technology innovations in Finland

Innovation refers to implementing a new idea in practise. The idea can be a product, process, service or a method. In the business sector the main feature is the commercialization of a new product or launching a new innovation to the market. Innovation pro-

cess is understood as research and development process, but it includes the development, absorption and applying of the new ideas and initiatives of the organization. (Lampikoski & Lampikoski 2003, 19.) Entrepreneurs and enterprises are seen as visionaries of innovations as they create new products and processes. In the competitive market, the innovations are necessity to the entrepreneurs. Without innovation, a company will perish. (Lampikoski & Lampikoski 2003, 150.)

Technology enterprises have been thoroughly studied for several decades. To attain healthy economic growth, it is vital that new and more effective products, services and processes re-place corresponding traditional ones. Young technology companies have introduced innovative inventions and work places to the markets. Compared to other fields, technology companies have created more work places. Including the innovation and work places, the companies distribute technologies and knowledge which have been advanced in Universities, research centers and larger companies. Young technology companies can act as accelerators in the industry because they challenge all companies to be creative and innovative. In Finland the market for technology companies is challenging and in order to grow, they need to expand outside of the country. For example in the United States, new technology companies can take advantage of the large home country markets and therefore they do not need to become global in the early stage of development. (Naumanen 2002, 7-8.)

Technology creates competitive advantage to organizations. Technological development should be included in the company strategy especially as the generation Y are a potential target group for technological services. Recently mobile applications have become more and more popular. A technology trend nowadays is also different kind of cloud services. For example in health care some of the distant services are being used to monitor the patient's health at home. (Hesso 2013, 42.)

The markets for new technology innovations are demanding. Consumers can feel uncertain if they do not have sufficient knowledge of the product category or they do not understand which needs the new innovation fulfils. When a new product innovation enters the market, there is very little the competition. The branch is constantly evolving and therefore the potential size of the market is hard to estimate. (Naumanen 2002, 106-107.)

Another problematic aspect is the technological uncertainty, whether the technology or the company offering it, fulfil its promises. A significant technological change demolishes the existing know-how and requires assigning the resources over again. The change can be a problem in the business. Uncertainty arises from the functional performance, can the product fulfil what is promised. That is because of the limited knowledge of the new product's performance. It is also uncertain whether the producer of technology innovations can offer fast and efficient service. (Naumanen 2002, 108.)

2.6 Incubators

In this section, the focus is on the method used to generate entrepreneurial activity in Universities of Applied Sciences: incubators. Universities tend to promote entrepreneurship due to the reason that it will revitalize the economy and create new work places. Universities have worked with real life cases from the companies, tried enterprise games and case studies to adjust students to business and entrepreneurial activities. All those methods lack the essential part: money and the risks. (Halttunen etc. 2006, 73.)

Universities have a significant role in the history of incubators in Finland. 2002-2007 began the third wave of incubators which was launched by Finnish Universities. Most of the incubators in Finland are embedded which means that they are part of a larger organization. Incubators can be independent which refers that they are funded for the purpose of business incubation or intern incubators which are part of larger companies with the function of commercializing new products and services. (Saurio 2003, 13-14.)

Incubators which operate together with Universities offer students a chance to establish their own company at their own risk. An incubator is a protected environment to start a business, all activities are monitored by the University and guidance is given to the students in the process. Incubator is defined to be a facility which offers controlled circumstances that help the development of new companies. (Halttunen etc. 2006, 78-88.)

An incubator can support the career of an entrepreneur in many ways: it can be the trigger that allows the person to establish a business by providing the resources, it also enables the practicing of entrepreneurship and gives the person a view of their own skills and in positive cases increases the person's trust in their skills and so enables the

person to continue the career of an entrepreneur. Incubator is seen as a learning method that gives a clear view of entrepreneurship and the person's own capabilities to work as self-employed. The University and the mentors were seen as a factor increasing the safety of the experiment. The students participating in incubator had the idea of entrepreneurship before entering the incubator program. Incubator could be organized as a part of entrepreneur education to help find those individuals who are interested in establishing their own business and raise the awareness of entrepreneurship in the early stage of studies. Studies indicate that careers as entrepreneurs started at a younger age are more long-term oriented and high-class compared to those started at an older age. (Halttunen etc. 2006, 78-88.)

Besides incubators, Universities of Applied Sciences apply other methods with the objective to promote entrepreneurship and innovations. These methods are to offer entrepreneurship through education which refers to courses about entrepreneurship and taking entrepreneurship as a theme of the degree. Other means were student projects, business planning for one's own business, establishing and running business as part of the studies. To increase innovations and commercialize them and by that drive towards entrepreneurship, Universities of Applied Sciences used innovation competitions and seminars, research centers and taking part in regional innovation strategy processes. (Saurio 2003, 16-17.)

3 BUSINESS PLAN AND BUSINESS PLANNING PROCESS

This chapter introduces the business plan ingredients: business idea, market research, marketing plan, operational plan and risk management. The section views what is important in the business planning process and why a business plan is being conducted. Each part of the business plan is reflected upon and explained.

3.1 Business plan

A business plan is a comprehensive plan of the overall business. The purpose of a business plan is to analyse and justify the business plan and make it more specific. A proper business plan is the base for the enterprise and guideline for the business. It directs the planning, guiding and monitoring the business. A business plan is prepared also for the

investors and is needed when applying for a start-up grant or other grants or loans. External investors require the business plan and especially the calculations included in it. (Meretniemi & Ylönen 2009, 24.)

A business plan includes the starting situation of the company and an analysis of that. It describes the competitive situation and the state of the markets, it includes the objectives and strategy of the enterprise and describes how the operations of the company are being organized. A business plan offers financial calculations and assesses the risk management and evaluation of the possibilities in the future. (Ruuska 1996, 5.)

A business plan is composed of the following parts: the business idea, the strengths of the entrepreneur, description of the product or services, the target segment including the market situation, operational plan, marketing plan and financial plan. The business idea answers the questions: what is the product, who is it targeted for and how is the business operated? The strengths of the entrepreneur describes the education, experience, knowledge of the market and the networks of the entrepreneur. The target market and market analysis introduces the potential customers, their buying behaviour and the competition in the market. The operational plan explains the production, staff and accounting. The marketing plan tells the marketing means. The financial plan presents the calculations for investments and profitability. (Enterprise Finland 2015.)

The industry and the state of the market should be analysed before entering them. The industry can be analysed by searching information and looking into companies in the industry. The state of the industry, the customer potentiality of the industry and the competitors should be carefully analysed. Market position is important for a new business, if there is growth in the markets, the access to the market is more effortless. The markets may have space for certain new companies and a new business can have certain competitive advantage when beginning its business. A competitive advantage can be for instance inexpensive price or superior product compared to the competitors. A starting entrepreneur should look into the companies in the market, the products, services and prices carefully and analyse the market situation. (Meretniemi & Ylönen 2009, 30.)

Competitors need to be examined with when planning the business. Their products and services should be mapped and sort out the biggest competitors. Also competitors' strategy, market shares, prices, marketing and their competitive advantages can be analysed.

The following questions should be answered: what is the competitive situation, which companies are the biggest threats, where are the competitors located, what sized are the competitors, what are the products and services of the competitors, what are the strengths and weaknesses of the competitors, what marketing means are they using and what differentiates each competitor. (Meretniemi & Ylönen 2009, 31.)

When making the business plan, financing and operations must be planned. That section covers the resources of the company, location of the company, facilities, the means of financing and necessary transportation. Accounting and insurances should be considered. The personnel of the company should be defined: who are the founders, does the company need workforce, will extra workers be hired and will the company use sub-contractors or agency workers. The methods of marketing should also be considered. What kind of methods will be used and how the selling process is managed. Marketing includes the pricing of the products and services and design of the product's packaging and company web sites. (Meretniemi & Ylönen 2009, 32-33.)

A SWOT – analysis can be conducted from the business idea. The analysis examines the strengths, weaknesses, opportunities and threats. The SWOT – analysis can be used in evaluating the business idea and the company's operational environment. The analysis is most commonly presented in the way that strengths and weaknesses are internal matters of the company and threats and opportunities are external factors. When preparing the SWOT – analysis, it should be remembered to be realistic and critical. (Meretniemi & Ylönen 2009, 34.)

3.2 Business idea

The business idea is the base of the business plan. (Meretniemi & Ylönen 2009, 19). A business idea must consist, at the beginning, of these four dimensions of a business idea: segment, supply, delivery terms and targeted image. These answer the questions: to whom, what, how and why. Together these dimensions form a mission of the business. All dimensions should be realistic and fit together with each other. (Pykkö 2011, 37.)

The segment should be carefully planned to succeed with the business idea. In this planning process it can be considered what these people have in common and what hopes and fears can the potential customers can have. The entrepreneur should put himself in

the position of the customer to see the whole idea in the role of the customer. The supply refers to products and services. In the product development phase the customer should be considered so that the product will meet the need of the customer. An important factor in this case is whether the product has market potential or not. Business operations refers to the production and delivery of the products. The values of entrepreneur and the company should be implemented in the way the business operates. The targeted image point to reasons why customers buy the product. A company can create an ideal vision of what they would like to be and aim towards it. (Pyykkö 2011, 37-38.)

When evaluating the business idea, one's own resources, skills and experience should be taken into consideration if there is a possibility to carry out the business idea successfully. In several cases, it is important to commit to the idea for a certain period of time to penetrate the market and launch the business operations. The idea should be perceived from the eyes of the customers and the organization. Typical evaluation criteria are uniqueness, skill to benefit customer needs, viability, adaptability, profitability and readiness to markets. When creating a new, innovative idea, it is advisable to create a creative team to develop the idea. Demand is the key factor in assessing the business idea, is the market interested in this particular product or service. Demand should be analysed carefully to make it realistic. Another aspect is the competition, whether the product has competitive advantage compared to the competitors or not. It is important to realize the strengths of the business from the beginning, what is the competitive advantage that consumers are willing to pay for. (Finnvera 2001, 20-24.)

3.3 Market research

Market research is about examining the potential target markets for the new enterprise and the perspectives in the future and to look deeply into the market and its current status. This requires a new product's overall and partial analysis of the markets and researching the potential target markets. These analyses can be: the size and the saturation of the market, the structure of the markets and buying behaviour. The size of the market is defined by the target domain location of the company and the amount of potential customers and their median purchasing. The saturation of the market is associated closely with the life cycle of the business. The saturation rate together with the target markets reveal the demand for the company in the launching state. The volume of the business can be evaluated at the moment and with two to three years' target. The

structure of the markets means to that the estimated market's geographical location is examined and how will the areas specify for the new product. To determine the area of the market structure, it defines the specific target market and creates boundaries for them. (Rope 1999, 39-42.)

After the areal investigation, the target market should be examined based on these criteria: the buying structure in a family, gender, age groups, educational level, income levels, life cycle of the family and life style issues. These factors present the basic information about the potential target market. By specifying the target market, it can be analysed how to reach the target customers. The buying behaviour is related to understanding the supply routes which gives information later on to the marketing strategy. These factors must be identified when examining buying behaviour: who buys the product and who are involved in the buying process and in which role, where these types of products are being purchased and how often, what is the use of the product, how is it used, how much is it used and how often and what are the seasonal changes in buying and using the particular product. To build a wide market research, separate researches are made. (Rope 1999, 39-42.) Several industries have ready made statistics which can be used in the market research. Surveys and interviews are also possible means to re-search the market. (Ruuska 1996, 48.)

Market research includes examination of the development cycle of the market. The development cycle begins with a new innovation, the next stage is growth and then maturity and decline. In the different stages of the development cycle, the companies must adapt their operations to the current stage. The most important choices are emphasized on the early stages of the development cycle. When making the market research, the development stage of the market should be analysed. (De Pelsmacker etc. 2013, 168-170.)

The competition analysis is when making the business plan. The nature of the competition has evolved totally and it is hard to predict based on previous examples. The company must find out what the market is and who the competitors are. To analyse the competitive situation, the five forces framework by Michael Porter can be used. The five forces are shown in the figure below. By this tool it is possible to make different kind of outlines how the competitive situation can change. The framework offers tools to demonstrate the power of different operators in the industry rivalry. When analysing

the competition, it is important to seek the competitors that truly challenge the business in the eyes of consumers. Those companies may have the same strategy and therefore base their competitive advantages to the same factors. (Hesso 2015, 48-49.)

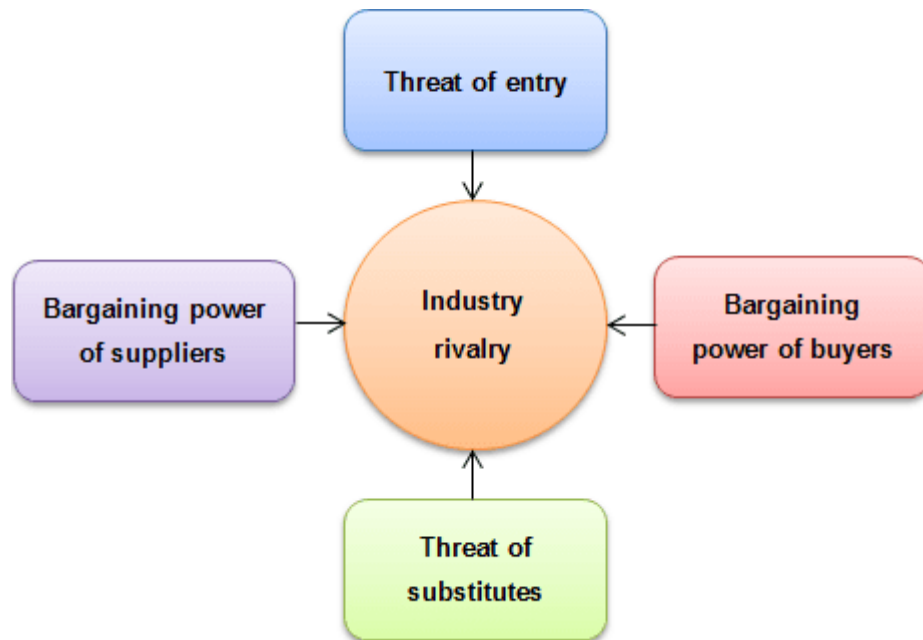


FIGURE 1 Porter's five forces model (Strategic Management Insight 2013)

Part of the market research is to analyse the selling channels. In the simplest channel selling is directed straight to the end consumers or business clients. Retail and wholesale is common in certain industries. Understanding the selling channels and the development trends within them is important for the business strategy. Selling channels may open new opportunities and depending on the product, there could be need for internationalisation. (Ruuska 1996, 56.)

Assessing the development of demand for the product is important. The assessment is difficult when preparing a long term analysis. The demand is created through the amount of customers and the development in their buying behaviour. The buying behaviour is influenced by the needs of consumers, the trends, the change in buying patterns, disposable income, seasonal changes, the increasing options for the consumers and the development of the product or the cycle of the market. Development of demand can be analysed by using the product matrix which means to evaluate the demand in specific amounts. (Finnvera 2001, 54.)

The vision of the development of the market is the final step in market research. The vision is analysed by looking into the technological development in the industry, the change in the population or economy, internationalisation, trends, employment issues, the available resources and replacing products and materials. The vision can be based on interviews with professionals of the industry, looking into researches, reading the industry magazines and the global environment for changes. The vision provides time to react to changing situations and make a long term strategy for the business. (Ruuska 1996, 64.)

3.4 Marketing plan

A marketing plan includes the following parts: the strategy of the target market, the product or service strategy, pricing strategy, distribution strategy, advertising and promotion, strategy for sales and forecasts for sales marketing. After researching the target market, the company must place their product or service based on the result. The product or service strategy pictures how the product is differentiated from the competition. The questions that should be considered are: what are the features that consumers appreciate, what are they willing to pay for these attributes and will they pay for them in the future as well. When making a marketing plan, one must realize the change which is valued by the customers. The attributes that consumers value, can change, therefore the features that last over time should be identified. (Spinelli etc. 2011, 89-91.)

Segmentation is the basis for marketing decisions. A segment is the customer group that a company tend to have as customers. The segment should be narrow and specific. Uncovering the customer segment which is potential for the company, is located near the business, fits in the company's advantages, possible for considering the company financials and easy to operate with, the company can plan their marketing operations. Important in segmenting is to find differentiations which explain the buying behaviour. (Rope 2005, 46-48.)

The pricing strategy of the product is a difficult decision. Two pricing options are commonly used: the cost plus and the market demand approach. Cost plus refers to the method where the actual cost is determined. The market demand is a method to research the market and base the price considering the competitor's price and the product position of your company. The distribution strategy marks the ways how the company will

find its customers. The strategy can be defined by examining the customer habits of buying and find out the best distribution channel. The goal is to determine the suitable channels and how to access them. Advertising and promotion is a way to communicate with the target market. The company should consider what the best channels to reach the customer segment are. The methods can be direct marketing or for example public relations towards mass media. A sales strategy refers to the number of salesforce and organizing the sales process. Sales forecasts study the projections of revenue and design the future. It can be done by looking into other companies' sales forecasts or by estimating the future revenue. (Spinelli 2011, 91-95.)

In the process of launching a new product to the market, an important factor is the choice of marketing channels. The chosen channel determines how the company will reach its target segment. The choice should be based on the customer segment: which is the number of potential customers and their location, their buying habits, identify the buyer and the one that is making the buying decision, where the customers are used to buying similar products and what services the customers may want to include in the product. Included in the above mentioned factors, a sufficient market coverage in the chosen channel is important in order to generate sales. The selection of the marketing channel is affected by the company resources and its distribution opportunities. (Rope 1999, 93-94.) The media choice should reach the media interested in innovations and reach as large media coverage as possible in a cost-efficient way. (Lampikoski & Lampikoski 2004, 297.)

As in the topic, the focus is in launching a new innovation to the market. When planning marketing a new product, the target is usually to bring the product as "top of mind" which means that it is the favourite option of consumers. The launching strategy should be based on differentiation and unique product marketing. A marketing plan includes the targeted consumers and the choice of media. The choice of media should be based on the media usage of the targeted customers. When launching an innovation to the market, it is important to reach the media which are interested in new innovations. The target in media selection is to reach as large a coverage as possible in the group of the targeted customers at a reasonable price. Marketing can consist of direct marketing and personal selling. Marketing should be defined to reach the primary and secondary target groups. The primary target group can be for example retailers and the secondary target group are the end customers. (Lampikoski & Lampikoski 2004, 295-296.)

3.5 Operational plan

An operational plan outlines a company's products and services, intellectual property, location, legal structure, management and personnel, accounting and legal issues, insurances and security. The operational plan describes the outline of the business. The operational plan includes a description of the company: mission, business model, strategy and key partners. The products and services section gives a brief explanation of the company's products and services. (Pinson 2005, 25-26.)

Intellectual property refers to patents, trademarks and copyright. Location means the geographical place where the company is located. Legal structure refers to the chosen type of the business. Management and personnel section covers the arrangement of the owners and work force. Accounting and legal issues define how the accounting is being organized and how the legal issues of the company are being operated. Insurances are important to protect the company and its property and products. Security means the safe storage of information, equipment and machinery. (Pinson 2005, 25-26.)

An operational plan explains the production, manufacturing, inventory and distribution. Development of production should be based on the strategy and the business idea. This includes considering whether to produce in-house or outsource, what technological solutions are used, is the production mass production or specialised and how to improve the flexibility of the production. Operation plan includes the necessary business premises, equipment and machinery. The capacity of production should be determined and how the capacity goal matches the machinery available. Other important factors are resources, raw materials, energy consumption, transportation and personnel planning. (Ruuska 1996, 98.)

Operational plan is different for business in several branches. The target is to focus on the subjects that are important for the type of business one is operating. Operational plan covers the strategies and actions that the company will take on. The plan is composed and the next step is to begin executing the plan. The key is to update the operational plan when necessary. (Dahl 2011.)

3.6 Financial plan

A financial plan presents the finances and investment needed for establishing the business. Investment calculations show the amounts required for equipment and machinery. It also displays the working capital of the company which includes the entrepreneur's own income, the salaries of the employees and the rents and leasing of the equipment and property. The start-up marketing is also included in the calculations and the net fortune and start-up fund. These expenses are added together to receive the amount of investment needed. The resources of funding are separated to perceive the own equity, machinery, share capital and other financing, loans from banks and supporting organizations such as Finnvera and other stakeholder loans. The financial plan includes a profitability calculation where the target profit and the fixed costs of the company are stated. Profitability calculations indicate the gross margin, gross profit and the net revenue. Cash flow calculation can also be issued in the financial plan. Cash flow indicates the expenses and revenues separated monthly. The financing is included in the cash flow calculation. The expenses are reduced from the revenues and financing and the cash flow is reported. (Meretniemi & Ylönen 2009, 36-38.)

A company has various financing forms: own capital, short or long term liabilities and income financing. Own capital is collected from the owners of the enterprise and is referred to as risk capital. Considering the financing of the company, it should be remembered what the cost of the capital is. Dividends are used to measure the price of own capital. Liabilities are often loans and the cost is interest rate. Prime financing is preferably income financing and then own capital and loans. Income financing is the most important source of financing. (Stenbacka etc. 2003, 241-242.)

A company should be operating so that it is generating profit which means that income financing should cover all expenses, dividends and loan amortization. The company should be solvent which means that it must have enough capital to handle all payments required. Profit is calculated by reducing the cost from the income. In the short term when establishing a new enterprise, the business can be unprofitable. In the long run, the business should generate profit. (Viitala & Jylhä 2013, 306.)

Pricing is one of the most important decisions of the starting enterprise. Pricing has impact on the income of the company and by that on the profit. If the price is set too

high, the demand can be low and if the price is low, demand can be high but the profit will not cover all expenses. Pricing is about balancing the costs, demand and competitors' prices. Sometimes the market can determine the price or the price is calculated by the costs and a profit margin is added. Another pricing option is target costing whose starting point is the market price and the profit margin is reduced from that. (Viitala & Jylhä 2013, 307.)

3.7 Risk management

Part of risk management is careful business planning, calculations and taking necessary insurances to secure the business and the income of the entrepreneur. (Ruuska 1996, 86). There are several risks and problems in establishing business for instance the free time of the new entrepreneur decreases, the responsibility is high, liability for debts, long working hours, failure and changes in the market situation. All those risks have opportunities: versatile work, employment, financial benefit, developing one's own creativity, independence, making one's own schedule and deciding one's own work assignments. (Meretniemi & Ylönen 2009, 12.)

Risks can be assessed beforehand. Risks can be defined and described what is the possible outcome and how can this risk be reduced. Risks are connected to the chosen strategy of the business. Risks can be for instance: the changes in the market situation, actions of the competitors, changes in law, the changing buying behaviour of consumers, lack of resources, the personal relations in the management, copying of the company's products, the changes in quality requirements and developing technology. Risks can also be accidents to company's property or systems, these can be covered by insurances. (Finnvera 2001, 92.)

A risk can be calculated by using the formula: probability of the risk times scope or severity of the risk. The main risk of businesses is economic risk. Capital and resources are invested in the business and there is the risk of failure. When the company is taking an economic risk, it is calculating that the risk will profit. The failure in business can be connected to example force majeure or the decision making of the enterprise. Difficulties can occur by the payment difficulties of the customers, the delivery problems of the supplier, the sudden weakened profitability of the company and the actions in the market. The interruption of the business is a risk as well and it causes difficult ramifications.

The interruption consequences are connected to networking of companies which means that the actions of other companies and their interruption can cause difficulties to other companies. (Suominen 2003, 9-19.)

Companies also have personal risk which are connected to the key personnel of the business. Key personnel offers the company valuable know-how and skills and replacing those attributes is time-consuming and costly. Common accidents connected to key personnel are sustaining a disability, sickness or the death of an important person in the company. (Suominen 2003, 14.)

A company can also have property risks which refers to the resources of the company that could be damaged, destroyed. This can be the consequence of a break-in, water damage, vandalism, fire and smoke damages. Force majeure can be the cause of property damage. Security issues of the company are a risk factor for the business. They are divided into internal and external factors of threat and acts of criminality. The most vulnerable parts of the business are transportation and payment traffic. Social risks are unsettling for the companies, the changes in tax regulation or the weakened employment situation are sources of risks that are almost impossible to anticipate. (Suominen 2003, 15-19.)

Liability risk is associated with the company operations. A company can be charged for the actions that are violating a law or causing damage. The company can have risks in transportation which refers to difficulties in transport and receiving items. The risks in transportation can be defined quite carefully beforehand. Another risk type is connected to information security. Data processing and information security can be compromised by many factors. The risks in information security can be divided into three groups: deliberate crimes in ADP, accidental mistakes and the problems in ADP hardware. (Suominen 2003, 15-18.)

Risk management can be handled by using services provided to starting entrepreneurs by the supporting organizations and using discretion. Certain methods to manage common risks are to have an attorney to audit contracts, to understand customer preferences as to minimize reclamations, to inspect the premises before use with the help of professionals and consulting with the industry union before starting the operations of the company. Risks can be minimized by considering the possible risk scenarios and training

the staff to be aware of the risk. The premises can be designed and decorated so that certain risks are minimized. The issues can be fire safety, information flow and the wellbeing of the employees. One possible risk in entrepreneurship is burn-out. (Hesso 2013, 170-171.)

Risks can be decentralized by using multiple suppliers and customers instead of one and operating in several districts. Risks can be transferred also, a typical example is insurances. Sometimes it is better to outsource some parts of the business in order to provide a high level of customer satisfaction. (Hesso 2013, 171-172.)

4 COMMISSIONING PARTY

The author herself is the commissioning party for the thesis. The business idea was innovated by the author. As it seems that the business idea could have some potential to become a business, therefore I wanted to make this research to conclude the real opportunities for the idea. The author is highly interested in entrepreneurship and has come up with several business ideas in the past of which this idea is one. The chosen field of business, which is technology, is a strange field for the author. The author has background knowledge of the travel industry and with recent studies in the business field.

The business idea was created through the author's personal experience and by that idea the author together with a partner participated in the Business Idea Competition 2015 at Mikkeli University of Applied Sciences. The idea came first in the competition and was awarded 500 euros. The idea is a new technology innovation and the technological implementation is yet a mystery. Both the author and the partner are business management students and do not have any technological know-how. To implement the idea, technological skills are required. By the success in the competition, the idea of developing the idea into a business arose. Could the idea be profitable? Does the author and the partner possess the required skills to start up a business? What kind of resources and financing is needed to establish a company?

By this thesis, the potentiality of the business idea will be researched and tested to see if the idea would be feasible in real life. If the research concludes that the business idea would be profitable, entrepreneurship is one option for the author. In order to execute

the business idea, technological implementation needs to be discovered. Therefore the next step would be finding a partner in the technological field. If the technological implementation is cleared out and financing is acquired, this business idea may become a base for a new enterprise. The main objective of this thesis is to find out whether it is profitable to continue developing this business idea and whether it has a demand on the market.

In financing and funding, a business plan is required. Therefore after this research, the author will have a readymade business plan and a good base for evaluation of the business possibilities. If the idea seems to be profitable with the business plan, this research is easy to continue developing the idea further into a business.

5 RESEARCH METHODS AND DATA COLLECTION

This section covers the used research methods in this research. The chosen methods are quantitative and qualitative research. The reasons why these methods are chosen for this particular research are explained in this chapter.

5.1 Quantitative and Qualitative research

Quantitative research is using numbers as a method to make a research. Data is dealt with by using different mathematic functions. Computers and computer programs perform the necessary calculations and therefore the researcher does not need to focus on them. The mission of the researcher is to analyse the data after the results have been given. Quantitative research is based on statistics which refers to conclusion of numerous independent events. Researches can be divided into two groups: analytic and empiric. Quantitative represents an empiric research method. Research is conducted by observing the collected observation material which normally consists of many observation units for example test subjects. The researcher aims to discover all the possible consistencies and compositions between the researched qualities. If the same phenomenon recurs constantly, the more possible it is to occur in the population. The researcher therefore creates a pattern for the base of several independent phenomena. At the beginning of the research, it is important to consider the possibilities and significance in statistics. (Valli 2001, 9-11.)

In quantitative research, typical data collection methods are surveys, online surveys, structured interviews, systematic observation and experimental researches. The research problem and the goal of the research define what method to use in the research. Research data can be primary or secondary, primary data is collected for the specific purpose in the research and secondary is available data collected for another purpose. The quantitative method requires a sufficient and representative sample. The purpose of the quantitative method is to examine the questions connected to numbers and percentage shares. Facts are presented by numeric means or with charts and figures. (Heikkilä 2010, 13-16.)

Survey is a method to find out the opinion of the population by making the survey for a sample of the population. The sample must be chosen carefully so that it would represent the whole population. In order to succeed in that, the sample must be picked randomly or so that any person of the population can be chosen for the research. The research data is statistics. The different steps in the survey research should be clearly instructed in order to maintain the quality of the research. (Pahkinen 2012, 11-13.)

Qualitative research refers to so called “soft methods” of research. When a qualitative method is used data is presented in non-numeric form. Data can be text which is formed independently or is dependent on the author. Examples of qualitative data are interviews, observations, diaries, autobiographies and letters. In qualitative research the research plan is constantly evolving during the process. Qualitative research understands the process behind the phenomenon. An evolving research plan emphasizes the steps of the research uniting. In qualitative research the analysis is divided to the whole research process and the research process is hard to divide into following steps. Commitment is part of the large number of qualitative researches. Being part of the test subject’s life is not an absolute requirement in the research. Field work is another way to connect with the test subjects. In this case the researcher can conserve the phenomenon as it is and obtain the test subjects’ own perspective. (Eskola etc. 2014, 13-16.) Qualitative research contains a large variety of different interpretative research methods. It is hard to define a clear explanation of the qualitative method since it does not have its own theory, paradigm or sincerely own methods. (Metsämuuronen 2001, 9.)

Qualitative research can be research about the experiences of a person, behaviour, emotions and feelings. It can also be looking into social movements or for example interactions between nations. Qualitative data can be interviews, observations and the data could include documents, films or videotapes. Data collected by a qualitative method is not analysed by mathematic interpretation but by exploring concepts and relationships and organizing them. (Corbin & Strauss 1998, 10-11.) Interview is one of the used methods to collect data, it is an adaptive method and the benefit is that the respondent is in interaction with the researcher. The collection of data can be controlled by the researcher. The disadvantages of an interview can be that the interviewer is demanded to have experience and knowledge of the process in order to receive conclusive results and an interview is a time-consuming method. (Hirsjärvi & Hurme 2004, 34-35.)

For this thesis I chose both qualitative and quantitative methods. These methods fulfil each other and suit the research purpose. More specifically, I chose interview as a method of qualitative research to conclude the business situation and opportunities in the market. As a quantitative method, I selected survey to find out about the possible target group and their expectations and consuming behaviour connected with the market area.

5.2 Data collection

Qualitative research uses commonly interviews as the data collection method. Interviews are divided into four categories: structured interviews which refer to the type of interview where questions and answer choices are ready made and the same for everyone. A semi-structured interview has same questions for all participants but the respondent may answer using his own words. An open interview is similar to a conversation where certain theme is used as guiding. (Eskola & Suoranta 2014, 86-87). Interviews can also be performed in a group which means several participants are present and the goal is to have a group conversation on the researched subject. (Eskola & Suoranta 2014, 95.)

As a research method I chose semi-structured interviews for the data collection. I prepared the questions beforehand for each participant separately. I used benchmarking as the research method to compare the business idea to an actual enterprise which is operating in the same field. Therefore I chose Happo Solutions Company which operates in

sensor technology. The first interview was conducted with Marjo Niittuaho-Nastolin from Miksei Oy. Miksei Oy is an innovation and technology centre in Mikkeli. The company offers business development services to technology companies. Marjo Niittuaho-Nastolin operates as a director for development and works with start-up companies. The second interview was conducted with a technology entrepreneur of Happo Solutions and Verkkoverstas Kimmo Hartikainen.

Interview with Marjo Niittuaho-Nastolin was conducted in June and the interview lasted for approximately 30 minutes. I recorded the interview to increase credibility. The interview was conducted in the Tuma building in Sammonkatu where the Miksei Oy has its headquarters. Another interview with entrepreneur of Happo Solutions and Ideaverstas, Kimmo Hartikainen was conducted at the beginning of July in the company head office in Graanintie. The interview was executed in two parts and the length was about 30 minutes. I recorded this interview as well.

Quantitative research uses typically questionnaires as a method to conduct a research. A questionnaire is a measuring object that suits example for opinion surveys and feedback. A questionnaire includes questions and options for answers and compared to interview form, questionnaire operates on its own. Looking into opinions, attitudes and values is challenging. Certain factors should be considered such as: are the respondents representing the population, are there enough answers, are the questions being answered thoroughly, did the questions measure the researched subjects and was the timing of the questionnaire right. (Vehkalahti 2008, 11-12.) The survey can be tested beforehand to examine whether the questions are understandable and the overall functionality of the survey form is ok. (Pahkinen 2012, 219.)

I conducted a Webropol survey in Finnish. The aim was to reach people over 16 years old. I linked the survey to two Facebook groups to receive answers. Before launching the survey, I made test survey to one respondent. I received some improvement ideas from the test survey. The questionnaire received 249 answers, the goal was over 50 or 100. The amount of participants was surprisingly good. The questionnaire composed of 26 questions, others multiple choice and two open questions. I launched the Webropol survey on 5th of September. The surveys was open for two weeks.

5.3 Analysis of the data

Qualitative data can be analysed in various ways which are qualitative analysis techniques, dividing into themes, paradigms, separating the content, discursive analysing methods and conversation analysis. (Eskola & Suoranta 2014, 161). Before the data can be analysed, it must be transcribed which refers to writing out the interviews and notes. Transcribing can be performed in such a way that only the part which is important is being transcribed. (Metsämuuronen 2001, 51.)

The basic method of analysing the qualitative data is content analysis, this can be used by firstly measuring the interesting factors of the research and then combing through the data and marking the interesting points. The next step is to collect all marked points and then data can be themed or categorised. The final stage is to write a conclusion based on these market points. (Tuomi & Sarajärvi 2002, 94.)

Data analysis can be divided into seven parts: firstly the researcher explore the data and the theory of concepts, secondly the data is internalised and theorised, thirdly the data is divided roughly into main themes or sections, the next step is to clarify the research objective and define the concepts, after that the density of phenomenon is discovered, exceptions are noted and new classification is made, cross validation is made and the sections are being defended and destabilised with the help of the data. The final step is to make conclusions and concluding remarks. (Metsämuuronen 2001, 54.)

I made a transcription of both interviews and I left some unnecessary sections out of the transcripts to highlight the important issues. I marked the most important factors of the interviews and then categorised them into different themes. After that I wrote the conclusions based on the interviews.

The methods of analysing quantitative data can be measuring, statistical testing, researching the correlation between dependents and predicting the value with the help of another value. The average tests conclude whether the group's averages differ or whether the difference was caused by random variation. Analysing methods demand familiarization in order to be effective. The statistic programs can be easily misused. (Heikkilä 2010, 183.)

The common steps in analysing the survey are as follows: firstly the theory is constructed, secondly based on the theory, hypotheses are made, and thirdly, the concepts are defined. The next step is to collect the empirical data and when the data is collected, the hypothesis is being tested. (Babbie 1990, 239-240.)

The analysis of quantitative data can be done by statistic program such as Excel or SPSS. The suitable program is chosen considering the research data, necessary analysing methods. The data is processed by the statistics program and then a report of the data is written. (Heikkilä 2010, 121.)

I analysed the survey results, by looking into the statistics and making an Excel document which included all the questions with figures and average. Then I looked into every questions to understand all the varieties. In analysing the survey answers, I used also SPSS in assistance. By that I figured out the cross tabulation of certain factors.

6 RESULTS OF THE RESEARCH

This chapter discusses the results of the interviews and what issues must be considered when establishing a new business. In this chapter the results of the questionnaire are reflected on. Firstly the entrepreneurship in Finland is viewed on and the technology innovation companies in Finland. Secondly the business plan is looked into. Business plan views the business idea, product and services, risk management, financing, operations and marketing plan. The business plan prepared on the base of the thesis is confidential.

6.1 Establishing a technology company in Finland

Finland has suffered from an economic downfall for the past few years. The situation is starting to look brighter and new companies are being established. The generation is in change: aging population is growing which means that many entrepreneurs are retiring and the market has place for new entrepreneurs and new ideas.

The technology industry is in constant development and the business is challenging for the new innovations. The consumers are not certain whether they have use for new products and therefore they need to be assured that they need this new innovation in

their lives. The industry offers more workplaces compared to other industries. Technology companies have an urge to expand globally in order to succeed.

The interviews concluded that technology companies need large investments in product development before entering the market. Financing can be obtained from public sources Finnvera, Tekes and ELY centre, some of the finance can be granted but mainly loans. The entrepreneur must take a personal risk by taking out a loan. Miksei Oy offers guidance to technology companies at the starting point by assisting with finance applications, marketing, networking and mentoring. Haplo Solutions received assistance from Miksei Oy and the entrepreneur considered the help to have been very useful. Marjo Niittuaho-Nastolin estimated that the required starting capital for this business idea would be around 50,000-100,000 euros.

Both interviewees stressed the team behind the idea. The team is extremely important when establishing a new business. An optimal team should have people with different knowhow and expertise. A capable team can be even more important than the idea. Investors are more likely to invest in a great team than in the idea itself.

Marjo Niittuaho-Nastolin estimated that the business idea in question is understandable and solves everyday problems but the problem is that it is easy to be copied. Kimmo Hartikainen mentioned that ideas can be copied but it is about who has the courage and is willing to make the ideas happen.

Another point which was mentioned in both interviews, was that in technology industry the preferable way to enter the market is to make quick trial which means launching a raw product to the market in order to receive instant customer feedback. The feedback gives development suggestions to improve the product. This method has a short time span and a good opportunity to receive income financing as soon as possible. Another point that Kimmo Hartikainen mentioned was that market research and feedback from it can be misleading as it happened with their company. He also told that choosing the customer segment is a major decision. Marjo mentioned that the demand for this product is extremely hard to estimate.

6.2 Business plan

For this thesis process I have conducted a business plan for the business idea. The plan is confidential due to trade secrets. In this section I discuss the plan in some details that do not reveal the business idea or any other confidential factor.

A business plan is composed in a ready-made layout. For example Enterprise Finland offers one layout on their website which is very simple to use. For my own business plan, I selected a ready-made layout which had some instructions on the side.

The business plan is based on the business idea. It describes what the product is and who the target group is and how the operations are organised. It is recommendable to conduct market research before starting the business plan to know about the potential customers. In the business planning process, a SWOT –analysis is done to clarify the strengths, weaknesses, opportunities and threats of the new business. The executive summary concludes what the business idea is, who is the target group and how the business is operated.

In my business plan I describe the details of the product and when it comes to the market research, the survey I conducted created some image of the potential customers. The business plan included a SWOT- analysis. In this case, the strength is that the idea is unique, there is no similar product on the market, but the weakness is that it can be easily copied. Opportunities of this business are created through the market situation. Threats come from the uncertainty of demand, will the consumers find the product or not. Another threat is new entries to the market with similar products.

The business plan includes the knowhow and expertise of the entrepreneur. It describes the job experience, education, language skills and technological knowhow which the entrepreneur has. This sections gives leverage to the business idea. The hobbies or other related features of the entrepreneur can be mentioned in this part. The networks are described in this part. In this section in my business plan, I have described the education and knowhow of the entrepreneurs, both whom are soon to be graduating business management students with a drive towards entrepreneurship and excellent language skills in Finnish and English.

The next section is about the product and services. They are described and the competition in the field of business is introduced. This part includes the pricing policy. The strengths and weaknesses of the products are presented. The business plan's following chapter is describing the customers and the markets. The target groups are presented and the market is analysed.

The business plan concludes the situation on the market and analyses the competition. The competitive situation is analysed and the competitors are identified. The competitive advantage of the company is being presented in the plan. The business plan I composed, describes the market situation which is suitable for this business idea, there is no competition in the sector. The competitive advantage in this business is that is a new innovation.

The operational plan of the business concludes how the business is operated. This section covers where the company is located and why. The personnel and production are being explained. The chosen company form is introduced and other information about for instance insurances are discussed in this part. The final part is the financing of the company. This includes the accounting, loans and financial calculations.

The operational plan in my business plan included the market area which is the whole of Finland even though the company is operating in Mikkeli. The chosen business form is Limited Liability Company, this form is selected based on the huge starting capital requirement, two establishing partners and also viewing the possible expansion opportunities in the future. For the financial plan section of the business plan, I made calculations that were based on estimations. The calculations give some sort of reference to the business plan. The financial plan includes a calculation of investment need, the need for working capital and the gross profit need.

6.3 Background information about the customer segment

The estimated customer segment for this technology innovation is people over 16 years old that use electronic devices and are accustomed to using internet and mobile applications. The survey is divided into four categories: background information, electronic services, mobile applications and ecology.

The survey received 249 answers, most of the respondents were women 202 (81%) and the number of men was 47 (19%). Most of the respondents belong to the age group of 16-29 (51%), the second largest age group was 30-49 (35%) and the rest were 50 or over 50 (13%). The education question was divided into three options, grammar school, undergraduate or trade school and university. Most of the respondents were undergraduate or completed the trade school (56%), the second largest group had a university degree (32%) and the 12 % of the respondents had only grammar school as an education. Another background information question asked in the survey was the current life situation, there were three options: student, in working life or unemployed. These options were not enough, as I later found out. Most of the respondents were in working life (57%), 30% of the respondents were students and 13 % were unemployed.

The respondents were asked what kind of electronic devices they have. Most of the respondents had these three: smart phone (94 %), computer (93%) and TV (92%). Many of the respondents also had a camera (72%) and a tablet computer (57%). The section where the usage and usability of electronic services were asked used examples of e - recipe –service, NetPosti which is electronic alternative for mail, E-invoice and the electronic services of Social Institute of Finland (Kela) and tax administration of Finland. The respondents were also asked an open question of other usage of electric services. Figure 2 shows the electronic devices below.

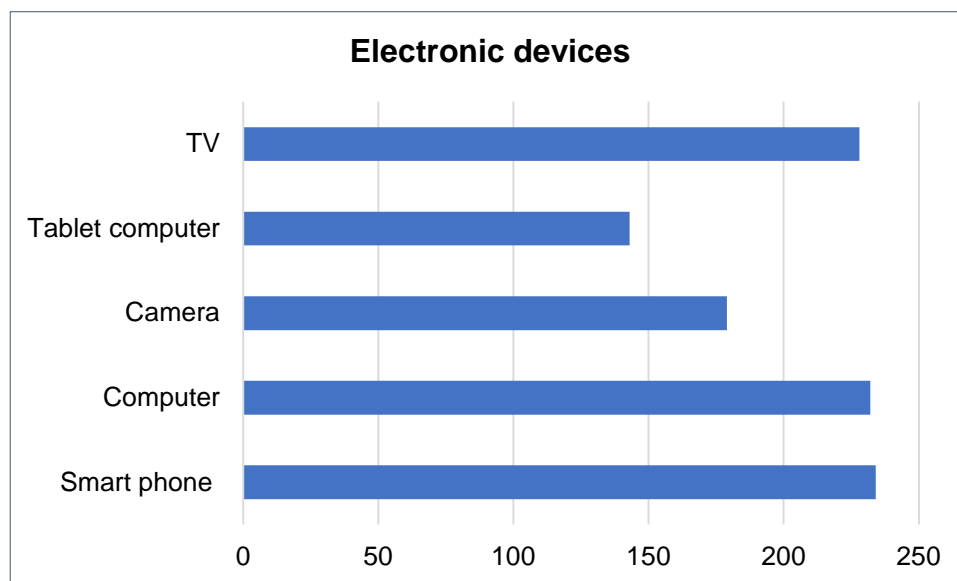


FIGURE 2 Which electronic devices the respondents have

86% of the respondents have used the e-recipe service (14% did not use it) and 98 % of the respondents considered it to be a useful service and only 2% of the respondents considered that is not useful. Only 22% of the respondents used the NetPosti –service and the most 78% did not. 60% of the respondents considered that the service is useful and 40% considered otherwise. 65% of the respondents used the e-invoice service and 94% considered it to be useful. Most of the respondents were familiar with the electric service of Kela, 67% of the respondents have used it compared to 33% who have not used it. The majority of the respondents (90%) considered it to be useful and only 10% did not find it useful. When asked about the tax administration’s electric service, 65% of respondents have used the service and 83% considered it to be well-functioning.

The next section of the survey concentrated on the usage of mobile applications, the respondents were firstly asked whether they use mobile applications or not. The second question was an open question about which mobile applications the respondent uses. Next the respondents were asked whether they are likely to pay for a mobile application or not. The amount of money that the respondent would be likely to use on mobile application was the fourth question. The respondents were given a scale to 1 to 10€ and the average was 2.96€ and the number of respondents that answered the question was 196. The last question of this section was to find out what kind of mobile applications the respondents are interested in. The figures for the questions are below. First the usage of mobile applications, then the categories of used mobile applications, following the amount that the respondents’ willingness to pay for a mobile application and the last concerning the applications which the respondents are interested in.

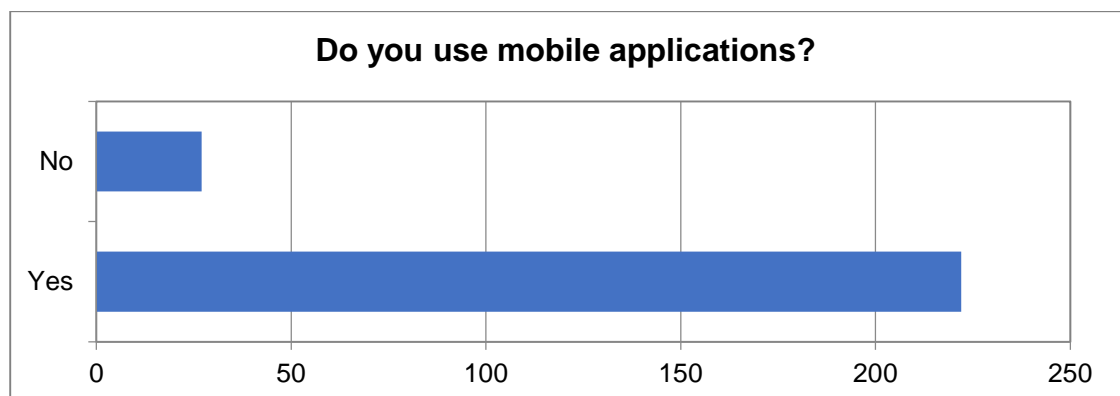


FIGURE 3 The usage of mobile applications

As the figure shows, most of the respondents do use mobile applications. 89% of the respondents answered yes to the question while the remaining 11% no. Examining the age connected with the usage of mobile applications, it was clear that the age group of 16-29 were using mobile applications the most, 95 % of them and 5% not. The other age groups were not far behind of the usage of mobile applications, 88% of the aged 30-49 and 73% of the age group of 50 or older were using mobile applications.

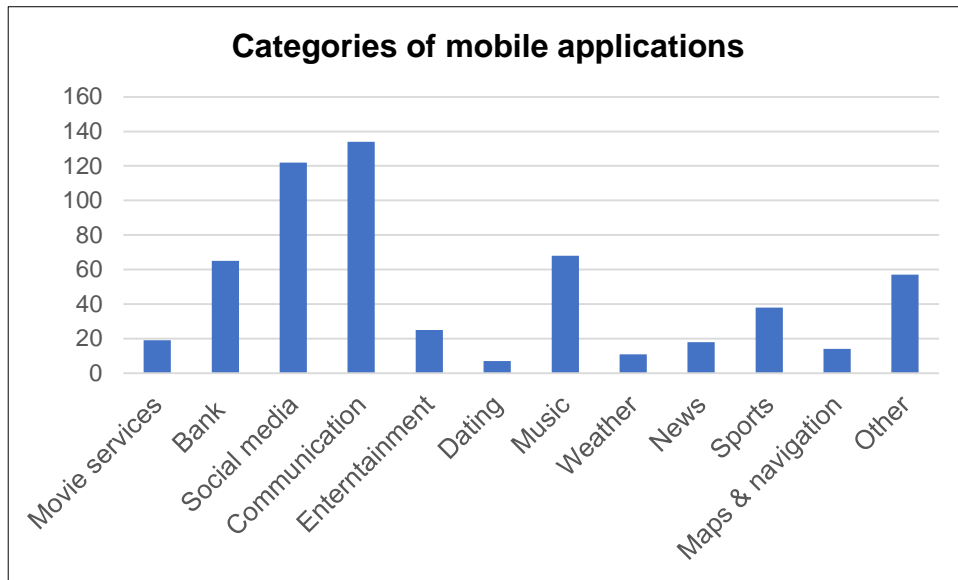


FIGURE 4 What kind of mobile applications the respondents use

The figure shows the categories with the answers of the open question which mobile applications the respondents use. The main interest among the respondents is mobile applications connected with communication such as Whatsapp Messenger or Facebook Messenger and with social media applications which were most commonly Facebook and Instagram. Music, bank services and other category are quite high in the rank as well.

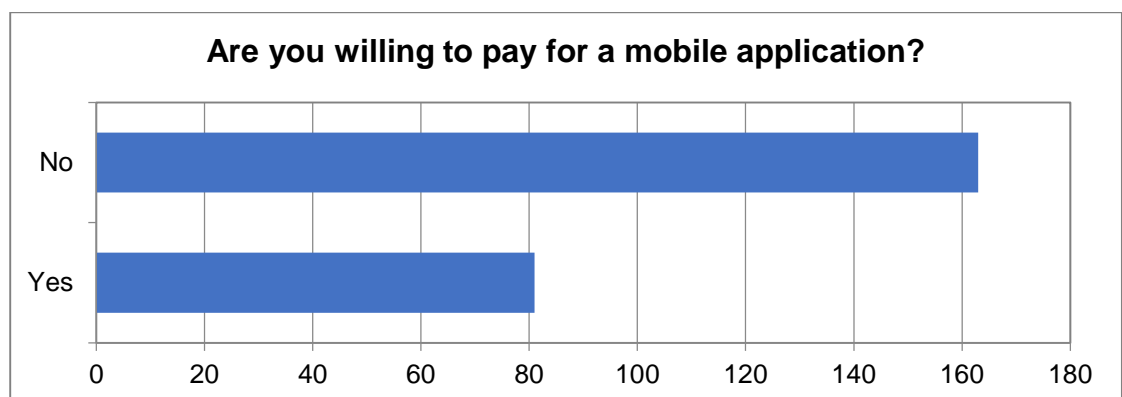


FIGURE 5 The willingness of respondents to pay for a mobile application

The respondents were not likely to pay for mobile applications. Only 33% of the respondents answered yes to the question. The majority, 65%, was not willing to pay for mobile applications.

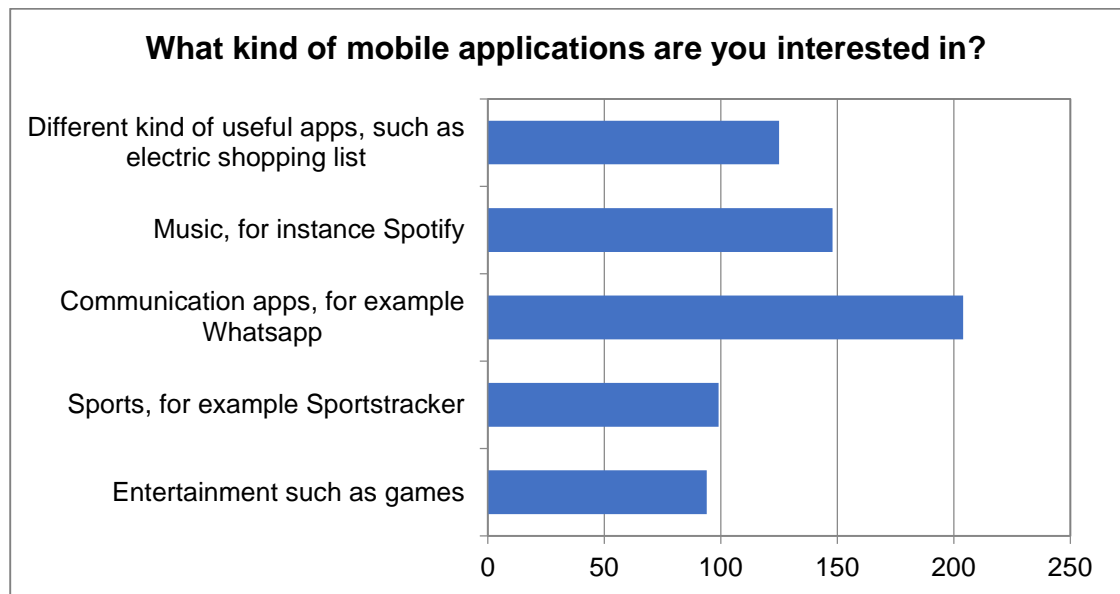


FIGURE 6 Interesting mobile applications for the respondents

In this figure is seen that communications applications are the most interesting in the eyes of the respondents. Music and useful applications hold the second and third place among the most interesting applications.

The last section of the survey was about ecology issues. The respondents were asked if they consider ecological choices in their consumption and if they are more likely to pay more for an ecological choice compared to a normal one. 61% of the respondents answered that they consider ecological choices in their consumption but 39% of the respondents did not consider the ecological factors. 52% of the respondents were willing to pay more for an ecological option but 48% were not willing to pay more for it. The third question was about how much the respondents are willing to pay more of an ecological alternative compared to a normal one and they were given a scale between 1-20 euros. This was an optional question and 155 of the respondents replied to it. The aver-

age amount of money was 4.51 and the median was 3. This question caused some misunderstandings among the respondents because it can be interpreted in many ways. The last question of the survey was to measure the importance of ecology in a scale to 1 to 10. This was an optional question and 250 of the respondents answered to it and the median of the responses was 7 and the average was 6.26.

7 CONCLUSIONS

This chapter concludes the issues discussed in the interviews and the conclusions of the questionnaire. In this chapter the research questions are answered whether the business idea is feasible, what the customer segment for the business is and how the idea should be implemented in real life. The credibility of the research is evaluated in this chapter.

7.1 Establishing a start-up in Finland

The results concluded that a new entrepreneur can get help from many sources and it is advisable to use the help. In this case the Miksei Oy could offer the best kind of guidance to help in legal issues, networking, applying for funding, finding partners and customers. Miksei Oy is good option for all technology innovation start-ups in the Mikkeli region. I believe that I would seek for guidance from Miksei Oy when establishing a technology company.

The results proved that a business plan is a good tool for a starting entrepreneur to plan the business and also the financiers demand it. Business plan describes the products and services of the company, the business idea, financing and risk management. (Uusyrityskeskus 2015.)

As in the theoretical framework is mentioned that attitudes towards entrepreneurship is positive and despite the economic downfall Finnish people are establishing new businesses (Pietarila 2015). The change in generation is an important factor also: many entrepreneurs are retiring and new ideas have place in the market (Halttunen etc. 2006.), although the market for technology innovation is challenging and demanding. If the company seeks to grow, it has to expand outside of Finland. The consumers are uncertain of new innovations, whether there is an actual need for them or not. When establishing a technology start-up, the company should be ready to grow internationally.

As the both interviews proved, the team behind the business is a key factor in success. The author and the partner are both young business students and would need a partner with strong technological and entrepreneurial know-how. The first step in actualising the business idea into a business would be finding that partner. Both interviewees highlighted the team behind the idea, not the idea. Ideas with a great team can lead to success and great ideas with a lousy team can be a failure. Kimmo Hartikainen also mentioned that it is not about the idea but the person who starts developing the idea. Everyone has ideas but not everyone has the courage of being an entrepreneur.

The results of the interviews concluded that quick trials are an efficient way to enter the market and receive instant customer feedback in order to develop the product further. That method is a solid way to receive income financing as quickly as possible. To enter the market with unfinished product is risky, even though it requires a less amount of financing and offers instant feedback. That method would be suitable for the case in many ways. Less risky, less financing needed and a short time span.

7.2 Customer segment for technology innovation

The main customer segment for this product would be the technology oriented young adults who value ecology and easiness. The age group for the target segment is from 18 to 50. The target segment would be women because they appreciate ecology more than men. This new generation is used to using electric services, mobile applications and most of all electronic devices such as computers, smart phones etc. The target market would be able to appreciate this service. The respondents of the survey were mostly aged between 16 to 29 years.

Overall the respondents were willing to use online services and most services that I used as examples were considered to be functional. From this I conclude that respondents appreciate easiness and the possibility to manage affairs online at the comfort of your own home when the issues are connected with health, studying, bank or free time activities.

The Webropol survey results concluded that consumers are not willing to pay for mobile applications and if they are the amounts are relatively small. The most popular applications were free and connected with communications. The respondents used relatively little these so called useful applications that makes everyday life easier. The youngest age group of the respondents 16-29 were most likely to use mobile applications.

When it comes to ecology issues, the respondents were likely to consider their buying decisions based on ecological issues. However, they were not that likely to buy more of an ecological option. In the survey it was emerged that students and the age group of 16-29 are not likely to pay more for an ecological option which is easily explained by the limited amount of money they have in use. The age group of 30-49 years were most likely to pay more money for an ecological option than the other age groups. Overall, ecological factors were quite important to the respondents. Therefore I conclude that the consumers are interested in ecological issues and they are willing to use the ecological option assuming that the price is similar compared to normal.

In the survey I have examined the end consumers in order to find out whether they would value this technology innovation. However this product is targeted to be sold to retail stores and the question is if they would be buy this kind of service to offer more value to their customers? As the results concluded, consumers value ecology and use online services and mobile applications and they would have need for this technologic innovation. The actual demand is still unsure. Nevertheless, the consumers are not willing to pay for mobile applications or ecologic options if they can have the normal option cheaper. Therefore this product would not be successful if it would be sold directly to the end consumers. The business would require expensive marketing and visibility in media in order to raise awareness in the eyes of consumers. The visibility is key to success considering this particular business idea. If the marketing efforts do not reach the public and there is no external pressure for retail stores to include this product, the business will probably fail.

7.3 Business plan

The results concluded that a business plan is needed when applying for financing: loans, start-up grants and investors. As it is necessary to make, it offers the base for the business planning. The business plan is a guideline for the business and it can be used in planning and monitoring the business operations. (Meretniemi & Ylönen 2009, 24.)

The business plan introduces the business idea, the abilities of the entrepreneur, describes the product and services, the target segment and situation in the market and it offers a plan of operations, marketing and financing. (Enterprise Finland 2015.) The results concluded that a business plan is a useful tool in business planning when establishing a business. A business plan is worth composing because it is required for financing purposes and it offers guidance to the entrepreneur. The business idea planning process made the idea more realistic and it gave a base to the conclusion of the feasibility. Even though the business plan was challenging to craft for an idea that does not yet exist and is unfinished.

Before making the business plan, is recommendable to do some sort of market research. The market research would find out the needs and expectations of the possible customers. As market research I conducted the survey to figure out the possible target group and their consuming behaviour towards electronic devices, mobile application and online services. The theoretical framework supports using market research method. A successful business is not based entirely on the business idea, but the important factor to the success is the team behind the idea as the results proved. A capable team launches even mediocre ideas to the market with success.

The market should be carefully analysed before entering it, whether there is room for the business and who the competitors are. Competitive advantage should be identified. (Meretniemi & Ylönen 2009, 30.) As I have looked into the market of technology innovations and ensured that there is no similar product yet in the market, there is still competition in the market with the existent products and possible new entries.

My research questions were to find out whether the idea is feasible, what the potential customer segment for the business is and how it should be implemented in real life. As the results showed, a business idea needs a capable team to support the idea. In this case, I see that the team of two business management students is not sufficient to launch

this idea to the market. Especially in this instance where the both entrepreneurs have lack of technological knowhow. In ideal situation both of the entrepreneurs would possess different sorts of technological knowhow that could be used in the business. As the possible entrepreneurs do not have sufficient knowhow, it would have to be bought into the company. This generates liability issues when the most important partner in the business would be a hired employee that could copy the idea and use it as his own. Additionally the technology expert would become costly to hire.

Another factor is the financial risk. Technology innovation tend to require large starting capital. This specific idea is no exception, the product development is costly and the amount needed would be around 100,000€ It means that the entrepreneurs would have to take out a loan and invest considerably in the business. Considering the amount of money required, the entrepreneurs are not willing to take the risk. Considering the results, I conclude that the business is not feasible on these grounds. It would be feasible with a team which would have technological and business knowhow with some experience of running a business. Either way, the business would have great financial risk and uncertainty of the demand. The idea should be implemented so that it would be marketed to end consumers with a great marketing effort and this way the demand for the product is created and the product is sold to retail stores. The technological implementation is still partly a mystery and it requires an expert of the field to find the suitable form to execute the idea cost-efficiently. The implementation of the idea is more thoroughly presented in the business plan and it is classified due to trade secrets.

7.4 Credibility of the research

In qualitative research, the truth and objectiveness are important when considering the credibility of the research. (Tuomi & Sarajärvi 2002, 131.) The researcher should be able to present the readers the used methods and by that demonstrate that the methods are reliable and the conclusions are valid. Qualitative research offers transcriptions or tapes of interviews which can be used in further investigation by the reader or the researcher. Some observational studies do not include this opportunity. (Silverman 2000, 185-188.)

The credibility of the research bases on the unity of the research. This includes the subject and function of the research, this refers to what is being researched and why. Another factor is the researcher's commitment in the research, what is the importance of the research to the researcher. A third factor is the data collection, what the method is and what technique has been implemented. The credibility is also based on the informants of the research, on what basis where they selected. Also the relation between the researcher and the informant is valid. The timeline of the research is part of the credibility assessment. The analysis of data reports how the data was analysed and what conclusions can be made based on that. The reliability of the research is being assessed and the research must evaluate why the research is reliable. Finally, the reporting of the analysis is assessed, how the data is combined and analysed. (Tuomi & Sarajärvi 2002, 135-138.)

The trustworthiness of quantitative research can be questioned by the used statistical techniques and their appropriateness to the case. Another concern is whether the researcher has made all relevant analysis and whether the statistical significance studied properly. A third concern is whether the correlation between two variables is caused by a third undetected variable. (Babbie 1990, 355.) Measurement reliability refers to the trustworthiness of the used indicator. (Holopainen & Pulkkinen 2002, 17).

In my thesis I have introduced the research problem and the purpose of the research. The goal is to conduct a business plan for a technology innovation and analyse the feasibility of the idea. The research questions were if the idea is feasible and how it could be implemented in real life. The importance of the research for me as a researcher was that I intended to find out if the innovation idea could be profitable business and if I should become an entrepreneur.

The theoretical framework is based on reliable sources of selected books and internet sources. The results of the research are based on the interviews, the business plan I composed and the survey I conducted. The data collection process is introduced carefully and the reasons why the informants are selected is explained. Second informant was sent the results to correct any context errors and to comment on them.

The survey which I conducted using Webropol had 249 answers, which is a significant amount and makes the results more conclusive. However two of the survey questions

were not conclusive. The first one was the question with the background information about the respondent and it had the options: student, unemployed and in working life. These options were not sufficient and it may have caused that the respondents have chosen an option that is the most suitable in their situation and not corresponding with their life situation. The other question which was about how much more the respondent is willing to pay for the ecological option can be misunderstood. The question had a scale of 1 to 20€ Even though the survey was tested beforehand these issues did not emerge before the survey was launched. However these misunderstandings had little effect on the overall research.

The conclusions I have made in the research are my own and they are based on the research and theoretical framework. I see that the research is credible and carefully conducted.

8 CONCLUDING REMARKS

I began the thesis process in April 2015. I had an idea that I could somehow include the business idea into the topic. As I discussed with the supervising teacher of the thesis process, the idea become clearer. I aimed to research the possible demand for the technology innovation to see its potential. This research was a method to find out whether it is worthwhile to launch this product to the market and become an entrepreneur. The area of technology is unknown for me and by this research I got more familiar with the field.

I started writing the theoretical background in May. During the whole thesis process, I met my supervising teacher frequently and received guidance to the process. The survey was launched in September and the results of the research were concluded in October. The target was to finish the thesis in December 2015.

I conducted a business plan for the idea and by that evaluated the idea from many perspectives. The business plan was challenging to make because the idea is unfinished. As I concluded that in these grounds, the idea is not feasible, composing the business plan for the idea was only the beginning of the process. As the research shows, the idea has potential and with a capable team it is feasible. Considering the future of the business idea, I will seek for potential business partners, entrepreneur training programs

which I could attend in and gatherings of start-up companies. In the future I may use this business plan and thesis in the process of establishing a business for the idea. For now on, the idea will grow and wait for an opportunity to come to live.

The challenging part of the thesis process was to find the motivation over and over again. After all, I managed well with it and I am satisfied with the results. From the thesis process, I have learned a lot of about time management, motivation and achieving my own goals. I learned how to make a business plan and how to make customer research. Overall, the thesis process was interesting and rewarding.

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APPENDIX 1.

Interview questions to Marjo Niittuaho-Nastolin

What are the strengths and weaknesses in the view point of competition?

What steps are required in order to make business idea into a product?

What kind of assistance can Miksei Oy offer in developing a business idea?

Do you consider that investors have interest in this business idea?

What do you think if the markets have demand for this kind of product?

What is the potential target group for the product?

How large investment is required to make this idea into a product?

In what ways this product could be marketed?

What kind of opportunities this business has to success?

APPENDIX 2.

Interview questions to Kimmo Hartikainen

How long has the company been operating?

How did you start your business?

What kind of knowhow does it demand to establish a technology enterprise and what kind of team is behind your company?

What are the strengths and weaknesses of your business idea?

What kind of assistance did you receive from Miksei Oy?

Did you conduct market research before entering the market?

How large investments the idea demanded?

What kind of marketing tools have you used?

What is the turnover of your business?

In what stage will your company produce profit or have done so?

What is the most important factor in developing a business idea into a company?

Sähköiset palvelut ja mobiilisovellukset

Taustatiedot

1. Mihin ikäryhmään kuulut? *

- 16-29
- 30-49
- 50 tai vanhempi

2. Mikä on koulutuksesi? *

- Peruskoulu
- Ylioppilas/Ammattikoulu
- Korkeakoulututkinto

3. Sukupuoli? *

- Mies
- Nainen

4. Oletko? *

- Opiskelija
- Työtön
- Työelämässä

5. Onko sinulla? *

Voit valita useamman vastausvaihtoehdon

- Älypuhelin
- Tietokone
- Kamera

Tablet -tietokone

TV

Sähköiset palvelut

6. Käytätkö eResepti-palvelua? *

Sähköinen resepti on lääkemääräys, jonka lääkäri laatii ja allekirjoittaa sähköisesti.

Kyllä

Ei

7. Onko eResepti mielestäsi toimiva palvelu?

Jos vastasit kieltävästi edelliseen kysymykseen, siirry seuraavaan kysymykseen.

Kyllä

Ei

8. Käytätkö NetPosti -palvelua? *

Netposti on Postin tarjoama maksuton postilaatikko ja arkisto netissä. Saat postisi sähköisessä muodossa.

Kyllä

Ei

9. Onko NetPosti mielestäsi toimiva palvelu?

Jos et käytä NetPosti palvelua, siirry seuraavaan kysymykseen.

Kyllä

Ei

10. Käytätkö e-laskupalvelua? *

E-lasku tulee suoraan verkkopankkiisi ja voit maksaa sen sieltä parilla klikkauksella. Et saa paperista versiota e-laskusta.

Kyllä

Ei

11. Onko e-lasku mielestäsi toimiva palvelu?

Jos et käytä e-laskua, voit siirtyä seuraavaan kysymykseen.

Kyllä

Ei

12. Käytätkö Kelan sähköistä asiointipalvelua? *

Asiointipalvelussa voit verkkopankkitunnuksillasi hakea lähes kaikkia Kelan etuuksia ja katsoa tietojasi netissä.

Kyllä

Ei

13. Onko Kelan sähköinen asiointipalvelu mielestäsi toimiva?

Jos et käytä Kelan asiointipalvelua, siirry seuraavaan kysymykseen.

Kyllä

Ei

14. Käytätkö Verohallinnon sähköistä asiointipalvelua? *

Verohallinnon sähköinen asiointi helpottaa veroasioiden hoitamista netissä.

Kyllä

Ei

15. Onko mielestäsi Verohallinnon sähköinen asiointipalvelu toimiva?

Jos et käytä kyseistä palvelua, voit siirtyä seuraavaan kysymykseen.

Kyllä

Ei

16. Käytätkö jotain muuta sähköistä palvelua? *

- Kyllä
- Ei

17. Mitä muuta sähköistä palvelua käytät?

Jos vastasit edelliseen kysymykseen kyllä, niin kerro tässä lomakkeessa mitä palveluja käytät. Jos et käytä muita sähköisiä palveluita, voit siirtyä seuraavaan kysymykseen.

Mobiilisovellukset -tarkoittaa älypuhelimessa olevia sovelluksia, kuten whatsapp messenger tai instagram. Sovellukset voi olla ilmaisia tai maksullisia.

18. Käytätkö mobiilisovelluksia? *

- Kyllä
- Ei

19. Mitä mobiilisovelluksia käytät?

Jos et käytä mitään mobiilisovelluksia, siirry eteenpäin kysymykseen 23.

20. Oletko valmis maksamaan mobiilisovelluksesta?

- Kyllä
- Ei

21. Miten paljon olet valmis maksamaan mobiilisovelluksesta?

1 2 3 4 5 6 7 8 9 10

1-10€ ○ ○ ○ ○ ○ ○ ○ ○ ○ ○

22. Millaisista mobiilisovelluksista olet kiinnostunut?

- Viihde esim. pelit
- Urheilu esim. sportstracker

The survey in Webropol

- Viestintäsovellukset esim. whatsapp messenger
- Musiikki esim. spotify
- Erilaiset hyötysovellukset kuten kauppalista kännykässäsi

Ekologisuus eli kestävä kehitys. Kulutusratkaisujen tekeminen luontoa ajatellen esim. kierrätys. Ekologisella vaihtoehdolla tarkoitetaan luontoystävällisempää vaihtoehtoa verrattuna tavalliseen.

23. Mietitkö kulutusratkaisujasi ekologiselta kannalta? *

Esim. ostatko luontoystävällistä pesuainetta tai käytätkö kangaskassia kauppareissulla sen sijaan, että ostaisit aina muovipussin.

- Kyllä
- Ei

24. Oletko valmis maksamaan enemmän ekologisesta vaihtoehdosta? *

- Kyllä
- Ei

25. Kuinka paljon enemmän olisit valmis maksamaan ekologisemmasta vaihtoehdosta? (1-20 euroa)

Jos et ole valmis maksamaan enemmän ekologisesta vaihtoehdosta, siirry kysymykseen numero 26.

1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20

1-20€

26. Miten tärkeää ekologisuus on sinulle asteikolla 1-10? *

1 2 3 4 5 6 7 8 9 10

Arvo-asteikko (1- ei ollenkaan tärkeää - 10 -erittäin tärkeää)

Kiitos paljon vastauksestasi! Vastaukset käytetään tutkimustuloksena opinnäytetyössä.