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Improving Value Proposition Using the SoloVisa System
Case company: Russian Tours Oy Ltd

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Value proposition is one of the key concepts in marketing, and thus every company should be concerned about creating or defining it clearly. The case company, Russian Tours Oy Ltd, elaborated its own online visa purchasing system SoloVisa, which presented the basics of the company value proposition. However, existing value proposition needed to be improved so the company could stay competitive and distinguish itself from its rivals.

The objective of this thesis was to create a set of practical materials for the case company regarding the SoloVisa system. It was not supposed to cover such topics as creating and identifying the core value proposition since the company had already defined it. Instead, it was decided to focus on how to improve the current company value proposition using the SoloVisa system.

The thesis covers such areas as the main concepts of value proposition, company value proposition, and criteria of its effectiveness. Several toolkits and methods were described and subsequently used for evaluation of the existing value proposition of Russian Tours Oy Ltd. Value proposition of the case company was analyzed with the help of the Value Proposition Canvas, and areas in need of improvement were revealed.

As a result, a set of practical materials that could be used by the company in its everyday operations was created. These materials were a manual for the SoloVisa managers, a set of video tutorials for the customers and a PowerPoint presentation to be used at meetings with potential corporate customers. The final products were created based on own experience, observations, interviews and value proposition frameworks.

The work on the empirical part of the thesis began during my internship in Russian Tours Oy Ltd that took place from the beginning of September 2015 until the end of January 2016. During that time, the planning process of the first product that was the manual for the SoloVisa managers was conducted. After finishing my internship, I continued to work on the manual, and the product was finalized by the end of March 2016. The planning and implementation of the other products, the set of video tutorials for the customers and the PowerPoint presentation, started in spring 2016 after I had finished the manual. The final version of the presentation was completed by the end of December 2016, and the set of video tutorials was finalized by February 2017.

The products were recommended for the case company in order to improve company value proposition and strengthen the company's competitiveness in the challenging travel industry.

Keywords
Value proposition, value proposition canvas, manual

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1 Introduction

This thesis is devoted to the value proposition of the case company, Russian Tours Oy Ltd. The introductory chapter of the thesis presents the scope of the project and describes thesis background. The reasons that determined the choice of the topic are presented here, and objectives and limitations of the research are also explained altogether with thesis structure.

1.1 Background

This thesis was accomplished as a product-oriented for the commissioning party Russian Tours Oy Ltd. It resulted in several products such as a manual for the SoloVisa managers, a set of video tutorials for the customers of the case company, and a PowerPoint presentation aimed to be used in negotiations with the corporate customers.

The idea of creating this work appeared while I was doing my internship in the travel agency Russian Tours Oy Ltd since September 2015 till February 2016. At that time, the company had already started implementing their own ERP system named SoloVisa on everyday basis internally as well as externally. This system was aimed at simplifying the process of placing orders, solving payment issues, and communicating with the customers. The company considered SoloVisa as a strong competitive advantage, but they had several problems to solve to get most of it.

First, there was no sufficient and elaborated manual for working in the system both for the managers and for the customers that weakened the value proposition and prevented the company from creating the excellent customer experience. Due to this problem, I was first asked to write short separate guidelines for different stages of work such as placing an order, sending messages to the customer via SoloVisa and so forth. Further, there appeared an idea of creating a thorough SoloVisa manual for the managers, and I eagerly accepted this task and started to work on the manual. A major part of the work was accomplished during my work placement in Russian Tours Oy Ltd, including gathering materials and information, testing the manual through teaching sessions of the managers, and necessary adoptions and corrections.

Second, there were no up-to-date and coherent manuals for the SoloVisa customers. The available videos required some changes and improvements. Besides, not all the main stages of working in the system were described in them. That was the reason I decided to broaden the idea of a manual and create a set of video tutorials for the customers that

could be used by the company and could improve customer service level and customer experience. When I was working on the manual, I realized that I would like to devote my thesis to the improvement of the company value proposition of Russian Tours Oy Ltd using the SoloVisa system. This idea was warmly welcomed by the company management, and I started the writing process.

Third, I was told that the company was presenting the SoloVisa system as a competitive advantage for their potential corporate customers, and they were looking for the ways of how to deliver the proposition effectively. As they were primarily using direct marketing, I offered to create a PowerPoint presentation that would show SoloVisa in an outstanding way and at the same time help to explain all its advantages and functionality.

Finally, I decided to create a product-oriented thesis for Russian Tours Oy Ltd related to marketing. The purpose of the research was to offer possible ways of improving company value proposition of the case company using the SoloVisa system. This work gave me an opportunity to deepen my knowledge of the value proposition and resulted in a set of practical materials that could be used in the everyday operation of the company.

1.2   Objectives and limitations

The problem identified is that the company has an effective tool for developing and increasing customer value proposition that is SoloVisa ERP system, but it does not use it efficiently. It is planned by the company to integrate this system into its everyday operations inside as well as outside the company, but there are several problems to be solved before. First, there is a video manual for the customers, but it needs some revision and correction. Second, there is no manual for the managers working in the system that would describe every step and explain all procedures. Third, a company has no presentation materials that could be used for promoting the system effectively.

After I had taken into consideration all the mentioned problems, the following objectives of the research were formulated:

1) To create a manual for the SoloVisa managers that will include the description of all procedures and steps. It should be done to strengthen the managers' knowledge and experience for providing customer service of a higher level than before.

2) To make a PowerPoint presentation that will describe all advantages of the system for potential corporate customers and show it in a professional and outstanding way.

3) To create a set of short video manuals for the existing and potential customers. These videos will describe all main operations in the system coherently and logically, so that customer experience is improved.

All these materials are supposed to be applied in the company everyday work and altogether improve the company value proposition and ways of its delivery for the customers.

For implementing the objectives, it is necessary to answer the questions listed below:

1) *What is the concept of value proposition?*

   It is the first and the main question for understanding the scope of the research and executing the thesis.

2) *How to evaluate the effectiveness of value proposition?*

   The answer to this question will provide me with useful tools and methods for analyzing the effectiveness of value proposition and will help to choose the most relevant tool for the research. It will be also easier to evaluate the existing value proposition and define areas for improvement more clearly.

3) *How can the existing value proposition be improved?*

   It is needed to offer the practical solutions of the problems and describe the way of implementing them in a detailed way.

Receiving answers to all these questions will help me to understand the company needs and find solutions that suit these needs and are relevant to the situation.

This research has several limitations for different reasons. First, a value proposition is a very broad concept that can be applied to various segments such as an entire company or just some products or services. Due to the limited size of the research, it is decided to narrow the study and analyze only company value proposition regarding the SoloVisa system.

Second, it is not supposed to cover such value proposition related topics as creating the value proposition and identifying core value proposition. SoloVisa system is a core value proposition of Russian Tours Oy Ltd, and it had already been created several years ago. It is clearly perceived as one of the main advantages of the company, and thus there is no need in defining value proposition. The areas of interest of the research are how to improve the existing company value proposition.

1.3   Research methods

I used different methods to accomplish this product-oriented thesis and as a final result to create several products for the case company. At the first stage of work on my thesis, I mainly collected data regarding the SoloVisa system and main company operations. During that time, I conducted several in-depth interviews with the management of the company to indicate what were the main sections they wanted to see in the manual for the personnel. At the same stage, I used testing method while working in the SoloVisa system. As a trainee, I used all the functionality of the system and tested myself all the operations and sequences of actions. Making observations also helped me to gather all the necessary data and to understand better what needs and problems the SoloVisa managers had and how to simplify their operations in the system.

Discussions were another method that I used all the way through doing my thesis. I talked to the management and clarified what areas in my manual had to be improved, what sections I should add or omit. One of my tasks during the internship was to teach the SoloVisa managers how to work in the system. During that process, I analyzed the manual and discussed with them what was described clearly enough and what had to be explained in a more detailed way.

Regarding theoretical framework of the thesis, I did a literature review of value proposition concept and ways of improving the value proposition. I read and analyzed a range of magazine articles, books, and online sources to get a profound picture of the concept and further to present relevant data in my thesis.

1.4   Structure of the thesis

This product-oriented thesis consists of two main parts. The first part is a report of the product planning and implementation, and the second one is presented by a set of products. The report part consists of five chapters, each of which is subdivided into subchapters. The chapters are as follows: Introduction, Russian Tours Oy Ltd, Role of the value proposition for Russian Tours Oy Ltd, Planning and implementation of the project, and Discussion.

The first chapter is an introduction part that provides overall thesis background and describes the process of choosing the topic. It also defines objectives and limitations of the project, presents main research methods used, and finally explains thesis structure in a detailed way. The second chapter focuses on the commissioning party of the thesis and starts with the description of the case company and scope of its operations. It is followed

by the presentation of the SoloVisa system as a competitive advantage of the case company. A general description of the system and its functions, as well as SWOT analysis of SoloVisa, is the focus of interest here. The third chapter is a theoretical framework linked with the case company. It presents the main concepts of value proposition and criteria of its effectiveness. This framework is followed by evaluation of value proposition of the case company and ideas on how to improve the existing value proposition. The next fourth chapter deals with planning and implementation of the project. It starts with an explanation of the planning stage, and then the implementation stage is described. The final fifth chapter is dedicated to the outcome of the thesis. It includes problems that have been revealed during the working process and suggestions for possible future improvements of the company value proposition. Personal assessment can also be found in this chapter.

The second, product, part represents the product that consists of three subparts, the manual for the SoloVisa managers, the PowerPoint presentation of the system, and the set of video tutorials for the customers. The manual is a separate document with its own Table of contents, and it includes detailed and step-by-step instructions for working within the system. The PowerPoint presentation is a product that can be used by the case company during the meetings with potential corporate customers. The set of video tutorials consists of three separate videos, each of which explains the customer the main steps of working in SoloVisa.

2   Russian Tours Oy Ltd

The travel industry in Finland, especially those areas focused on trips to Russia, was in a deep recession during the previous years due to tense circumstances caused by economic sanctions applied in Europe against Russia. According to the Statistics Finland, trips to Russia have increased and regained its level after a significant downturn in 2014-2015 (Statistics Finland 2016). However, this business is still highly competing and requires from the company that targets to attract new customers and to retain the existing ones to outstand and to provide a unique value for its clients.

This thesis is commissioned by the travel company Russian Tours Oy Ltd, which is constantly looking for ways of strengthening its position in the market. The SoloVisa system is considered as the main competitive advantage of the company, and thus it is analyzed and evaluated in this chapter.

2.1   The case company

Russian Tours Oy Ltd is a genuinely Finnish company established in 1991 that provides visa and travel services to Russia and all over the world. The company deals with individual and corporate customers and several travel agencies.

There are two main departments in the company. The first one is a visa department, and it focuses on providing visa services mainly to Russia, Belarus, Mongolia, China, Kazakhstan, India, and range of other countries all over the world. The second department deals with travel tours mostly to Russia. Customers have many options, among them to purchase a ready tour or inquire a tour according to their needs. These personalized tours include hotel bookings, train tickets, transfers, excursions, and so on. There are also internal company departments such as accounting and marketing (Lähialuematkat Official Website 2016).

Company personnel headcount in 2016 totaled 19 people. It is also a general practice in the company to employ interns for different departments (Lähialuematkat Official Website 2016). This approach provides several advantages for the company and the intern. On the one hand, students apply knowledge, skills and newest trends during the internship and thus help the company to stay up-to-date and to follow the changes in the industry. On the other hand, interns get an opportunity to practice all the skills acquired through their studies and to get prepared for the real working circumstances.

Russian Tours Oy Ltd is operating via two offices open for customers, and both are situated in the center of Helsinki that makes the company easily accessible to the customers (Lähialuematkat Official Website 2016).

2.2   The SoloVisa system as a competitive advantage of the case company

Since SoloVisa was considered as the core element of the company value proposition, it was decided to present the general description and functionality of the system and analyze its advantages and areas of improvement.

2.2.1   General description of SoloVisa and its main functions

SoloVisa is an online visa purchasing system that was created and launched by the company Russian Tours Oy Ltd in 2014. It is primarily used for placing orders made by private and corporate customers. The system is free of charge and accessible to all customers of the company (SoloVisa 2013).

The functional of the system can be described as follows:

- Customers can create new orders.
- Managers of SoloVisa can change the status of orders.
- There is an option to communicate via the system.
- Customers and managers can send and receive files in different formats.
- Customers can find specific information and requirements for obtaining visas to various countries.
- The SoloVisa managers can create, send, save, and print out invoices.
- Both customers and managers can edit the orders.
- Information concerning all clients and history of their orders is stored in the system (SoloVisa 2013).

For more clarity, it was decided to present the process of placing an order in the system with the help of the following figure.
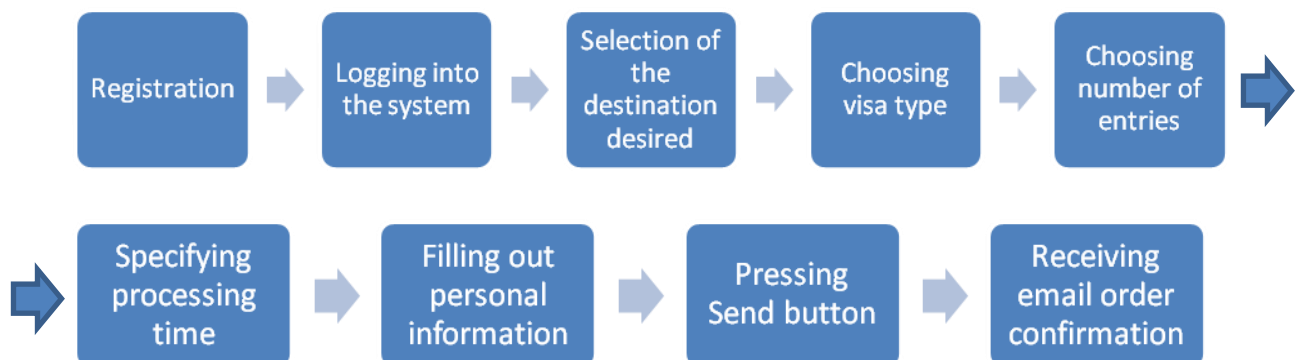

Figure 1. Placing an order in SoloVisa

As can be seen, the process of placing an order includes several basic steps to follow (Figure 1).

Customers can place orders in SoloVisa with or without registration. In case they are registered, they should first log into the system. Registration is an option available for corporate customers only. If unregistered corporate customers want to get an account, they should contact the manager via email or by phone (SoloVisa 2013).

When placing an order, a customer first should select a desirable destination from the menu shown on the main page of the SoloVisa system and then choose a visa type corresponding to the aim of traveling. Options can be Tourism, Business, Employment or some other. The next step to be followed is to specify the number of entries and desirable processing time such as normal or express. Then it is required from the customer to fill out all the personal information regarding the order such as contact information, number and names of applicants, delivery and payment methods, and any comments. After filling out all the information and pressing Send button, an order page is created where all the most important points concerning the order are reflected. A customer automatically receives an email confirmation with the order summary and further instructions. The manager of SoloVisa changes the status of the order every time there is a new stage in the processing of the documents. The statuses are New, In Process, In consulate, Verifying, Finished, and Cancelled, and notification emails are sent to the customer correspondingly (Figure 1).

In case there is a need for any additional documents or extra information for visa processing, the manager can contact the customer via the system. An email notification will be sent automatically to the client in this case (SoloVisa 2013).

As it was already mentioned, registration option should be separately considered as it provides valuable advantages for the registered customers. First, it provides consistency of all the data concerning all orders of this specific customer and thus makes it easier for the SoloVisa managers to access the data and control it. Second, registered customers themselves receive an option to enter their personal account, where all the information is saved. They can easily find data concerning any of the orders already placed, place a new order without filling out all the billing and personal information every time, and control the orders. Other options are to make payment, communicate with the manager, or modify some information. All communication history is also saved in the account, so it is possible to see the customer's and SoloVisa managers' messages at any time (SoloVisa 2013).

2.2.2 SWOT analysis of the SoloVisa system

This paragraph provides a closer look at the SoloVisa system with the help of executing SWOT analysis. SWOT analysis is commonly used regarding the whole company, and it contributes to revealing internal strengths and weaknesses as well as external opportunities and threats the company meets (Business Dictionary). SWOT stands for strengths, weaknesses, opportunities, and threats. However, the same indicators are often measured to estimate any product or service of the company and, thus, elaborate a strategy for its improvement. It has been decided to include this analysis in the thesis because it provides a better understanding of the existing SoloVisa system and helps to indicate areas that should be paid more attention. It is even more important to know the weaknesses and threats than advantages of the product as this information is the first step towards making the system better and thus improving the value proposition of the company.

SWOT analysis of the SoloVisa system is presented in Table 1 below.

Table 1. SWOT analysis of the SoloVisa system

	STRENGTHS	WEAKNESSES
INTERNAL	- User-friendly interface - Makes communication between the customer and the SoloVisa managers easier - Accessible 24/7 - Free of charge - Modern - Provides all information regarding visa requirements	- Some functional limitations - No option for corporate customers to register themselves - Absence of sufficient presentation materials - Lack of tutorials for the customers - Time-consuming personnel training for working in the system
	OPPORTUNITIES	**THREATS**
EXTERNAL	- Opportunity for constant updates concerning needs of the company - Customers more and more prefer online systems to traditional order placement visiting the agency or by phone - Developing a separate mobile application for SoloVisa will strengthen existing value proposition and makes the system more convenient and flexible	- Competitors using quite similar software - Difficult to outstand - Constant need for improvement

As it can be seen from the Table 1, the SoloVisa system has a range of internal strengths and weaknesses, and several external opportunities and threats can also be defined. First, internal factors should be mentioned and analyzed. It is evident that SoloVisa has many advantages. It is very user-friendly designed, and it does not take a long time for the customer to orientate and operate freely within the system. Second, it simplifies communication between the client and the manager. Instead of visiting the office of the company personally or making a phone call, a customer can log into the system and send a message via SoloVisa. Other strengths are the accessibility of SoloVisa and its high informative content. Before placing an order, customers can find all the information about visa requirements in the system. The system is also free of charge (Table 1).

Despite all these positive factors, several weaknesses indicate areas for possible improvement. They can be subdivided into two significant segments. One relates to the SoloVisa managers' everyday work in the system and another one – with customers' view of the system. All managers that work in SoloVisa are required to go through training that usually is very time-consuming. As there is a distinction between managers' and administrators' functional, some system functions are not open for the managers that makes their work less flexible. Finally, there are no sufficient presentation materials that could be used by the marketing managers during the meetings with potential customers to present SoloVisa in a more attractive way. Another segment of weaknesses deals with clients that work in the system, and they also come across several functional limitations such as, for example, lack of self-registration for the corporate customers. Regarding the tutorial materials for the customers, there are some of them, but they need to be updated and simplified. A set of tutoring materials in video and text format would create a positive image of a customer-oriented approach of the company and in general improve delivery of value proposition (Table 1).

External opportunities of SoloVisa are tightly connected with the digitalization of services and products. Nowadays every company willing to retain its customers and keep up with competitors should be visible and reachable via the Internet. An online presence gives not an outstanding competitive advantage but an opportunity to stay afloat among the others. In this regard, Russian Tours Oy Ltd has a variety of possibilities for further development and strengthening its position. SoloVisa is a modern and up-to-date channel for dealing with the travel agency. Besides, it is a company property that means it can be tailored any time there is a need. When mentioning further opportunities of SoloVisa, the mobile application is identified as one of the main options because it becomes a contemporary reality for users to have all they need in their smartphones (Table 1).

Finally, several threats must be taken into consideration. The main threat is a high level of competitiveness in the travel industry. Many travel agencies in Helsinki that can be considered as Russian Tours Oy Ltd competitors are using similar systems and thus provide the same online service for their customers as the case company does. It means that many efforts should be made to update the system constantly and execute regular improvements. Another external threat is related to lack of excellent presentation materials of SoloVisa. Potential corporate customers cannot get a correct view of the system and thus it is possible that value of the company is not appreciated, and the company is not preferred among the competitors (Table 1).

As a result of the SWOT analysis, an overall realistic picture of the SoloVisa system was received. As it can be understood from the analysis, the system is one of the main components of the company value proposition, and it can help Russian Tours Oy Ltd to outstand and increase the number of customers in case all four factors, especially weaknesses and opportunities, are taken into consideration. The main point is that SoloVisa is not presented to the clients in an attractive and appropriate way, and this problem became a starting point for this thesis.

3 Role of value proposition for Russian Tours Oy Ltd

This chapter presents an overview of the main concepts of value proposition and answers the question what the company value proposition is and how to define if it is good or not. Main value proposition frameworks are considered so that the current value proposition of the case company could be evaluated. After this analysis, several solutions for improving the value proposition of Russian Tours Oy Ltd are offered.

3.1 Main concepts of value proposition

Although this is a product-oriented thesis and thus its main parts are the report and the product itself, I suppose that it is essential to have a look at the concept of value proposition and present some main theoretical concepts. It will help to understand the aim of the work better and, in the end, will provide an opportunity to create more efficient and useful product. Other concepts covered are value and criteria of effectiveness of value proposition. After analyzing all the chosen topics, it will become obvious what strengths and weaknesses of the existing value proposition of Russian Tours Oy Ltd are and how they could be improved.

First, it is necessary to define what value is. Value is considered as the perception of quality relative to cost (Timm 2011, 151). According to Linton and Donnelly (2009), value is derived either directly or indirectly through better customer services, brand reputation, market coverage and technology, pricing or cost savings (Linton & Donnelly 2009, 26). In other words, a value is every benefit that a customer gets buying the company product or service (Solomon, Marshall & Stuart 2012, 30).

The value proposition is a concept that plays the key role in business strategy and thus is widely spread and used in marketing nowadays (Anderson, Narus & Van Rossum 2006, 90). However, it does not make the process of finding the relevant definition of value proposition easier. This term is very popular, but definitions are mainly too vague or too narrow (Moorthi & Bijuna 2017). That can be the reason many companies are not only unable to clarify and present their value proposition but cannot explain themselves what it means. Because of this, they do not invest into creating and developing the value proposition that results in a poor presence and competitiveness (Payne & Frow 2014, 214). That is why it is considered as a highly important issue to have a look at the scope of different definitions of value proposition and choose the most relevant for the project.

Some researchers believe that value proposition is a set of benefits that customers can expect to get from the products and services of the company (Osterwalder, Pigneur, Bernarda & Smith 2014, 6). Others suppose it is offering that "fairly and accurately sums up the value that will be realized if the good or service is purchased" (Solomon, Marshall & Stuart 2012, 45). Kotler and Armstrong (2008) see the concept of the value proposition as some set of values or benefits for the customers that are promised to be delivered to consumers to satisfy their needs (Kotler & Armstrong 2008, 15).

Benefits offered by a value proposition are classified by Aaker (1996) and subdivided into three separate categories such as functional, emotional and self-expressive benefits (Aaker 1996, 54). According to his view, functional benefits that appeal to rational motives are the same as a basic need in Maslow's hierarchy of needs. Emotional benefits appeal to so-called security needs of the customer that are the same as safety needs in Maslow's hierarchy, and feelings are at the core of this group. Finally, self-expressive benefits appeal to ego needs of the customer and are usually related to the products that are conspicuously consumed. In other words, these are benefits of esteem needs by Maslow's approach (Aaker 1996, 55).

According to Anderson et al. (2006), organizations typically adopt one of three approaches to developing value propositions. The first considers all benefits, and it deals with identifying benefits a company can deliver to its customers. The second is named "favorable points of difference" and covers identification of benefits relative to those delivered by the key competitors. The third approach of resonating focus includes key benefits truly valued by the chosen customers that are delivered or potentially could be delivered (Anderson & al. 2006, 90). Kaplan and Norton's (2001) vision of value proposition is focused on the perspective of an organization, while some other researchers point out that customer experiences play the pivotal role in value propositions (e.g. Smith & Wheeler 2002, 49). There are two approaches to value proposition such as organizational and customer perspective. However, most the researchers point out that focusing on the benefits for the customers is crucial for the value proposition (Kaplan & Norton 2001, 95).

After analyzing all the main definitions of value proposition, I decided to choose the Chesbrough and Rosenbloom's (2002) definition as the most relevant to the purpose of the work. They describe value proposition as a customer's problem, the solution to it and value from the customer's perspective (Chesbrough & Rosenbloom 2002, 530).

After choosing the most suitable definition, the next important stage of work is to formulate the existing value proposition of the case company, Russian Tours Oy Ltd. According to

the definition, first, it is needed to define customer problems. It was already mentioned in the description of the company that there were two main areas of operation. The first is devoted to obtaining a visa for different purposes and duration of stay to a wide range of countries, and the second one deals with providing travel tours mostly to Russia. As the aim of this research is to create a set of materials for the SoloVisa system that would cover all the operations regarding visa obtaining process, I will consider only this area of operation.

The first and the biggest problem for the customer in need of a visa is a necessity to visit the company office several times. First, it is necessary to go there to get information, e.g. what documents for the exact visa type are required, and how long the processing time lasts. Then a customer needs to deliver the documents, and finally to get the ready visa. These personal visits are time-consuming, and besides, a large segment of clients nowadays prefer to get products and services digitally without personal interaction. The next problem is related to communication with managers of the chosen travel agency. Again, it can be done personally, via phone or email. The first two options are time-consuming, and there is always a risk that communication via phone can lead to misspelling and misunderstanding in general. In all three options, there is also a lack of consistency of information that is the third main customer problem. A customer can spend time looking for the email letter needed or simply forget what was told via phone. Also, there is no separate place to store all the information regarding one customer, and every time there is a necessity to fill out everything from scratch.

Now, after clarifying all the customer problems, I proceed to the next part of the definition and analyze the solutions offered by Russian Tours Oy Ltd. All customer problems mentioned were solved with the help of the SoloVisa ERP system that had been created by the company developers and was used for all operations related to obtaining a visa. First, this system is informative and thus time-saving. Customers can find all the relevant information on visa requirements on the program pages, and they do not need to visit the office personally for it. SoloVisa is accessible 24/7, so there are no time restrictions in comparison with office working hours. Second, communication via the system between the customer and the manager is easy, fast and secure. All the messages are stored in a customer's personal account and can be accessed any time there is a need. SoloVisa also provides consistency of information. When the registered customers enter the system, they immediately get access to all their previous and actual orders. Thereby the process of placing new orders becomes convenient and fast since all the main fields are filled out by user's information.

The last part of the chosen definition describes the third component of the value proposition as "value from the customer's perspective". In the case of Russian Tours Oy Ltd and the SoloVisa system used by the company, the main value the customer gets is saving time, data consistency, easiness of overall work in the system, and convenient communication format. To summarize, the value proposition of the case company can be presented as providing service of obtaining a visa in a fast, modern, time-saving way with the help of the SoloVisa system. As it can be seen, SoloVisa is the main element of the company value proposition, and that is the reason why my attention is focused on it.

3.2 Criteria of effectiveness of value proposition

In the previous subchapter, I chose the most relevant definition of value proposition and then defined what value proposition of Russian Tours Oy Ltd was regarding this definition. The next stage is devoted to the evaluation of the effectiveness of the existing value proposition, but before it is needed to clarify what is a poor and an excellent value, good and bad value proposition, and what are the common methods to evaluate the effectiveness of value proposition.

According to Osterwalder et al. (2014), ten characteristics of a great value proposition can be distinguished as follows:

- It is embedded in a great business model
- Focuses on what matters most to the customers
- Focuses on unresolved pains
- Targets few jobs, pains, and gains but extremely well
- Goes beyond functional jobs and address emotional and social jobs
- Aligns with how customers measure success
- Focuses on jobs, pains, and gains that people will pay a lot of money for
- Differentiates from competition
- Outperforms competition substantially on at least one dimension
- It is difficult to copy.

    (Osterwalder & al. 2014, 72-73)

Marlaina Caipes supposes there are four main components of a strong customer value proposition. First, an effective value proposition starts with recapping the needs of the customer. Second, it should provide a solution that directly responds to the customer primary need. Third, a great value proposition should be differentiated by the company from competitors, and this should be done with finesse. Finally, there should always be a proof provided to validate the claims of the company. This proof can be for example presented via trial, a reference customer, or a case study (Sales Readiness Group).

J. B. Maverick, an author from Investopedia, believes that a good value proposition is based on three main elements that are essential for a good value proposition. The first element is defining the main target market and consumer groups for the company so that its value proposition correlates with the key demographics such as age or income levels. The second key element of an effective value proposition by Maverick is the specific value that is offered by the products of the company. It should be clear and obvious to the customers why they should choose this exact product. Moreover, finally, the third core element of a good value proposition is the way the company meets the needs of the customers. It deals with creating a loyal relationship with the customer (Investopedia 2015).

One more clear approach to defining between a good and a bad value proposition is presented on the blog of the Phimation company (Phimation). According to the authors of the blog, a bad value proposition has the following characteristics:

1) It is based on something that can be provided by only one owner and thus is reliant on this owner.
2) It is based on being good and cheap that leads to constant looking for a good and cheap labor.
3) It is based on flexibility and quality. Thus the company is expected to provide both high quality and offer a lot of flexibility (Phimation).

All these are traits of a bad value proposition. As for a good one, the authors point out that it should correspond to the following criteria. First of all, a good value proposition is focused on the specific market of the appropriate size for the company. Second, it is concentrated on quality, cost, or speed. Third, there should be a clear demarcation what is not done by the company. Finally, a good value proposition is that elaborated by a team where everyone understands the value proposition and is committed to it (Phimation).

Now it is evident what a good and a poor value proposition mean, and the next stage of the investigation is approached. There are different tools for evaluating value proposition of the company. Some of them are very traditional, others have been relatively recently introduced, but they also deserve attention. My aim at this stage is to analyze the main existing toolkits and methods and choose the most suitable for the project to use it further and evaluate the existing value proposition of the case company, Russian Tours Oy Ltd.

First, it is essential to have a look at the Business Model Canvas that was elaborated as a combination of Michael Porter's value chain maps and theories of the firm by Peter Drucker (Peter J Thomson). This strategy tool provides very detailed and complex view of the principal elements of a business strategy and helps to understand the value proposi-

tion of the company better. This chart includes such elements as Key Partners, Key Activities, Key Resources, Value Propositions, Customer Relationships, Channels, Customer Segments, Cost Structure, and Revenue Streams.
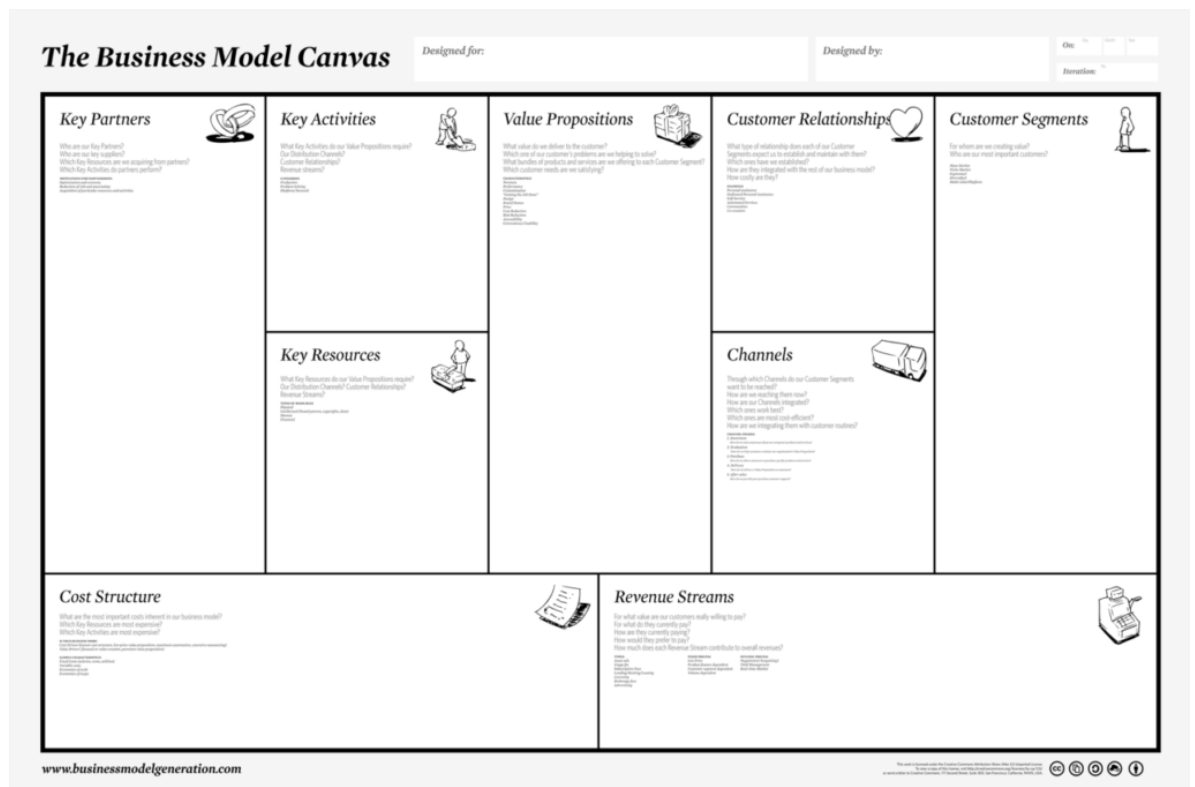

Figure 2. The Business Model Canvas (Strategyzer)

This tool is widely used by the companies that need a quick and detailed overlook at their strategy. It is easy to use, it has a prominent theoretical basis, and it results in the one-page analysis of the company situation. However, this model is not perfect for several reasons. According to Thomson, the main disadvantage of the Business Model Canvas is that it is not enough concentrated on the value proposition of the company (Peter J Thomson).

Second, there is a well-known value proposition canvas that was presented by Alex Osterwalder, the author of the book "Value Proposition Design" of 2014 (Osterwalder & al. 2014).
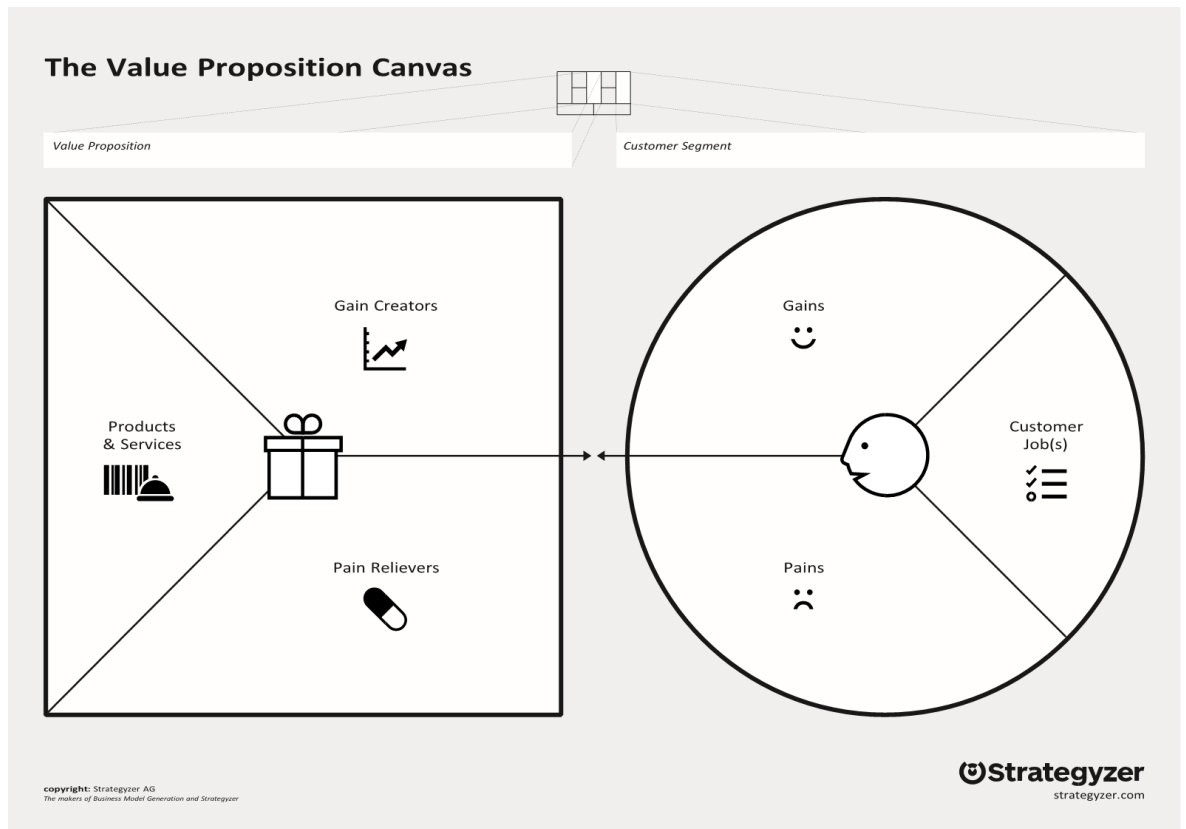
Figure 3. The Value Proposition Canvas (Strategyzer)

As it can be seen in Figure 3, there are two main segments – Value Proposition and Customer Segment. In each of them, there are three sections. Value Proposition segment includes Products and services, Gain creators, and Pain relievers, while Customer segment is subdivided into Gains, Pains and Customer Jobs sections. First, it is essential to clarify the Customer Segment. Customer jobs stand for all the tasks to be done by the customer and they can be functional, social, or emotional. Pains are all possible problems and difficulties, adverse outcomes the customer tries to avoid when aiming to perform all the tasks. Gains are all the positive results that are desired by the client (Strategyzer's Value Proposition Canvas Explained). The first part of the Value Proposition segment is describing Products and Services that provide value for the company. Pain relievers section tells how these goods and services eliminate or minimize the customer's pains. Finally, Gain creators section depicts how the goods and services produce or increase positive outcomes in the customer's jobs (Figure 3).

Filling out all the sections with relevant information helps to create a map that contributes to revealing how the value proposition of the company is related to the customers' wishes and needs, what should be eliminated or improved. Even though this tool has many advantages and can be strongly recommended to use, there are still several disadvantages

from Thomson (Peter J Thomson). He believes that there is not enough guidance for creative thinking and self-evaluation on the Value proposition side, and, at the same time, Customer side lacks enough guidance into deep empathy for the customers (Peter J Thomson).

After taking into consideration these imperfections, Thomson elaborated his own Value Proposition Canvas template that I saw as the most suitable for this research. Much attention in this tool is given to the customer experience that is a significant advantage since there is no doubt nowadays that the clients and their needs should be the starting point for every value proposition.

Thomson represents Value Proposition Canvas as a picture that can be seen below.

Figure 4. Value Proposition Canvas (Peter J Thomson)

As it is presented in the picture, there are two main parts of this canvas, the first is Product and the second is Customer. There are questions offered in each section that make it easier for the company to analyze its value proposition (Figure 4).

Product part is subdivided into three sections. They are features, where all functioning attributes of the product belong, benefits, or what the actual benefit your product gives to the customer is and how it is increasing pleasure or decreasing pain, and experience. The last section is related to the emotional reasons for buying the product and feelings of the customer related to the product used.

Customer part consists of four sections as follows:

- Wants that are emotional drivers of customer decision making
- Needs, or some rational reasons for using this exact product
- Fears linked to the decision-making process, among them fear to make a mistake, fear of loss, and so forth.
- Substitutes that include all data regarding competitors and coping behaviors (Figure 4).

When I compared Thomson's Value Proposition Canvas with Osterwalder's, I concluded that Thomson's tool had several advantages:

1. It is more detailed and simplifies the process of evaluation of value proposition due to precise questions.
2. It takes into consideration competition and switching costs.

Due to these advantages, it was decided to utilize Thomson's Value Proposition Canvas to evaluate the existing value proposition of Russian Tours Oy Ltd and understand better how value proposition of the case company should be improved.

3.3 Evaluation of the value proposition of the case company

As it has been already found out, the value proposition of Russian Tours Oy Ltd is to provide service of obtaining a visa in a fast, modern, time-saving way with the help of the SoloVisa system. Evaluation of the existing value proposition is the next step in my research since it will help me to see the areas of improvement.

At the beginning of the analysis, it is needed to list the main questions that, according to Thomson, should be asked when doing the analysis, and answer them. These issues are subdivided into sections and are as follows:

Product part:

- Benefits: What your product do?
- Features: How does your product work?
- Experience: What does it feel like to use your product?

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Customer part:

- Wants: What are the emotional drivers of purchasing?
- Needs: What are the hidden needs? What are the rational drivers of purchasing?
- Fears: Risks of switching to your product?
- Substitutes: What do people currently do instead? (Peter J Thomson).

My analysis starts with the Benefits section of the Product part, and first, it is needed to answer the question what the product does. SoloVisa system is mainly used for placing orders made by private clients as well as by corporate ones. The customers of Russian Tours Oy Ltd can create new orders in the system, make some changes to the orders, and find all the relevant information regarding the documents needed for obtaining visas to different countries. The SoloVisa managers have an opportunity to create, send, save and print out invoices in SoloVisa as well as to modify the order status. Communication is another important function that is provided by the system. Customers and managers can send and receive messages and files in different formats and get access to a specific order and all related information immediately.

The next section is dedicated to the features of the product, and the question is how the product works. It is important to mention that SoloVisa is a digital and accessible 24/7 online visa purchasing system. It is easy to use, time- and money-saving, modern and fast. The SoloVisa managers provide support to the customers via the system and answer their messages during the office working hours.

Experience is covered in the third section of Value Proposition Canvas, and the auxiliary question here is what it feels like to use the product. In other words, emotional reasons why the customers choose Russian Tours Oy Ltd should be listed here. If to sum up all the features and benefits provided by the SoloVisa system, the customers can prefer working in SoloVisa to traditional ways of visa ordering due to several reasons. First, there is no need for a personal visit or calling to the office of the travel agency. All the relative information can be found in the system, and the customers can place the order there, communicate with the managers, and follow the status of their order. Second, SoloVisa provides a simplified process of applying for a visa in comparison with a traditional path when the customers place an order in the office or visit the embassy themselves. Third, it is fast and easy to work in the system. It is modern and saving money and efforts. Fourth, it provides more comfort for the customers. They can stay at home and place an order, control it, communicate with managers and finally receive a visa. Also, SoloVisa is an online system, and thus it is accessible 24/7.

As a conclusion, it can be said that Product part is represented quite strongly, and the SoloVisa system has several characteristics that make it attractive for the customers. However, SoloVisa as a product still lacks some of the features needed for the customers nowadays. There is a mobile version of the website but no separate mobile application that could be downloaded and used by the customers. There is also no chatbot support on the SoloVisa website. This function is highly customer-oriented and would add more value to the general company proposition. Customer experience can also suffer due to the lack of video tutorials and manuals. The customers have no materials to use when they have any questions or problems working in the system, and in general, the process may look more complicated due to this reason. The SoloVisa managers also have no manual to be used when they operate in the system that can result in poorer customer service, mistakes, longer reaction time and so forth.

Regarding the Customer part, there are four sections – wants, needs, fear, and substitutes, and each section has its separate clarifying question.

The section concerning customer wants offers to answer the question what the emotional drivers of purchasing are. The main wish of the client is to get a visa fast, easy, and cheap. The customers do not want to spend much time visiting travel agency office in person or calling there every day. It is important for them to get easy and fast access to the information concerning the visa desired, their orders, status of orders, and so forth. An option to get support, relevant advice or any other help immediately or as soon as possible is also at the kernel of customer wishes.

The next section deals with conscious as well as latent customer needs, and the questions to answer here are what the hidden needs are and what the rational drivers of purchasing are. The need of the customer segment of the case company is conditioned by their intention to visit some country. If the country of destination is not visa free, the customers need to get a visa to fulfill their need. It can be done by visiting a travel agency or by using the SoloVisa system.

Fears are an integral part of making any decision. Thus this section is highly important for analyzing value proposition of the company. The question asked in this section is what risks of switching to the product are. In other words, it should be found out what can happen to the customers if they choose SoloVisa instead of some other option. Despite digitalization of the modern world and tendency of Finnish people to have less personal contacts, there is a significant customer group that gets used to traditional ways of obtaining a

visa. It is more clear and obvious for them to visit a travel agency or an embassy personally since this approach seems to be more reliable and convenient to them. Mistrust to the Internet in common and fear of lack of personal data security there are met quite often especially among the older generation.

Finally, there is a Substitute section of Value Proposition Canvas that helps to answer the question what people currently do instead of using SoloVisa. The customers can choose several options due to different reasons. First, they can choose a traditional way and visit travel agency of Russian Tours Oy Ltd or a competitor's office. Second, they have an opportunity to use a competitors' online purchasing system. Finally, they can visit an embassy themselves and apply for a visa there.

The analysis of the Customer part reveals some imperfections that still need to be given attention to and improved. Customers' need to have access to SoloVisa and operate in the system seems not obvious as far as they know nothing about the system. That is the reason why there should be efficient presentation materials such as PowerPoint presentation of the SoloVisa system to let the customers get acquainted with the system and realize their need of it.

3.4 How to improve the company value proposition of Russian Tours Oy Ltd (solution offering)

In the previous subchapter, I have analyzed value proposition of Russian Tours Oy Ltd with the focus on the SoloVisa system following the Thomson's Value Proposition Canvas and made several conclusions. First, SoloVisa as a product is very competitive and up-to-date; second, it obtains useful features and provides a positive experience when a customer is working in the system. Finally, it meets the customer wants and needs and stands out in comparison with traditional substitutes.

However, the value proposition of the case company is still imperfect and has some areas of improvement. These imperfections and disadvantages were chosen as the core questions of my thesis, and the main objectives were formulated as follows:

1) It was decided first to create a manual for the SoloVisa managers to improve the general customer experience of working in the system. Training the staff, increasing the level of awareness and strengthening knowledge and skills is crucial as it helps to optimize the managers' work, makes it more efficient and customer-oriented. Thus, the customers will get better customer service, and their overall impression of working with Russian Tours Oy Ltd will become more positive.

2) The next step after taking care of the manual for the managers deals with tutorials for the customers. Lack of sufficient guiding materials is perceived as a serious disadvantage, and thus it is planned to create a set of videos that would describe the main SoloVisa operations in a smooth and user-friendly way. It is planned to create three short videos about registering in the system, placement of the order, and communication within the system and sending files. With the help of these videos, the usage of the SoloVisa system will become more easy and pleasant for the customers.

3) Finally, it was decided to create a PowerPoint presentation of the SoloVisa system since there are no effective presentation materials of it. This presentation is supposed to be used by the managers when meeting potential corporate customers to make their need in SoloVisa explicit and obvious. The system needs to be presented in a professional and outstanding way, so that value proposition of the company is clear, coherent and understood well by the customers.

4 Planning and implementation of the project

Since it had been decided to create a set of different materials, the planning stage of the project required a lot of efforts and attention to details. It was necessary to define the scope of work, to choose the methods of data collection and decide how to produce the products and how they should look. After the planning process was completed, the implementation stage started. The manual for the SoloVisa managers, the set of video tutorials and the PowerPoint presentation for the potential corporate customers became the final products and were described in this chapter.

4.1 Planning of the manual for the SoloVisa managers

The process of planning of the manual is revealed with covering such issues as how and when the process started, how the data for the product creation was collected, and what supporting materials were used. Project milestones are also described in a detailed way.

4.1.1 Background of the planning process

The work on the project started during my internship in Russian Tours Oy Ltd that took place from the beginning of September 2015 until the end of January 2016. During that time, I was working in a company as a trainee in a position of Visa department and service design assistant. My duties were very diverse and included processing visa management to China, India, Cuba, Saudi-Arabia and some other countries, working in the SoloVisa ERP system, preparing the document packages for visas, tracking the applications' statuses and supporting documents, executing translation tasks, and assisting with service design. I worked in the SoloVisa system on the everyday basis.

At the beginning of the internship, I was asked by the supervisor to create a manual for working in the SoloVisa system. There was a significant reason for creating such a manual. The case company used two ERP systems at that time, and it was decided by the management to switch totally to one system that was SoloVisa. There were no sufficient supporting materials such as a manual for the managers. The staff used to work in another ERP system and had a lot of questions and difficulties when working with SoloVisa. The manual was also needed for new employees. Instead of asking a supervisor every time they had a problem issue it would be much more efficient to have a look at the manual and solve the problem themselves.

The idea of creating a manual seemed challenging and very promising at the same time. First, it provided me with an opportunity to try an entirely new activity and to get a skill to

plan and implement a manual that would be useful for future career goals. Second, the case company needed this document and was ready to use it as soon as possible due to the switching to this system.

Finally, the manual would considerably strengthen the existing value proposition of the company. According to the Value Proposition Canvas that had been considered earlier, the manual for the SoloVisa managers could add value to the Product part of the canvas, that was Benefits, Features, and Experience. The future manual would answer the questions "What does your product do?" and "How does it work?" from Features and Benefits sections (Peter J Thomson). At the same time, the manual would improve general customer experience because the SoloVisa managers could work in the system faster and more convenient and consequently provide better customer service. Thus, Experience section would be strengthened as well.

It was revealed in the previous chapter, that a value proposition is a customer problem, the solution to it and value from the customer's perspective (Chesbrough & Rosenbloom 2002, 530). The manual for the SoloVisa managers would implicitly solve the client's problem of getting fast and necessary help. The better is the knowledge of the system by the managers, the better support is provided to the customer.

All this convinced me to choose this manual as a thesis topic and to start work on the project immediately.

4.1.2   Methods used for data collection

The planning process of the manual creation began with defining the scope of work. First, it was needed to understand what issues had to be covered in the manual, and what were the core wishes and needs of the management. For clarifying these matters several interviews with the company management and my supervisor, Elena Ivankina, were conducted in September - October 2015. During these interviews, it was understood that the future manual for the SoloVisa managers should have covered all the procedures that were done is SoloVisa including registering in the system, placing new orders, communicating with the customers, marking the payments, altering the orders and so forth. In other words, it was stated that the managers should be able to find answers to any possible question they could have when working in SoloVisa. The manual had to be very detailed, and, at the same time, all the information had to be presented in a straightforward and understandable way (Ivankina 2 October 2015).

Several interviews with the supervisor were also conducted during the work on the manual and after the manual was completed. In addition, I used a possibility to ask the supervisor any random questions during the daily working process.

Every day I gathered data while working with real orders and real customers. As my duties included work in the SoloVisa system, I had a unique opportunity to study the process and come across possible difficulties and problem issues in a real-time. The observation was one of the main methods at the planning stage altogether with testing method. I was given access to the company's testing platform named "SoloVisa staging", and thus it was possible to try different algorithms, to test all possible functions of the system and observe and describe all the consequences and results of the actions.

To gather all the data in one place from the very beginning, I created a separate document and put all the ideas, questions and notes there. All the requests made by the management as well as the most often problems that occurred while working in the system were placed there as well. These notes were used later as a basis for the manual and helped me to stay consistent when I created the actual document.

I also took part in tutoring sessions for the managers. During those meetings, I trained the staff, explained the main procedures, and answered the questions. This training activity was very efficient and essential for the planning process of the manual. I could see what the difficult issues were, what questions the SoloVisa managers had and why. As a result, several sections were added to the manual's table of content, and the general idea of the manual was clearly formulated.

4.1.3 Materials related to the creation of the manual

I had to create a manual from scratch as there were no similar documents in the case company. However, several supporting materials were recommended to be used by the company management, and that helped to start work on the manual.

First, I got acquainted with the supervisors' notes describing some main SoloVisa procedures such as how to register a customer in the system and how to place an order (Ivankina 15 October 2015). These drafts were highly useful as they provided a general guidance on how the future manual should look. I also started to make notes and describe separate procedures in SoloVisa so that I could execute my everyday duties in the system effectively. Later these notes and descriptions were also refined and included into the final version of the manual.

Second, I got acquainted with the video that had been created by the SoloVisa team in 2014 (SoloVisa 2016). Even though it was a very general video that presented benefits SoloVisa provided for the customers and described the process of placing an order sketchily, it was useful for my future work on the manual. After analyzing the video, I formulated the main steps that had to be covered in the manual such as looking for information, placing an order, following the order status and so forth.

Finally, I decided to study several instructions about creating a good manual. There were several recommendations common for all these tutorials. It was advised that it should have been consistent, presented as step-by-step procedures, and the instructions should have correlated with the actual product (Userfocus). Per these recommendations, it was also decided to include an introduction page in the manual. It was supposed to help a user to get basic information regarding the SoloVisa system and the main procedures further described in the manual.

As the vision of the final product was essential for the project, I devoted plenty of time to gathering and analyzing information concerning the writing of the manual. Studying some existing materials of other software programs and ERP systems gave me an opportunity to understand the structure of the manual better and to get a final idea of how an efficient and professional tutorial should look like in the end. Such examples as User Manual for Module Embedded ERP of BoostMyShop and User Manual for Openbravo ERP were used as examples and models for creating a manual for the SoloVisa managers (Boostmyshop, Openbravo.wiki).

The SoloVisa system itself served as the main source of data and knowledge for the project. I used the testing platform to follow all the possible algorithms and analyzed sequences of actions. During the testing process, I made notes and descriptions of actions on a constant basis, and these results were later used when I wrote the manual.

4.1.4 Project timeline

The process of planning the manual started in October 2015 when the management of Russian Tours Oy Ltd offered me to create a manual of the SoloVisa system. After a short discussion, it was decided that it should have been a manual for the managers that operated in the system on the everyday basis, and that this guide should have been as detailed as possible so that they could find answers to any question regarding SoloVisa. The manual was also supposed to be used for training new personnel and facilitating the

process of their integration into the company. In general, this guide was of high need and importance for the company (Ivankina 2 October 2015).

At the beginning of the planning process, I was told that the schedule was quite tough and that the management would like to see the preliminary version of the manual as soon as possible (Ivankina 10 October 2015). There was a reason for such haste as the company planned to transfer all the operations to SoloVisa at the end of 2015 and beginning of 2016, and they obviously needed the document that would make the process smooth and efficient. September and October of 2015 were dedicated to discussions and gathering information. I tested the system, made notes and clarified the management's wishes and expectations.

The table of contents was ready by the end of October 2015, and after I received an approval and included additional sections as the management had required it, I started to work on the document itself. The draft of the manual was created during autumn 2015, and the preliminary version was ready by the end of December 2015. During the internship, separate parts of the manual were used for training the managers to work in the system. It gave me an opportunity to check the clarity and suitability of the instructions written, to get feedback from the SoloVisa managers and to use this information for improving the final product. After I had presented the draft to the management in December 2015, I received a feedback and made necessary alterations to the manual. I was asked to add several examples of real operations to the second part of the manual to make it clearer for the managers (Ivankina 5 December 2015).

After finishing my internship in the case company in January 2016, I continued to work on the manual. The next stage to come across was to choose an appropriate design for my product. I asked the company management to share their official marketing logos and pictures as well as the official colors so that I could adjust my manual to the company standards. The following several months were dedicated to the polishing and finalizing the SoloVisa manual.

4.2   Planning of the video tutorials and the PowerPoint presentation

This subchapter describes the process of planning the second part of my project that includes the set of video tutorials and the PowerPoint presentation for the case company, Russian Tours Oy Ltd. It was decided to present all the main issues regarding the process to make it clear. The questions answered here are when and how the products were planned and what methods and materials were used for it.

4.2.1 Background and timeline

The idea to create a set of videos and a PowerPoint presentation came into my mind after I had finished the manual for the SoloVisa managers. As I decided to dedicate my thesis to value proposition of Russian Tours Oy Ltd, and SoloVisa in particular, I started to find other ways of improving the existing company value proposition. After I had made a situation analysis, I realized that there were no sufficient instruction materials for the customers using the system. There was one video that had been created by the company in 2014, but it was very general and did not provide any specific instructions or guidance for the user (SoloVisa 2016). Obviously, the value proposition of the case company was not presented in a good and clear way.

After I had applied the framework of the Value Proposition Canvas, it became evident that Features and Experience sections in the Product part suffered from the lack of video tutorials for the customers (Peter J Thomson). The main question was how to make usage of the system easier and more convenient for the customers, and a set of video manuals seemed a suitable solution for the problem. These instructional video tutorials would eliminate possible clients' fears dealing with new software, such as fear of computers and unknown software, fear not to understand how the system works, and fear of complicated operations. In other words, the videos would present the system not as a difficulty or a problem but as a convenient advantage for the customers.

It seemed to me that a written manual would not be very useful in this case since the customers did not like to put much effort to study a pile of papers. Instead, I started to think about the creation of a manual in a video format. Two or three short video tutorials that would describe the main steps essential for work in the system seemed to be an efficient option for solving the problem. It was planned to put these videos on the official SoloVisa YouTube channel, and the links could be sent to the customers by email.

I shared my idea with the company management in spring 2016, and they appreciated it and supported my initiative. I discussed with them what exact steps and procedures had to be reflected in the videos, and finally, we agreed on three topics. They were how to start working in SoloVisa, how to create a new order there, and how to communicate with the SoloVisa managers (Ivankina 6 March 2016). These three issues are most often used, and thus they should be as easy as possible for the customers to execute.

The planning process of the video set started in summer 2016. During this period, I made a script, collected the data for the videos and chose the appropriate software for video creation. This stage continued until October 2016 when the first video was created. The second one was finished by December 2016, while the last one came out in January 2017. The videos were presented to the management of the case company, and feedback was received. After making minor changes, the videos were finally ready for everyday use and for sending to the customers.

At the same time when I started to plan the instructional videos, I had an idea of creating one more material to improve the value proposition of Russian Tours Oy Ltd. I was told by the management of the company that they planned to present SoloVisa as their main competitive advantage for the potential corporate customers. As they primarily used direct marketing, it was crucial to have supporting materials that could present SoloVisa in an outstanding way. Thus, the corporate customers could see the value proposition clearly and finally choose the company as a partner for obtaining visas.

I applied the value proposition framework that had been considered earlier and realized that a PowerPoint presentation is needed in order to answer the customers' Needs and Wants (Peter J Thomson). This presentation would appeal to the hidden needs of the customers and explain how the system works so that they clearly understand their need for SoloVisa. Substitutes are another significant segment of the Customer part of the Value Proposition Canvas, and they should always be considered. The question to be asked here is "What do people currently do instead?" (Peter J Thomson). In the case of Russian Tours Oy Ltd, the Substitutes could be other travel agencies, the office of Russian Tours, or the embassy. The PowerPoint presentation would help to introduce the SoloVisa system to the potential corporate customers with highlighting all its advantages and benefits. As a result, they could choose the system among the substitutes. Power-Point presentation would also help to eliminate the customers' fears regarding confidentiality if it was shown that using the system was safe and convenient.

In this context, the idea of creating the PowerPoint presentation seemed reasonable enough, so I shared my thoughts with the management and got their approval. Finally, it was decided that I create a PowerPoint presentation of the SoloVisa system that would be later used by the company management during the negotiation process with potential corporate customers. The discussions were held during autumn 2016, and after this, I started to work on a draft version. The first step was to gather data on the creation of an efficient and outstanding PowerPoint presentation. I studied plenty of examples of a high standard presentation and decided to follow some of their traits. I wanted to create a professionally

looking, logical, clear and consistent presentation that would help the case company to appeal its corporate customers. The next stage of the planning process was to decide which issues should have been included in the final presentation for sure. I made a draft script of the future presentation and listed all the core points to be shown. Among them, there was a description of the SoloVisa system in a nutshell altogether with benefits that this system provided for the corporate customers.

I also chose the template and colors of the presentation, collected marketing images such as logos, corporate colors, and so on and checked the existing presentation materials to stay in the same style.

During the creation process, I asked the management to provide feedback and corrected any shortcomings in the process of work. The final version of the PowerPoint presentation of SoloVisa for potential corporate customers was finished by the end of December 2016.

4.2.2   Methods used for data collection and related materials

The process of creating a set of video tutorials and the PowerPoint presentation of Solo-Visa was diverse and challenging at the beginning. This activity required a lot of planning and research work before I could start the actual implementation. Among the methods that I used for data gathering observation was the main one. While I was working on the man-ual for the SoloVisa managers, I began to figure out what procedures should have been explained to the customers as well. I started to make notes and consider how many tutori-als were enough for a client to fulfill the main operations in SoloVisa and how to present the existing advantages of the system for the potential corporate customers in the presen-tation.

Since functional of a SoloVisa manager and a customer differs significantly, I spent much time for testing the system as a customer. For this purpose, I was given a customer ac-cess to the system and carried out all the common customer actions to see the difference and to describe it in a coherent and clear way. I observed and gathered customer feed-back and noticed what the main problems and difficulties they had. All this helped me to plan future videos. As for the presentation, the observation was also used as the primary method in my work. I studied the information available on the SoloVisa website, analyzed all the advantages of the system and defined the main issues of future presentation.

Along with observation, I used interviews to correct my ideas and create the products that would correspond to the needs of the company. Together we defined the preliminary

scope of topics that had to be described in future video tutorials and in the presentation (Ivankina 6 March 2016). To understand better additional properties of the customer account in SoloVisa, I consulted my supervisor constantly and asked her to show all the hints that could be used for simplifying the way a customer works in the system.

During the process of preparation of the set of videos and PowerPoint presentation, I made notes in two separate files and gathered all the information that could be useful for my work. All my findings, links to the relevant materials, sketches and lists were saved there. I constantly edited and expanded these notes, and in the end, they were used as the main source of information for creation the final products.

As for the materials used, to create a set of video tutorials, I checked several guidelines and followed the tips mentioned there. All the guidelines' authors agree that writing a script is of core importance for making a good video (I'd Rather Be Writing 2012). Other advice concerns keeping a video short and focused. The experts commonly believe that a video tutorial should not exceed 5 minutes (Sitepoint 2014). Finally, it is recommended to pay attention to the sentences and words that are used in the tutorial. They should be short and straightforward so that the viewers are not overloaded with information, and it is easy for them to perceive it (Sitepoint 2014). Besides, I checked the examples of the existing tutorials online and chose several as a model. The manual for the SoloVisa managers that I had written before became a very useful source of information as well. Screenshots altogether with a step-by-step description of the main procedures helped me to write a script and compile the text for the final video tutorials.

When I planned the PowerPoint presentation for the corporate customers, I also examined several tutorials and other materials to become inspired and to reveal general patterns of a successful company presentation. I defined as the main feature that the professional and efficient presentation should be understandable, memorable, and emotional (Forbes 2013). I also made a conclusion that my presentation should be stuck to detail and include only the main information. It also had to be concentrated on one issue that was, in my case, advantages and benefits for the corporate customers using SoloVisa (Business News Daily 2017). Finally, since the aim of the presentation was not to impress but to present in a clear and coherent way all the advantages that SoloVisa provided for the corporate customers, I decided to focus my attention on more simple and traditional examples and templates. I also examined the existing video that had been posted on the official SoloVisa website. It was an introductory video, and it described SoloVisa in general. Thus, I planned my set of video tutorials as an addition to this one.

I also studied several examples of professional presentation materials such as those located at Hubspot (Hubspot 2015) and PowerPoint presentation of Adecco company (Adecco Group 2016) and made a conclusion to follow some of their traits.

Thus, after I had gathered and analyzed the material and planned the videos and the PowerPoint presentation, it became possible to create the actual products.

4.3   Implementation stage

The following subchapter describes implementation process of the products in detail. The content of the products, their structure and appearance are presented, and the decision-making process is explained based on the value proposition framework. The methods used to create the products are also described.

4.3.1   Manual for the SoloVisa managers

The process of creation the manual for the SoloVisa managers was preceded by careful preparation process and consisted of several stages. In the beginning, I made a preliminary table of contents that was approved by the case company and became the basis of the future manual. I listed there the main procedures that every SoloVisa manager had to come across daily. However, this list was very general and did not include all necessary details and subchapters.

After approval of the table of contents, I continued to work on the manual and started writing the body text. After plenty of testing work, I expanded the table of contents and added more subchapters and explanations to the manual. The next stage was to add screenshots to the text. This process was time-consuming, but it resulted into more clear and visual instructions. During the process of manual creation, some changes in the SoloVisa system occurred, since several functions had been added and some had been altered. I needed to consider all the changes and included the updated instructions into the manual after testing.

Manual for the SoloVisa managers consists of 98 pages and includes the cover page, the table of contents, an introduction and two main parts of the manual. The first part contains the description of the main operations that the SoloVisa managers need to be able to implement in the system. The second part is an attachment to the manual and presents a detailed description of the menu tabs of SoloVisa with mentioning all their functions and options available for the manager. This sequence of parts was chosen for a specific reason. As the main goal was to create a useful and functional document, it was considered

reasonable to place all the most commonly used operations at the beginning of the manual and follow them with the attachment. It contained a further description of all the menu tabs and other functions that were less frequently used.

The manual starts with the detailed table of contents. There is an Introduction part right after the table of contents. It welcomes the manager, presents SoloVisa in a few words, explains how the manual is organized and lists the main functions of the system. It is followed by "Registration and logging in" section that explains how to start working in SoloVisa.

The first part of the manual includes several chapters named How to work with orders, Communication with the customer, and Invoice. All these chapters are further subdivided and contain practical instructions for the manager. The SoloVisa manager is dealing with orders, messages from and to the customer and invoices daily, and thus all operations related to these issues are of great significance. The first chapter concerning working with orders is the most detailed. It describes, for example, how to create a new order, how to change it, to make a report of orders and so forth. Different order statuses are also described altogether with the algorithm of changing them. Communication with the customer is another significant issue, and that is why it is presented here as well. After studying the manual, the manager can send messages, files and add comments to the orders easily. Finally, all questions regarding invoicing such as how to send and create invoices, mark the payments and get access to the full payment history are answered in the last chapter of the first part.

The second part of the manual is presented as an attachment to the first one and describes each menu tab with all its sections and functions. This part is not less important than the first one although some operations described there, for example, adding a new office to the list, can be used less often. If the manager starts working in the system and wants to know all the functions provided by it, all the necessary information can be found in this part. All the data here is structured in the same order as menu tabs are presented on the SoloVisa website. Having these two parts in the manual is an option to describe SoloVisa in full and at the same time to present information in logically structured and user-friendly way.

Much attention was given to the design of the manual on a par with the content. As the importance of corporate culture is difficult to overestimate (Forbes 2016), it was decided to create this manual for the SoloVisa managers in accordance with SoloVisa colors and logos. There is a SoloVisa logo on the cover page, and the title is typed in the dark gray

color that corresponds with a general color scheme. As one of the main colors of the Solo-Visa logo, red is used in headings and nota bene sections as well as for highlighting the important parts of screenshots. There is also a small SoloVisa logo on every page of the manual.

As for the way of presenting information, a step-by-step method supported by plenty of screenshots is used for each instruction in the manual. It helps to give straightforward and clear instructions and avoid huge vague text segments. This way of combining step-by-step and Screen Illustrations methods is commonly used in different manuals and guide-lines due to its effectiveness and descriptiveness. Imperative style as well as numbering each step is used in the manual (Techcommunicators).

Manual for the SoloVisa managers is presented in both written and electronic format. The electronic version is essential since the system is constantly updated and it is easier to make changes and save them in electronic format. Besides, the manual in electronic for-mat can be placed on the company server so that everyone in the company could access it anytime. If necessary, a manual can be printed out in full or partially and used in paper format.

This manual is offered to be used by Russian Tours Oy Ltd in its everyday operations to allow the SoloVisa managers to work in the system easier and faster. The manual for the managers can also be used as a supplementary guide at the beginning of work of new employees. Everyone can examine the document and start operating in the system with-out any problems. There is no need for separate individual training and explanations. Thus, the manual helps to save the time of supervisors as well as managers. It is easy to find any information in the table of contents and to use the manual.

4.3.2   Set of video tutorials

Set of video tutorials was planned as the second part of my project and it was aimed at improving the SoloVisa customers' experience. After deliberate analysis and preparation, three video topics such as Logging into SoloVisa, How to create a new order and Commu-nication with SoloVisa manager were defined. These issues are the core ones that a Solo-Visa customer starts with and for this reason they were chosen for the future video tutori-als. These three operations are enough for the customer to work in SoloVisa and execute any operations successfully.

I started implementation process with checking my notes and defining a scope of work. It was evident what topics had to be covered, but I still needed to identify what specific information to include in my video tutorials. According to the value proposition framework, the focus had to be done to the customer, and his Wants and Needs had to be considered (Peter J Thomson). They were defined as how to get a visa fast and convenient. In this case, it was necessary to create very clear and coherent videos that would simplify the process of work in the system.

Per the guideline mentioned before, if you are aiming to create professional and high-quality video tutorials you should keep in mind that they are under 5 minutes, focused, with simple sentences and short words used. So, I continued to write separate scripts for each video tutorial. Using customer account, I tested every procedure, wrote down all the steps and pointed out what details should have been shown with the help of titles and notes. When the scripts were ready, I began the actual video creation.

Making video tutorials meant that I needed to show the process myself, and the best way to do it was to make a screen video recording. I chose software, and after deliberate testing and practicing, I recorded screen videos for all three tutorials separately. The first one showed registering and logging into SoloVisa, the second one presented the process of placing a new order by the customer, and the third recording was a step-by-step description of possible ways of communication with the SoloVisa managers.

After I had created the final versions of screen videos, I started to look for the most relevant software that would allow me to edit these videos and to turn them into full-fledged tutorials. Again, new scripts were needed to imagine how the ready videos should look. The aim was to create a short, clear and up to the point videos that would help the customer to implement the main operations in SoloVisa with ease. According to the Value Proposition Canvas framework, fears play a significant role in the Customer part (Peter J Thomson). Thus, the objective of these videos was to eliminate the customers' fears and show that it was easy, convenient and safe to work in the system, and everyone could do it.

As for the design of the video tutorials, I chose the colors that corresponded to the SoloVisa logo and inserted logo in the beginning and at the end of the videos. I decided to use no voice instruction. These videos are supposed to be seen by the SoloVisa customers everywhere, for example, at work. Thus it should be totally understandable without voice

explanations not to cause any disturbance. It would make the final product more customer-oriented and, according to the value proposition framework, it would improve customer experience in general.

Instead of voice instructions, I added some titles and text instructions and quiet background music. All the main visual elements were executed in one and the same style in all three videos. It helped them to look professional, interrelated and created a feeling of identity.

Finally, a set of video tutorials for the SoloVisa customers was ready. It consists of three videos: Logging into SoloVisa, How to create a new order and Communication with SoloVisa manager. The first video, "Logging into SoloVisa", is introductory. It lasts for 56 seconds and starts with the SoloVisa logo and title. Then we see SoloVisa address www.solovisa.fi typed in the search box of the browser. The main SoloVisa page is opened, and "Log in" button is pressed. Then we see Sign in page. It is explained with the help of the title how to get your login and password, and then the imaginary customer logs into the system. Then the main SoloVisa page in customer account is shown, and it is offered to see the next video in the set that is How to create a new order. The SoloVisa logo appears at the end of the tutorial once again.

The second video, "How to create a new order", is the longest one of all the set and lasts for 3:11 minutes. It is because the procedure of placing an order in SoloVisa includes many steps, and all of them should be portrayed and explained. It also starts with the SoloVisa logo and title, and then a new order of the imaginary customer is created. Every step such as choosing a country, visa type, duration of visa is commented with the help of titles and text boxes. After showing the detailed process of placing an order, the main order page is shown. It is explained to the customer how to find, edit, delete, or print the order. The end of the video is like the first one, and the SoloVisa logo is shown.

Finally, the third video in the set of tutorials, Communication with SoloVisa manager, presents all the options that SoloVisa provides for contacting the manager and sending and receiving messages and files via the system. The concept of the video is like the first two ones. The SoloVisa logo and the title are shown in the beginning, there is the same background music, and titles help to make the video totally understandable. After watching this video, the customer knows how to send messages to the manager, what the path for sending any file is and where all the communication history on the order page can be found. This video is quite short and lasts for 45 seconds.

Thus, a set of three video tutorials for the SoloVisa customer was created. It can be used in different ways. First, it is offered for the case company to place these videos on the SoloVisa YouTube channel. Now, there is only one introductory video. Second, these videos can be sent to the customers of the company or placed on the main SoloVisa page. Any time a customer starts executing one of such procedures as logging in, creating an order or sending any message, a corresponding video can be offered for viewing. With the help of this video set customer experience of work in SoloVisa can be made smoother and easier. Moreover, this customer-oriented product adds to the company value proposition and supports positive image and customer approach.

4.3.3   PowerPoint Presentation for potential corporate customers

Implementation stage started with gathering all information I needed, analyzing the guidelines and examples of effective presentations and writing a script. First, it was necessary to define what issues should have been covered in this presentation. Since it was aimed at the corporate customers, it was highly necessary to use personal customer approach and appeal directly to the clients. The main point was to show them why they needed SoloVisa. I also decided that a presentation and a brief description of the system functions had to be described as well. However, the focus was planned to be made on all benefits that SoloVisa provided for the corporate customer.

After defining the scope, I started to elaborate the appearance and design of the future product. The same as for the manual and video tutorials, it was decided to use the SoloVisa logo and colors to support consistency of the products. The template I chose was very plain since the main goal was not to impress the customers but to deliver the message of SoloVisa being a needed system. It was decided to apply the framework of the Value Proposition Canvas (Peter J Thomson) throughout the presentation and make the customer Needs and Wants clear. Consequently, I planned to include the slide named "You need SoloVisa if…". I also decided to add the slide with the title "Consistency, Clarity, and Confidentiality" to eliminate customers' fears and uncertainty.

The presentation consists of 10 slides and presents SoloVisa for corporate clients. "What is SoloVisa?" is the first slide that provides a brief description of the system. The next slide is titled "You need SoloVisa if…" and appeals to the corporate customer. The idea is that if company's employees have to travel on a regular basis, there is a clear need for SoloVisa. "What can you do in SoloVisa?" slide provides an overview of the main system functions available for any corporate customers. The next slide, "SoloVisa in brief", contains a link to the introductory video on the SoloVisa YouTube channel. Then there is a set of

slides connected by one title "Benefits for your company". All the benefits for corporate customers and subdivided into three groups. The first is Support, the second - Convenience, and the third one is called Consistency, Clarity, and Confidentiality. After presenting all the advantages, the contact information of Key Account Manager of SoloVisa, Service Manager and general contact of SoloVisa specialist team is provided. The final slide welcomes a new customer to SoloVisa.

This practical product can be used by the case company as a supporting tool in direct marketing during the face-to-face meetings with potential corporate customers. As this presentation is detailed and all the information can be understood without additional materials and explanations, it can be sent to the potential customer and followed by a call from Key Account Manager.

PowerPoint presentation of the SoloVisa system for corporate customers is the last product in the set of materials created within the limits of the project and is aimed to present SoloVisa in a professional way and to strengthen company value proposition.

5 Discussion

The last chapter of the thesis presents a general overview of the work done and contains an evaluation of the project results and the process itself. Some difficulties that occurred during the working process, as well as the benefits that the case company and I received from the project, are described. Additionally, the chapter presents several offers concerning the development of the products and value proposition of the case company in general.

5.1 Outcome of the project

The objective of this product-oriented thesis was to create several functional materials that could be used for improving the existing value proposition of the case company Russian Tours Oy Ltd. Thus, the manual for the SoloVisa managers, the set of video tutorials for the customers and the PowerPoint presentation of the SoloVisa system for potential corporate customers were made. All these products can be used in everyday company operations and help to promote the SoloVisa system.

The project appeared to be challenging as I had to create not one but several different products and I intended to make them easy, understandable, user-friendly and efficient. The planning stage of the project was quite time-consuming, and it took me more than I had planned to finalize the scripts and then implement all the ideas in the final products. As the manual turned out to be bigger than it had been planned, editing of the manual took plenty of time as well.

However, the goal was achieved in the end. I wanted to write a product-oriented thesis because I was highly interested in creating some real products that could be of use for the case company. As a result, there is a set of materials that is going to be utilized by the management of Russian Tours Oy Ltd daily. The SoloVisa system is now in the spotlight of the case company, and it is actively promoted, continuously updated and improved. Consequently, the manual, the set of video tutorials and the PowerPoint presentation correspond to the existing business needs. There are interns and new employees in the company, so they need the manual to work in SoloVisa more efficiently. The video tutorials can be placed on the company website and sent to the customers. The PowerPoint presentation is supposed to be used at face-to-face meetings with potential corporate clients.

To summarize I can make a conclusion that I am satisfied with the outcome of the thesis and believe that all objectives were achieved successfully.

5.2   Suggestions for future improvement of value proposition of the company

Although all the materials created are finished products and can be used immediately in everyday operations of the case company, some improvements can still be suggested to be done in future. For example, the manual for the SoloVisa managers is written in English, but taking into consideration that there are Finnish- and Russian-speaking employees in the company, it could be reasonable to translate the English version into Finnish and Russian. Also, as the system is constantly changed and improved, it is necessary to reflect all these modifications in the manual and always check its coherence. In this case, the electronic version of the manual is highly practical. All alterations can be done and saved immediately, and updated version can be printed afterward. Any significant changes in SoloVisa should be shown in the video tutorials and the presentation as well.

The final version of the manual for the managers consists of 98 pages. This volume of the document is conditioned by the urge to cover all possible questions regarding SoloVisa and to create as detailed descriptions as possible. However, this can cause some difficulties for the company in case it is decided to print out the manual for each manager. There is an option to create a shortened version of the manual that includes only the main operations such as creating an order, communicating with the customer, invoicing. It is also possible to print out the current manual in parts.

It is recommended that the structure of the manual be explained to the new managers so that they know where to find the information needed. It would be reasonable as well to draw their attention to the fact that the first part of the manual is something they especially need at the beginning of their work in the system, while the second part, Attachment, contains descriptions of more specific tasks.

Since the set of the video tutorials is presented in English only, it is also advised to create a Finnish version. If the customers have an opportunity to choose between two options, they feel better, and more customer-oriented approach is perceived in general. The PowerPoint presentation for potential customers also exists in English only, but if the company uses the content and create a Finnish language version, it would be more convenient to use it at the meetings with Finnish speaking customers. In addition to the video tutorials, a written version of the guide for the clients can be created as some people find it easier to

work with paper documents and feel more comfortable to have a printed copy of the instructions and look there any time they have a question.

The number of videos created was limited to three due to the time and research limitations, but the case company can easily broaden the range of video tutorials and make it even more convenient for the customer to work in SoloVisa. As an option, video tutorials about such issues as travel insurance, SoloVisa invitation, photo guidelines and ways of sending a photo and tracking the delivery status of customer's documents could be created later. If the company follows the same style and appearance in videos as did I, they all together will look interrelated and coherent.

Since I had been working in SoloVisa regularly and executed all possible operations to test the system and create the products, several areas of improvement were revealed. First, I came up with an idea of a chatbot on the SoloVisa website. It can require some time to build a chatbot and integrate it into the SoloVisa internet site. However, it looks reasonable at least to test providing this service for the customers and then gather their feedback regarding it. Based on this experiment, it can be decided if to implement this chatbot as a constant element of service or not. Second, although there is a mobile version of the SoloVisa website I would offer to elaborate a separate SoloVisa application for downloading by the customers to their tablets and smartphones. As digitalization is a current trend, this application would be highly appreciated by the customers and would add more value to the general company proposition of Russian Tours Oy Ltd.

In general, it seems to be reasonable to expand the existing range of marketing materials that are presenting SoloVisa. It would improve brand identity and strengthen company reputation as a customer-oriented one.

5.3   Personal assessment

From the stage of choosing a topic, I aimed at creating some real product that could be utilized in real life and would become useful for the case company. As marketing is my major, I wanted to combine an assistant job with some marketing operations to accomplish my thesis work, and the chosen topic gave me this opportunity. Thus, I created not one but a package of supporting marketing materials for the SoloVisa system. They were the manual for the managers, the set of video tutorials and the PowerPoint presentation for the case company.

While creating the products, I came across some difficulties. First, I had never done any manual for the system or video tutorials from scratch before, so preparation and planning

stages lasted quite long and demanded many efforts to put in. Second, about the manual, I tried to do it very easy and understandable and at the same time to include all the relevant information that can be needed. Originally, my first finished draft of the manual exceeded 120 pages, but finally, I managed to optimize it and shorten significantly. Third, a lot of testing work was required before I could get acquainted with all the operations in the system and could describe it in a consistent way.

In general, I can say that creation of the products was challenging, but in the end, I reached the goal and acquired very useful skills that I could use in future at any assistant position. If I am asked to write a manual, create a presentation or make an instructional video, I know what to start with and how to organize my work efficiently. I believe this is the main outcome of the project for me personally.

During the thesis writing, I learned a lot about the main concepts of value proposition, studied criteria of effectiveness of value proposition and analyzed tools for measuring it. When I described theoretical aspects, articles were used as the main source of information. I tried to refer to the newest articles I could find of 2013-2017 years to do a current research. All theoretical concepts I covered were shown in relation to the existing value proposition of the case company that brought theory close to the real life. For evaluating the SoloVisa system, I applied SWOT analysis and practiced it. The results can be beneficial for the case company and allow it to have a look from outside and improve the value proposition.

The process of doing this product-oriented thesis resulted into new skills, deepened knowledge and more profound understanding of marketing in a real working environment. The case company provided me with great opportunity to test myself and gain valuable outcomes. Thanks to this positive experience I would like to continue my professional development in the marketing field.

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Appendices

Appendix 1. The Table of Contents of the SoloVisa manual for managers

USER MANUAL

for managers

Table of contents

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WHAT IS SOLOVISA?

- private visa service provider
- owned by Lähialuematkat
- providing around 30 000 visas yearly

YOU NEED SOLOVISA IF…

- your employees are traveling on a regular basis

- you have branches and business partners in different countries
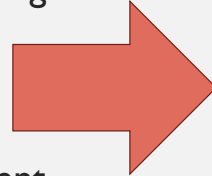
you often need visas

solovisa

WHAT CAN YOU DO IN SOLOVISA?

- create several accounts
- place orders
- edit your orders

- communicate with the SoloVisa managers
- track status of your visa
- check information

solovisa

SOLOVISA IN BRIEF

solovisa

BENEFITS FOR YOUR COMPANY

SUPPORT

• we are professionals with 25 years of experience in providing visa service

• we support you on all stages of visa obtaining

• our managers are always ready to help - you don't need to go through huge amount of information and clear the issues yourself

• we inform about any changes or additional documents needed without delay

• we immediately update state of your visa (you receive notifications via emails and online)

solovisa

BENEFITS FOR YOUR COMPANY

CONVENIENCE

- it's faster and easier than visiting consulates yourself and gathering information
- you can have as many accounts as you need
- easy and convenient communication via SoloVisa (you can send messages and files)
- you get invoice after the visa is ready: simple payment process
- we can tailor the system according to your needs
- several options of delivery the ready visa

solovisa

BENEFITS FOR YOUR COMPANY

CONSISTENCY, CLARITY, AND CONFIDENTIALITY

- all your orders are saved in your account
- you always see all the information regarding your order as well as the full price
- we guarantee safety of all your personal information and documents

solovisa

HOW TO BECOME OUR CUSTOMER?

CONTACT OUR MANAGERS

- Key Account Manager @lahialuematkat.fi, tel. +358 (0)
- Service Manager @lahialuematkat.fi
- SoloVisa specialist team: @lahialuematkat.fi, tel. +358 (0)

WELCOME to **soloVisa** !

Appendix 3. Screenshots of the video tutorial for the customers "Logging into SoloVisa"
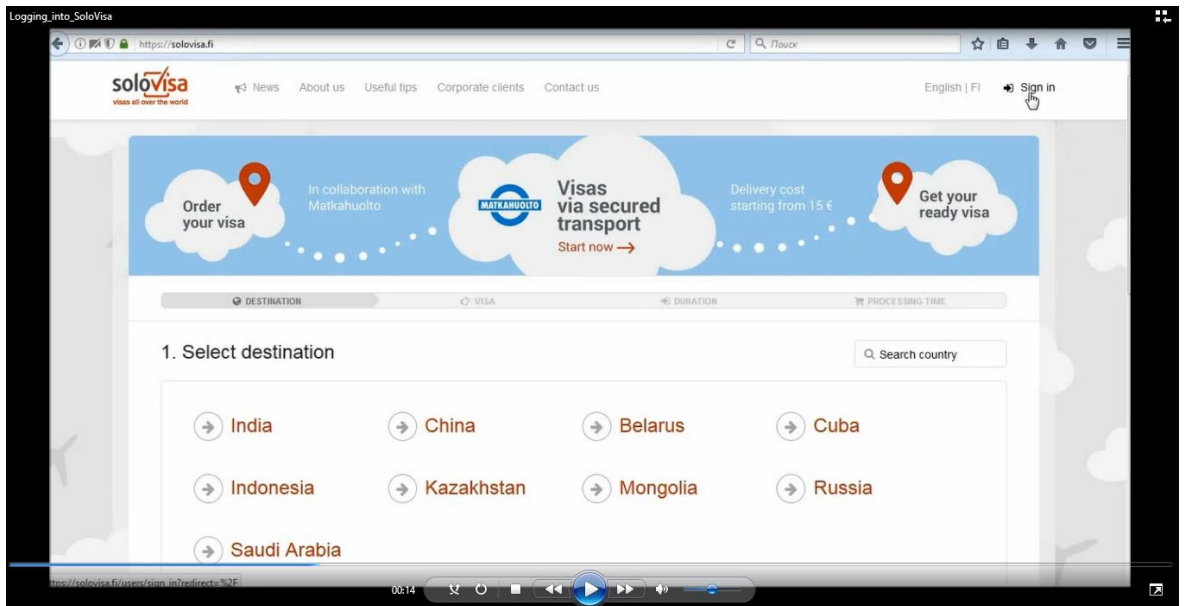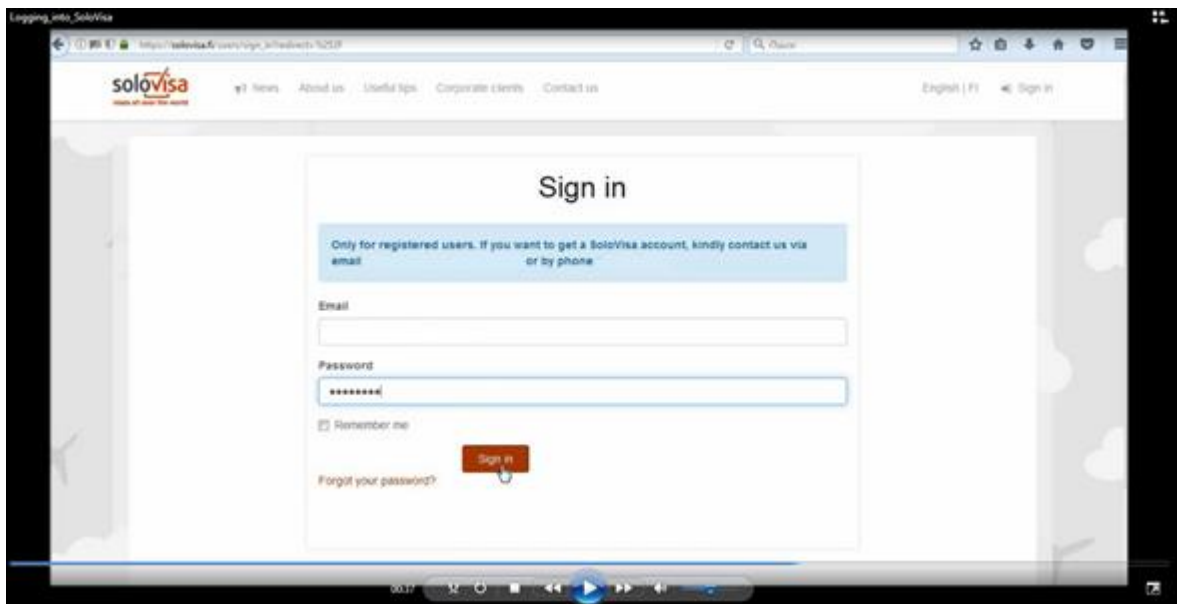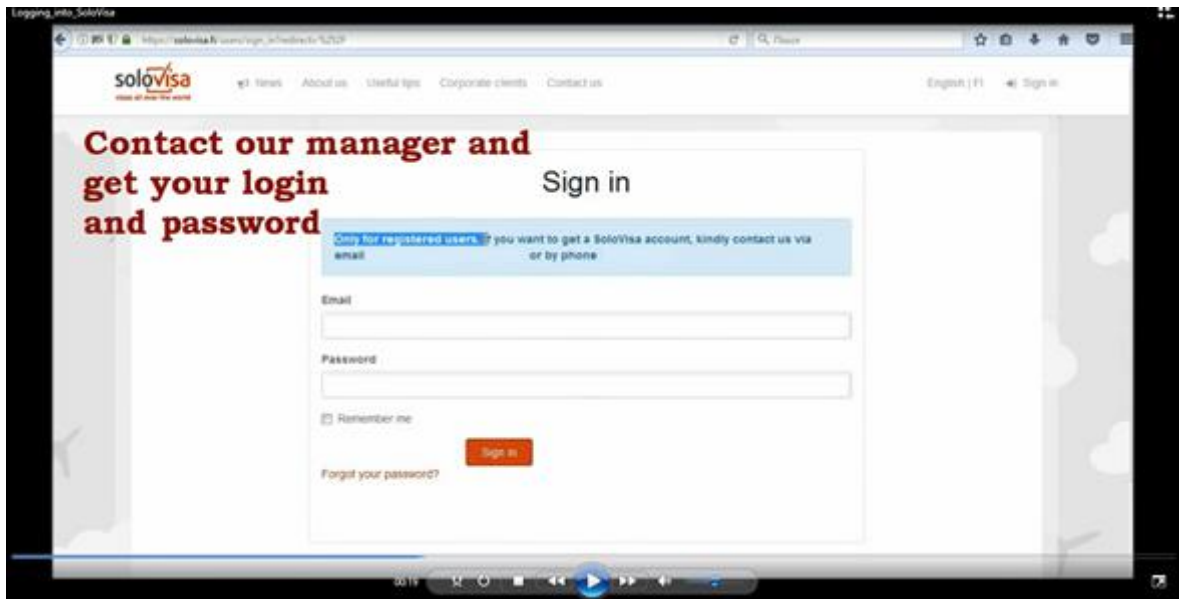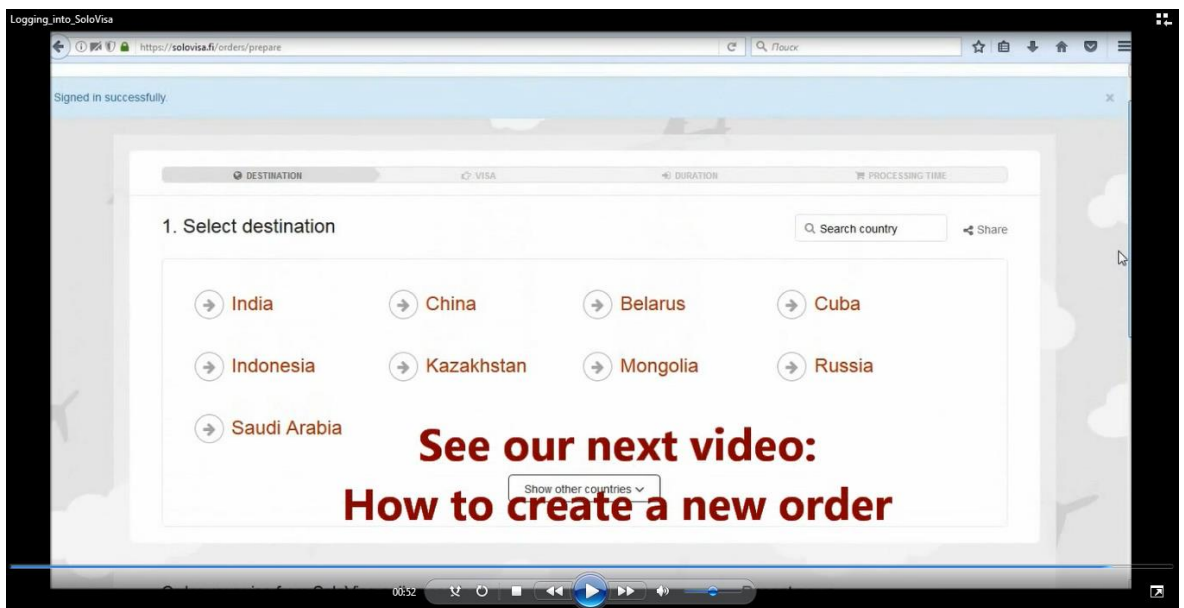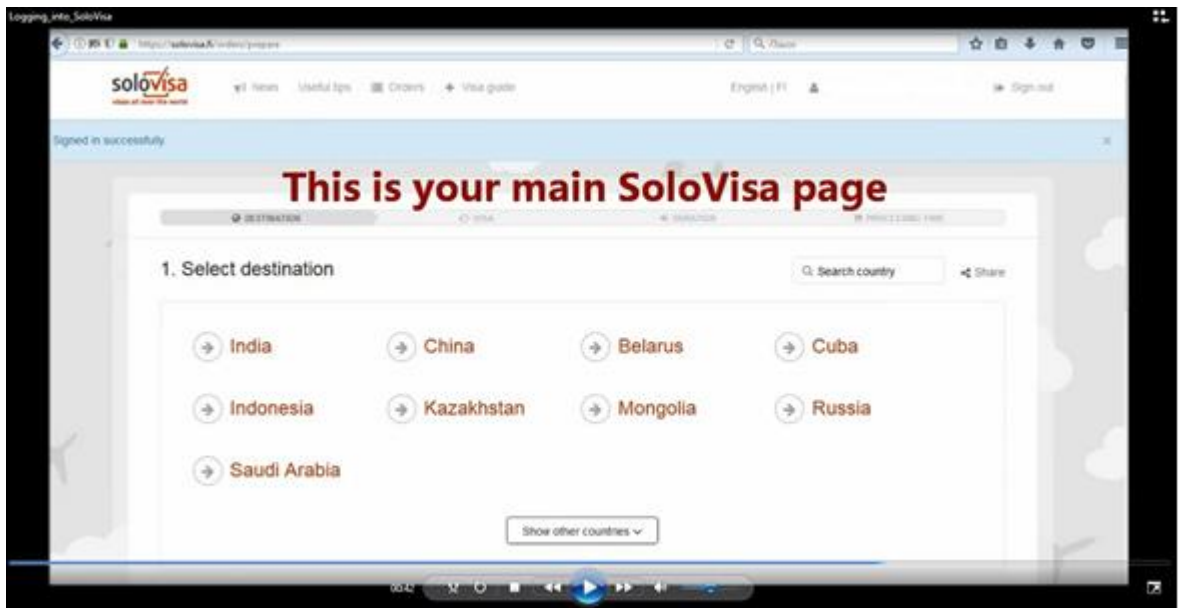
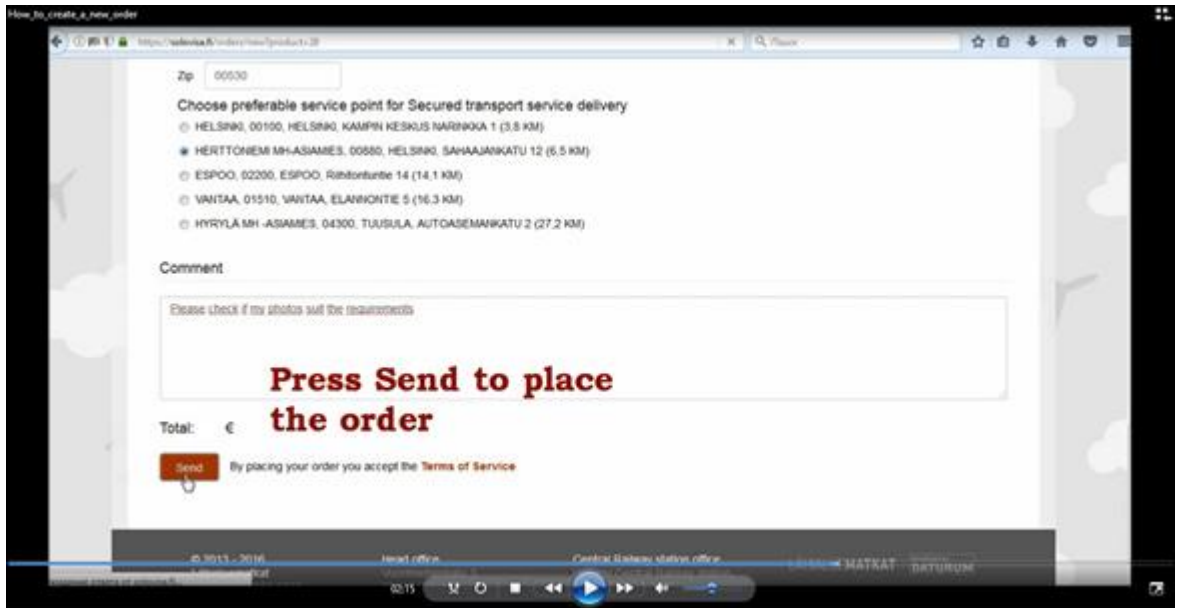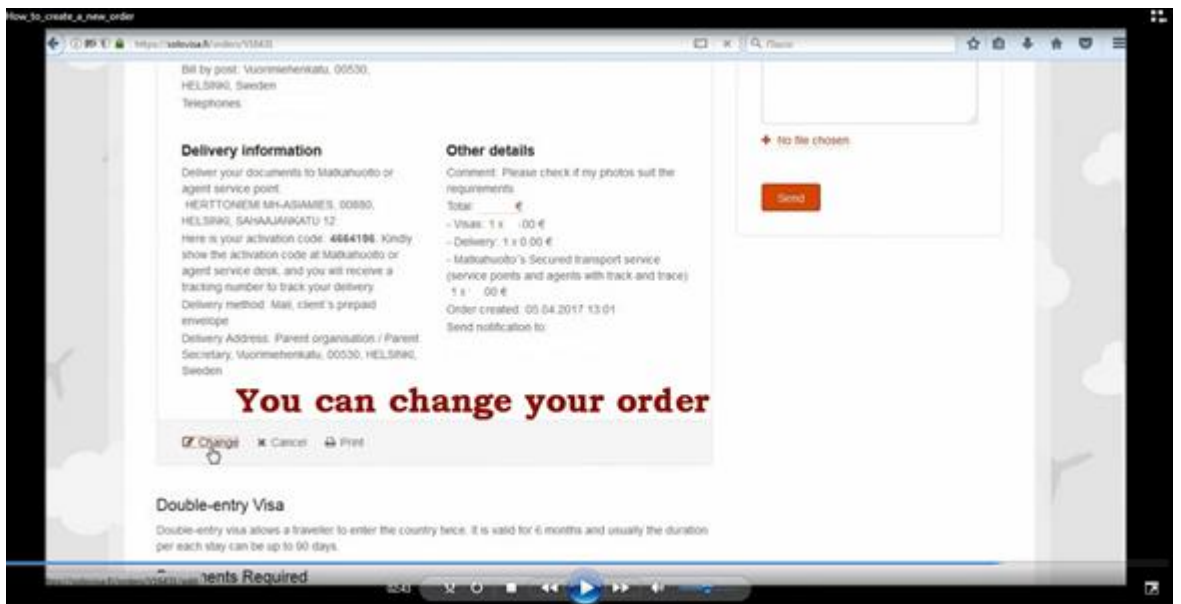**Appendix 4. Screenshots of the video tutorial for the customers "How to create a new order"**

How would you like to deliver your documents to us?

Leave any comment for SoloVisa manager here

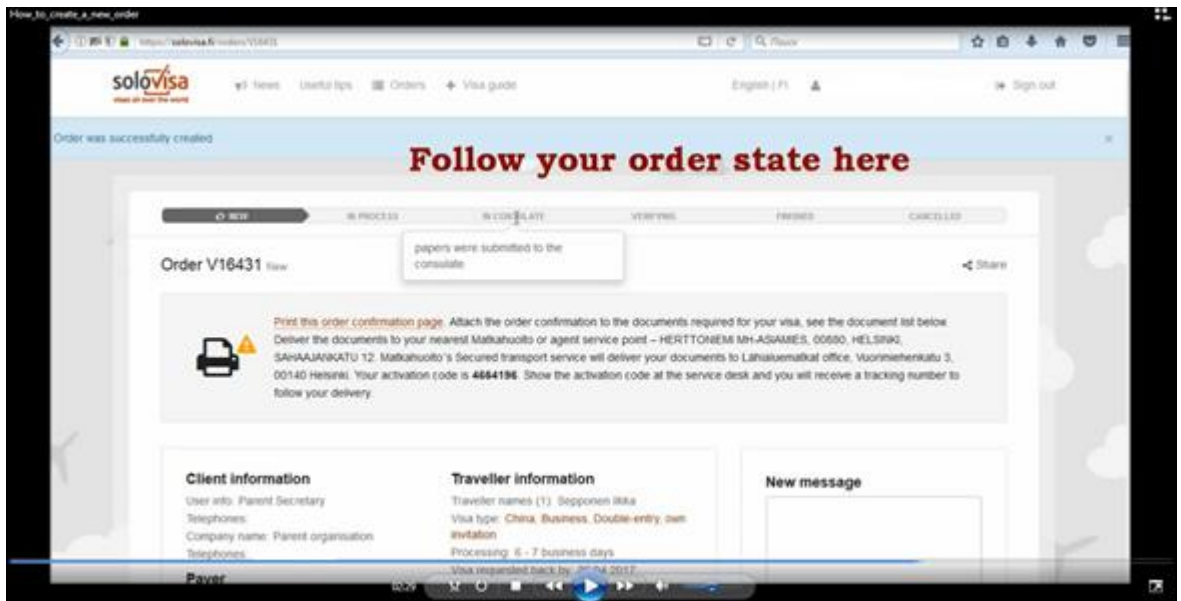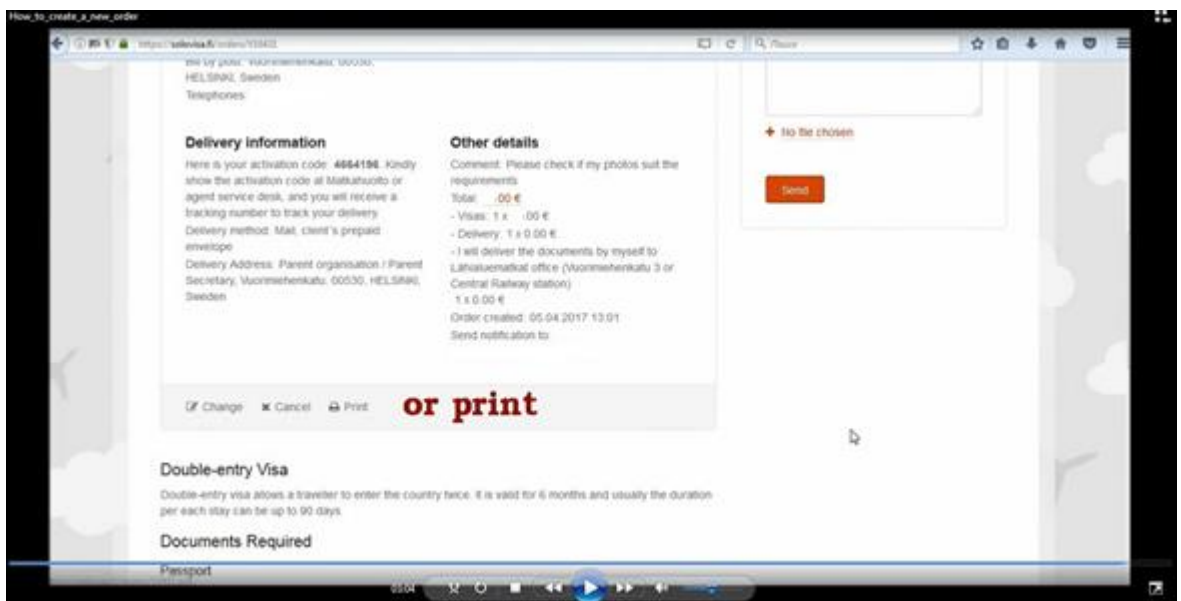**Press Send to place the order**

This is your Order number
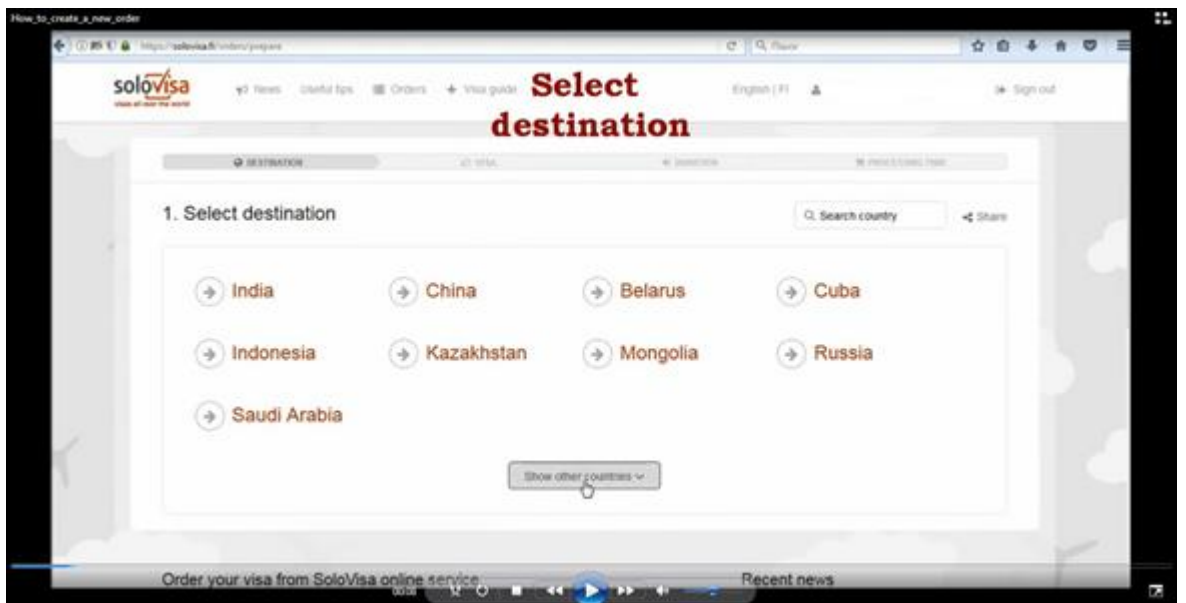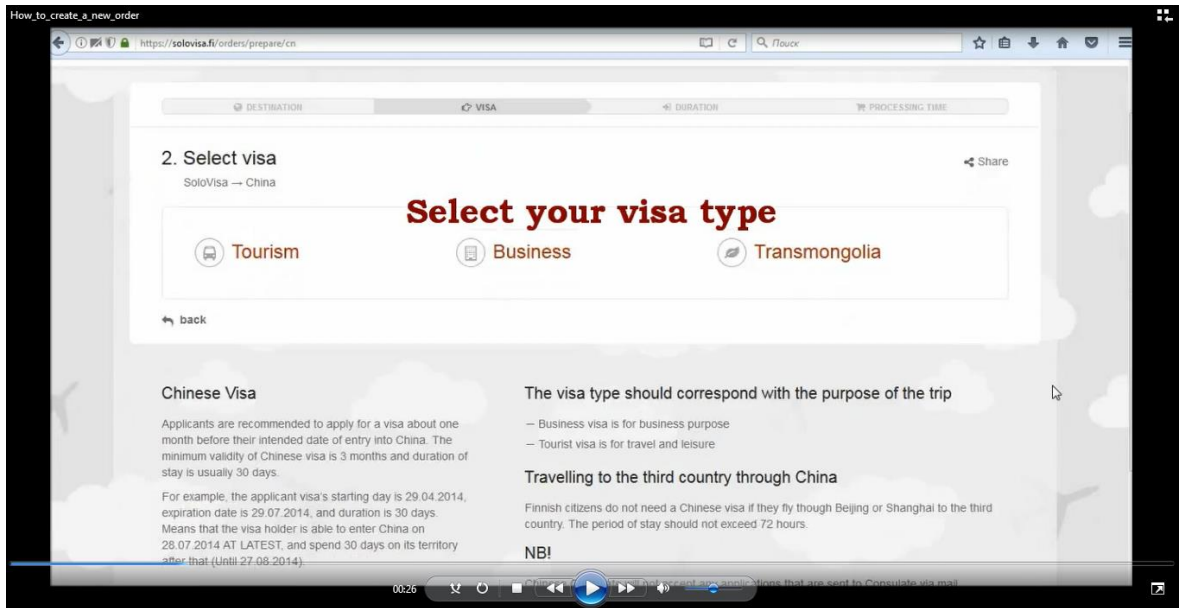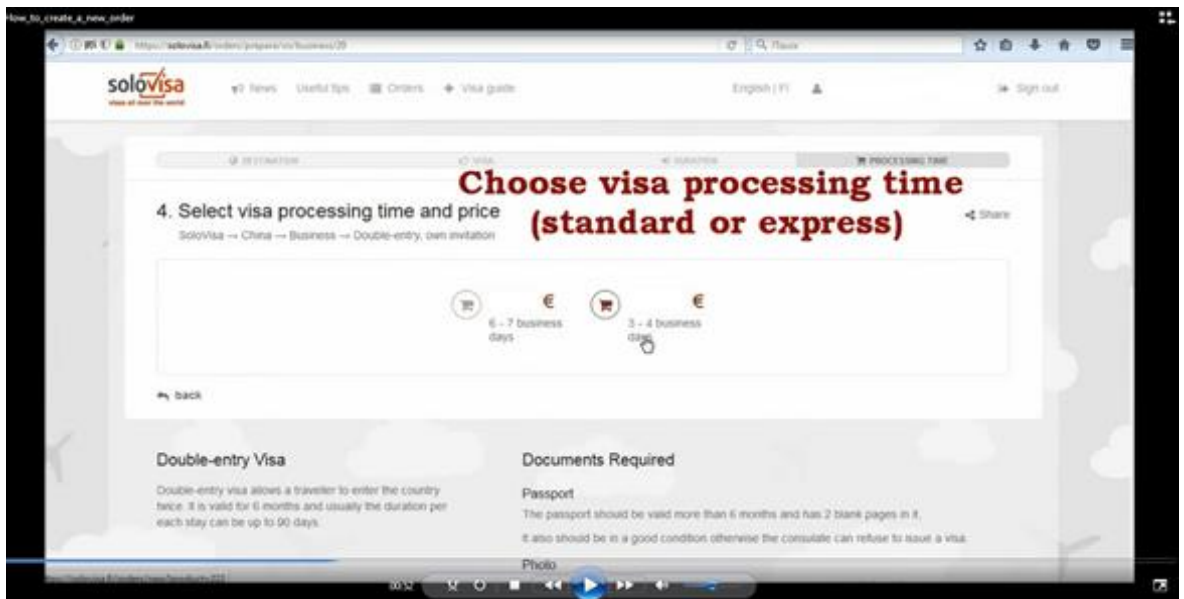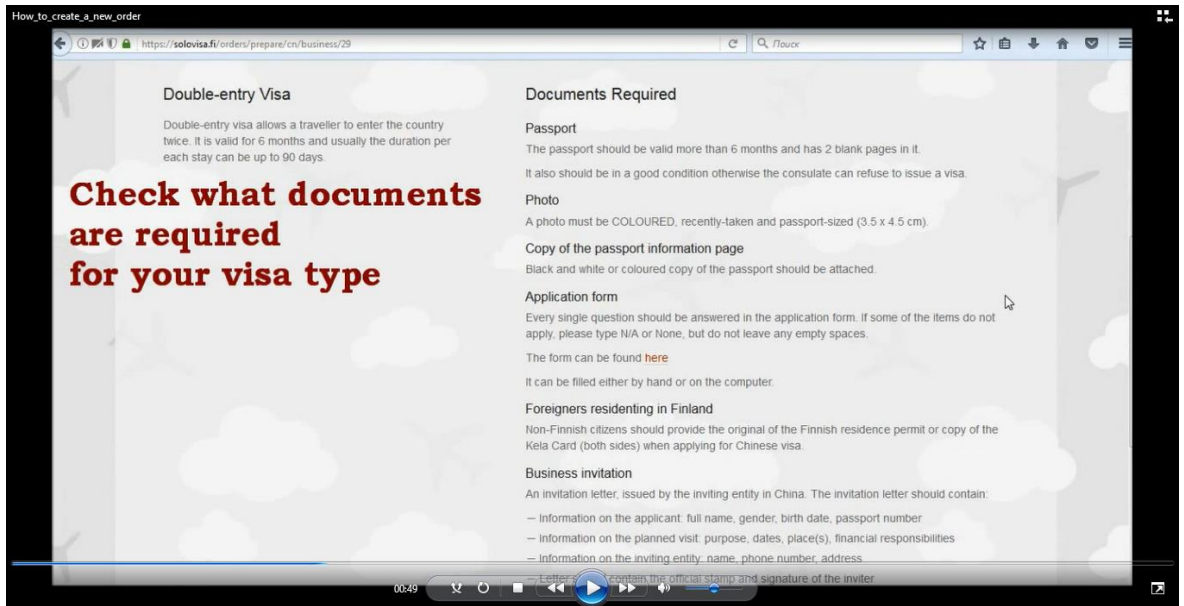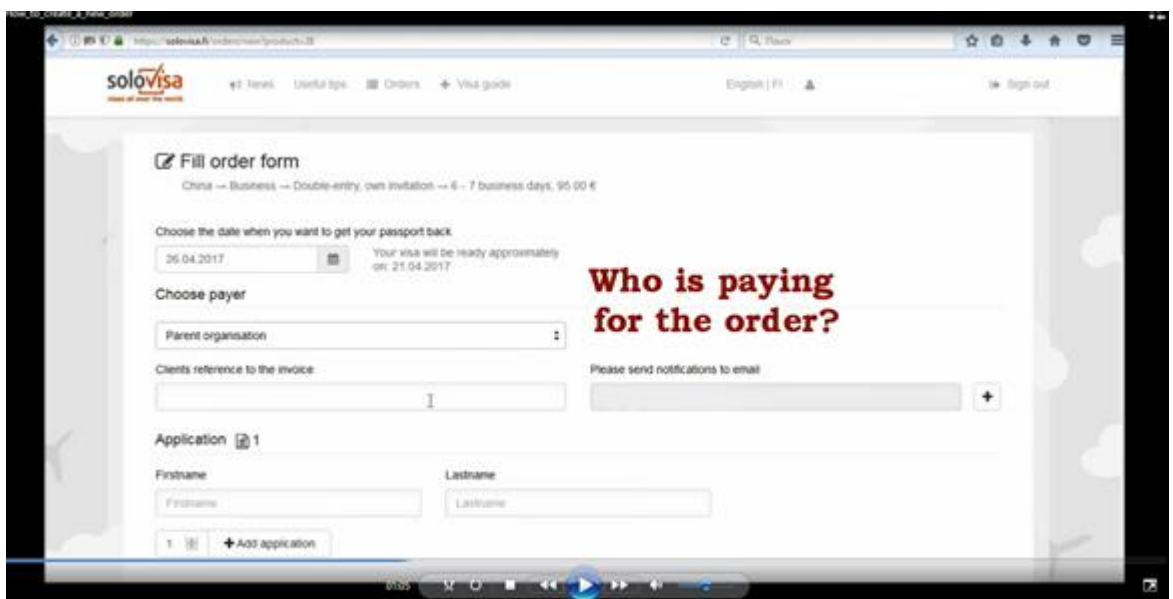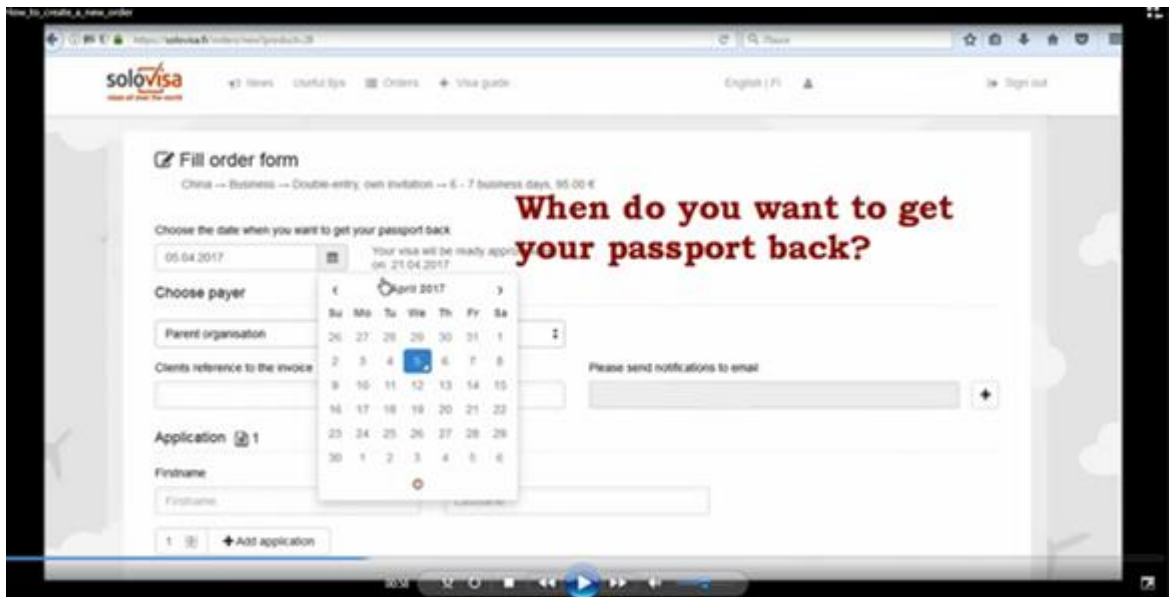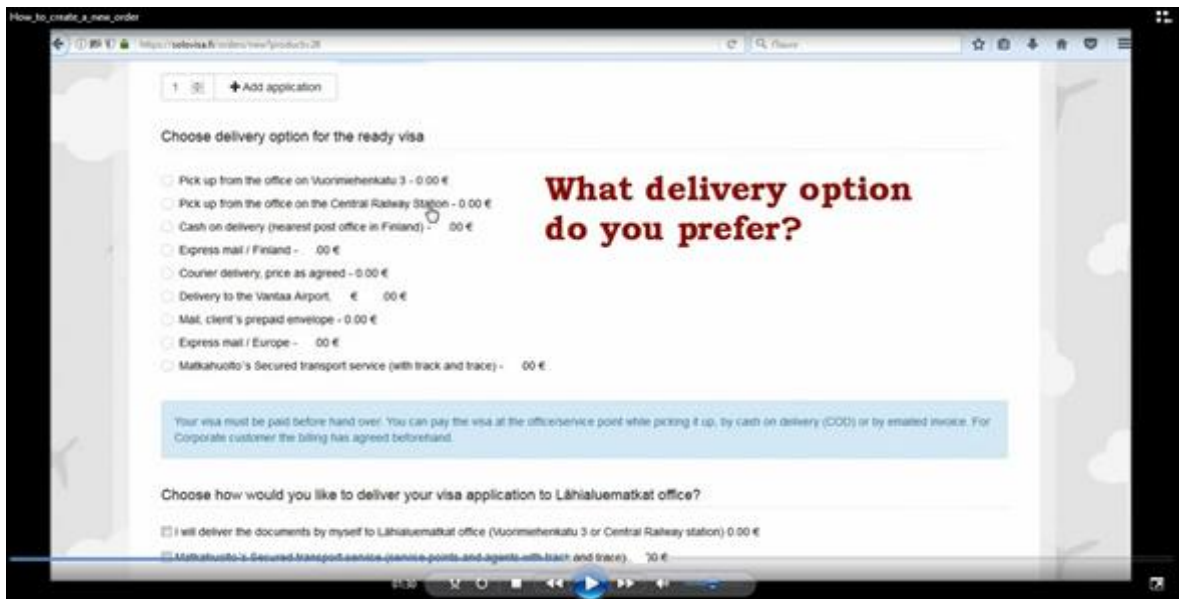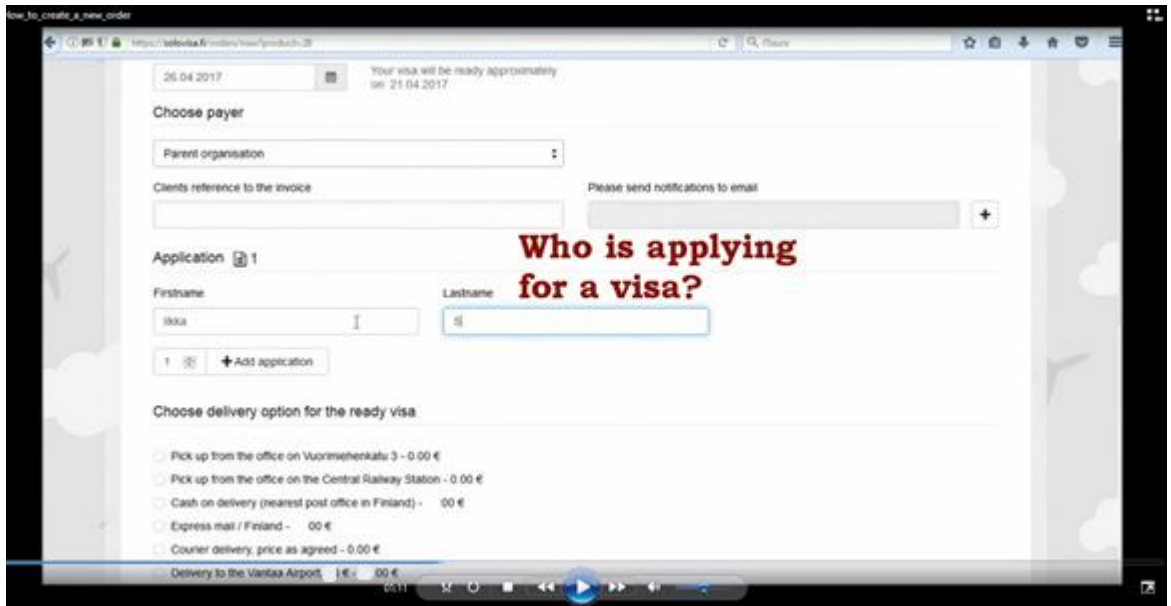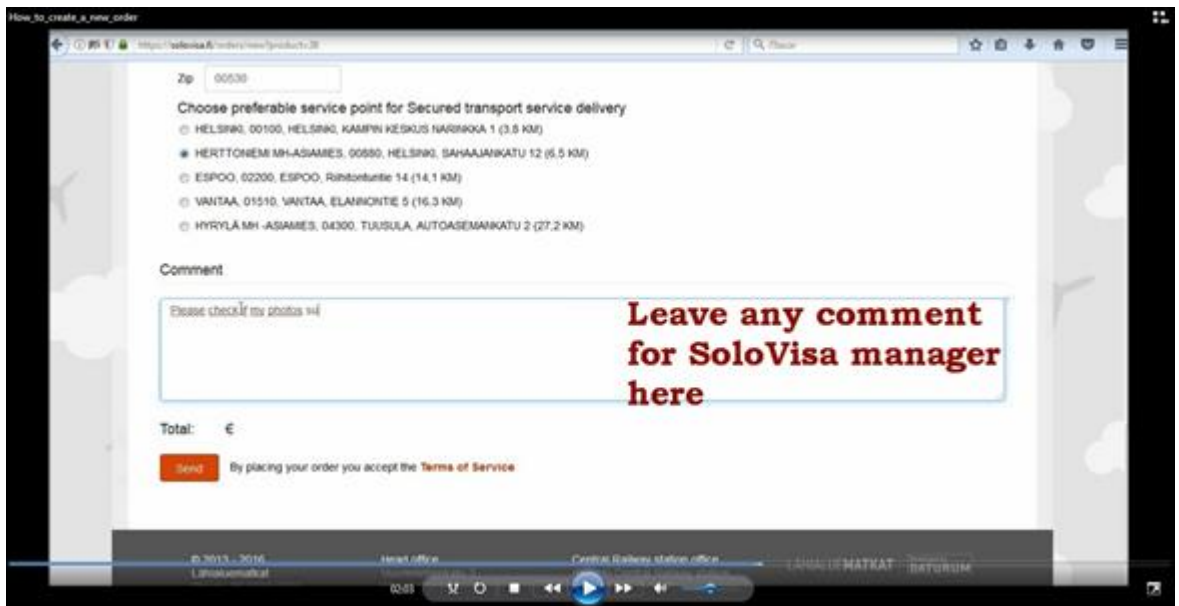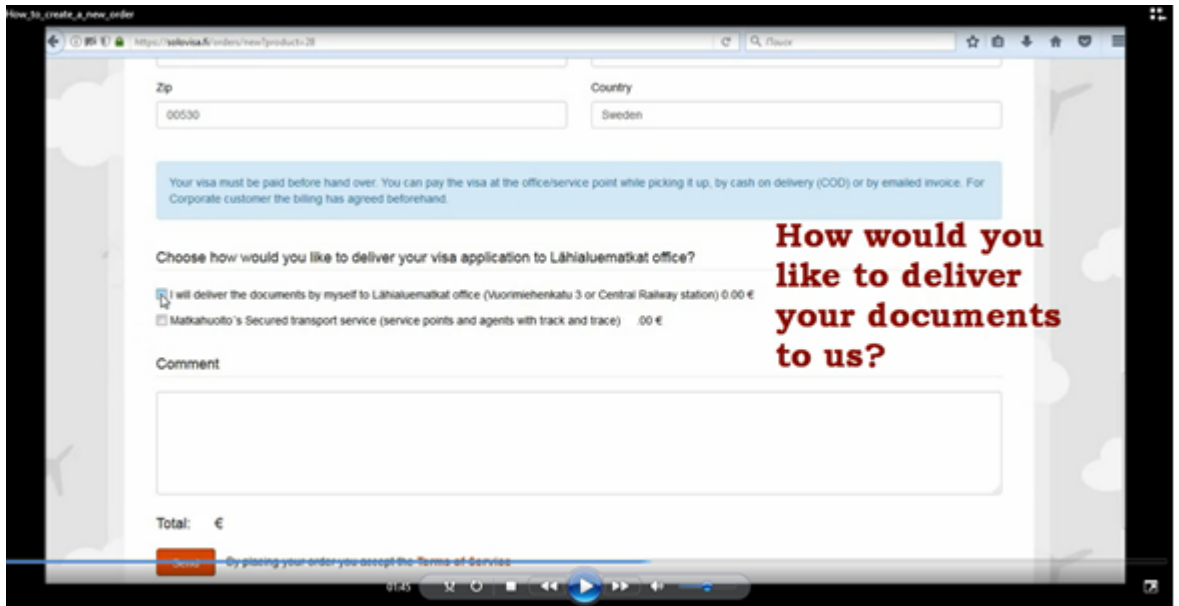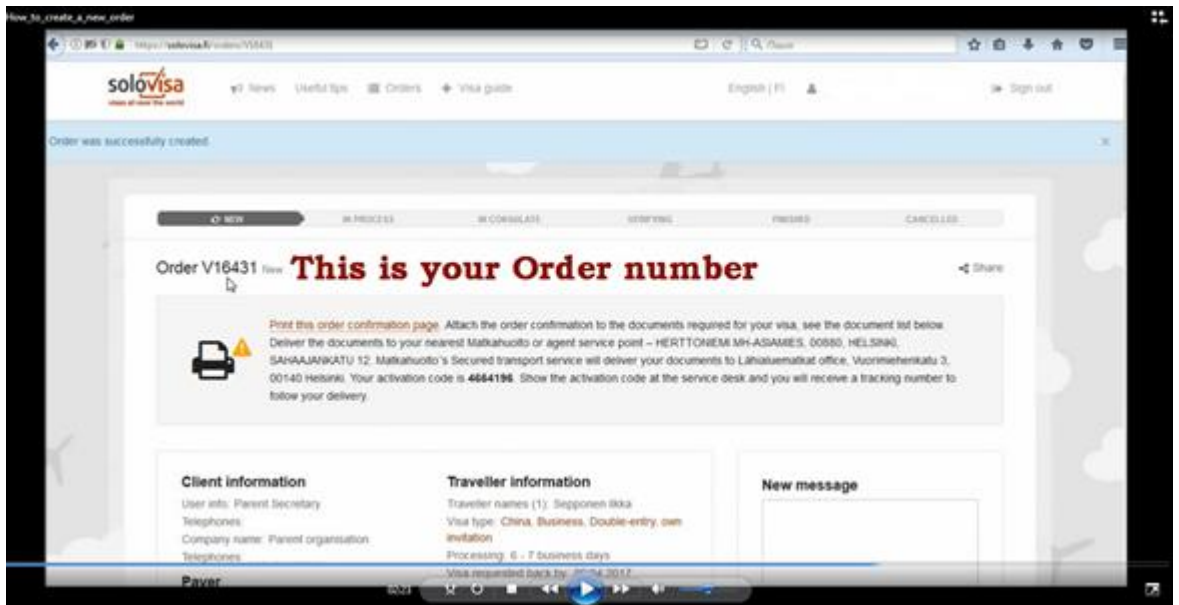
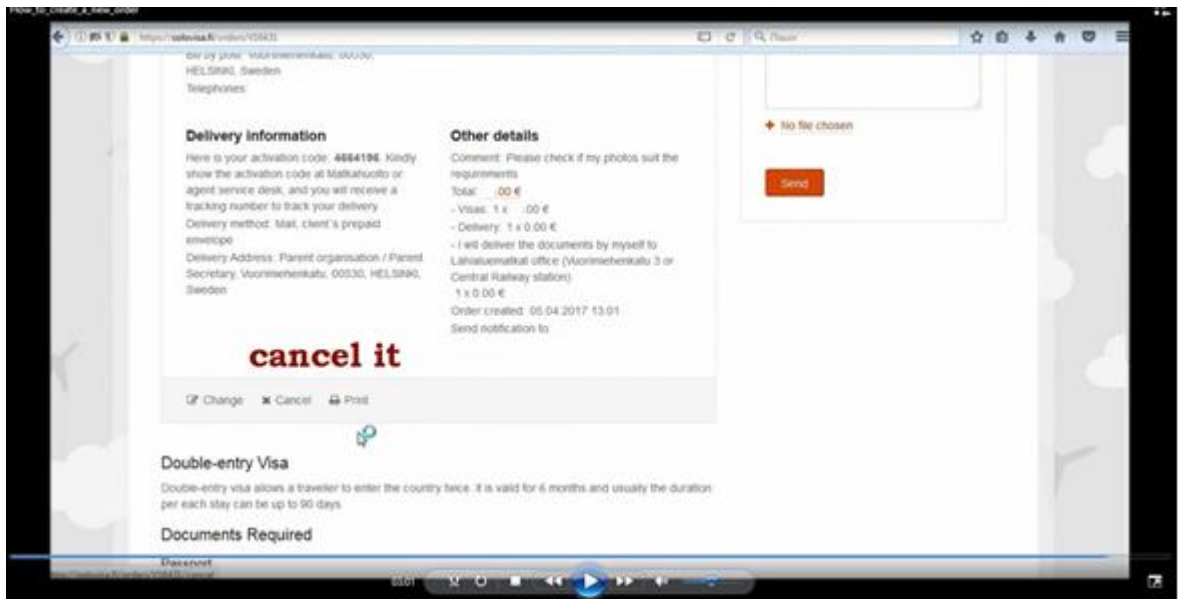**Appendix 5. Screenshots of the video tutorial for the customers "Communication with SoloVisa manager"**

All your message
history is saved
on your order page