



LAUREA
UNIVERSITY OF APPLIED SCIENCES
Together we are stronger

Customer Satisfaction Survey

Case: Alertum Oy

Jäntti Heidi

2016 Leppävaara

Laurea University of Applied Sciences
Laurea Leppävaara

Customer Satisfaction Survey
Case: Alertum Oy

Heidi Jäntti
Degree Programme in Business
Management
Bachelor's Thesis
May, 2016

Jäntti Heidi

Customer Satisfaction Survey, Case: Alertum Oy

Year	2016	Pages	63
------	------	-------	----

This thesis was implemented for a Finnish company Alertum Oy, during spring 2016. Alertum Oy operates nationwide in Finland at multiple locations, with the main office located in Espoo. Alertum Oy organizes safety courses for manufacturing, construction, transportation and logistics workers. The company also has security officer and first aid courses.

The thesis was implemented for the company as a customer satisfaction survey. The purpose was to clarify the satisfaction of the customers with the different functions of the company. Based on the research, the purpose was to find out the different functions that would need adjustments from the company. The final goal was to make suggestions for the company in order to improve the researched functions in the future.

The theoretical part of the thesis discusses the areas that are needed to be understood in order to gain full knowledge of what customer satisfaction means, how it is formed and the factors which affect it. The theory also explains what service and business to business means and includes. These two areas were included to the theory, because the case company is both a service and business to business company.

The actual researched company functions were customer service, sales, service offering and brand. These areas were chosen because the customers interact with these functions the most. The research also included basic information about the interviewed customers: when the customer relationship had begun, the type of customer relationship and also the location of the customer.

The goals set for the research were achieved. The research showed that there are functions that would need some adjustments from the company, and also that there are some differences between the different industries that were interviewed for the survey. Based on these findings, suggestions were created for the company, which can be implemented inside the company with the help of the employees. The purpose of the suggestions is to help the company make their services even better in the future and at the same time keep customers even more satisfied with the service they receive.

Keywords: customer satisfaction, customer relationship, service, business to business, service quality

Table of contents

1	Introduction	6
1.1	Background & goals	6
1.2	The structure of the thesis	6
1.3	Company introduction.....	7
1.3.1	Logistics.....	7
1.3.2	Manufacturing and construction industry	8
2	Methodologies	9
2.1	Implementing the methods.....	10
3	Customer satisfaction	12
3.1	Definition	12
3.2	Things affecting customer satisfaction.....	13
3.3	How customer satisfaction is measured.....	14
4	Service	15
4.1	Definition	15
4.2	Service perceptions & expectations	16
4.3	Service quality	18
5	Business to Business customer relationship	21
5.1	Business to Business definition.....	21
5.2	Customer relationship.....	22
5.2.1	Definition of customer.....	22
5.2.2	Definition of customer relationship.....	22
5.2.3	Customer lifetime value	23
6	Survey	24
6.1	Answers from the survey.....	25
6.1.1	Background questions.....	25
6.1.2	Customer service	27
6.1.3	Sales	31
6.1.4	Service offering.....	33
6.1.5	Brand	36
7	Analysis of the results	39
7.1	Customer service	40
7.2	Sales	42
7.3	Service offering.....	44
7.4	Brand	45
8	Suggestions	47
9	Conclusions.....	49
9.1	Reliability and creditability	50

9.2 The ethics of the thesis	51
Figures	55
Tables	56
Appendixes	57

1 Introduction

1.1 Background & goals

Customer satisfaction is a crucial aspect for every business. The customers create the business, which means that without the customers, there cannot be a successful business. Keeping the customers satisfied should be one of the most important things for every organization. When the customers are satisfied, they will most likely come back to utilize the received service or a bought product again. It is also very likely that the satisfied customers will bring more customers to the business, as the good reputation of the received service or the bought product spreads around.

The research of the satisfaction of the customers provides a great amount of information that a company can utilize, when wanting to update or redesign the company's operations. Customer satisfaction surveys provide information about the factors that customers are satisfied and dissatisfied with and also the needs and wants of the customers. With this information, companies are able to provide even better service for their existing customers and also acquire new ones with better service.

The meaning of this thesis is to find out the satisfaction of the customers of Alertum Oy. Based on the analysis of the survey results, suggestions will be made. These suggestions will consider the factors that, based on the results, need redesigning and actions, in order to keep the customers satisfied also in the future. The customer satisfaction survey was chosen to be implemented because it is current for the company and the company has not implemented a customer satisfaction survey before. This survey will provide essential information of the satisfaction of their customers, for the company to utilize in the future.

1.2 The structure of the thesis

Before getting to the actual results of the thesis, the topic will be covered with different theories. Second chapter provides the information of the methods that were used to gather and analyze the information and how these methods were implemented. Third chapter describes the concept of customer satisfaction, the definition, what affects the customer satisfaction and how it can be measured. The concept of service will be covered in the fourth chapter. The chapter goes through the definition, perceptions and expectations theory and what creates and affects the quality of the service. Fifth chapter contains the concept of business to business customer relationship. It includes the definitions of customer, customer relationship and customer lifetime value.

The chapters six, seven and eight concerns the survey. Chapter six explains the implementation process and the results of the survey. The analysis is presented in chapter seven and suggestions in chapter eight. Chapter nine provides the conclusions of the whole thesis. Conclusions of the survey, creditability, reliability and the ethics of this thesis will be pondered in the chapter.

1.3 Company introduction

The company that this thesis is implemented for is Alertum Oy. Alertum Oy is a Finnish company operating in the security and training field. The company offers a wide range of different training courses for the construction and manufacturing industry and also for the logistics industry, concerning professional drivers. Alertum also organizes different first-aid courses, security officer courses and hygiene passport courses. The company organizes two courses, occupational safety card and hot work license, also in English and Estonian (Alertum B n.d.).

In 2014, 36% of Alertum's customers were from the construction field, 23% from manufacturing field, 20% from the field of logistics and 21% from other business fields. Alertum organized 1365 open courses in 2014. Overall, Alertum had 20 000 participants in the courses in 2014 (Tunkelo, interview 5 February 2016).

The company also provides professional services. The purpose of these professional services is to develop the safety of a company or an organization and also to develop the know-how of the employees concerning security. Alertum is specialized to the fire safety and evacuation in companies and communities, personal safety and also to the tasks concerning the development and maintenance of crime prevention procedures (Alertum B n.d.).

Alertum has a vision, which is to make the world a safe place through know-how. The company's products and services are comprehensive and the implementation is simple. The products and services take into account the needs of small and large companies, as well as the needs of the operators in the public sector (Alertum B n.d.).

In the following sub paragraphs, the construction and manufacturing industry as well as the logistics industry are described more precisely.

1.3.1 Logistics

The current concept of logistics came into use in the 1980s when the world trade and globalization started to rise. The narrow description of logistics describes the logistics only as the transportation and warehousing of goods. The wide description of logistics means controlling

the money flow, information flow and material flow. The overall description of logistics contains controlling the material flow from the source of raw materials to the end user, in a manner that allows the end product to be in the right place at the right time and also to minimize the expenses and other disadvantages (Logistiikan maailma n.d.).

Logistics contains the concept of supply chain, which is a network where different organizations together control and develop material flow and service flow and the related money flow and information flow. Supply chain connects the company and its suppliers to the distribution organizations and the customers (Logistiikan maailma B n.d.). Logistics contains the acquisition of, for example, raw materials and end products, production, warehousing, distribution, transportation, forwarding, packaging and recycling materials (Yritys-Suomi n.d.).

Transportation industry in Finland contains approximately 90 000 persons that work in heavy-duty road transportation field, over 12 000 in the bus service and 15 000 tax drivers. At the sea, there is working approximately 9 000 persons, in the harbors little bit under 3 000 stevedores and in the aviation industry around 14 000 persons (ttk A n.d.)

Concerning logistics, Alertum operates in the field of transportation with its courses for professional drivers. Transportation is crucial part of businesses, since it is required for acquiring raw materials, transporting the end product to wholesalers and to handling and transporting the waste. Transportation is often outsourced and by outsourcing transportation, a company can save up to 10-30% (Yritys-Suomi n.d.).

An example of a course that is suitable for professional drivers, is the occupational safety card. In this course the participants learn the basic knowledge of the dangers in the working environment and basic knowledge of the work safety in a common workplace. The goal of this course is to make the safety of the common workplace better (Alertum A n.d.).

1.3.2 Manufacturing and construction industry

Manufacturing industry is one part of the overall production activities. Manufacturing industry contains industries that are involved in the manufacturing of products from the raw materials to the end products. The end products refer to either being a completed product for customers or an intermediate product used in some part of production. In the industrialized countries, the manufacturing industry has a notable proportion of the industrial sector (Economy watch n.d.).

Industrial revolution was the key why manufacturing industries came into being. The industrial revolution began in the Great Britain in the 1700's and replaced the textile production with

machining. The socio-economical and technological change also allowed the industrial revolution to start the transformation of the manufacturing industry (Economy watch n.d.).

The construction business stands for building new buildings and repairing the constructions of different age buildings. Additionally, construction industry also includes earthmoving industry and construction product industry. The earth and water building creates the base for the society to function when these industries plan, create and maintain for example the roads, harbors, water pipes, power lines and bridges. The construction product industry focuses on developing and manufacturing construction products and materials for different needs (Ammatinetti 2016).

In Finland, the construction business is one of the central business fields of the economic life. New challenges has raised to the work safety when there are more foreign people in the working field and more Finnish businesses operates abroad. In recent years, the share of building renovation has grown (ttk B n.d.).

An example of a course that is suitable for employees in manufacturing and construction industries, is the hot work license. This license has gone through some changes. The new hot work license combines the hot work license training and roofing and waterproofing hot work licenses. The new license is accepted also in Norway, Sweden and Denmark (Alertum C n.d.).

2 Methodologies

In the actual survey, two different methods were utilized: likert scale and servqual theory. Likert scale is a five or seven point scale that is utilized in surveys when giving arguments to the interviewed people. Likert scale gives the interviewed people a chance to express their attitudes and opinions in different levels of agreement and disagreement. Likert scale has advantages since it does not ask yes or no questions, it allows the interviewed person to express their opinions in different degrees and there is also a chance not to answer the questions (McLeod, S. A 2008).

Servqual theory has five different dimensions, assurance, empathy, reliability, responsiveness and tangibles that contain 22 different service attributes. The servqual theory can be utilized different ways by a firm, but in this research the theory was utilized to evaluate the service quality of the company using dimensions from the servqual theory (Zeithaml & Parasuraman 2004, 5-6). Assurance means the expertise and politeness of the received service, empathy measures the level of the company to understand the needs of the customer, reliability means that is the company able to deliver the service consistently, responsiveness means the

willingness to provide service and solutions to problems and tangibles means the physical evidence of the service, for example equipment or tools (Brinkkemper & Jansen 2012, 205).

The main focus in the analysis part is to find out the main parts of the business that would need some adjustments from the company. The main goal is to find out the reasons to customers opinions in all the researched areas. For example the survey argued that the knowledge level of customer service is sufficient. The goal is to analyze whether the customers agree or disagree, and why they agreed or disagreed. This is possible to execute because of the “sub arguments” that researched the main arguments further. With the help of these “sub arguments” it is possible to find out why the customers thought the way they thought.

In the statistical part of analysis, cross tabulation and probability distribution of chi squared test were utilized. Cross tabulation is a method where the different variables are researched. The meaning is to find out are the different variables dependent on each other's. It is researched whether the distribution of dependent variable is different in the different sections of the dependent variable (kvantiMOTV 2004). The smaller the probability distribution of chi square the bigger the dependency is in the population. If the value p is below 0.050 (5.0%) it is held as evidence that there is a dependency or differences in the population (Akin menetelmäblogi 2016). In this thesis cross tabulation means that it is researched whether the different industries where the customers come from, affects to the satisfaction of the customers on some of the different dependent variables.

2.1 Implementing the methods

The goal for this survey was to receive 100 responds and the goal was reached by 101 responds. 101 customer companies were interviewed via phone calls and each phone call took approximately 10 minutes. A survey sheet with different arguments considering different areas of the business were created. When interviewing the customer companies via phone calls the survey sheet was filled at the same time according to what the customers answered to the arguments. Phone interviews were chosen because it was thought to be the best way to reach the customers and to gather the answers. It was also thought to be more personal way to contact the customers.

The customers interviewed for the research were chosen randomly from a list of customers. The list contained approximately 300 companies. All the companies had utilized the services of the company several times during 2015 and a big part of the customer relationships had begun during 2013. The list of the different companies for this research were excellent since most of the customers had experience of the different functions of the company. When start-

ing to make the phone calls all the interviewed customers were introduced to the topic in a same way, to guarantee that everybody had the same background information.

100 responds was set to be the goal in order to guarantee that the result is universal. The sample size was calculated from the amount of the company's customers by determining the confidence level and confidence interval. Confidence interval was set to be 10 and confidence level 95% and then the sample size was calculated from the amount of the company's customers. The result was that sample size needed to be 95. Because the 95 was crossed, the confidence interval needed to be calculated again. When calculating the confidence interval with the help of the previous number the result was 9.71, so approximately 10 (Sample Size Calculator 2012). This means that in this research the sample size was 101, confidence level 95% and confidence interval 9.71. Confidence level means how sure the results are and confidence interval is the plus/minus result added or subtracted from the results (Sample Size Calculator 2012). The 95% confidence level means that the results are the same in 95% of cases and the confidence interval being approximately 10, if the result is, for example that 63% totally agreed, it means that actually 53%-73% totally agreed.

When planning the survey, likert scale was decided to be utilized. The survey was designed to present different arguments to the interviewed customers, so likert scale was the best tool for this kind of survey. The opinions of the people were measured on a scale of agreement and disagreement. The interviewed customers were given five different answer possibilities: totally agree, somewhat agree, somewhat disagree, totally disagree and do not know. By utilizing the likert scale, it was possible to gain wide knowledge of the agreement/disagreement level of the customers. All the arguments that were suitable for likert scale, were put to likert scale form. The survey also contained yes or no questions, but only because yes or no answers were the best ones for questions.

When planning the areas and the arguments that would be presented, some of the areas from servqual theories were utilized. Assurance were measured by researching the knowledge level and behavior of customer service and the knowledge level of sales, empathy was measured by researching how the correct services are provided to customers, reliability was measured by researching the customers' satisfaction to the courses, because the courses are the main service that the company provides and responsiveness was measured by researching how the customers are served in problematic situations. Physical evidence was left out, since it was known that most of the interviewed customers had not visited the premises of the company.

In the analysis section, all the different researched topics, customer service, sales, service offering and brand, are analyzed separately in order to see clearly the different parts. All the different parts concerning the customer service, sales, service offering and brand will be ana-

lyzed. The parts that are analyzed from customer service are the knowledge level, problem solution, behavior and accessibility. Analyzed parts from sales are expertise, providing solutions and the competitiveness of the offers. Analyzed parts from the service offering are the course offering, organizing courses, satisfaction to courses and the service offering of the expert services. Final part was the brand and the analyzed areas are how the customer promise has influenced the choice, probability of recommending the company to others and had the customer heard and used other companies and why they had used other companies and which companies they had possibly been using. After the analysis, the parts that might need adjustments are found. The analysis will continue further by discussing the possible adjustments that could be done and by making conclusion of the overall research results.

Cross tabulation was utilized in the analysis part on six different statements. The different statements that were cross tabulated were the knowledge level of customer service, providing solutions to problems, sales has made contact, competitiveness of the offers, course offering including all the needed courses and usage of other companies. These areas were chosen to be cross tabulated because these were some of the areas that need adjustments from the company and also because these aspects are very important to the business. The meaning was to find out whether the industry where the customer comes from has some affect to their satisfaction.

3 Customer satisfaction

3.1 Definition

For every organization, the measurement of customer satisfaction is a critical issue. It is very important because of the customer oriented way of doing business and also being able to improve the organization continuously. Customer satisfaction surveys are thought to be one of the most reliable feedback channels, since the surveys provide an objective way to research customer's expectations and preferences (Grigoroudis & Siskos 2010, 1).

Customer satisfaction is the outcome of the customer's comparison between their perceptions, the experience, overall service process and the outcomes, to their expectations. After receiving the service and when assessing it, if the customer's perceptions are the same than the expectations of the service, the customer is most likely to be satisfied. Customer can be even more than satisfied if their perceptions exceeds their expectations, but if the perceptions do not meet the expectations the customer is most likely to be dissatisfied (Johnston, Clark & Shulver 2012, 102).

3.2 Things affecting customer satisfaction

Customer satisfaction is affected by the perceptions-expectations gap. The perceptions-expectations gap means that there is a mismatch between the expectations and the service, which is the gap one, or a mismatch between the service and the perceptions of it, which is the gap two (Johnston et al. 2012, 103).

The gap one, a mismatch between the expectations and the service, may occur for many reasons. One reason is that a customer may have created inappropriate expectations towards a service if the service has been designed, specified or enacted in a wrong way or the service provider does not have the resources to meet the expectations. Very often these “internal” reasons, not having the resources, are the result of the failure to deliver the service according to the consistent standards. This can stem from the service provider not using the time to understand what the customer really requires, which can lead to poor service design and poor utilization of resources. Customer might create inappropriate expectations towards a service if the service provider has used inappropriate marketing, which means making promises they cannot keep (Johnston et al. 2012, 103-104).

The gap two, a mismatch between the service and the perception of it, can be the result because of two reasons, incorrect provision of the service or customer inappropriately perceiving the service. In many service organizations the incorrect provision is normal. Service process is a complex, human-based activity where things can go wrong. Poor service provision that leads to a mismatch can be reduced or removed through service recovery. Since the perceived quality is dependent on the personal perception of the customer, there can be a mismatch between the service received and the service provided (Johnston et al. 2014, 104).

The picture below illustrates the service gap model.

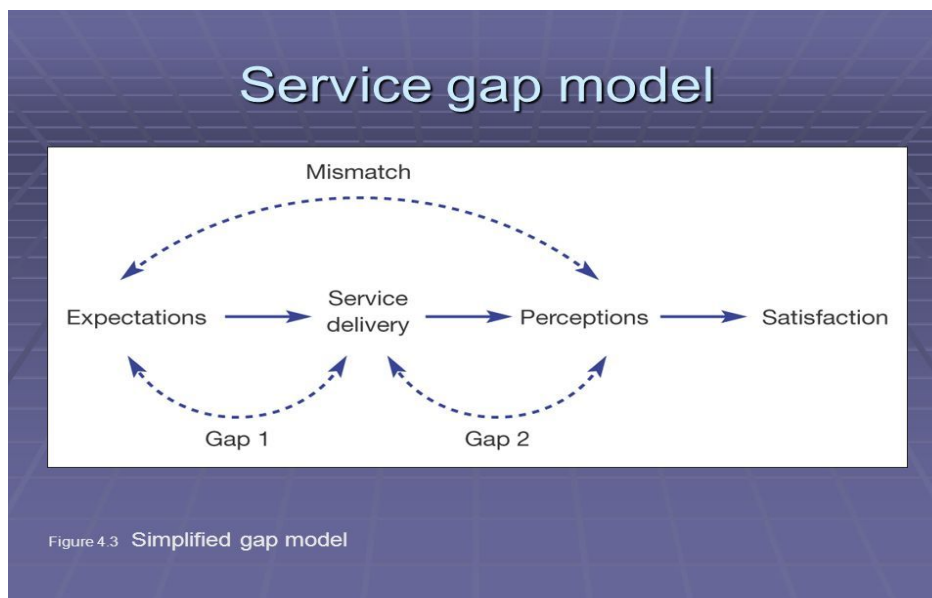


Figure 1: Service gap model (Hunt, 2010)

3.3 How customer satisfaction is measured

There are several ways of gathering information of the satisfaction of the organization's customers. Organizations that are successful, are gathering information from both perspectives, satisfaction and dissatisfaction. The following methods can be utilized, complaint and suggestions systems, customer satisfaction surveys, ghost shopping and lost customer analysis (Kotler, Armstrong, Wong & Saunders 2008, 379).

Complaint and suggestions systems are important to make easy for the customers to utilize. Organization can for example use suggestions boxes in the premises, give comment cards for customers or even set up a hotline for customers, where they can call and give complaints and/or suggestions to make the service better (Kotler et al. 2008, 377).

In order for a company to receive a fuller picture of the satisfaction and dissatisfaction of the customers, organizations can conduct regular customer satisfaction surveys. This is a direct way of measuring the satisfaction or dissatisfaction and it is utilized by responsive companies. Customer satisfaction surveys can be implemented for example by sending questionnaires or making phone calls in order to find out how customers feel about the different aspects of the business (Kotler et al. 2008, 377).

Ghost shopping is implemented by researches posing as buyers. This is utilized to figure out for example how the organization's employees react in difficult situations. It is a good way to

figure out how the customers are treated by the employees of the organization (Kotler et al. 2008, 379).

Lost customer analysis is an excellent way for organizations to find out about the satisfaction and dissatisfaction. With these analysis, the organization can figure out why the customers stopped buying and why they switched to a competitor. On the side of this kind of survey, it is important to monitor the customer loss rate, in order to have up to date information whether the organization is successful in satisfying its customers (Kotler et al. 2008, 379).

One sufficient way of developing the business is to understand the customer journey. Customer journey means all the different touch points that the customer experiences when doing business with a company. Understanding the customer journey helps to see the different functions and products from the customer's point of view. Normally the customer journey begins when the customer becomes interested of the service provider and it usually ends to after sales marketing. Everything that happens between the first and the final touchpoint, affects to the overall quality that the customer experiences. Customer journey enables to research the touchpoints that the customer experiences and possibly helps to develop these touch points in order to create more value to the customer (Kulmat.fi 2015).

4 Service

4.1 Definition

The word service has multiple meanings and it is a complicated phenomenon, which makes it hard to be defined. Service can be defined to be from a personal service all the way to a product or offering being a service. The main factor that separates service from product, is that a service is an activity and a product is a thing. The three often used characteristics for a service are that a service is a process or a set of steps, is produced and consumed at the same time and the customer is somehow being involved to the process (Grönroos 2007, 51-53). In order to make the definition of service clearer, the phenomenon needs to be considered from two different perspectives, the customer's perspective and the operator's perspective (Johnston et al. 2012, 6).

When service is considered from the customer's perspective, it often means two things, the received service is the customer experience and it can be seen in the outcomes. The outcomes that customer can receive from a service are intentions, benefits, "products", judgments and emotions (Johnston et al. 2012, 7).

A customer experience is interpreted only from the individual customer's point of view and it is only existent in the mind of the customer. The experience that the customers create in their minds, is the personal and direct interpretation of and response to the overall journey, consisting of several different touch points. Customer experience can involve several aspects: intimacy with the customer, service flexibility, personal interaction degree, easiness to receive service from the information systems and personnel, communication with the customers, the knowledge level of the personnel, is the customer valued and the responsiveness of the organization offering the service to its customers (Johnston et al. 2012, 7-8).

The experience that the customer receives and the overall process of the service can be seen in the outcomes, intentions, benefits, 'products', judgements and emotions. Intentions mean whether the customer has intentions for the future, for example buying the service again or the intention of complaining or recommending. From the customer's point of view, benefits are extremely important and usually the reason for buying the service from particular provider. These benefits can be seen as the level of how customers feel they have gained or profited from the service. Products are the "functional" output from the service, for example food or a drink in a restaurant. The last two are the judgements and emotions. Judgements mean the assessment of the service, most importantly assessing the benefits and fairness. Emotions mean the feeling that customer experiences, for example happiness, sadness or anger. Important factor to consider is that these outcomes can be affected by previous experiences (Johnston et al. 2012, 8).

When looking at service from the perspective of the operator, the service provided is the overall process of delivering the service and the outputs of the service, which have been created, designed and enacted by the operation through many input resources. To the service provider, the management of the service process can be extremely challenging, especially if the process includes multiple different factors that are changing fast or often. These kind of factors make the service process complex (Johnston et al. 2012, 6-7).

4.2 Service perceptions & expectations

The comparison between perceptions and expectations leads the customer to be satisfied or dissatisfied, so it is important to look at these two factors more closely.

Perception is the personal interpretation that an individual makes from the provided service and each individual will perceive the service in their own emotional and personal way. People use their senses to experience the service. How people perceive the service, depends on the earlier experiences, beliefs, culture, language, assumptions, values and interests. The received service is what each individual perceives it to be and there are three different ways

how people filter their experiences. The different ways are selective filtering, selective distortion and selective retention. Selective filtering means that people only tend to notice the things that are important to their current needs and ignore other factors that create the experience. Selective filtering means that people have a habit to search information that supports their personal beliefs. The final filtering that people use, selective retention, means that people tend to remember the factors that are relevant to their needs and beliefs (Johnston et al. 2012, 106).

The expectations that people have, lie between two variables, ideal and intolerable. There can be several different points between these two: ideal feasible, desirable, deserved and minimum tolerable. In the zone of all these variables, is the zone of tolerance, which means that customers are able to accept variation in the service performance. The zone of tolerance has been suggested to change according to the level of customer involvement and commitment to the service (Johnston et al. 2012, 106-107).

The picture below illustrates the range of expectations and the zone of tolerance.

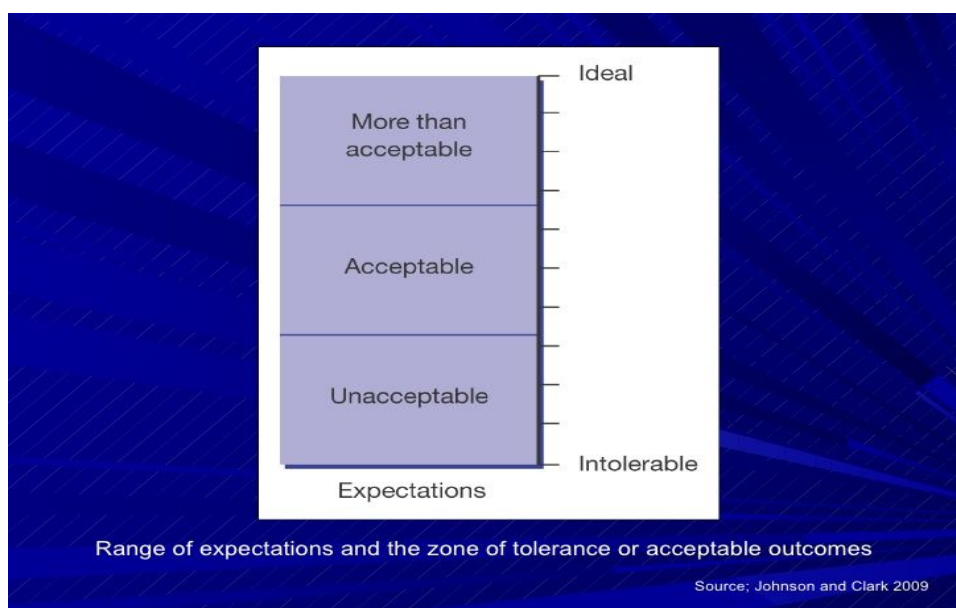


Figure 2: Range of expectations and the zone of tolerance (College, 2010)

In some cases when customer's expectations towards a service provider are not clear, the expectations are called "fuzzy expectations". Even if the expectations of the customer might be unclear, the persons who are managing the service need to be very aware of the expectations they are trying to meet, by identifying and specifying them (Johnston et al. 2012, 108).

There are several factors that affect the expectations that people have towards a service and these factors will have an influence when positioning the expectations between intolerable and ideal. The factors are price, alternative service available, marketing, word-of-mouth, previous experience, customer's mood and attitude and confidence. The higher the price, the higher the expectations are. Alternative service helps to set expectations and a huge influence on expectations can be done with marketing. Hearing from others, word-of-mouth, can have stronger effect than planned marketing. Expectations are shaped also by previous ones and customer's mood, attitude and confidence towards an organization, will all affect the expectations (Johnston et al. 2012, 108-109).

There are several ways that managers can capture the expectations of a customer. These methods include both qualitative and quantitative methods. The methods are questionnaires and surveys, focus groups, customer advisory panels, new/lost customer surveys, complaint/compliment analysis, critical incident technique and sequential incident analysis. Questionnaires and surveys can be verbal or written and are a good way to gather opinions. Focus groups are around fifteen people who discuss about few different aspects of the service with a trained facilitator. Customer advisory panels are close to a focus group, but the activity of a customer advisory panels is more structured. New/lost customer survey is an excellent way to figure out what attracts customers and what pushes them away (Johnston et al. 2012, 120-121).

Complaint/compliment analysis are normally done by customers on voluntary basis and tend to vary between extreme delight and dissatisfaction. Critical incident technique is used to find out factors that make customers happy and also factors that make them unhappy. The final method, sequential incident analysis, is a method where customers experience the pre-prepared service process and are asked to tell their experiences in every step (Johnston et al. 2012, 120-121).

4.3 Service quality

It is very common that after receiving the service, customers evaluate the level of the quality of the service. Customers tend to measure the service quality by comparing their expectations and the received service. This leads to the definition that service quality is the difference between the customers' expectations and their opinion considering the actual received service (Zeithaml et al. 2004, 1).

There are five different aspects that customers use to evaluate the quality of service. These five aspects were determined after few researches and they are as follows: assurance, empathy, reliability, responsiveness and tangibles. Assurance stands for the level on professionalism

of the employees and their ability to create trust. Empathy means the unique attention that the service provider provides to the customers. Customers measure reliability through the firm's performance, whether it is able to operate as promised. Responsiveness means evaluating the employees on the base of their willingness to help customers and provide punctual service. The final factor that customers use is tangibles, which means the appearance of the premises and also the appearance of the employees, equipment and communication materials (Zeithaml et al. 2004, 3-4).

There are several factors that influences the service quality and these are the factors that customers normally have expectations for. Some examples of the factors that influence the service quality are comfort, meaning the comfort in the physical premises, communication, which means the level that personnel communicates understandably to the customers, flexibility, meaning how flexible the service is, integrity, implying to fairness, honesty and justice, and security, which is the level that customer feels safe in the premises and also feels that their property is safe (Johnston et al. 2012, 115-117).

Service quality factors can be defined into four separate groups, hygiene factors, enhancing factors, critical factors and neutral factors. These four groups are determined on the basis of the factors ability to delight and/or dissatisfy (Johnston et al. 2012, 117).

Picture below will illustrate the four groupings and their ability to delight and/or dissatisfy.

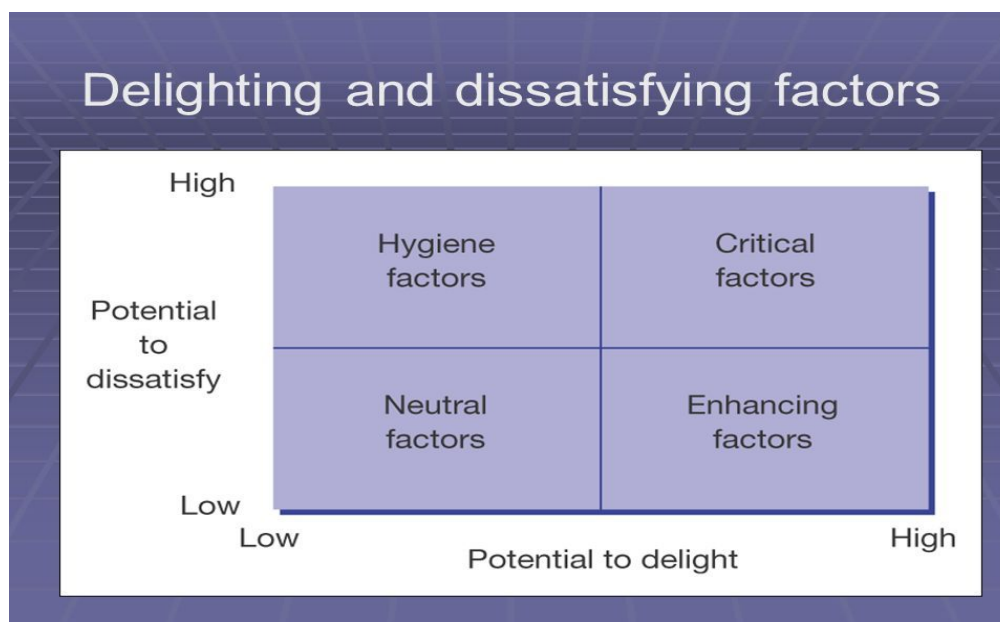


Figure 3: Delighting and dissatisfying factors (Hunt, 2010)

Hygiene factors can become a source of dissatisfaction if they are not in place and are a source of satisfaction if they are in the right place, but are not likely to become a source of

delight for the customers. For example in a bank, integrity and security are acceptable and if not, they will dissatisfy. When being present, the enhancing factors have a potential to delight customers, but if not, they are not going to make the customer dissatisfied. For example in a bank customer might be delighted to receive a friendly and warm approach from the employee, but this might not be expected from the customer's point of view, so this factor being missing, the customer will not be dissatisfied (Johnston et al. 2012, 117-118).

The factors that have the opportunity to either delight or dissatisfy are the critical factors. For example in a bank, the communication and the expertise have to be up to standard, in order not to dissatisfy the customers, but if they are more than up to level, it will delight the customer. The final factors, neutral factors, do not have a big role in the satisfaction of customers. For example the appearance of the premises may not have any part whether the customer is delighted or dissatisfied. It is very important for the managers operating in the field of service business, to know the several factors that will influence whether the customer is delighted or dissatisfied (Johnston et al. 2012, 118).

When wanting to improve the quality of a service, the best way is to try to close the customer gaps. It is a complicated and time consuming task that requires many different employee and organizational skills. There are four different factors causing the customer gap: gap one is not understanding the customer expectations, gap two is the difference between the expectations of the customers and an organization's development of customer driven services, gap three is the difference between the service standards planned to be customer driven and the actual service performance and the fourth gap is the difference between the service delivery and external communications of the service provider (Zeithaml et al. 2004, 15-19).

There are different strategies that make it possible to close these gaps. In order to close the gap one, it needs to be figured out what the customer really wants. This can be done for example through mystery shopping, service reviews or focus groups. Closing the gap two, the organization providing the service needs to get the service innovations and the service process to match to the customer's expectations. Closing the gap three that concerns the service performance, is reliant to the strategies of human resources. The employee actions and employee response are shown to be the most crucial factors when evaluating the service process. In order to close the gap three, the mentioned aspects need to be handled well. In order to close the final gap, gap number four, the organizations internal and external communication need to align, so that a common marketing communication is accomplished (Zeithaml et al. 2004, 19-21).

5 Business to Business customer relationship

5.1 Business to Business definition

Business to business is defined to be marketing products and services to business organizations, for the organizations to utilize the products and services in their own business or to resell or rent them for a profit (Kotler et al. 2008, 291). Business to business relationships are somewhat more complicated than business to consumer. The relationships in business to business markets are ongoing and develop through times and normally the sales process takes longer, compared to the sales process of business to consumer. When making decisions in business to business markets, the decision making usually takes place at more than one level, for example a salesperson needs to confirm the decision from the department manager and the department manager needs to get an approval from the owner of the business (Jensen n.d.).

The main difference between business to business market and business to consumer market is that the customer is an organization and not an individual consumer. It is common that both, organizations and consumers, buy the same goods, so it is not the best way to differentiate these two from each other's. The truth is that even though the earlier definition that differentiate these two from each other's is not the best way to separate them, there still is some products that are bought only by organizations, for example management consultancy services for merger (Brennan, Canning & McDowell 2008, 2-3).

There are three major differences that differentiate the business to business from business to consumer. The differences are structure differences, differences in buying behavior and differences in marketing practices. The structural differences in business and consumer markets bring out the buying behavior differences and the differences between marketing practices comes from the fact that there are differences in the structure and buying behavior. An example of the market structure differences is that in the business markets the demand is controlled by a few forceful buyers and in the consumer markets it is scattered to the whole buying public. The buying behavior difference is that in the business markets buying professionals take care of the purchasing process and in the consumer markets the buyers are not professionals. The difference between the marketing practices is that in the business to business markets the sellers tend to offer an overall solution to the problem of the buyer and in the business to consumer, the message must be customized to the specific needs of the consumer (Brennan et al. 2008, 6-15).

5.2 Customer relationship

5.2.1 Definition of customer

The term customer is used when referring to an individual, unit or organization that the services and products are provided for. A customer can also be a provider in the overall process of providing services, for example when organizing a family holiday on behalf of the other family members (Johnston et al. 2012, 69).

There are multiple types of customers: external or internal customers, intermediaries or end users or consumers, stakeholders: payers, beneficiaries or participants and valuable or not-so-valuable customers. External customers are customers that are external to the business and they are receiving and paying for the received service. This is very common in consumer services, for example restaurants and banks. Internal customers are persons or a group of individuals that come from different units, but are part of the same business, for example IT department and accountancy department provide and require services inside the same organization. For a company it is an important question whether to use intermediaries, meaning the so called trader who, on the behalf of the organization, sells the product or service to the final customer. It is also challenging for a company to manage their direct customers and at the same time recognize the needs of the end consumer. Companies have widely given up on the usage of the traders in order to decrease in transaction costs and to have the ownership of the end consumer (Johnston et al. 2012, 70-74).

The categorization on stakeholders (payers, beneficiaries and participant) examines the extent to which the customers are involved with the service. An example of these customer roles can be a restaurant, where customers pay for the service, which makes them payers, they can also benefit if the food is not what expected by ordering a new dish, which makes them beneficiaries and they are also participants of the overall service in the restaurant, which makes them participants. The last types, valuable and not-so-valuable customers, are separated from each other on the basis of who creates the greatest value to the organization. Valuable customers are defined either being high value, the financial value in the long term is great or valued customers that have the possibility to create financial value, but are mostly a pleasure to do business with (Johnston et al. 2012, 70-74).

5.2.2 Definition of customer relationship

Establishing, maintaining and enhancing relationships with customers is referred to the actions of managing customer relationships. Putting a high value for the customer relationships is very important for an organization, even though it is not appropriate in all situations, for

example in mass transit systems customers can possibly be more influenced by the value for money, rather than by some intangible concept, like a relationship. Not all customers want to create a relationship to the service provider, but still most of the buying decisions are made based on unconscious factors or emotions (Johnston et al. 2012, 80).

There are three different types of customer relationships: portfolio relationship, personal relationship and temporary customer relationship. The idea of a portfolio relationship is to gain new customers by using a wide selection of products and services. This kind of customer relationship creates multiple benefits for the customer and also for the organization. Customer gains, for example easy access to the service/product portfolio, discounts when buying new services or products and loyalty bonuses. The disadvantage of portfolio relationship is that the customer may have to face the difficulty in disposing themselves from the set of services or products. The organization gains long-term revenue stream, high-value customers, valuable information and cross-selling opportunity (Johnston et al. 2012, 80-83).

Normally personal relationships exists when it concerns professional, low-volume and high margin services, where there is time and value to create a personal relationship. The idea from the perspective of the service provider is to develop a situation where the customer thinks the service provider when they are in the need of next service or when planning to make more orders. In business to business organizations, personal relationship creates benefits for both sides. The provider gains benefits from getting to know the business of the customer well, which enables them to provide more efficient service with a faster response that creates benefits for the customer. The third type of customer relationship is temporary customer relationship that appears in the high-volume consumer services, where customer connections are created quickly. This kind of relationship creates, on the customer's part, a combination of perceived risk and lack of knowledge, which leads to the increased possibility of creating a relationship (Johnston et al. 2012, 80-83).

5.2.3 Customer lifetime value

When evaluating the customer and which relationship to invest more, it is important to think about the theory of customer lifetime value. This particular theory is very simple, it means that the longer the customer remains as a customer of an organizations, the better. It is explained that the longer a business is able to retain a customer, the more business is created and this leads to bigger revenue and hopefully for bigger profits (Gould 2012, 37-38).

The picture below illustrates the theory of customer lifetime value.

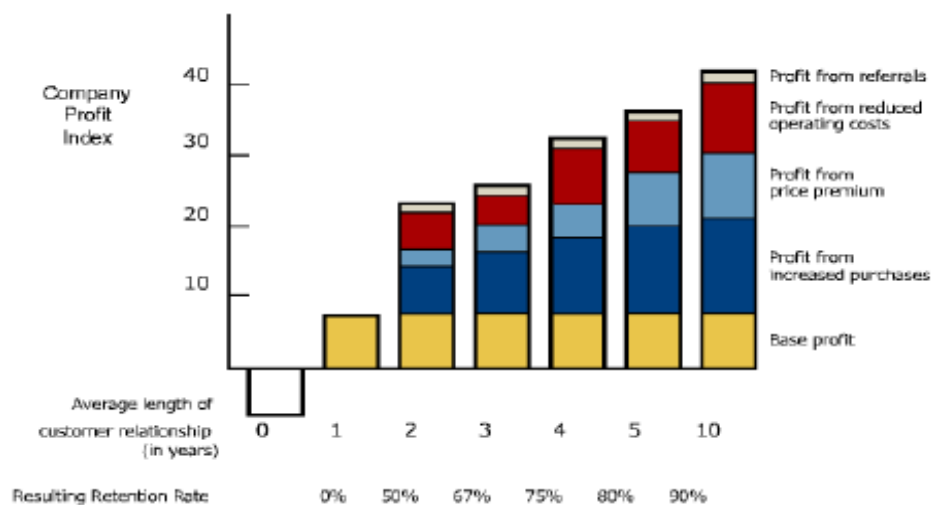


Figure 4: Customer lifetime value (Barber, 2010)

The vertical axis shows the company profit index and the horizontal axis measures time in years. The picture shows that the profit grows with the years of how long the customer is being retained. It also illustrates the fact that acquiring customers is quite expensive and during the first year profit can be negative because of that. The figure also shows the best scenario, where increases in sales have occurred over the lifetime of the relationship. This means that either the customer is purchasing more of the same product or they are making new purchases. It is also showed that expenses of serving a customer can decrease if the selling organization becomes more efficient. The final important factor in the figure are the referrals. In overall profitability referrals are important, since the longer the customer is retained, it is very likely that the customer will recommend the organization to others (Gould 2012, 37-38).

6 Survey

The survey was created during February and March 2016 and implemented during March and April 2016. The survey was created carefully in order to cover all the wanted areas of the business that affects the satisfaction of the customers. The survey was also tested in order to see that it works properly. The testing was also important because it showed in which form the results are and that the results can be analyzed well.

The survey covered the following areas: background information, customer service, sales, service offering and brand. Background included the research of the start of the customer relationship, type of customer relationship and location of the customer. Customer service included the knowledge level of the customer service, problem solution, behavior and accessibility. Sales included providing solutions, expertise and the competitiveness of the offers.

Service offering included organization of courses, course offering, satisfaction to courses and the service offering of expert services. The final area researched was the brand of the company. The meaning was to research if the customers had heard and used other companies, why they had used other companies and also to map which possible competitors they had possibly used and to also find out the probability of the customers recommending Alertum to others.

These areas were chosen because the customers are involved with these functions the most and by researching these areas, the company would receive valuable information. The arguments of all the chosen areas were created to cover a wide area of the different functions in order to figure out what customers thought of the level of the service to be and why they thought the service level to be in some specific level.

6.1 Answers from the survey

In this chapter the results from the survey will be gone through. The results are gone through topic by topic, in the same order they were presented to the interviewed customers. First part is the background questions, second is customer service, third is sales, fourth is service offering and fifth is the brand.

6.1.1 Background questions

First topic of the survey was to find out the background information of the different customers. The beginning date of the customer relationship, the type of customer relationship and the customers' locations were research.

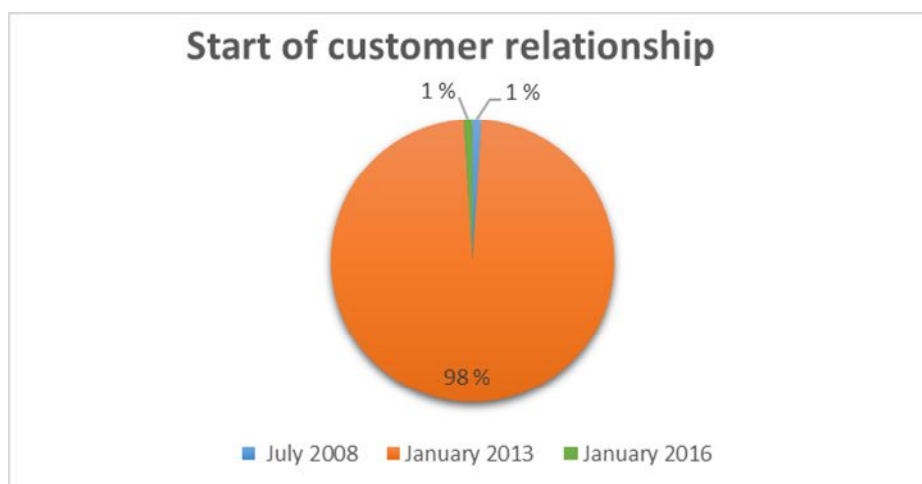


Figure 5: Start of customer relationship

The different customer relationships had begun on three different timings: July 2008, January 2013 and January 2016. The research showed that 1% of the customer relationships had begun during January 2016, 1% during July 2008 and 98% during January 2013. This means that almost all of the researched customers had been in a customer relationship with Alertum for few years already and have experience of the different functions of the company.

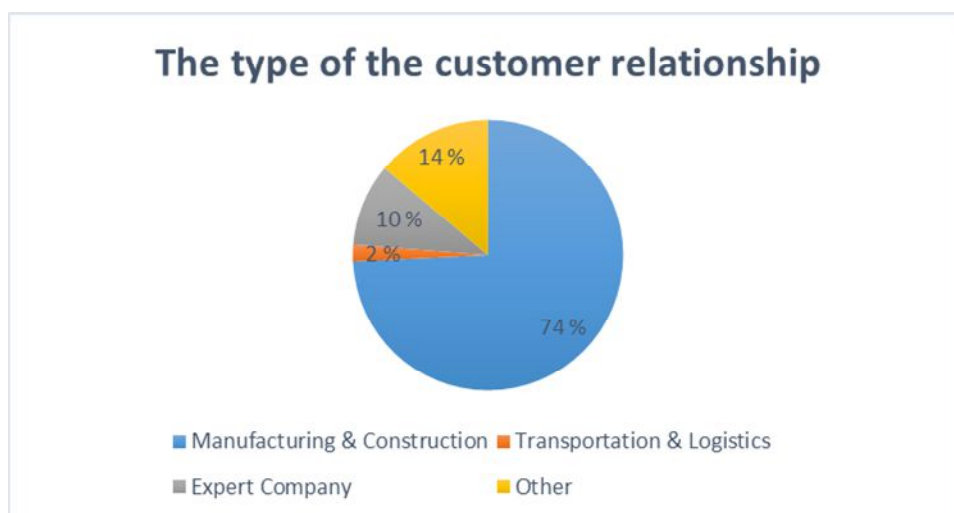


Figure 6: The type of customer relationship

There were four different types of companies in this survey: manufacturing and construction, transportation and logistics, expert companies and other customers. Expert companies mean the companies that have been utilizing the expert services of the company and other means mostly stores and cities. 74% of the companies in this survey were manufacturing and constructions companies, 2% were logistic and transportation companies, 10% were expert companies and 14% were others. This shows that a big part of the company's customers come from the manufacturing and construction industry and other fields create a smaller portion of the customer base.

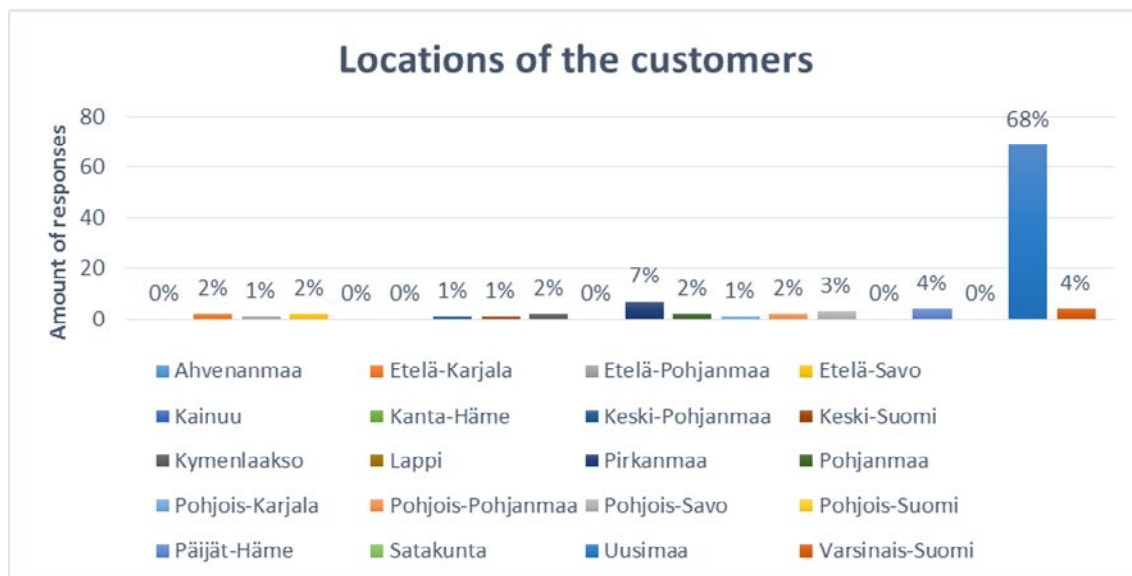


Figure 7: Locations of the customers

The customers of the company have spread around Finland because the company operates in nation wide areas. In this research, 2% came from Etelä-Karjala, 1% from Etelä-Pohjanmaa, 2% from Etelä-Savo, 1% from Keski-Pohjanmaa, 1% from Keski-Suomi, 2% from Kymenlaakso, 7% from Pirkanmaa, 2% from Pohjanmaa, 1% from Pohjois-Karjala, 2% from Pohjois-Pohjanmaa, 3% from Pohjois-Savo, 4% from Päijät-Häme, 68% from Uusimaa and 4% from Varsinais-Suomi. These results shows that Uusimaa might be the biggest area where the customers are located. This may be the reason of Uusimaa being such a large area containing many cities and large population. The next biggest areas where customers are located might be Pirkanmaa, Päijät-Häme and Varsinais-Suomi.

6.1.2 Customer service

The customers' satisfaction to the company's customer service were researched with four different areas: knowledge level, behavior, problem solution and accessibility.

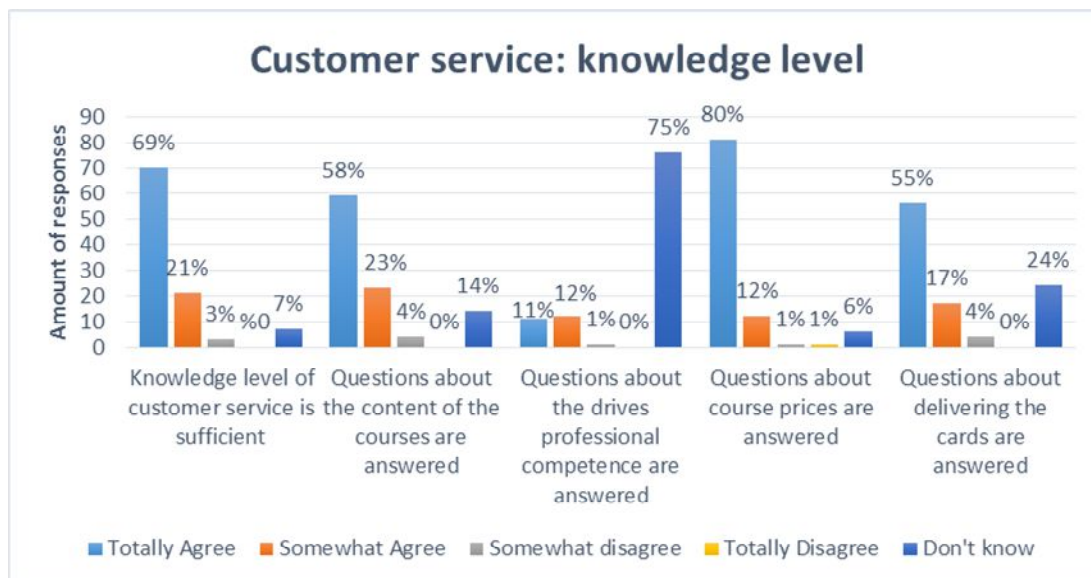


Figure 8: Customer service: knowledge level

The first argument, knowledge level of the customer service is sufficient, was the main argument that was researched further with the other arguments. The results show that 69% totally agreed that the knowledge level is sufficient, 21% somewhat agreed, 3% somewhat disagreed, no one totally disagreed and 7% did not know. The most common topics that customers ask about are content of courses, drivers professional competence, prices and delivering the cards. These topics were researched further in order to receive deeper understanding of the knowledge level. 58% totally agreed that questions about the content of the courses are answered, 23% somewhat agreed, 4% somewhat disagreed, no one totally disagreed and 7% did not know. 11% totally agreed the questions about drives professional competence are answered, 23% somewhat agreed, 4% somewhat disagreed, no one totally disagreed and 75% did not know. 80% totally agreed that questions about course prices are answered, 21% somewhat agreed, 1% somewhat disagreed 1% totally disagreed and 6% did not know. 55% totally agreed that questions about delivering cards are answered, 17% somewhat agreed, 4% somewhat disagreed, no one totally disagreed and 24% did not know. Do not know answers imply that the interviewed customers had not asked questions about the presented topics and that is why they did not now how those questions are answered by the customer service.

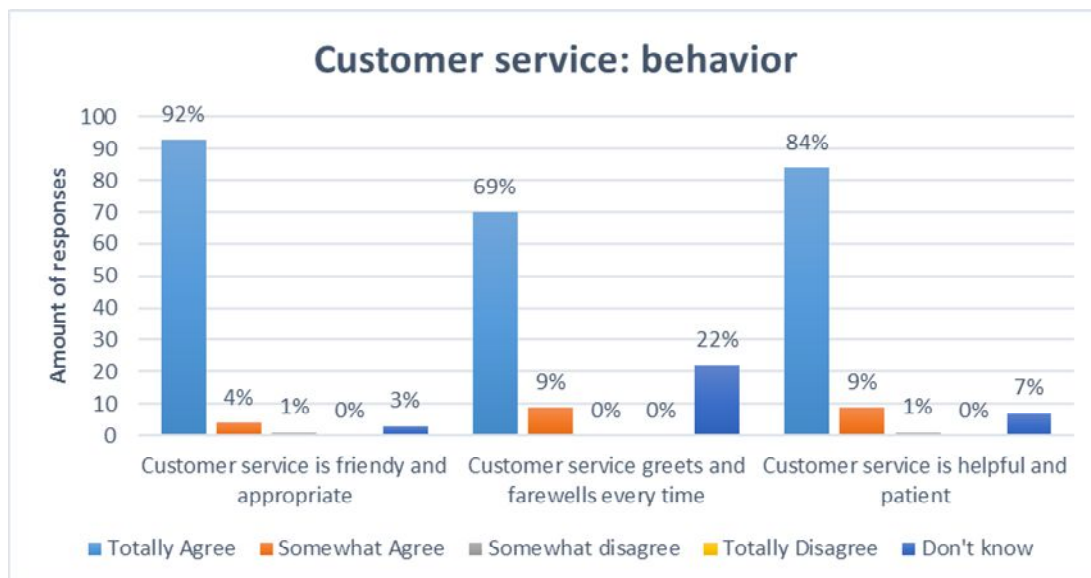


Figure 9: Customer service: behavior

When researching the satisfaction of the customers to the behavior of the customer service, the main argument was that customer service is friendly and appropriate. This was researched further with the other arguments in order to gain deeper knowledge of the behavior of the customer service. 92% totally agreed that customer service is friendly and appropriate, 4% somewhat agreed, 1% somewhat disagreed, no one totally disagreed and 3% did not know. 69% totally agreed that customer service greets and farewells every time, 9% somewhat agreed, no one somewhat or totally disagreed and 22% did not know. 84% totally agreed that customer service is helpful and patient, 9% somewhat agreed, 1% somewhat disagreed, no one disagreed and 7% did not know. Did not know answers mostly imply that the customers had not paid attention to the presented factors or had only been in contact with the company through email, so they did not have experience on some of the factors.

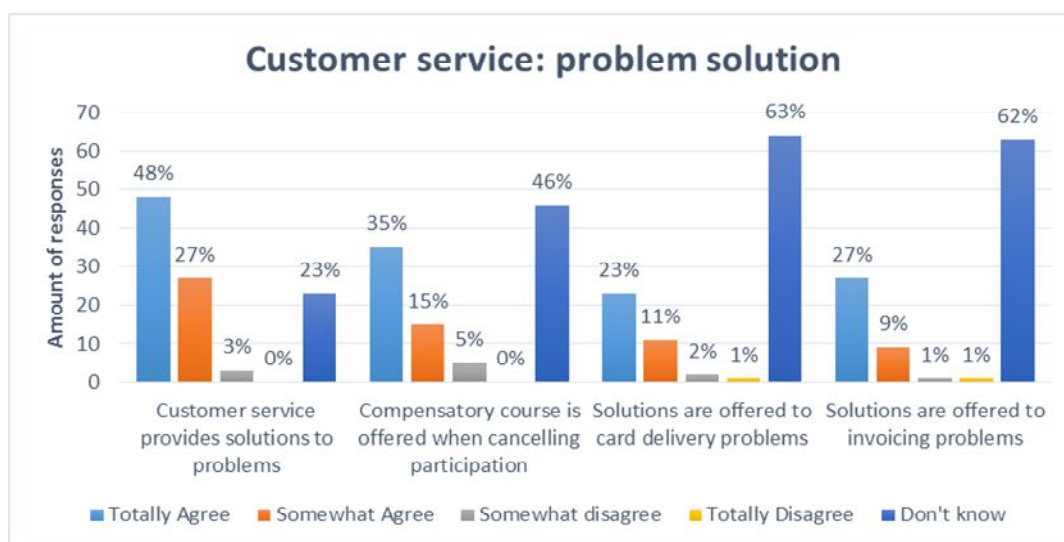


Figure 10: Customer service: problem solution

When researching the problem solving skills of the customer service, the main argument was that customer service provides solutions to problems and it was researched further with arguments about the situation of cancelling participation, card delivery problems and invoicing problems. 48% totally agreed that customer service provides solutions to problems, 27% somewhat agreed, 3% somewhat disagreed, no one totally disagreed and 23% did not know. 35% totally agreed that compensatory course is offered when cancelling participation, 15% somewhat agreed, 5% somewhat disagreed, no one totally disagreed and 46% did not know. 23% totally agreed that solutions are offered to card delivery problems, 11% somewhat agreed, 2% somewhat disagreed, 1% totally disagreed and 63% did not know. 27% totally agreed that solutions are offered to invoicing problems, 9% somewhat agreed, 1% somewhat disagreed, 1% totally disagreed and 62% did not know. Did not know answers imply that the customers have not had problems with the presented topics.

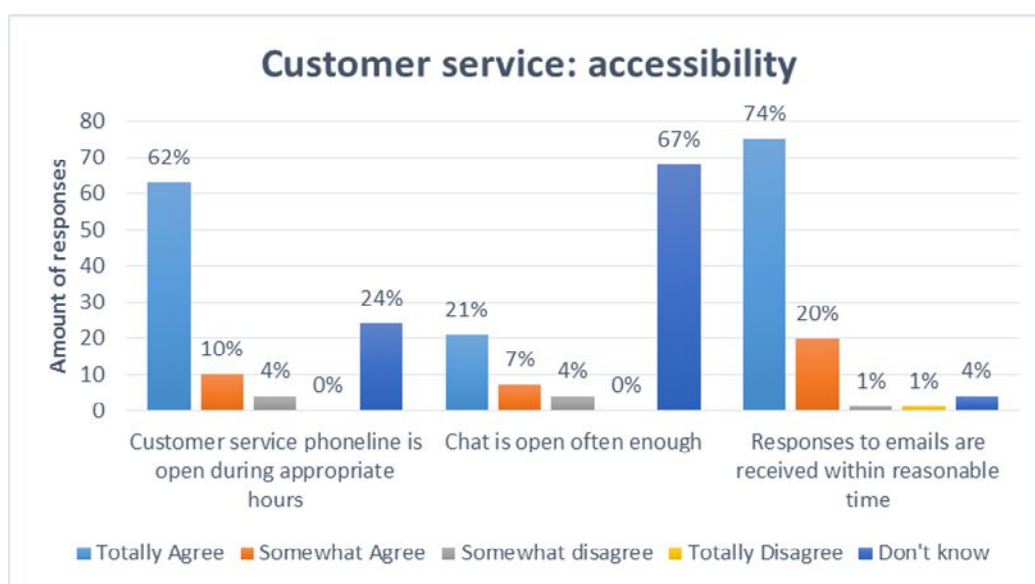


Figure 11: Customer service: accessibility

The accessibility of the customer service were researched by researching the satisfaction to the different communication channels, customer service phonenumber, chat and emails. 62% totally agreed that the customer service phonenumber is open during appropriate hours, 10% somewhat agreed, 4% somewhat disagreed, no one totally disagreed and 24% did not know. 21% totally agreed that chat is open often enough, 7% somewhat agreed, 4% somewhat disagreed, no one totally agreed and 67% did not know. 74% totally agreed that emails are responded within reasonable time, 20% somewhat agreed, 1% somewhat disagreed, 1% totally disagreed and 4% did not know. Did not know answers imply that the customer had not used email or phone. Did not know answers to the argument of the chat being open often enough was the result of the customers not knowing that the company has a chat in their website.

6.1.3 Sales

The satisfaction to sales were researched with three different topics: expertise, providing solutions and the competitiveness of the offers.



Figure 12: Sales: expertise

When researching the expertise of the sales, the main argument was that sales in Alertum is professional. This argument was researched further by topics that make selling professional: price knowledge, providing appropriate solutions and the level of knowhow. 62% totally agreed that selling in Alertum is professional, 19% somewhat agreed, 1% somewhat disagreed, no one totally disagreed and 18% did not know. 55% totally agreed that specific prices are told in sales situation, 18% somewhat agreed, 5% somewhat disagreed, no one totally disagreed and 22% did not know. 57% totally agreed that suitable courses are offered in sales situation, 14% somewhat agreed, 3% somewhat disagreed, no one totally disagreed and 26% did not know. 53% totally agreed that sellers have enough knowhow, 23% somewhat agreed, no one somewhat or totally disagreed and 24% did not know. Did not know answers imply that the customers have not been in contact with the sales in form of sales situation.

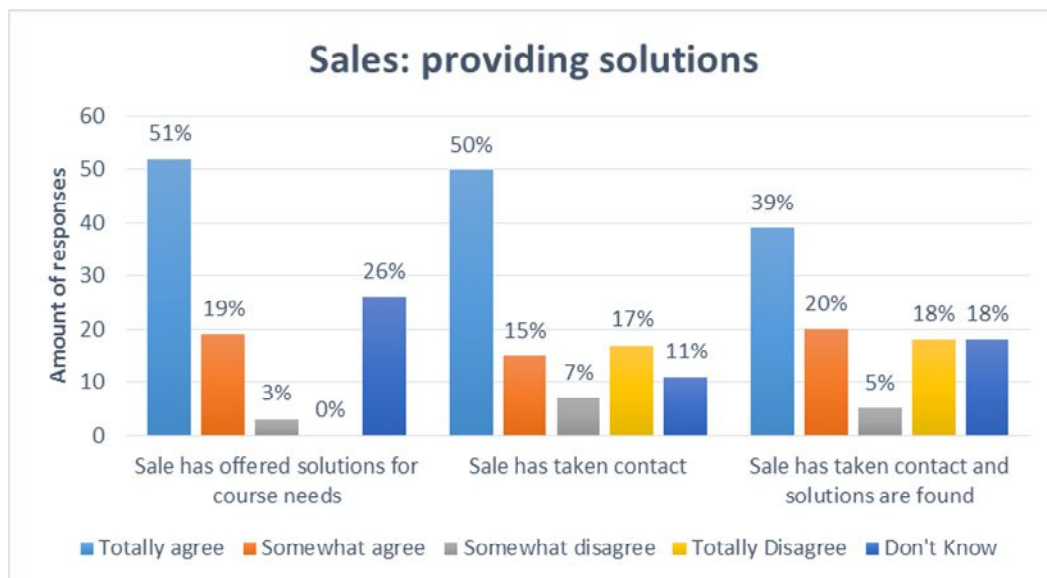


Figure 13: Sales: providing solutions

When researching the level of the solution providing of sales, the main argument was that sales has offered solutions for course needs and that was researched further with two other arguments. 51% totally agreed that sales has offered solutions for course needs, 19% somewhat agreed, 3% somewhat disagreed, no one totally disagreed and 26% did not know. 50% totally agreed that sales has taken contact, 15% somewhat agreed, 7% somewhat disagreed, 17% totally disagreed and 11% did not know. 39% totally agreed that sales has taken contact and solutions are found, 20% somewhat agreed, 5% somewhat disagreed, 18% totally disagreed and 18% did not know. Did not know answers imply that the customers have not been in contact with the sales.



Figure 14: Sales: competitiveness of offers

Important thing to research relating to sales was the competitiveness of the offers. The main argument was that Alertum's offers are competitive and it was research further with arguments about price level, payment time and implementation of the wanted course. 36% agreed that offers are competitive, 40% somewhat agreed, 10% somewhat disagreed, 1% totally disagreed and 14% did not know. 32% totally agreed that price level is suitable, 43% somewhat agreed, 12% somewhat disagreed, 1% totally disagreed and 13% did not know. 55% totally agreed that the payment time is suitable, 19% somewhat agreed, 10% somewhat disagreed, 2% totally disagreed and 14% did not know. 53% totally agreed that the course is implemented in the desired time, 24% somewhat agreed, 4% somewhat disagreed, no one totally disagreed and 19% did not know. Did not know answers imply that the interviewed customer has not been aware of the presented aspect. For example they might have been aware of the price and payment time, but not if the course was implemented on the desired time. Some of the customers might never have received offers and that is why they did not know about the aspect of relating to offers.

6.1.4 Service offering

When researching the satisfaction to the service offering, four topics were researched: organizations of courses, course offering, satisfaction to courses and also the service offering of the professional services of the company.

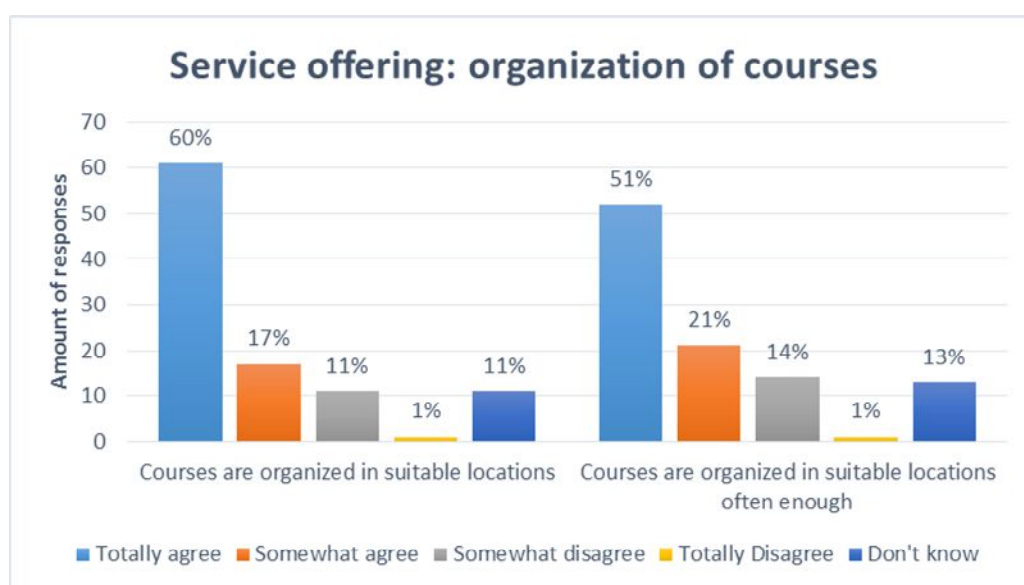


Figure 15: Service offering: organization of courses

When researching the organization of the courses, it was argued that courses are organized in suitable locations and courses are organized in suitable locations often enough. 60% totally agreed that courses are organized in suitable locations, 17% somewhat agreed,

11% somewhat disagreed, 1% totally disagreed and 11% did not know. 51% totally agreed that courses are organized in suitable locations often enough, 21% somewhat agreed, 14% somewhat disagreed, 1% totally disagreed and 13% did not know. Did not know answers came mostly from customers utilized the expert services, since they do not utilize the courses.

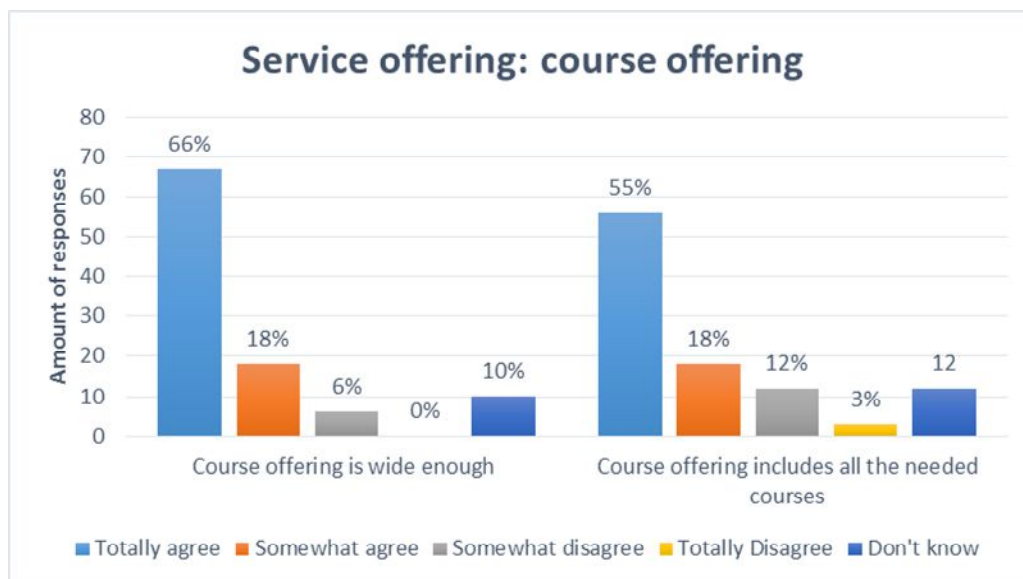


Figure 16: Service offering: course offering

Course offering was researched by argumenting that course offering is wide enough and course offering includes all the needed courses. 66% totally agreed that course offering is wide enough, 18% somewhat agreed, 6% somewhat disagreed, no one totally disagreed and 10% did not know. 55% totally agreed that course offering includes all the needed courses, 18% somewhat agreed, 12% somewhat disagreed, 3% totally disagreed and 12% did not know. Did not know answers came mostly from customers utilized the expert services, since they do not utilize the courses.

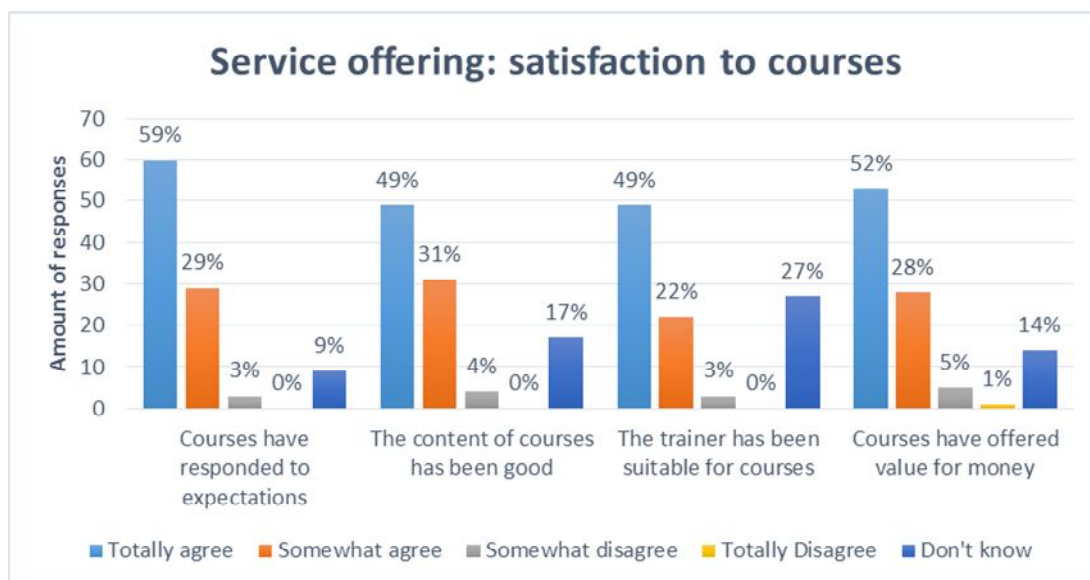


Figure 17: Service offering: satisfaction to courses

When researching the satisfaction to courses, the main argument was that courses have responded to expectations. This was researched further with the satisfaction to content, trainer and whether the courses have offered value for money. 59% totally agreed that courses have responded to expectations, 29% somewhat agreed, 3% somewhat disagreed, no one totally disagreed and 9% did not know. 49% totally agreed that the content of the courses has been good, 31% somewhat agreed, 4% somewhat disagreed, no one totally disagreed and 17% did not know. 49% totally agreed that the trainer has been suitable for courses, 22% somewhat agreed, 3% somewhat disagreed, no one totally disagreed and 27% did not know. 52% totally agreed that courses have offered value for money, 28% somewhat agreed, 5% somewhat disagreed, 1% totally disagreed and 14% did not know. Did not know answers came mostly from people who had not been to the courses.



Figure 18: Service offering: professional services

The satisfaction to professional services of Alertum was researched by four different arguments: professional services are versatile, offering includes all the needed services, solutions to needs are found and solutions to needs are offered. 12% totally agreed that professional services are versatile, 15% somewhat agreed, 1% somewhat disagreed, no one totally disagreed and 71% did not know. 12% totally agreed that offering includes all the needed services, 11% somewhat agreed, 1% somewhat disagreed, no one totally disagreed and 75% did not know. 7% totally agreed that solutions to needs are found, 5% somewhat agreed, no one somewhat or totally disagreed and 86% did not know. 8% totally agreed that solutions to needs are offered, 4% somewhat agreed, no one somewhat or totally disagreed and 86% did not know. Did not know answers was the result of most of the interviewed customers not knowing what the expert services of the company are.

6.1.5 Brand

Alertum's brand strength was also researched. It was researched by five different topics: sure implementation of the courses affecting the choice, knowledge and usage of other companies and the probability of recommending Alertum.

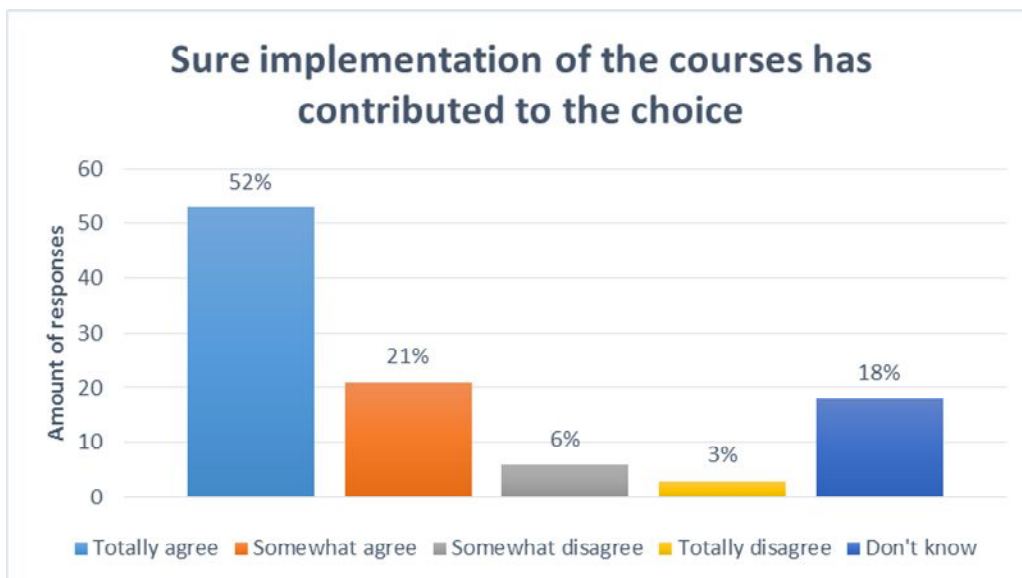


Figure 19: Sure implementation of the courses has contributed to the choice

Alertum has a customer promise of implementing the courses no matter how many participants there are. 52% totally agreed that sure implementation of courses has contributed to the choice, 21% somewhat agreed, 6% somewhat disagreed, 3% totally disagreed and 18% did not know.

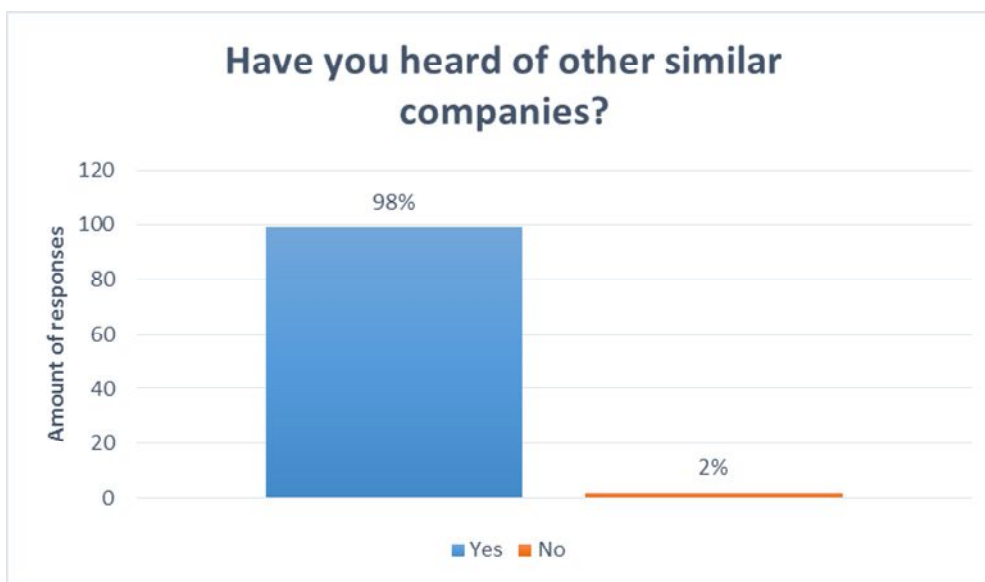


Figure 20: Have you heard of other companies?

98% of the customers had heard of other similar companies and 2% had not heard of other similar companies.

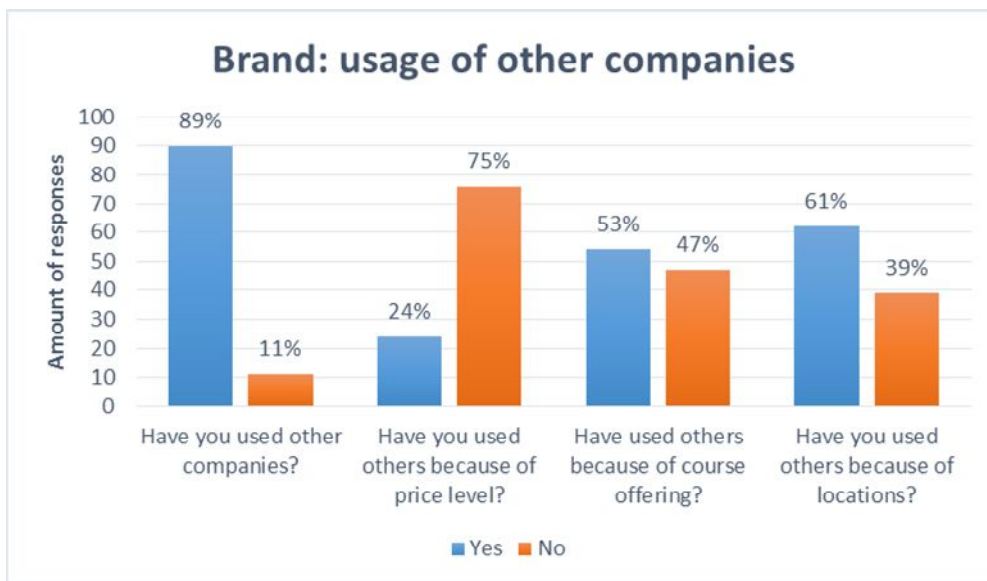


Figure 21: Brand: usage of other companies

The usage of other companies was researched by asking if the customers had used other companies and asking possible reasons for using other companies. 89% had used other companies, 11% had not used other companies. 24% had used because of the price level and 75% had not use because of price level. 53% had used because of the course offering and 47% had not used because of the course offering. 61% had used because of the locations and 39% had not used because of locations.

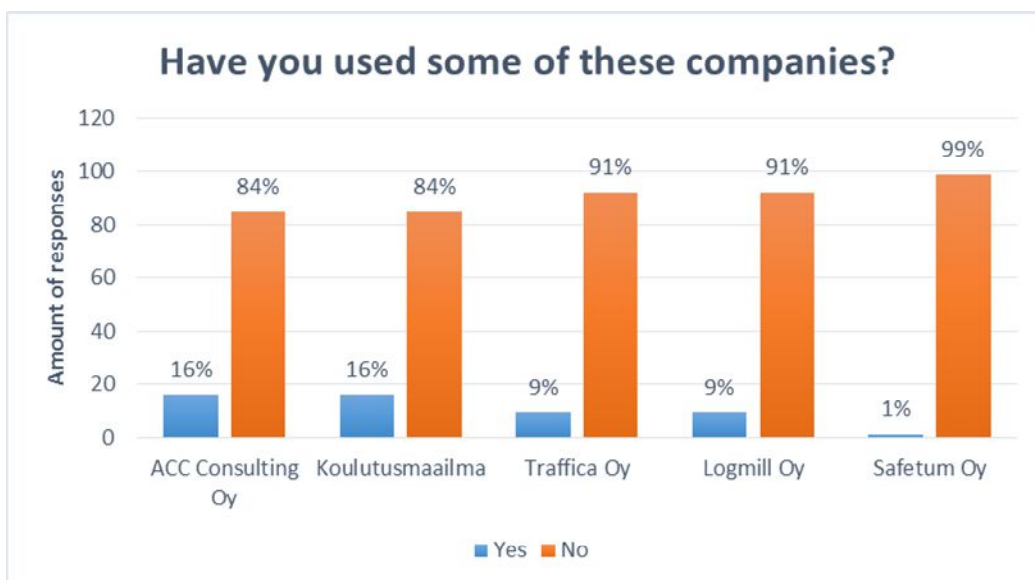


Figure 22: Have you used some of these companies

The usage of the possible competitors were also researched by asking if the interviewed customers had used some of the chosen companies. 16% had used ACC Consulting Oy and 84%

had not, 16% had used Koulutusmaailma and 84% had not, 9% had used Traffica Oy 91% had not, 9% had used Logmill Oy and 91% had not and 1% had used Safetum Oy and 99% had not.

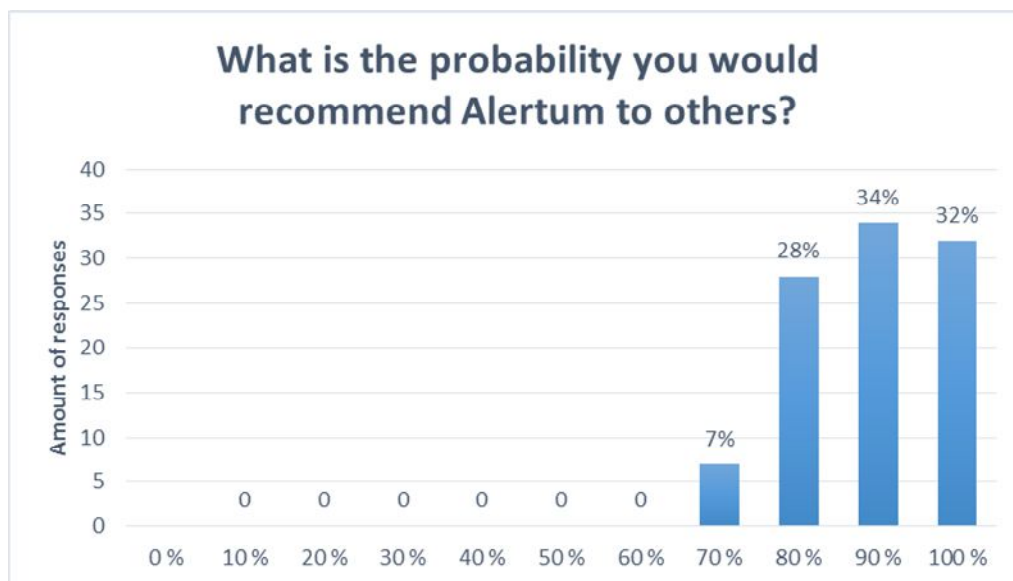


Figure 23: What is the probability you would recommend Alertum to others

The probability of recommending Alertum to others were also researched. 7% of customers would recommend Alertum with 70% probability, 28% of customers with 80% probability, 34% of customers with 90% probability and 32% of customers with 100% probability.

7 Analysis of the results

In this chapter all the results will be analyzed. The results will be analyzed topic by topic. First the results considering customer service will be analyzed, selling will be analyzed second, service offering will be analyzed third and final part of the analysis is the brand. In the analysis the parts that might need some adjustments from the company are being emphasized.

7.1 Customer service

	Construction & manufacturing	Expert Company	Other	Transportation & logistics	All Total
Don't know	4,00 %	30,00 %	7,14 %	0,00 %	6,93 %
Somewhat agree	20,00 %	20,00 %	28,57 %	0,00 %	20,79 %
Somewhat disagree	4,00 %	0,00 %	0,00 %	0,00 %	2,97 %
Totally agree	72,00 %	50,00 %	64,29 %	100,00 %	69,31 %
All Total	100,00%	100,00%	100,00%	100,00 %	100,00%
				X2 = 11.58	
				df = 9	
				p= 0.331	

Table 1: Knowledge level of customer service is sufficient

As seen from the table above, the satisfaction to the knowledge level of customer service is not significantly affected by the industry where the customer comes from. The table shows that only the construction and manufacturing companies had answered somewhat disagree answers. This shows that the construction and manufacturing industry companies might be little bit more dissatisfied than the companies coming from the other fields.

The results showed that 69% totally agreed that the knowledge level of the customer service is sufficient, but 21% somewhat agreed and 3% somewhat disagreed. The survey provided a chance to look more deeply into the knowledge level and what are the things that customers feel that the knowledge level is not sufficient. The survey showed that in general the knowledge level is sufficient by 69% totally agreeing, but some improvements could be done considering the knowledge level of course content, knowledge level considering delivering the cards and the knowledge level of the drivers' professional competence. 80% totally agreed that the questions about the course prices are answered, so the knowledge level of the prices of customer service is in a very good level.

The customers of the company felt that the behavior of the customer service of the company is in an excellent level. 92% totally agreed that customer service is friendly and appropriate, 69% totally agreed that customer service greets and farewells every time and 84% totally agreed that customer service is helpful and patient. The level of the do not know answers to the argument customer service greets and farewells every time was quite high, 22%, since some of the interviewed customers had only exchanged emails and not phone conversations. The results show that the behavior of the customer service is excellent and the customers are satisfied. Only 4% somewhat agreed and 1% somewhat disagreed that customer service is helpful and appropriate. Only 9% somewhat agreed that customer service greets and farewells

every time, and only 9% somewhat agreed and 1% somewhat disagreed that customer service is helpful and patient.

	Construction & manufacturing	Expert Company	Other	Transportation & logistics	All total
Don't know	26,67 %	10,00 %	14,29 %	0,00 %	22,77 %
Somewhat agree	26,67 %	40,00 %	21,43 %	0,00 %	26,73 %
Somewhat disagree	2,67 %	10,00 %	0,00 %	0,00 %	2,97 %
Totally agree	44,00 %	40,00 %	64,29 %	100,00 %	47,52 %
All total	100,00%	100,00%	100,00%	100,00%	100,00%
				X ² = 7.92	
				df = 9	
				p = 0.694	

Table 2: Providing solutions to problems

As the table above shows, there is not significant difference between the satisfactions of the different industries. It can be seen that transportation and logistics companies and others were the most satisfied to solution providing. It can also be seen that the expert companies were the least satisfied with the solutions providing, since they had the most somewhat agree and somewhat disagree answers. Construction and manufacturing companies are also satisfied with this area, since 26.67% did not know, which implies that they have not had any problems. Manufacturing and construction companies also had a low percentage on the somewhat disagree answers, only 2.67%.

Next researched area in customer service was offering solutions to the problems of the customers. The results showed that some improvements could be done to offering solutions to problems, even though the survey also showed that customers have not had any problems. 48% totally agreed that customer service provides solutions to problems, 27% somewhat agreed, 3% somewhat disagreed and 23% did not know, which implies that these people have not had any problems. All of the researched areas, offering compensatory course to cancellations, offering solutions to card delivery problems and offering solutions to invoicing problems, had somewhat agree and somewhat disagree and some had totally disagree answers. These results implies that the customers are not totally satisfied with the customer service providing solutions to their problems and some adjustments could be done in order to provide more solutions to the customers.

The final researched area of customer service was the accessibility. The meaning was to research are the customers satisfied how they can access the company's customer service. Overall the customers are satisfied to the accessibility, since 62% totally agreed that customer service phone line is open during appropriate hours, 21% totally agreed that chat is open often enough, but 67% did not know, which implies that they did not know that the company has a chat in their website. 74% totally agreed that they receive answers to emails within reasonable time, which is quite high percentage. All the arguments had somewhat agree and somewhat disagree responds, which implies the customers are not totally satisfied to the accessibility of the customer service.

7.2 Sales

First researched area of the sales at Alertum, was expertise. Overall the customers of the company have experienced the selling to be in a professional level. 62% totally agreed that selling is professional, 55% totally agreed that specific prices are told in sales situations, 57% totally agreed that suitable courses are offered in sales situations and 53% totally agreed that sellers have enough knowhow. Over half of the researched customers totally agreed to all of the arguments, which implies that they are very satisfied to the sales function. The amount of somewhat disagree answers were so small, 1%-5%, that it is not necessary to make adjustments to this part of sales.

	Construction & manufacturing	Expert Company	Other	Transportation & logistics	All total
Don't know	8,00 %	40,00 %	14,29 %	0,00 %	11,88 %
Somewhat agree	17,33 %	10,00 %	7,14 %	0,00 %	14,85 %
Somewhat disagree	9,33 %	0,00 %	0,00 %	0,00 %	6,93 %
Totally agree	45,33 %	50,00 %	64,29 %	100,00 %	49,50 %
Totally disagree	20,00 %	0,00 %	14,29 %	0,00 %	16,83 %
All total	100,00 %	100,00 %	100,00%	100,00 %	100,00%
				X ² =16.10	
				df =12	
				p = 0.467	

Table 3: Sales has made contact

It can be seen from the table above that there are some differences between the satisfactions on sales making contact in the different fields. The table shows that transportation and logistics and expert companies are satisfied with sales making contact, since they have no totally disagree or somewhat disagree answers. Others and construction and manufacturing companies can be seen to be the least satisfied with sales making contact. They both had answers on the somewhat disagree and totally disagree options.

Next researched area of the sales was providing solutions. The results showed that little bit more than half, 51% totally agreed that sales has offered solutions to course needs, 19% somewhat agreed and 3% somewhat disagreed. This shows that the sales in Alertum is aware of the needs of their customers and are able to provide solutions. The area in sales that might require some changes is keeping contact with the customers and creating solutions through first contacting the customers. 50% totally agreed that sales had taken contact, but 15% somewhat agreed, 7% somewhat disagreed and 17% totally disagreed. These results show that sales of the company could be more active towards the customers. 39% totally agreed that sales had taken contact and solutions are found, 20% somewhat agreed, 5% somewhat disagreed and 18% totally disagreed. These results might come from the fact that the sales has not taken contact and that is why solutions are not found or the sales had taken contact but suitable solution had not been found.

	Construction & manufacturing	Expert Company	Other	Transportation & logistics	All total
Don't know	9,33 %	20,00 %	35,71 %	0,00 %	13,86 %
Somewhat agree	42,67 %	40,00 %	28,57 %	0,00 %	39,60 %
Somewhat disagree	12,00 %	0,00 %	7,14 %	0,00 %	9,90 %
Totally agree	34,67 %	40,00 %	28,57 %	100,00 %	35,64 %
Totally disagree	1,33 %	0,00 %	0,00 %	0,00 %	0,99 %
All total	100,00 %	100,00 %	100,00%	100,00 %	100,00%
				X ² =12.45	
				df = 12	
				p = 0.621	

Table 4: Competitiveness of the offers

The table above shows the satisfaction of the different industries to the competitiveness of the offers of the company. It can be seen that the transportation and logistics and expert companies are satisfied to the offers of the company, since they have no somewhat disagree or totally disagree answers. Others are quite satisfied with the competitiveness of the offers. Some dissatisfaction can be seen from the answers, since there is also somewhat disagree and somewhat agree answers. The least satisfied field is the construction and manufacturing industry companies. The companies from this industry were the only ones to answer totally disagree and also had the highest percentage on somewhat agree and somewhat disagree answers.

The final researched area of sales was the competitiveness of offers. The results showed that some adjustments should be done to the company's offers. Competitiveness of the offers is very important in order to keep the customers. Only 36% totally agreed that the offers are competitive, 40% somewhat agreed, 10% somewhat agreed and 1% totally disagreed. The main

thing that might need some adjustments is the price level, since only 32% of the customers thought that the prices of the offers are in suitable level, 43% somewhat agreed, 12% somewhat disagreed and 1% totally disagreed. Customer are quite satisfied with the payment time, since 55% agreed that the payment time is suitable, but 19% somewhat agreed, 10% somewhat disagreed and 2% totally disagreed, so some adjustments should be done to the payment time also. Some adjustments should be done to the implementation to the course, even though 53% totally agreed that course is implemented at the desired time, but there was also somewhat agree and somewhat disagree answers.

7.3 Service offering

First researched area of the service offering was the organizations of the courses. Over all the customers are satisfied to the organization of the courses since 60% totally agreed that courses are organized in suitable locations and 51% totally agreed that courses are organized in suitable locations often enough. Even though over half of the customers totally agreed with both of the arguments, both also had somewhat agree, somewhat disagree and totally disagree answers. These results show that some adjustments could be done to the organizations of the courses.

	Construction & manufacturing	Expert Company	Other	Transportation & logistics	All total
Don't know	4,00 %	80,00 %	7,14 %	0,00 %	11,88 %
Somewhat agree	22,67 %	10,00 %	0,00 %	0,00 %	17,82 %
Somewhat disagree	13,33 %	0,00 %	14,29 %	0,00 %	11,88 %
Totally agree	56,00 %	10,00 %	78,57 %	100,00 %	55,45 %
Totally disagree	4,00 %	0,00 %	0,00 %	0,00 %	2,97 %
All total	100,00 %	100,00 %	100,00%	100,00 %	100,00%
				X ² = 56.12	
				df = 12	
				p = 0.000	

Table 5: Course offering includes all the needed courses

The table above shows the satisfaction of the different industries to course offering including all the needed courses. It can be seen that all the other fields are satisfied to course offering including all the needed courses, except manufacturing and construction. Other fields had no totally disagree answers and low percentage on somewhat agree and somewhat disagree answers. From construction and manufacturing industry 4% totally disagreed that the course offering includes all the needed courses and this field also had the second lowest percentage on totally agree answers.

Second researched area was the course offering. 66% totally agreed that course offering is wide enough, meaning that there are right courses often enough in right locations. Over half, 55%, also totally agreed that course offering includes all the needed courses. Even though both of the arguments received totally agree answers, there was also somewhat agree and somewhat disagree answers. Some customers also answered totally disagree to the course offering including all the needed courses. These results imply that the course offering should go through some adjustments to match the needs of the customers even better.

The overall satisfaction to the courses is in a good level with 59% totally agreeing that courses have responded to expectations. This was researched further with arguments about the content, the trainer and whether the course have offered value for money. The satisfaction to all of these aspects were good, since 49% totally agreed that the content of the courses has been good, 49% totally agreed that the trainer has been suitable and 52% agreed that courses have offered value for money. All of the arguments had somewhat agree and somewhat disagree answers, but the percentages of somewhat disagree were so small, that some adjustments could be done if necessary. The percentages of somewhat agree answers of the arguments vary between 22%-31% and somewhat disagree between 3%-5%, which implies that the satisfaction is in a good level.

Last researched area of service offering was the service offering of the expert services. The results showed that the companies that have utilized the services were very satisfied. Since all the answers to the arguments were answered totally agree or somewhat agree. Only 1% answered somewhat agree to the versatility of the service offering and 1% answered somewhat disagree to the offering including all the needed services. The biggest issue that came up from the survey was the knowledge of customers. Over 70% answered all of the arguments do not know, which means that the customers had not heard about the expert services. Adjustments should be done in order to increase the customers' awareness of the expert services.

7.4 Brand

Alertum has a customer promise of implementing all courses no matter how many participants there is. The survey showed that this is very important factor to the customers, since 52% totally agreed and 21% somewhat agreed that it had influenced their choice to use Alertum. 6% somewhat disagreed and 3% totally disagreed that it had influenced their choice. This can be also taken positively. It shows that companies have other reasons to utilize the services of Alertum.

	Construction & manufacturing	Expert Company	Other	Transportation & logistics	All total
No	9,33 %	30,00 %	7,14 %	0,00 %	10,89 %
Yes	90,67 %	70,00 %	92,86 %	100,00 %	89,11 %
All total	100,00 %	100,00 %	100,00%	100,00 %	100,00%
				X ² =4.40	
				df = 12	
				p= 0.243	

Table 6: Usage of other companies

As seen from the table above, there is not any significant difference on the customers utilizing the services of other companies. All of the customers had utilized other companies. Transportation and logistics were the only field where all of the companies had utilized the services of other companies. Expert companies had utilized other companies the least, since 30% had not utilized other companies and from the other fields only under 10% had not utilized the services of other companies.

The awareness of other companies was also researched and 98% had heard of other companies. The result was not a surprise, since there are so many similar companies as Alertum. This was researched further by asking have customers used other companies and why they have used other companies. 89% had used other companies, which means that 10% that had heard of other companies had not used other similar companies. The biggest reason why customers had utilized other companies was the course offering and locations. 53% had used because of course offering and 61% because of locations. The price level of the courses seem to be in a good level since only 24% had used other companies because of prices. This implies that some adjustments should be done to the course offering and locations, so that the companies would utilize Alertum's services more. Quite many of the companies also said that the timing of the courses is a crucial factor. If they need a course fast and Alertum does not have it, the customers will utilize other companies.

It was also to research which companies the customers had used. The results showed that overall 51% had utilized some of the mentioned companies: ACC consulting Oy, Koulutusmailma, Traffica Oy, Logmill oy or Safetum oy. This means that 49% of the customers have utilized other companies than the ones included to the survey. It would be important to research what companies the customers have been using in order to receive information that could help the company to understand why the customers use other companies.

Final aspect researched in the survey was the probability of the customers recommending Alertum to others. This shows that the customers are very satisfied to the company and will-

ing to recommend the company to others. The results showed that no one would recommend Alertum under 70% probability. 32%, which is almost a third from the received answers, would recommend Alertum to others with the probability of 100%.

8 Suggestions

As presented in the analysis part, some of the functions could need some small adjustments and actions. The suggestion to the areas that need adjustments would be good to implement to practice in order to guarantee even better service for the customers in the future. Adjustments are small and can be implemented utilizing only the employees of the company and no external help is needed to acquire.

The research showed some dissatisfaction to the knowledge level considering the knowledge of course content, card delivering and drives professional competence. These aspects can be fixed by internal training. It would be good idea to familiarize all the employees more deeply to the content of the different courses, delivering cards and drivers' professional competence. This could be done by internal training sessions with small groups. These sessions would guarantee better knowledge to the employees and also better service for the customers. As the analysis showed, manufacturing and construction field were little bit more dissatisfied to the overall knowledge level of the customer service so it would be good to emphasize the knowledge that the employees need to have when dealing with manufacturing and construction field customers.

The research showed some dissatisfaction considering the problem solution of offering compensatory courses when cancelling participation, cards and invoicing. Compensatory courses could be suggested more actively if the customer contacts the company and for some reason wants to cancel participation. Some more visible information considering delivering the cards and invoicing could be provided to the customers for example in the company's website, so that customers would be more aware how the invoicing works, how long it takes to receive the cards and where to make contact if their card goes missing. As the analysis showed, the expert companies were little bit dissatisfied to this aspect of the business. It would be good for the company to pay special attention to providing solutions to problems when dealing with an expert company.

Some small adjustments can be done to make it easier for the customers to contact the company. Many of the customers did not know that the company has a chat, so the chat could be open more often, to guarantee one more method for the customers to contact the company. Also, some of the customers felt that emails could be answered faster and the hours of the

phone line could be adjusted. These changes are possible to make if the amount of work allows to adjust the answering time to emails and the opening hours of the phone.

The sales at Alertum could be more active towards the customers and map the current and future needs of the customers. As seen in the analysis, the sales could be more active especially towards manufacturing and construction customers, since these two industries were the most dissatisfied with this aspect of the business. This might create closer customer relationship and be part of an excellent service. The price level and payment time of the offers could be re-evaluated and adjusted in order to guarantee the competitiveness of the offers. The analysis showed that manufacturing and construction companies were the most dissatisfied with the competitiveness of the offers. When making an offer for customers, it might require some special attention with construction and manufacturing companies. Organizing the courses to the timing the customer needs the course, could be done better by faster and better utilization of the trainers.

It would also be good for the company to research their service offering. Look new locations where the customers feel that they have need for courses and also to evaluate the current locations to see if there are some courses that should be organized more often in some of the locations. As seen in the analysis section, construction and manufacturing industries were the least satisfied with service offering including all the needed courses. By researching and comparing the course selection of the company to the courses that are needed in this business field, the company could be able to see if there are some courses they are missing that the customers would need. This kind of research could improve the overall service offering of the company.

The company would really benefit of making a competitor analysis. The research showed that only 49% of the interviewed customers had used the companies suggested in the survey. It would be important to find out the biggest competitors in order to receive an overall picture of how other companies are operating their business and also to receive information where the main competitors are located.

The content of the courses cannot be changed since the content is regulated, but the way of teaching these topics can be adjusted. The trainers could take more customer oriented approach to the training and make it more practical. This could make it more pleasant for the participants to participate to the courses.

Expert services could be done more visible through marketing. Taking part to different fares, putting more content to news letters about the expert services and also making the services

more visible in the company's website. All marketing methods are good for increasing the customers' awareness of the expert services.

9 Conclusions

Overall the customers are very satisfied to the service they have received from Alertum Oy. This implies that the company has been able to create operations that match the expectations of the customers. Even though the overall picture of the customers' satisfaction to the company is very good, there are some small parts of the business that need some adjustments. The research was conducted just for that purpose. The meaning was to measure the satisfaction of the customers and to find out whether there are some parts that the customers have experienced dissatisfaction. There is no better way to improve the service quality than to hear the opinions of the customers.

The survey showed that all of the researched functions, customer service, sales, service offering and brand, have some parts that need some actions from the company. These are the functions in the company that the customers utilize the most, so it was very important to research these areas carefully.

As seen in the analysis, the cross tabulation and probability distribution of chi square showed there is not any significant dependency or differences between the industries when it comes to the satisfaction of the customers. All the p values, except service offering including all the needed courses, were over the set value 0.050. This implies that there is not dependency or differences in the population. This means that generally the satisfaction is not dependent on the industry. As the cross tabulation showed, manufacturing and construction were the only field that thought that there is not all the needed courses. Probability distribution supported this by the p value being under 0.050, so in this part of the analysis, the chi squared test showed that result is dependent on the industry. The different p values varied between 0.000-0.694. This difference is not statistically significant, since all the other p values were above the set level except one.

The value for X^2 in the chi square also supports the fact that there is not dependency or differences in the population. When there is not dependency or differences between the different groups, the X^2 values are not likely to be high (Akin menetelmäblogi 2013). All the X^2 values on the researched areas where it was proven that there is not dependency or differences, were under 16.10, which are relatively low values. It was proven that the satisfaction to course offering including all the needed courses were dependent on the industry and the X^2 value supported this by being a lot higher than the others, 52.12.

The goal for this research was to provide crucial information to the company of their functions from the customers' perspective. Through this research, the company has a possibility to improve their functions to match the customer needs even better than before. The end result of the research was to create suggestions for the company to utilize in the process of improving their services. All the researched areas were analyzed carefully and suggestions were created for the company. Customer satisfaction surveys are all in all a crucial and very important method to gather information of the different functions, in order to keep improving the services provided to the customers.

9.1 Reliability and creditability

It is important to ponder the reliability of the thesis. In order to gain understanding of the overall reliability of the thesis, the implementation of the survey and also the different sources that were utilized for this thesis need to be pondered. It is also important to ponder the creditability in order to see if the thesis is credible.

The results from the survey can be thought to be reliable. Most important thing when implementing the survey was to guarantee that all the participants had the same background information and the same survey sheet. This is why all the participants were introduced to the topic in the same way and asked the same questions. There are some aspects that can affect the reliability of the survey. People have different ways of understanding things and that is why all the interviewed customers might have understood the arguments in a different way and not answered in the same manner. There are also a chance of human error, if some arguments have not been presented to all of the participants or their answers have been marked in different way than they answered.

It is also important to think about the reliability of the sources. The main goal was to utilize as much books as possible in order to guarantee the reliability. There was lot of literature relating to the topic, so there was lot of reliable information available. All the utilized books are from the 21st century, so the information most likely has not outdated yet. In order to use only reliable online sources it was important to utilize information from official organizations websites or to find out the author who had written or published the utilized source. Both of these were possible in almost all of the utilized online sources.

The usage of chi squared test increased the reliability of the thesis. The chi squared test supported the results that came from the cross tabulation. It was proven by two ways, cross tabulation and chi squared test, that there is not any significant dependency or differences between the different industries when it comes to the satisfaction of the customers. This means

that the different industries where the customers come from does not generally affect the opinions of the customers.

The thesis was created to be as credible as possible in order to guarantee the quality of the thesis and in order to provide universal research for the case company. The topic of the thesis were addressed with multiple different theories covering the areas that are related to the actual topic of the thesis. The utilization of multiple theories provides an overall picture and understanding of the topic. In order to guarantee that the research and the results are credible, different methods were used. Considering the research, two known theories, likert scale and servqual, were utilized in order to make the research reliable and credible. The sample size and confidence level were also calculated to guarantee the reliability and universal result for the company.

The utilization of cross tabulation and chi squared test also increase the creditability of the thesis and the actual research. Both of these methods provided statistical analysis for the thesis and also deeper understanding of the customer satisfaction. Cross tabulation and chi squared test provided data from where it could be seen whether there are dependency or differences in the satisfaction between the different industries.

When creating the thesis, the reliability and creditability were pondered throughout the process. It was pondered when creating the theoretical base, when choosing the sources and creating the survey. Creditability was also pondered in the process of choosing what to include to the theory, when creating the survey and when pondering how to make the results universal.

9.2 The ethics of the thesis

In order to preserve the ethicalness of the thesis, the customer satisfaction interviews for the research were done anonymously. Even though there was a list of 300 customers from where to choose the customers for the interviews and it is in the knowledge of the company who were interviewed, it does not appear anywhere what the companies answered. While the research includes the basic information about the interviewed customers, it does not show what the different companies have specifically answered. This way no one can derive which customer gave which answers and the result is general.

It is also important to retain the research answers safely and in a correct matter. Even though the general answers are public information, it is important to retain the data correctly. This way only the right persons have access to the data, the employees of the company.

References

Books

Brennan, R. Canning, L. McDowell, R. Business to Business Marketing. 2007. London: SAGE Publications Ltd.

Brinkkemper, S. Jansen, S. 2012. Collaboration in Outsourcing, A Journey to quality. England: PALGRAVE MACMILLAN. Book from ebrary. Accessed 11 April 2016.

Gould, R. 2012. Creating the strategy: Winning and keeping customer in B2B markets. Great Britain: Kogan Page Limited.

Grigoroudis, E. Siskos, Y. 2010. Customer Satisfaction Evaluation: Methods for Measuring and Implementing Service Quality. United States of America: Springer Science + Business Media.

Grönroos, C. 2007. Service management and marketing: Customer Management in Service Competition. England: John Wiley & Sons Ltd.

Johnston, R. Clark, G. Shulver, M. 2012. Service operations management: Improving Service Delivery. England: Pearson education Limited.

Kotler, P. Armstrong, G. Wong, V. Saunders, J. 2008. Principles of marketing. England: Pearson Education Limited.

Zeithaml, Valerie A. Parasuraman, A. 2004. Service Quality. Unites States of America: Marketing Science Institute.

Electronic sources

Akin menetelmäblogi. 2013. Khiin neliö -testi -lisätietoa. Accessed 19 May 2016.
<https://tilastoapu.wordpress.com/2013/01/17/khiin-nelio-testi-lisatietoa/>

Akin menetelmäblogi. 2016. Ristiintaulukointi ja khiin neliö -testi. Accessed 19 May 2016.
<https://tilastoapu.wordpress.com/2011/10/14/6-ristiintaulukointi-ja-khiin-nelio-testi/>

Alertum A. n.d. Suorita työturvallisuuskortti. Accessed 30 January 2016.
<http://www.alertum.fi/tyoturvallisuuskortti>

Alertum B. n.d. Osaaminen luo turvan. Accessed 4 January 2016.
<http://alertum.fi/alertum-oy>

Alertum C. n.d. Suorita tulityökortti. Accessed 30 January 2016.
<http://www.alertum.fi/tulityokortti>

Ammattinetti. 2016 Rakennusala. Accessed 6 January 2016.
<http://www.ammattinetti.fi/ammattialat/alahaku/11>

Barber, J. 2010. Customer Selection (Part 4-4) - Customer Migration Techniques. Accessed 6 January 2016.
<https://buildingstrongerpartners.wordpress.com/tag/customer-selection/>

College, C. 2010. 5 Understanding Customer Needs. Accessed 6 January 2016.
<http://www.slideshare.net/cavendishcustomers/5-understanding-customer-needs>

Economy watch. n.d. Manufacturing industry. Accessed 6 January 2016.
<http://www.economywatch.com/world-industries/manufacturing/?page=full>

Hunt, P. 2010. Managing Customer Satisfaction Week 3 Customer Expectations & Satisfaction. Accessed 6 January 2016.
<http://slideplayer.com/slide/7705785/>

Jensen, K. n.d. What do B2C and B2B Mean? Accessed 10 February 2016.
<http://smallbusiness.chron.com/b2b-b2c-mean-56101.html>

Kulmat.fi. 2015. Asiakastyytyväisyys. Accessed 11 April 2016.
<http://www.kulmat.fi/laadun-kehittaminen/tyokaluja/asiakastyytyvaisyys>

Logistiikan maailma A. n.d. Mitä on logistiikka? Accessed 4.1.2016
http://www.logistiikanmaailma.fi/wiki/Mit%C3%A4_on_logistiikka%3F

Logistiikan maailma B. n.d. Logistiikka ja toimitusketju. Accessed 4 January 2016.
http://www.logistiikanmaailma.fi/wiki/Logistiikka_ja_toimitusketju

McLeod, S. A. 2008. Likert scale. Accessed 11 April 2016.
<http://www.simplypsychology.org/likert-scale.html>

Sample Size Calculator. 2012. Accessed 13 April 2016.

<http://www.surveysystem.com/sscalc.htm>

ttk A. n.d. Kuljetus ja logistiikka. Accessed 6 January 2016.

http://www.ttk.fi/toimialat/kuljetus_ja_logistiikka

ttk B. n.d. Rakennusala. Accessed. 6 January 2016.

<http://www.ttk.fi/toimialat/rakennusala>

kvantiMOTV. 2004. Ristiintaulukointi. Accessed 14 May 2016.

<http://www.fsd.uta.fi/menetelmaopetus/ristiintaulukointi/ristiintaulukointi.html>

Yritys-Suomi. Logistiikka. Accessed 4 January 2016.

<https://www.yrityssuomi.fi/logistiikka>

Other

Tunkelo, M. Secretary. Alertum Oy. Interview with the author. 5 February 2016. Espoo.

Figures

Figure 1: Service gap model	14
Figure 2: Range of expectations and the zone of tolerance	17
Figure 3: Delighting and dissatisfying factors	19
Figure 4: Customer lifetime value	24
Figure 5: Start of customer relationship.....	25
Figure 6: The type of customer relationship.....	26
Figure 7: Locations of the customers.....	27
Figure 8: Customer service: knowledge level.....	28
Figure 9: Customer service: behavior	29
Figure 10: Customer service: problem solution	29
Figure 11: Customer service: accessibility	30
Figure 12: Sales: expertise	31
Figure 13: Sales: providing solutions	32
Figure 14: Sales: competitiveness of offers	32
Figure 15: Service offering: organization of courses	33
Figure 16: Service offering: course offering	34
Figure 17: Service offering: satisfaction to courses	35
Figure 18: Service offering: professional services	36
Figure 19: Sure implementation of the courses has contributed to the choice.....	37
Figure 20: Have you heard of other companies?.....	37
Figure 21: Brand: usage of other companies.....	38
Figure 22: Have you used some of these companies.....	38
Figure 23: What is the probability you would recommend Alertum to others	39

Tables

Table 1: Knowledge level of customer service is sufficient	40
Table 2: Providing solutions to problems	41
Table 3: Sales has made contact	42
Table 4: Competitiveness of the offers	43
Table 5: Course offering includes all the needed courses	44
Table 6: Usage of other companies	46

Appendixes

Appendix 1: Chi squared test: Knowledge level of customer service is sufficient	58
Appendix 2: Chi squared test: Providing solutions to problems	59
Appendix 3: Chi squared test: Sales has made contact	60
Appendix 4: Chi squared test: Competitiveness of the offers	61
Appendix 5: Chi squared test: Course offering includes all the needed courses	62
Appendix 6: Chi squared test: Usage of other companies	63

Appendix 1: Chi squared test: Knowledge level of customer service is sufficient

Identified numbers					
	Construction & manufacturing	Expert Company	Other	Transportation and logistics	All total
Don't know	3	3	1		7
Somewhat agree	15	2	4		21
Somewhat disagree	3				3
Totally agree	54	5	9	2	70
All total	75	10	14	2	101

Expected numbers					
	Construction & manufacturing	Expert Company	Other	Transportation and logistics	All total
Don't know	5,2	0,7	1,0	0,1	7
Somewhat agree	15,6	2,1	2,9	0,4	21
Somewhat disagree	2,2	0,3	0,4	0,1	3
Totally agree	52,0	6,9	9,7	1,4	70
All total	75	10	14	2	101

$\chi^2 =$	11,58
df =	9
p =	0,331

Appendix 2: Chi squared test: Providing solutions to problems

Identified numbers					
	Construction & manufacturing	Expert Company	Other	Transportation and logistics	All total
Don't know	20	1	2		23
Somewhat agree	20	4	3		27
Somewhat disagree	2	1			3
Totally agree	33	4	9	2	48
All total	75	10	14	2	101

Expected numbers					
	Construction & manufacturing	Expert Company	Other	Transportation and logistics	All total
Don't know	17,1	2,3	3,2	0,5	23
Somewhat agree	20,0	2,7	3,7	0,5	27
Somewhat disagree	2,2	0,3	0,4	0,1	3
Totally agree	35,6	4,8	6,7	1,0	48
All total	75	10	14	2	101

$\chi^2 =$	7,92
df =	9
p =	0,694

Appendix 3: Chi squared test: Sales has made contact

Identified numbers	Construction & manufacturing	Expert Company	Other	Transportation and logistics	All total
Don't know	6	4	2		12
Somewhat agree	13	1	1		15
Somewhat disagree	7				7
Totally agree	34	5	9	2	50
Totally disagree	15		2		17
All total	75	10	14	2	101

Expected numbers	Construction & manufacturing	Expert Company	Other	Transportation and logistics	All total
Don't know	8,9	1,2	1,7	0,2	12
Somewhat agree	11,1	1,5	2,1	0,3	15
Somewhat disagree	5,2	0,7	1,0	0,1	7
Totally agree	37,1	5,0	6,9	1,0	50
Totally disagree	12,6	1,7	2,4	0,3	17
All total	75	10	14	2	101

$\chi^2 =$	16,10
df =	12
p =	0,467

Appendix 4: Chi squared test: Competitiveness of the offers

Identified numbers					
	Construction & manufacturing	Expert Company	Other	Transportation and logistics	All total
Don't know	7	2	5		14
Somewhat agree	32	4	4		40
Somewhat disagree	9		1		10
Totally agree	26	4	4	2	36
Totally disagree	1				1
All total	75	10	14	2	101

Expected numbers					
	Construction & manufacturing	Expert Company	Other	Transportation and logistics	All total
Don't know	10,4	1,4	1,9	0,3	14
Somewhat agree	29,7	4,0	5,5	0,8	40
Somewhat disagree	7,4	1,0	1,4	0,2	10
Totally agree	26,7	3,6	5,0	0,7	36
Totally disagree	0,7	0,1	0,1	0,0	1
All total	75	10	14	2	101

$\chi^2 =$	12,45
df =	12
p =	0,621

Appendix 5: Chi squared test: Course offering includes all the needed courses

Identified numbers					
	Construction & manufacturing	Expert Company	Other	Transportation and logistics	All total
Don't know	3	8	1		12
Somewhat agree	17	1			18
Somewhat disagree	10		2		12
Totally agree	42	1	11	2	56
Totally disagree	3				3
All total	75	10	14	2	101

Expected numbers					
	Construction & manufacturing	Expert Company	Other	Transportation and logistics	All total
Don't know	8,9	1,2	1,7	0,2	12
Somewhat agree	13,4	1,8	2,5	0,4	18
Somewhat disagree	8,9	1,2	1,7	0,2	12
Totally agree	41,6	5,5	7,8	1,1	56
Totally disagree	2,2	0,3	0,4	0,1	3
All total	75	10	14	2	101

$\chi^2 =$	56,12
df =	12
p =	0,000

Appendix 6: Chi squared test: Usage of other companies

Identified numbers					
	Construction & manufacturing	Expert Company	Other	Transportation and logistics	All total
No	7	3	1		11
Yes	68	7	13	2	90
All total	75	10	14	2	101

Expected numbers					
	Construction & manufacturing	Expert Company	Other	Transportation and logistics	All total
No	8,2	1,1	1,5	0,2	11
Yes	66,8	8,9	12,5	1,8	90
All total	75	10	14	2	101

$\chi^2 =$	4,40
df =	12
p =	0,243