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Degree Programme of International Business

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USER SATISFACTION SURVEY

IN

BUSINESS INFORMATION CENTRE

Business Economics and Tourism

2011

FOREWORD

This thesis was done for Vaasa University of Applied Sciences, Degree Programme of International Business.

The topic of my thesis was a User Satisfaction Survey in Business Information Centre. Business Information Centre is a team belonging to Wärtsilä Information Management department. That is where I conducted the survey.

The aim of the survey was to gain knowledge of user satisfaction amongst BIC team internal customers. The results would help the team to enhance its services for the users. BIC team services include data uploads and cleaning, documentation, training and instructions. The areas that were studied in this survey were Business Information Centre home page in Compass, Master Data Training, Communication and MDM Club. The needs of BIC team were taken into account and the questionnaire was built accordingly.

I would like to thank my colleagues in BIC team, my previous supervisor and all the users who replied to this survey. And last but, definitely not least, I want to thank my thesis supervisor Kim Skåtar for all the advice and support he has given me when doing my thesis work.

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ABSTRACT

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Title	User Satisfaction Survey in Business Information Centre. Case Company Wärtsilä Finland Ltd.
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This study aims to give an understanding of internal customer, service process and quality of service and internal marketing. This user satisfaction survey is my thesis work at Vaasa University of Applied Sciences, Degree Programme of International Business and the survey was conducted for Wärtsilä Finland Ltd.

The satisfaction of internal customers is just as important as the satisfaction of external customers of a company. Companies should measure the internal user satisfaction on regular basis. If the service quality level should lower, immediate actions should be taken to get it back to the high level. When the internal customers are satisfied, they are able to produce high quality services to the external customers.

Business Information Centre is a team under Wärtsilä Information Management organisation. The main tasks of BIC team are centralised Master Data maintenance in SAP, Master Data user training and other Master Data related services and documentation. User satisfaction on BIC team services has not been measured before. I conducted this survey to gather information of the users satisfaction. The questionnaire form was created in Wärtsilä global Intranet and sent by e-mail to 1056 users in Wärtsilä offices around the world. The response rate of the survey was below desired. The answers were analyzed and a summary of them was written.

The results of the survey gave an insight of user satisfaction on BIC team services. The users are mostly satisfied on the services BIC team is providing. Many development ideas were also received from the users. The future actions will not conducted since BIC team was closed down in March 2011

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Key words	LDM, Master Data, Service process, Internal customer, Internal marketing

VAASAN AMMATTIKORKEAKOULU

Kansainvälisen kaupan linja

TIIVISTELMÄ

Tekijä	Anu Kamis
Opinnäytetyön nimi	User satisfaction survey in Business Information Centre Case Company Wärtsilä Finland Oy
Vuosi	2011
Kieli	englanti
Sivumäärä	94 + 4 liitettä
Ohjaaja	Kim Skåtar

Työni tarkoituksena on antaa kuva sisäistä asiakkuuksista, palvelun laadusta sekä sisäisestä markkinoinnista. Asiakastyytyväisyystutkimuksen tein Vaasan ammattikorkeakoulun kansainvälisen kaupan koulutusohjelman opinnäytetyönä ja varsinainen tutkimus toteutettiin Wärtsilä Finland Oy:n toimeksiannosta.

Sisäisten asiakkaiden tyytyväisyys yrityksen palveluita kohtaan on yhtä tärkeää kuin ulkoisten asiakkaiden tyytyväisyys. Yrityksen tulisi mitata sisäistä tyytyväisyyttä säännöllisin väliajoin, sillä jos tyytyväisyyden taso laskee, on toimenpiteisiin ryhdyttävä välittömästi. Mikäli sisäiset asiakkaat ja työntekijät ovat tyytyväisiä, pystyvät he palvelemaan ulkoisia asiakkaita paremmin.

Business Information Centre on tiimi Wärtsilä IM organisaation alla. Tiimin pääasialliset tehtävät ovat ylläpitää keskitetysti Master Dataa, kouluttaa Master Data käyttäjät sekä tarjota heille tarvittavat palvelut ja ohjeistus. Käyttäjien tyytyväisyyttä tiimin toimintaa kohtaan ei ole koskaan aikaisemmin mitattu. Tutkimukseni tarkoituksena oli kerätä käyttäjiltä tietoa BIC tiimin toiminnasta ja heidän tyytyväisyydestään palveluja kohtaan. Kysely toteutettiin Wärtsilän globaalissa intranetissä ja lähetettiin sähköpostitse 1056 käyttäjälle Wärtsilän toimistoissa ympäri maailmaa. Vastausprosentti jäi alle toivotun johtuen erinäisistä syistä. Vastaukset analysoitiin ja yhteenveto laadittiin niiden perusteella.

Kyselyn tulosten perusteella sain käsityksen sisäisten asiakkaiden tyytyväisyydestä BIC tiimin palveluja kohtaan. Käyttäjät olivat pääosin melko tyytyväisiä, mutta monia kehityskohteita tuli ilmi. Kyselyllä sain erittäin hyödyllistä tietoa käyttäjistä, heidän odotuksistaan tiimin palveluja kohtaan sekä palvelun laatuun vaikuttavien seikkojen parannusehdotuksia. Suunnitellut jatkotoimenpiteet hylättiin, koska BIC tiimin toiminta loppui maaliskuussa 2011.

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Asiasanat	LDM, Master Data, Palveluprosessi, Sisäinen asiakkuus, Sisäinen markkinointi

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DEFINITIONS

BIC

BIC stands for Business Information Centre which is a team within Wärtsilä IM organisation. This team maintains, updates, develops and automates global Master Data in SAP, gives training for users and maintains instructions for Master Data.

BIC home page

BIC team has a home page in Compass where all Master Data related information is located. User finds instructions, contact information, templates and other useful information on these pages.

Compass

Compass is the name for Wärtsilä global Intranet.

ERP

Enterprise recourse planning is a business solution that helps to manage and control business processes and provides right information for sales, reporting, decision making and customer care.

IM

IM stands for Information Management department at Wärtsilä.

LDM

Local Data Maintainer is a person with a dedicated role and authorization to maintain and update local Master Data in SAP

Master Data

Master Data is information that remains the same over a long period of time. This data is needed often and in the same form and the information does not vary from one process or transaction to another.

MDM Club

This is a club for Master Data users that is organized by BIC team twice a year. It is organized using Live Meeting –program online. The aim is to give users new information, provide additional training or advice on issues that have come up in requests and to get feedback from users.

SAP

SAP ERP application is an integrated enterprise resource planning software developed by company called SAP AG. The application allows open communication within and between all company functions.

WE

WE or WE SAP was a name for a project at Wärtsilä that was initiated in 2002. It was a huge global Enterprice Resource Planning (ERP) project. WE project had two different, integrated parts; new harmonized processes and new ERP system for entire Wärtsilä.

WIO (Wärtsilä Industrial Operations)

Manufacturing of engines and propellers plus Research and Development at Wärtsilä was integrated into a global organization called WIO.

I INTRODUCTION

1. INTRODUCTION TO THESIS

Customer satisfaction in the internal market is something that has not been recognised or measured for long. External customer satisfaction is often measured and investigated and is considered an important subject, yet internal customer satisfaction is just as important as the satisfaction of a company's external customers. The internal customer should receive excellent service quality within the company. Employees giving the service should be satisfied, understand their role and importance of good service. It is important that the management pays attention to this matter and gives feedback to the employees about their work and performance. This is, however, not possible if the management has no knowledge of the level of service quality a certain team is providing to its internal customers. Internal customer satisfaction should be measured on regular basis and the results of such a survey should be analyzed and read by the management too. It is also important that employees get feedback, positive or negative, about their work and the quality of service they are providing. Berry and Gale have stated that "happy employee" leads to a "happy customer". (Piercy, 1995)

I will conduct my thesis work at Wärtsilä IM organisation for Business Information Centre (later BIC team). BIC team has been operating since 2004 when Wärtsilä started a project to migrate to a global enterprice resource planning system SAP. BIC team provides training, instructions, work processes, data uploads and maintenance and, Master Data quality improvements for every Wärtsilä office throughout the world. Wärtsilä employees working with Master Data are the customers of BIC team. The satisfaction of these internal customers has not been investigated before and that is the reason for me to conduct a user satisfaction survey for BIC team.

1.1 Introduction to research problem

User satisfaction within BIC team has never been measured. The team has functioned for over six years and has hundreds of users that use their services. This user satisfaction survey is implemented to measure the satisfaction of BIC team internal customers. Investigation of user satisfaction was a business target already for the year 2009, but it was not carried out because of lack of resources and time. A similar user satisfaction survey has not been conducted in this team. User satisfaction is measured twice a year in IM organisation, but it does not have any questions concerning BIC team work or processes. Therefore there is a demand to measure BIC team user satisfaction and that is why I decided to carry it out as my thesis work.

BIC team needs information on how satisfied users are on different areas of service in the team. This survey that is carried out as my thesis work will hopefully give the team valuable information on how service should be improved and where it meets the user expectations. In many questions a free format comment possibility is added in hope to get valuable improvement ideas from the users.

The survey will be carried out as a questionnaire sent to Master Data users by e-mail. The results will be analyzed and a report is to be written. Based on the results and findings of this survey, BIC team will try to improve the service quality, documentation, work processes, training, user support and also make the team and its work more familiar to all the users. The results will be handled to some extent in the next MDM Club meeting and a report will be published on BIC team home page in Compass.

The aim is to use this survey as the basis for a lighter version of user satisfaction study which will be prepared in coming years. The new concept of user satisfaction measuring will be conducted in regular basis. This way the team has the possibility to see how the user satisfaction of BIC team service will develop. As user satisfaction within BIC team has not been measured before, I am not able to make a comparison to previous results.

I conducted the thesis in English as that is the official working language at Wärtsilä IM. Another reason for selecting English is that the user satisfaction questionnaire is sent to various users in different countries and the common language is English.

1.2 Goals of the research

The goal of the survey is to get information on the internal customer satisfaction of BIC team services. The customers of BIC team are the Master Data users in different countries. It is important to know if these internal customers are satisfied with the service BIC team is providing.

If there are areas where satisfaction is on a very low level, the team could take actions and try to improve their service and processes based on the results of this survey. BIC team aims to give excellent service to its customers which are users in every Wärtsilä office throughout the world.

New ideas on how to improve the service quality, are asked from the customers. That gives BIC team the possibility to enhance its work processes, documentation, training and service quality.

One target is to make this survey basis for a new, lighter version of a survey, which can be conducted on regular basis. That way BIC team can have the possibility to measure internal customer satisfaction development in the future.

1.3 Case company Wärtsilä

1.3.1 Wärtsilä history

Wärtsilä history starts in 1834 when the first sawmill was built in the municipality of Tohmajärvi. In 1898 the sawmill and iron works company is renamed Wärtsilä Ab. In 1936 Wärtsilä acquired the Onkilahti engineering workshop in Vaasa. Two years later the company signs a licence agreement and the first diesel engine in

Turku is built in 1942. Wärtsilä was quoted on the London stock exchange in 1984. (Rajattomalla energialla, Wärtsilän oma työryhmä koonnut teoksen 2009)

Over the years a huge amount of company acquisitions, license agreements, joint venture establishments with different companies, expansions of operations, new inventions etc have taken Wärtsilä to the position where it is nowadays. Wärtsilä has grown to a global leader in complete lifecycle power solutions for the marine and energy markets. By emphasising technological innovation and total efficiency, Wärtsilä maximises the environmental and economic performance of the vessels and power plants of its customers.

1.3.2 Vision, mission and strategy

Wärtsilä's *vision* is to be the most valued business partner of all its customers. The *mission* of Wärtsilä is to provide lifecycle power solutions to enhance the business of its customers, while creating better technologies that benefit both the customer and the environment. Wärtsilä's *strategy* is to strengthen the leading position in its markets and to make sure the growing continues. This is done by offering its customers reliability and the best lifecycle efficiency. This is made possible by an integrated equipment and service portfolio that matches customers' needs worldwide.

(URL:http://www.wartsila.com/en/about/company-management/strategy/mission-vision)

1.3.3 Key figures

In 2010 Wärtsilä's net sales were 4 553 million euro. 99,4% of the sales came from outside of Finland. Exports from Finland in 2010 were 2 584 million euro. (Wärtsilä Annual Report 2010)

Wärtsilä has about 18 000 employees and 3 326 of those are located in different locations in Finland. The company has operations in 160 locations in 70 countries around the world. Wärtsilä is listed on the NASDAQ OMX Helsinki.

1.3.4 Business divisions

Wärtsilä has three main business divisions; ship power, power plants and services.

Ship Power division provides customers ship power solutions including engines, generating sets, reduction gears, propulsion equipment, automation and power distribution systems. Customer are the global or local leading companies within the merchant, offshore, cruise and ferry, navy and special vessel segments.

Wärtsilä is a leading supplier of flexible power plants for the decentralised power generation market. *Power Plants* division offers solutions for baseload power generation, grid stability & peaking, industrial self-generation as well as for the oil and gas industry. Technology leadership, a strong and broad product portfolio, high efficiency and fuel flexibility, plus the ability to offer complete turnkey deliveries worldwide puts Wärtsilä in a unique position in the power plants markets.

Wärtsilä supports its customers throughout the lifecycle of their installations by optimizing efficiency and performance. *Services* division provides the broadest portfolio and best services in the industry for both ship power and power plants. Wärtsilä offers expertise, proximity and responsiveness for all customers regardless of their equipment make in the most environmental way.

(URL: http://www.wartsila.com/en/about/company-management/overview)

1.3.5 Business Information Centre

Business Information Centre is a team within Wärtsilä Information Management division. It was established in 2004 when Wärtsilä started migration to a new Enterprise Resource Planning system SAP, also called WE SAP at Wärtsilä.

Centralized Master Data maintenance was introduced during the implementation of WE SAP. It was done to get more efficient control of the most important information and to ensure that all business and system requirements are met and that everyone at Wärtsilä uses the same, up-to-date data.

The main task of the team was to upload existing data from previous local systems to SAP, give migration support, maintain and develop the data and train the local users for local data maintenance in SAP.

Currently the team consists of 18 data experts, located in Vaasa, Helsinki and Shanghai. BIC is divided into three sub-teams, Material supply and production, Sales, finance and control and Reporting (reporting team is not shown in the below **figure 1.** since it is very recently implemented).


```
                       Niclas Silén,
            User Support Manager, Business Information

      Carl Bergkull                        Marcus Stén
Team Manager, Business Information,   Team Manager, Business Information,
  Material Supply and Production        Sales, Finance and Control

        Data Experts                         Data Experts
      Miia-Maria Ahlskog                       Anu Kamis
        Vuokko Kero                           Mikko Kettula
      Anders Wirzenius                         Mats Rinta
      Suvi Ylärakkola                         Pamela Sand
         Mary Li                              Sahil Anand
        Susan Qin
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Figure 1. Business Information Centre team (without Reporting sub-team).

Requests to maintain and update Master Data come from LDM users at Wärtsilä offices throughout the world. The main contact methods are phone, e-mail, Master Data request form, Microsoft Office Communicator and numerous other application forms. Local data maintainers send requests to update global Master Data in SAP. LDMs are only allowed to maintain local Master Data by themselves. BIC team evaluates the request, checks current data in SAP and completes the request if all rules are met and the request is valid. BIC team members use various different databases to verify data. Language used in all oral and written communication is English.

II THEORETICAL STUDY

In the theoretical part of this thesis work I will investigate the service process. It is important to understand what service is, what is the quality of service, what factors may affect the quality and what actions can be taken if quality level should lower.

Internal marketing inside a company is a very important subject. If internal marketing is efficient, the employees are capable and willing to offer better service to internal and external customers. When internal customers receive good service, they will be motivated to provide good service to the external customers. This subject I will look into also in this theoretical part of the study.

2. SERVICE PROCESS

Services are series of processes and they are at least to some extent produced and consumed at the same time. The customer often also participates in the production of service (Grönroos 2000, 62).

In BIC team the service process often initiates from the user who contacts the team with a problem or a question. BIC team member may solve the case alone or in many cases additional information is required from the user to complete the request. This way the user participates in the service process, together with the BIC team member.

The aim is to understand the behavior of the users, their needs and motivations and this way to give them the best possible service.

2.1 Quality of service

The quality of services is difficult to measure. Quality is as it is perceived by the customer. There are factors that can influence the expected quality of service and below are listed some of these factors:

- the result of service
- handling time of service request
- appearance and behaviour of personnel
- other customers
- previous experience
- expected quality level
- cultural background
- word-of-mouth
- emotions
- image of the company and the team

BIC team offers problem solving, data updates and data quality improvement, training, written instructions and consultation for Master Data users. To gain the highest level of service quality, communication, written and oral presentations, instructions and training sessions should be well prepared and conducted in order

to achieve the high service quality level. Team members should handle all user requests with the same importance, treat all users with respect and show empathy, because the users may have contacted the team with a case that is causing them problems and preventing them from performing their tasks.

Good perceived quality is obtained when the experienced quality meets the expectations. (Grönroos 2000, 67) There have been several studies about this subject. Leonard Berry and his colleagues have done perhaps the most influential and best known study and developed the SERVQUAL instrument. (Grönroos 2000, 73) SERVQUAL instrument first consisted of ten determinants, but in later studies these ten determinants were decreased to five. (Grönroos 2000, 74) These five determinants are the following:

- tangibles

- reliability

- responsiveness

- assurance

- empathy

The *tangible elements* in BIC service process are the programs used for problem solving and helping the users, appearance and linguistic clearness of the support person, validity of the material provided by BIC and in training situations the appeal of facility. *Reliability* of BIC services means that problem was solved correctly the first time and no mistakes have happened. The problem or update cases also need to be performed within the time that has been promised and the whole case is solved. When support person in BIC team gives the user information of the service progress and responds promptly, the user will get a feeling of *responsiveness* in BIC service process. BIC team members must be very confident and precise when informing the users of problem solving solutions. This will give the user *assurance* towards BIC team work and personnel. *Empathy* is the last element on this list, but it certainly is not the least important. BIC

members must understand, listen and support each user when a contact to BIC team is made. Each user is equally important and deserves the best quality service.

The expectations of service quality from the user may be realistic or unrealistic and this affects the feeling of good or bad service quality. The service process should be well documented and delivered to all users, to make them understand what expectations of service quality are realistic.

2.2 Service quality areas

Service process is divided into two different areas, technical and functional part. Technical part describes what is done in service process and functional part describes how it is done. Below (**figure 2.**) shows these two dimensions. (Grönroos 2000, 65)
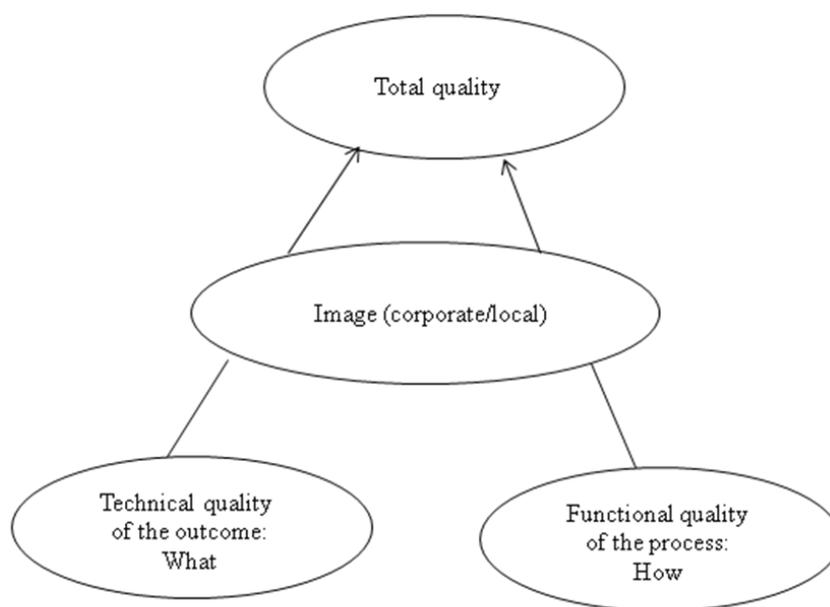
Figure 2. Two series of quality dimensions.

In BIC service process, the technical part is that the problem is solved, data is updated or question is answered. Also change requests and requests for new features or work processes are part of technical quality dimension. There are many different programs that BIC team members use in their work. The functionality of

these products and software may affect the service quality level. If the software is not working correctly, the support person is not able to deliver good quality service to the internal customer.

Functional part is how the service was performed, for example how fast the problem was solved, did the user get written instructions or was the problem solved over the by phone, were additional instructions given in Compass or did the case require on-site support from BIC team etc. Both technical and functional areas are equally important in service process.

2.3 Moment of truth

The moment of truth is the time when service provider has the opportunity to show the customer the quality of the service. (Grönroos 2000, 72) There are many factors that may ruin this moment and give the customer a feeling of bad quality service. The next moment the opportunity to show quality service is gone and it is difficult for the service provider to add value to the perceived service quality.

The moment of truth in BIC team service process is when the data expert answers the user service request. At that time it is up to the data expert to use the moment of truth and give the user a feeling of quality service. Many things may affect the satisfaction of the customer at this time. The issues that may affect the user feeling about service quality could be:

- the general workload of the user

- atmosphere in the office

- lot of other things happening at the same time

- time of day

- general personal feeling of the user

- way of communication and language

Things that happened before the moment of truth may also affect the user satisfaction. Such things may be:

- was it easy to find the correct method to contact BIC team

- did the communication channel or method work properly

- how long time did the user have to wait for the reply

After the moment of truth, the follow up of the case is very important if the problem or request was not solved at once. If the case handling takes a long time, the user should be kept informed of the progress of the case.

It is also essential that the data expert takes a comprehensive look at the case as she/he is the expert in the area. The user may request only one small change or update, but that may affect other data or process, which should be handled at the same time. This gives the user a feeling of expertise and comprehensive problem solving.

There are many things that need to be considered in user service, because users are from all over the world. The cultural differences should be taken into account when replying to a request. For example, more informal language may be used when replying to a user from a Scandinavian country, compared to a user from for example Japan. Most of the users do not have English as native language and this should also be taken into account in replies. No abbreviations or difficult technical words should be used. Also time differences should be considered. Users in Asia work different times than the users in Europe. This may affects the feeling of service quality when users in different time zone receive the service replies the next day.

2.4 Service failure

Service quality should be on a high level all the time and service failures should not happen in service process. Yet there are situations where service quality may fail. These are possible reasons for service failure:

- human error

- communication fails

- system breakdown

- misunderstanding

If any of these should happen, service quality expectations may not be reached. In this case it is very important to recover the situation as soon as possible. If the error is corrected well and quickly, the user may have a feeling of satisfactory service even though a service failure has happened.

Possible service failure cases in BIC team could be the following:

- follow-up of the case was not done

- request from user was lost or forgotten

- data expert in BIC team did not understand the case correctly

- only part of the problem was solved

In Business Information Centre when service failure occurs, it is important to identify the cause of the problem. As soon as the problem is identified, the case should be well documented and presented to all BIC team members. This will help in service process to try and avoid the same kind of problem from occurring again. If the problem should reoccur, the team members will be able to handle the problem case in a more efficient way. Also the user should be made aware what caused the problem, how it was recovered and what was done to prevent similar cases in the future.

2.5 Service recovery process

Service recovery process is a concept that was introduced to companies to manage service failures in a service-oriented way. (Grönroos 2000, 113) It gives companies the same possibility to recover failures in service as service complaint handling does, but it is more customer friendly and service oriented way.

Internal service recovery process is equally important. BIC team members may receive angry calls or e-mails from users that have experienced a problem in their work or did not get help fast or easily enough. These situations for BIC team members may be stressful and cause anxiety. In internal service recovery it is important that managers and supervisors help employees to deal with internal service failures. Also co-workers may offer valuable help when dealing with these situations. Management may need to create system which guarantees that a support network exists and functions. (Grönroos 2000, 344)

2.6 Service quality level

The service quality level is always desired to be at the highest possible level. Companies put a lot of time and effort to achieve the highest possible service quality level. This is the situation in BIC team also. But as important as it is to achieve the highest level of service quality, it is equally important to understand what the perceived service quality level of the customers is. There is no need to enhance service processes if users would be satisfied with lower service quality level. The resources should be used for other, more beneficial improvement tasks if the service process needs no improving.

Since the service quality has never been measured in BIC team, this survey should be useful in finding out what is the expected service quality level amongst the users.

2.7 Quality improvement

Improving quality is an ongoing process and requires every employee and top management attention. (Grönroos 2000, 67) The follow up of quality level is equally important. In case quality level should decrease, immediate actions should be taken to get the quality back to the prior level or higher.

Quality improvement processes are implemented and improved in BIC team constantly, but the success of these processes and quality improvement has not been measured. The team has no knowledge if the quality level is on a desired level or if it should be enhanced. I hope this survey will help to see what the expected service quality level is at the moment.

3. INTERNAL CUSTOMERS AND SERVICE PROVIDERS

In a company the internal customers are normally the employees that are served by other department or other employees. And these internal customer are at the same time service providers when they serve other employees or department. These customers should be considered as important as external customers. If employees do not receive good quality service from another employee or department, they will not be able to provide good service to external customers. When employees understand the importance of good service quality to internal customers, they are more willing to perform better and thus service quality to external customers will become better. (Grönroos 2000, 307)

Figure 3. below demonstrates the service process inside a company and towards external customer. (Grönroos 2000, 308)
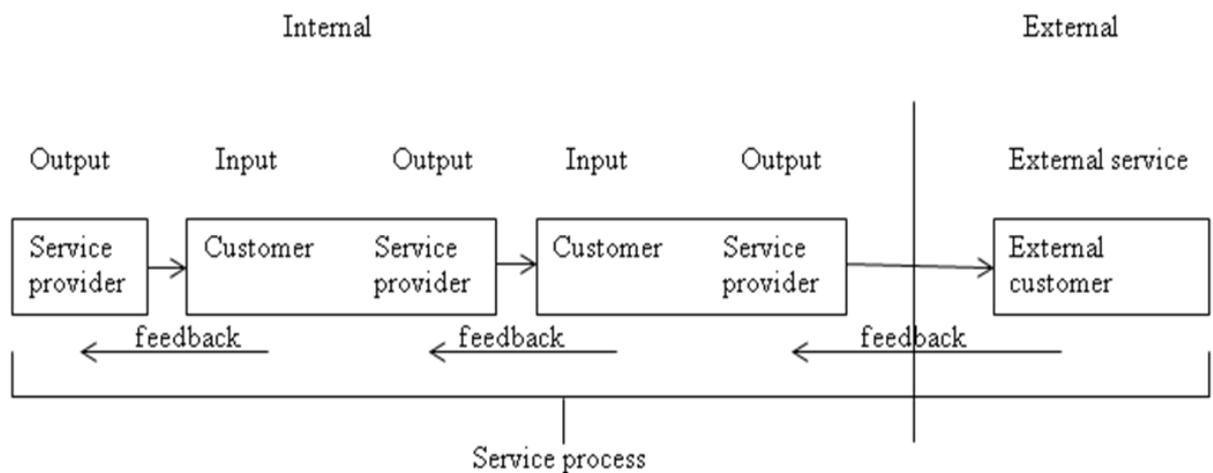
Figure 3. Internal service functions and internal customers.

In BIC team, the team members are customers to Global Help Desk. When there is a technical problem, BIC team contact Global Help Desk to get help and service. At that point the people in Global Help Desk are the service providers.

When BIC team members serve other employees of Wärtsilä, they become service providers and the other employee or department at Wärtsilä is the internal customer to BIC team. It is very important that all internal customers receive good quality service even though they are fellow employees. To be able to provide excellent service to external customers, the person must receive good service from the internal service provider. For example, if BIC does not provide correct data, the internal customers at Wärtsilä are not able to provide correct invoices and other documents to external customers and service level will be lowered.

The starting point and main goal for the survey I conducted was to gain knowledge of internal customer satisfaction of the services BIC team is providing.

4. A SYSTEM MODEL OF SERVICE PRODUCTION

Service production consists of many different processes and their sub-processes. Also many different people and departments are involved in service production. The customer should always receive same quality of service regardless which department or person is providing the service. The customer does not know, and does not need to know, which sub-processes are involved when he/she is requesting a service from the company. (Grönroos 2000, 308-309)

Employees who are not directly in contact with external customers often think that the service level of their work is not very important. But we have to remember that serving internal customers is as important as the service provided to external customers. If the internal customers do not receive good quality service, they are not able to provide good service to the external customers. This is again the responsibility of the management to make every employee understand the importance of good internal service.

There are different service production models that can be used. The easiest one for customer is the model where the customer has only one single contact point in the company or in the department. Customer does not have to know which sub-process is the correct one to provide the service for him/her. Other model is to expose the customer to many different sub-processes. There are numerous other models and strategies also, but the main thing is that the service production process is designed so that the service quality can be followed up and kept at a desired level. (Grönroos 2000, 310)

BIC team has three different sub-teams that handle different data objects. The internal customers normally know which sub-team should be contacted when they need service. But in some cases it is not clear to everyone, which team should be contacted and this may cause anxiety. The internal customer is moved from one sub-team to another which is time consuming and does not give the feeling of good quality. In my opinion, there could be one single contact point in BIC team

for all internal customers. The team members could distribute the service requests to the correct sub-teams. This would ease the work of internal customers and surely the experienced service quality level would rise. This is perhaps something that could be analysed further and investigated in the next surveys.

5. INTERNAL MARKETING

What is internal marketing? New development ideas, changes and marketing strategies for external customers must be first introduced to and accepted by internal customers, which usually means employees. This is called internal marketing. Companies, who provide services to their external customers, should start marketing process inside the company before planning marketing strategies to the external customers. Employees who are well motivated, customer orientated and feel that their performance in a team is valued, are more capable in providing good service to external customer. "Internal marketing is a prerequisite for successful external and interactive marketing". (Grönroos 2000, 330)

Internal marketing consists of three levels. First level is when company creates a service culture and service orientation. The management, together with the employees, must define the company service culture and its boundaries and behavioural model. This model needs to be introduced to employees, so that they will know what is expected from them in a service process. The second level of internal marketing means maintaining the service orientation amongst employees. If the management pays no interest to the work of different teams, gives no feedback of the service they provide or does not share enough information, the service orientation of the employees will not stay on a very high level. Third level of internal marketing means that new services, processes and marketing campaigns are introduced to the employees before they are launched to the external customers. The employees may familiarize themselves with new features, give feedback about them and get a feeling that they want to offer these new ideas and better serve the external customers.

Benefits of internal marketing:
- gives the employees more feeling of responsibility
- encourages the employees to perform their tasks better
- creates common understanding of the organisation

- makes the employees act in a more motivated and customer oriented way

(URL: http://en.wikipedia.org/wiki/Internal_marketing)

Internal marketing at Wärtsilä IM and in BIC team is handled in three stages. New processes are often implemented within BIC team, together with the management and team members. If new processes or ways of working come from management or from business units, they are first introduced to BIC team members. They evaluate and comment these new features. When ideas are accepted, they are documented and presented to BIC team customers. This information sharing is done in MDM Club meetings, in training sessions or as documentation in BIC home page in Compass. The best way is always an interactive meeting with internal customer, to get their feedback of the new development ideas and processes and to be able to answer possible questions.

To maintain a good level of customer orientation in BIC team, it is essential to provide the team members working solutions of support programs. If the programs do not work correctly, team members will become frustrated and the willingness to serve the customer in a best possible way will be lowered. If the support programs fail to work, the team member is not able to provide any service at all to the customer. Technical support for BIC team and for internal customers is provided by Wärtsilä Global Help Desk in India.

6. **THEORETICAL FRAMEWORK**

My thesis work is a user satisfaction survey for Wärtsilä IM, Business Information Centre users. The Master Data users at Wärtsilä are the internal customers of BIC team. This team offers services in training, documentation, problem solving and data updating for its customer. The satisfaction of users has never been measured before in BIC team. It is important that the users are satisfied with the services this team is providing. I also wanted to gather valuable information from the users in form of new development ideas, to make the team work even better in the future.

In the theoretical part of my thesis I looked into services. What are services and service process, what is service quality, what can affect a good service process, how service quality can be made better and how it can be recovered in case of service failure. Many factors may affect the service process at the time of moment of truth. The customer may get a feeling of dissatisfactory service even if there really was no service failure. There are ways to correct these situations and those I have explained. I have looked into the service process of BIC team and investigated different factors that might interfere with service process and tried to find solutions to prevent such service failure from happening again. Other aspect was to investigate internal marketing and how it affects the quality of service. Internal marketing is as important and external marketing and internal customers equally important as external customers. Managing internal marketing is a prerequisite for successful managing of customer relationships (Grönroos 2000, 330).

In the empirical part of my thesis work I tell about the user satisfaction survey that I conducted amongst BIC team customer. There were two different questionnaires sent out, one for LDM users and other form for Business and IM users. The reason for two questionnaire forms was that some questions were only relevant for LDM users. Questionnaires were sent out to over 1000 users but only 151 replies were received. The questionnaires are divided into five different sections, general

information, BIC home page in company Intranet, training, communication and MDM Club concept. All the questions are explained and their results are analyzed. Some future actions are proposed for BIC team at the end of my thesis. The whole BIC team was demolished while I was doing my thesis work and the work was moved to India Competence Centre. The results of this user satisfaction survey were supposed to be presented to BIC team management and a report was to be added to BIC team home page. Since the team no longer exists, the planned future actions will not happen.

III **EMPIRICAL STUDY**

The empirical part of the thesis work explains the objective of the user satisfaction survey. Different research methods are studied and the method used in this survey is explained. Selection methods of data collection are looked into and I have explained why the methods were selected to this survey. Margins of the research problem are defined before the survey was conducted.

The questions of the user satisfaction survey are explained in detail. The complete questionnaire forms are attached (appendices 3 and 4). The results of the survey are analyzed thoroughly. Finally a conclusion is written based on the survey results.

7. OBJECTIVE OF THE SURVEY

The objective of this user satisfaction survey is to find out how satisfied or dissatisfied the users are with BIC team work, processes, instructions, training and another aim is also to get possible improvement ideas. The answers are to be analyzed carefully and all processes and documentation are to be updated and improved, based on the replies, if possible. New ideas how to improve BIC team work and how to ease the work of LDM users are hoped to be received.

Another objective is to find out if all the users who have the authorization and role for LDM, really work as LDM or if the roles should be updated. It is rather dangerous to have users with wrong roles as they might have access to Master Data objects while they may not have the required training and qualifications to maintain Master Data.

Last but not least, this survey is meant to be the base for another user satisfaction survey. That was going to be a lighter version, which would have been conducted frequently in the coming years.

8. RESEARCH METHODS

When starting a survey the objectives need to be defined and survey methodology planned. This user satisfaction survey was conducted mainly using the quantitative method, but also parts of it have characteristics of the qualitative method. It is possible to use both qualitative and quantitative methods in the same study in order to get different kinds of information, or to have different views of the selected topics.

This survey was carried out as questionnaire in Wärtsilä intranet Compass, using a program called Sharepoint. A link to this survey was sent by e-mail to the Master Data users. This was the only possible method as the users are located around the world.

In the quantitative survey method, the results are analyzed carefully and answers are researched more deeply. In this case some questions allowed free format replies. The free format comments were all studied carefully and further actions to be taken are based on the results.

The sampling in quantitative research is usually done by selecting the people based on the knowledge of the researcher rather than selecting the group by statistical methods. In this survey the IM and Business users were selected based on knowledge rather than selecting all users. All LDM users were selected to take part in this survey.

Quantitative research gives better possibilities to understand the feeling of users and possible problem areas. In this case this was essential to understand the users, how they feel about the service quality of BIC team and what areas could be done in a better way.

8.1 Selection methods of data collection

Before the survey could be started, the method of collecting data needed to be determined. There are many ways to collect data, for example interviews or electronic questionnaires.

In this case the only possible method was an electronic questionnaire sent by e-mail, because the target group members were located in many different countries. That was the fastest, most user friendly and cost saving method to collect data from users all over the world.

8.2 Defining the target group

When the target group is selected, one should think how large a group should be taken. If the selection is too large, it might be difficult to analyze the results. On the other hand, if the group is too small, the results might not give a reliable outcome.

The first users that were selected for this survey were the LDM users. They are the main contact persons sending requests to BIC team. There are 805 LDM users at Wärtsilä and the survey was sent to all of them. The survey was sent to all LDM users, to get information if they really need the LDM roles and authorization. Also, their opinions are the most important ones when the results are analyzed.

The others users are from IM organization. They are persons co-operating with BIC or persons using the Master Data maintained by BIC. These users were selected randomly by BIC team manager and team leads, based on their knowledge. The survey was sent to 251 users working in IM organization, but not having the LDM role and authorization.

The last target group was users from different business units, mostly from services division. These people use Master Data that is maintained by BIC team and should have the knowledge what is required by Wärtsilä, how the data should be

used and how changes can be requested from BIC. Some people that are working in services division also maintain local Master Data.

The target groups of IM and business people were correctly selected, because they were selected based on the knowledge of BIC team members and management. This means that these people are known to use the services of BIC team. The other target group was LDM users from which all users were selected. That selection proved to be wrong because many users had the wrong role assigned to them. The roles and authorisations of these users should have been investigated before the users were selected to the target group. With the wrong selection of the target group, the survey results are partly distorted.

8.3 Margins of the research problem

Before a survey can be started, the research problem needs to be defined carefully. What do we want to measure? The margins to the research should be set. That way the survey will only measure the topics that are relevant and need to be investigated.

The tasks of BIC team consist of numerous different work areas. In the user satisfaction survey, the areas to be investigated had to be defined. The questionnaire form should not be too long with too many questions to be answered.

Five main areas were included in the survey:

- general information
- BIC home page in Compass
- Master Data training
- Communication
- MDM Club

General information section collected general information on the users. The questions included were: in which country and business unit do they work, are

they performing the tasks that their given role indicates and how long have they been working in that position. The form for LDM users had more questions than the form for IM and business users. BIC home page in Compass section of the survey asked for user opinions and experience about the home page BIC team has on Wärtsilä Intranet called Compass. Master Data training section examined questions about training, training instructions, additional training needs and other training related topics. Contacting BIC team should be very easy for all Master Data users and their opinion about that was asked in Communication section of the survey. Finally, there were were questions about MDM Club, which is the information and training channel for Master Data users.

9. CONDUCTING THE SURVEY

The aim of this user satisfaction survey was to gain information on how the customers feel that BIC team is performing their work and how satisfied they are with the services the team provides. This would measure the service quality level.

9.1 Preparing the questionnaire

The user satisfaction questionnaire was prepared in co-operation with BIC team manager Mr Niclas Silen, SD team lead Mr Marcus Jungersten and CS team lead Mr Carl Bergkull. First I prepared questionnaire with questions that I thought were relevant to be asked. Then we had a meeting and discussed the questions and completed the questionnaire together.

The technical implementation of the questionnaire form was done using Sharepoint program in Wärtsilä Corporate Intranet. The program was quite new at Wärtsilä and there were no instructions for the use of it. I came across many technical limitations and problems when preparing the questionnaire.

A decision was made to keep the form fairly short in order to receive the highest possible response rate as users are often busy during office hours and would rather respond to a shorter survey.

Two different questionnaires were sent out. This was because question 3 was not relevant for IM and Business users, but only for LDM users. The questionnaire forms are attached (appendixes 3 and 4).

The questions in the survey were tested by BIC team members, communication manager at Wärtsilä IM and some users from training department. The forms were updated to some point based on the comments from these users. Also the technical functionality was tested by the same users. No problems in functionality were reported at the time of testing.

The questionnaires were sent by e-mail on the 02nd of July 2010. LDM questionnaires were sent to 805 users and IM & Business user questionnaires were sent to 251 users. The time of the year for this survey was perhaps not the best suitable time because of summer holidays. After the questionnaires were sent out 214 Out of office messages were received. This shows that many users had left for summer holidays already and were not able to respond to the survey. The deadline for this survey was until 30. July 2010. A reminder of the survey was sent on the 02. August 2010. Again, many out of office replies were received, 322 replies this time. A new deadline was set to 13. August 2010.

By 13. August.2010, 119 replies to the LDM user satisfaction survey were received, which is under 15% of the total number of questionnaires sent out. 32 replies were received by 13. August 2010 for the IM and Business user satisfaction survey. That is less than 13% of the total mails sent. The desired response rate was over 50%. The total number of responses was 151. The reason for such a low response rate is partly the timing of the survey. The summer holiday period had started and many persons had left for holidays at that time. Another reason for not getting more responses could be the technical problem encountered. Some users were not able to access the survey at all. This was reported to Wärtsilä Global Help Desk immediately, but they could not find a solution for the problem. It may have been the result of the different authorization levels of the users. We also suspected that more people had experienced the problem, but it was not reported to us. One more reason for the low response rate could be that the survey was sent to wrong persons. We found out that many users at Wärtsilä have wrong roles and authorizations and are not working with Master Data. I suspect that they did not respond, because the survey was not really meant for them.

9.2 Survey questions

The complete survey questionnaire forms are attached (**appendices 3 and 4**). Following are explanations on why the questions were selected to the survey and what was the aim of these questions.

9.2.1 General information

Some of the questions in this section of the survey were only for the LDM users. The IM and Business users were advised to move to the next question. This section of the survey was to collect general information on the users, in which country do they work, how long they have been working as LDM and what is the business object that they work with.

Question 1: Please add your company code.

The survey was executed anonymously. The aim of this first question was to gain information on the countries that most of the responses came from. This was also meant to give some indication if some countries have a lot of similar problems or questions and maybe additional training or instructions for a specific country or area is needed. Some countries or regions have received on-site training when migrating to SAP and they should have a good knowledge of Master Data and Wärtsilä processes. Many of the users in LDM positions have changed to other new users and no additional on-site training has been given after migration. This could result in lack of knowledge of processes and instructions since former users had to train the new LDM users.

Question 2: In which Business unit do you work?

The aim was to examine which business unit responded the most and how satisfied or dissatisfied the users are. The results and follow-up actions based on this information would help BIC team target further training and information sharing.

Question 3: Are you working as LDM?
If your answer was no, please proceed to question 4.

Question 3 and its sub-questions in the survey were only for the LDM users. The IM and business users had only questions 1 and 2 and were instructed to move directly to question 4. From question 4 onward the questionnaire was similar to all the users.

The aim of this question was to gather information on whether all the users with LDM roles and authorization are really performing the tasks of LDM.

Question 3.1: How long have you been working as LDM?

This question was added to see if the users who had started working as LDMs very recently had more problems or questions about BIC team work than the users who had been working as LDM for a longer period.

Question 3.2: Which Master Data object do you work with? You may select more than one.

The aim of this question was to find out if there are more problems and questions in some data objects than the others. If such a finding would come up, this should be taken into consideration when planning the next training sessions and instructions.

Question 3.3: How many hours per week (in average) do you perform LDM work?

The aim was to find out if the user is performing LDM work full time or only for some part of the working hours.

9.2.2 Business Information Centre home page in Compass

BIC team has a home page in Compass where Master Data related instructions, training material, data request forms, data upload information, news and contact information can be found.

In this section the aim was to collect information on how well the users know the BIC home page, do they use the information that is found on these pages and do they think that the information is adequate and easy to find.

Question 4: Have you visited or used the BIC home page in Compass?

If your answer was no, you may continue to question 5.

The aim of this question was to see how many users were aware of the BIC home page in Compass. If the amount of "no" answers would be very high, advertising for this home page should be made.

Question 4.1: How often do you use the BIC home page in Compass?

The aim of this question was to see how often the users check the home page for the latest updated information.

Question 4.2: How important are these pages for you?

The aim of this question was to find out if the users feel that the home page is important for them or not. It would be important that the users would feel that these pages are useful and relevant for them.

Question 4.3: Is the navigation in these pages easy?

Finding information easily in BIC home page is very important. The users do not want, or have time, to spend a long period trying to find the important information. If the information is not easily found, the users might not try to find it again, they might call BIC team to ask for advice on the matter instead or make their own solution for the question and that might be wrong.

Question 4.4: Is the information that you are looking for easy to find in BIC home page in Compass?

All the important news, MDM Club information and instructions for the Master Data users are added on BIC home page and they should be easy to find for everyone.

Question 4.5: How important is it to find the information easily?

The aim of this question was to find out if the users feel it is important to find information on the home page easily or if they do not really care about it.

Question 4.6: The information in BIC home page is adequate and up-to-date

The aim of this question was to get knowledge how the users feel about BIC home page and if the information is adequate for them.

Question 4.7: How important is it that information is adequate and up-to-date?

The users should think that information must be up-to-date if the information is important for them. The aim of this question was to find out if the users really feel that the pages are important and information useful for them.

9.2.3 Master Data training

Master Data training has been given in many different countries since 2004 when BIC team was established. The training was conducted at the time of migration to SAP in each country. BIC team members travelled to these offices to give on-site training. The training was given at a very early stage of migration and many users were not very familiar with SAP at that time. Many different SAP objects and new Wärtsilä processes were introduced at the same time. This may have caused some confusion amongst the users as they had to learn a totally new way of working. On the other hand most of the users were happy to get on-site training and the possibility to interact during the training.

Since migration to SAP, the personnel at Wärtsilä offices has changed and people have moved to different positions within the offices. The new LDM users have not necessarily received on-site training for Master Data maintenance. They may have received training and guidance from their colleagues or Live meeting training from BIC team. This is not the best situation and may result in dissatisfied answers to this question.

Question 5: Have you received enough Master Data training?
If your answer was yes, you may continue to question 6.

The aim of this question was to get information if the users feel that they have received enough training to perform SAP local data maintenance work.

Question 5.1: *On which Master Data object would you like to have more training? You may select more than one object.*

The aim of this question was to find out if there are some Master Data objects where the users feel that they need more training on. The same amount of training has been given on each Master Data object.

Question 5.2: *In which format would you like to have the training?*

The aim of this question was to find out what the users think that would be the best training method. Many different training methods are available, for example onsite training, live meeting training and self learning courses. Also, answer "other" was added to see if the users would have an idea of another training method.

Question 5.3: *How important is it that the training instructions are adequate?*

BIC team has put a lot of time and effort to add all the important news and instructions to Compass and to keep it always up-to-date. The aim of this question was to find out if the users feel that it is very important to have adequate instructions in Compass.

Question 5.4: *Are the Master Data training instructions in Compass adequate?*

If you think the instructions are inadequate, please tell us how we should improve.

The aim of this question was to find out if the users feel that the given instructions in Compass are adequate. An additional question was asked from the users who answered that the training instructions in Compass are not adequate. We asked the users how the instructions could be improved.

9.2.4 How to contact BIC / Communication

Master Data in SAP is used at every Wärtsilä office. It is extremely important that the data is up-to-date and correct, to have correct data on reports, customer quotations, invoices and other documents.

Question 6: If you notice an error or deprivation in Master Data, you report it
If your answer was always, you may continue to question 7.

The aim of this question was to find out if the users report problems, deprivations and others issues in Master   Data always when they find such an error or do they just leave it as it is.

Question 6.1: What is the reason that you report the problem only sometimes or never?

The aim of this question was to get an answer why some of the users do not always report problems in Master Data. As this is extremely important matter, these answers shall be carefully investigated and further actions taken based on the answers.

*Question 7: Which contact method do you use **most** when contacting BIC?*

There are many different ways to contact BIC team. The aim of this question was to see which contact method the users use the most when they contact BIC team.

Question 8: What is your preferred way to contact BIC?

The aim of this question was to find out which contact method the users prefer and if we should perhaps encourage others to use the same contact method.

Question 9: Do you think it is easy to contact BIC?

Contacting BIC team should be made easy for all the users. If the way to contact is not easy, the users may not report all important issues at all.

This question aimed to find out if the users think that it is easy to contact BIC team.

Question 10: Is it clear to you when you should contact BIC (instead of e.g. Help Desk)?

Over the years we have noticed that many users report Master Data issues to Help Desk, while they should have contacted BIC team instead. The aim of this question was to find out how many users have problem knowing which team should be contacted in each case.

The difference between problems to be reported to Help Desk and BIC team is explained in the instructions on BIC team home page. Attached is "IM Service support model" (**Appendix 2**) about the instructions which team should be contacted in case of a problem or a question.

Question 11: How important is it to know which team should be contacted in case of problem or question?

The aim of this question was to find out if the users think that it is important to know where each problem or question should be reported. Some problems are reported to BIC team and others to Help Desk.

Question 12: Do you get enough information of new Master Data features and processes?
If you feel you do not get enough information of new Master Data features and processes, please tell us what kind of information you think is missing.

New features and processes in BIC team are presented to the users in Compass in BIC team home page and in the MDM Club meetings. The aim of this question was to find out if the users feel that they get enough information from BIC team.

Question 13: The response time in BIC is

Correct Master Data in SAP is crucial for different business actions and for all users at all Wärtsilä offices. The sales documents, reporting, analyzes etc are based on SAP Master Data. It is extremely important that the information is up-to-

date and correct in SAP at all times. The users cannot wait for a long time for BIC team to update the incorrect or missing information in SAP.

The aim of this question was to find out what the users think of the response time of BIC team. At the beginning the response time was 2 hours, but later it was changed to one day. Of course some of the users may not receive this response time because of the time difference between different countries and geographical areas.

Question 13.1: Would you be satisfied with longer response time?

The aim of this question was to see if the users would be satisfied if the response time was longer than the current level.

9.2.5 MDM Club

BIC team organizes two MDM Club meetings per calendar year. These meetings are held to inform the LDM users and other interested parties about the new features and changes in Master Data subjects. The meetings are organized online, using Live Meeting program. Three meetings per business object are organized, because of time difference between different geographical areas. Normally each data object has its own meetings, but sometimes there have been combined meetings between two data objects.

Question 14: Are you familiar with the MDM Club concept?

The MDM Club has been marketed via Compass, but BIC team has no knowledge if the users are familiar with this concept. The aim of this question was to find out how many of the users know about the MDM Club.

Question 15: How many times have you attended the meetings? If your answer was never, you may go to the end of this questionnaire.

I notice in many questions from here onward that the users have not read the instructions carefully. It was said that if you have never attended the meetings,

you may move to the end of the questionnaire. Still many of the users have replied to the questions even though they have no knowledge of these meetings. This will distort the survey results in some extent.

The meaning of this question was to see if the users attend the meetings regularly or only sometimes.

Question 16: The MDM Club concept is

The aim of this question was to find out what the users think about the MDM club concept.

Question 17: There are currently two MDM Club meetings per year. Do you think this is enough?

The aim of this question was to find out if the users think that we have enough of these meetings to share information, or do they feel that the meetings are organized too seldom.

Question 18: Are the topics in the meetings useful?
Additional comment: Please give us your comments why you feel the topics are
not useful and what topics you would like to have in the meetings.

The aim of this question was to find out what kind of topics the users think that should be handled in these meetings, what are the problem areas or what information and instructions are missing.

Question 19: How could the meetings be improved?

The aim was to get information and improvement ideas from the users, how they think the meetings could be improved and hopefully that way attendance would be improved.

Question 20: Do you share the new information that you have gained in the meetings with your colleagues who did not attend the meeting?

Only some Master Data users have attended these MDM Club meetings. The aim of this question was to find out if the users share the information they received in the meeting with the colleagues or do they keep the information to themselves. It would be very important that the user who is able to attend the meeting would share the important information with the colleagues. That way the new information would reach more users even if they cannot attend the actual meeting themselves.

9.2.6 Comments / Questions / Feedback / Development ideas

The questionnaire is now completed. Now is your chance to give us feedback, comments, give us development ideas etc. about BIC and Master Data.

The users were asked to give ideas how to improve the services and processes of BIC team. This was a free format question and we hoped to get many answers.

9.3 Survey results

In this section I will analyze the results of this survey, question by question. In the tables I have included the number of replies. In the verbal analyzing of the results, percentage of the replies is used.

9.3.1 General information

Question 1: Please add your company code.

Some users had not understood this question correctly. The company code was not correct in all the replies. Out of 151 replies, 6 company codes were not correct or recognizable. These six codes are not included in the chart below.

Answers / country

Country	Answers
Zambia	1
Vietnam	1
United States	3
Taiwan	2
Turkey	1
Singapore	4
Sweden	3
Puertro Rico	4
Poland	1
Philippines	2
Panama	2
Norway	9
Netherlands	9
Korea	2
Japan	5
Italy	11
India	5
Indonesia	1
Hong Kong	1
Guatemala	2
Greece	1
Great Britain	7
France	7
Finland	25
Spain	7
Denmark	3
Germany	4
Cyprus	1
China	7
Cameroon	1
Chile	1
Switzerland	3
Brasil	1
Bangladesh	1
Australia	1
Argentina	1
United Arab Emirates	3
Kenia	1

Table 1. Number of replies per country.

The biggest number of replies came from Wärtsilä offices in Finland, a total of 25 answers, which is over 16% of all replies. The next country to have the most replies was Italy with 11 replies. The Netherlands and Norway had both 9 replies each. Other replies came from many different countries. Should this be interpreted so that European countries are more dedicated to such questionnaires and are willing to help to develop Wärtsilä processes more than users in other continents? Of course, there may be numerous other reasons for poor response rate from other continents than Europe.

Below chart (**Table 2**) shows where the most answers were received from per continent. 63% of the answers came from countries in Europe. Asia was the second with 22% of the replies. 10% of the answers came from countries in North-, Middle- and South-America. The remaining 5% of replies were from Middle-East and Africa. The six unclear company codes are excluded from this table.
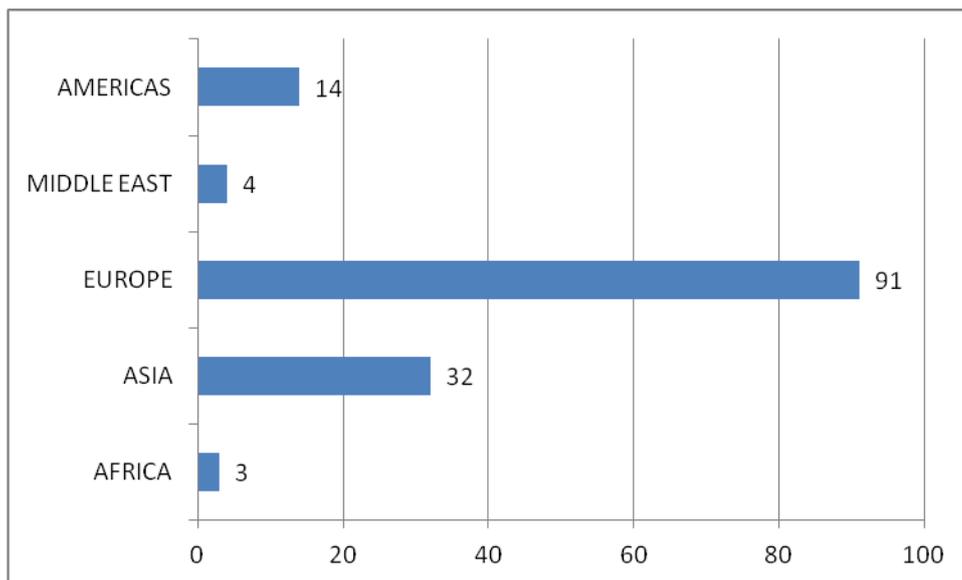

Table 2. Number of replies per continent.

***Question 2:*** *In which Business unit do you work?*
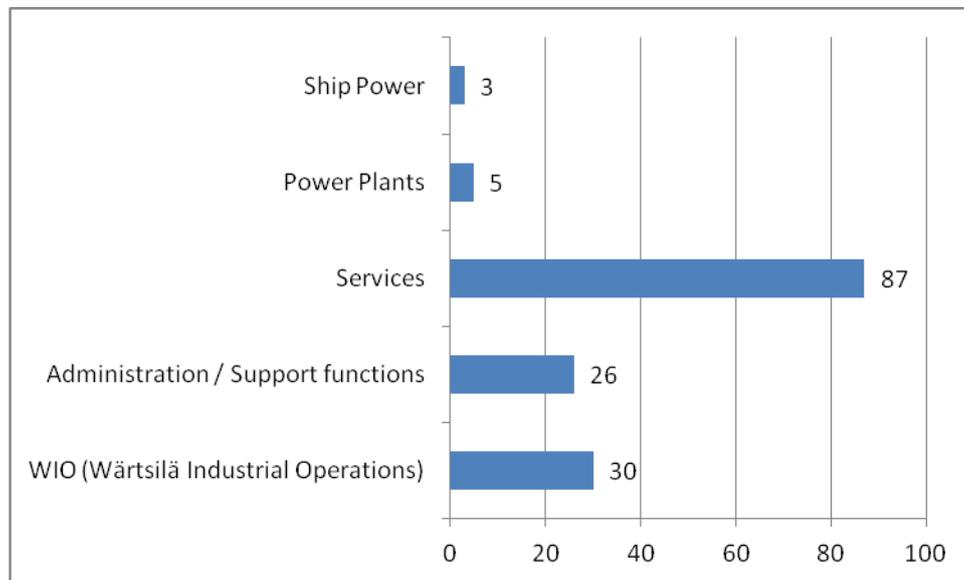
Table 3. Replies per business unit.

The biggest number of replies came from Services, 87 replies which is 58% of all replies. Services is probably the division which uses Master Data most frequently. It is possible that was the reason for the biggest number of replies. BIC team should perhaps target information sharing for the other business units more aggressively to get those users involved and more aware of BIC team actions, processes and Master Data. Especially Ship Power should have given much more responses because they really need to know how Master Data should be maintained in WE SAP according to Wärtsilä processes. Ship Power is responsible for the maintenance of information of new projects and engine information in SAP.

Question 3: *Are you working as LDM?*
If your answer was no, please proceed to question 4.

Many users had failed to see the comment "If your answer was no, please proceed to question 4." because in later replies there were comments that they cannot

answer the questions as they are not working as LDM. It should have been technically possible to exclude the further questions if the user replied that she/he was not working as LDM but unfortunately this was not possible to do with Sharepoint program.

The responses showed that many users had the LDM role even though they were not performing the LDM work. Wärtsilä authorization roles were to be updated according to the replies received from the users.
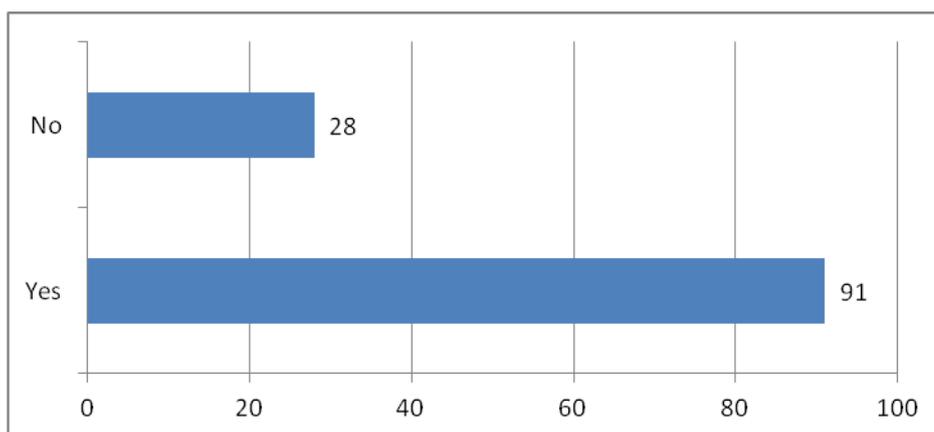

Table 4. The users working as LDM.

Out of the 119 replies received from LDM users, only 91 users replied that they work as LDM even though all of the users that replied have LDM authorization roles. BIC team should perhaps conduct another survey to gather more information of the LDM roles. It seems that many users have the role while they do not need it and this should be corrected.

Five users that replied "I am not working as LDM" answered to the next question that they have been working as LDM for certain amount of time. So, I am not sure if this question was understood correctly or if the users by mistake had selected wrong answers.

Wärtsilä should revise the authorizations and update the roles if 28 users have roles that they do not need or use. Yet it should be investigated further as only 23 users replied to question 3.1 that they do not work as LDM. To question 3.2 there

were only 15 answers "I am not working as LDM". And to question 3.3 there were again 24 replies "I am not working as LDM".

Clearly users do not know what LDM means and that should be further explained and authorization roles checked thoroughly to have the roles correspond to the work the users are performing.

BIC team and Wärtsilä got very valuable information from this section of this survey if we think of the roles that users have. Many users have the role and authorisation to perform LDM work while they replied in this survey that they do not work as LDM. Unnecessary LDM roles may cause problems if users who do not have enough knowledge of LDM work are allowed to update Master Data.

*Question 3.1: How long have you been working as LDM?*
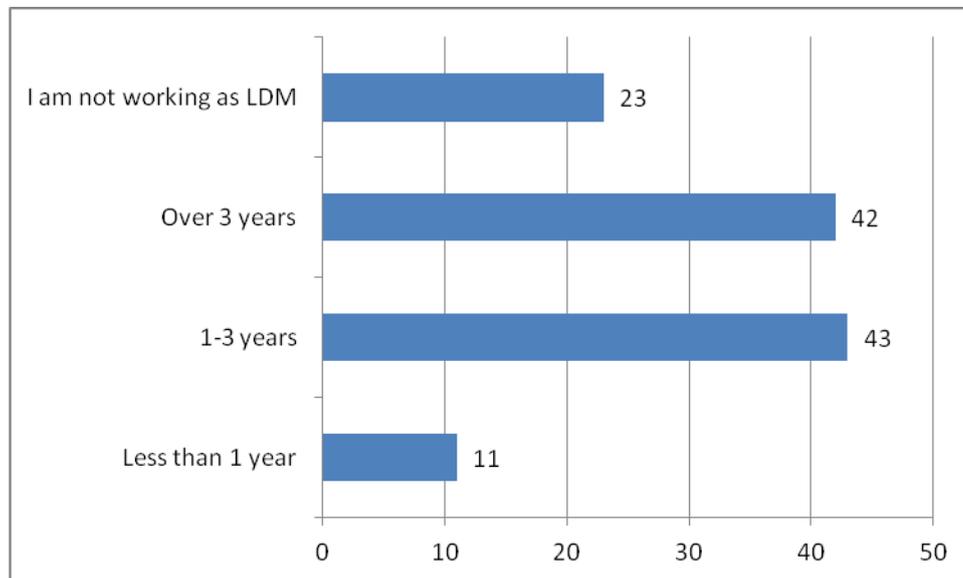
Table 5. How long a person has been working as LDM.

71% of the users who replied, had been working as LDM over a year or longer. Only 9% had been working as LDM for less than a year. Therefore, most of the users should have received training and instructions for their LDM work.

One of the persons replied that she/he has been working as LDM less than a year, replied also that she/he is not working as LDM. Clearly there was a misunderstanding in this question.

Most of the persons that have been working under one year as LDM say that they have received enough training on Master Data, which is good.

Question 3.2: *Which Master Data object do you work with? You may select more than one.*
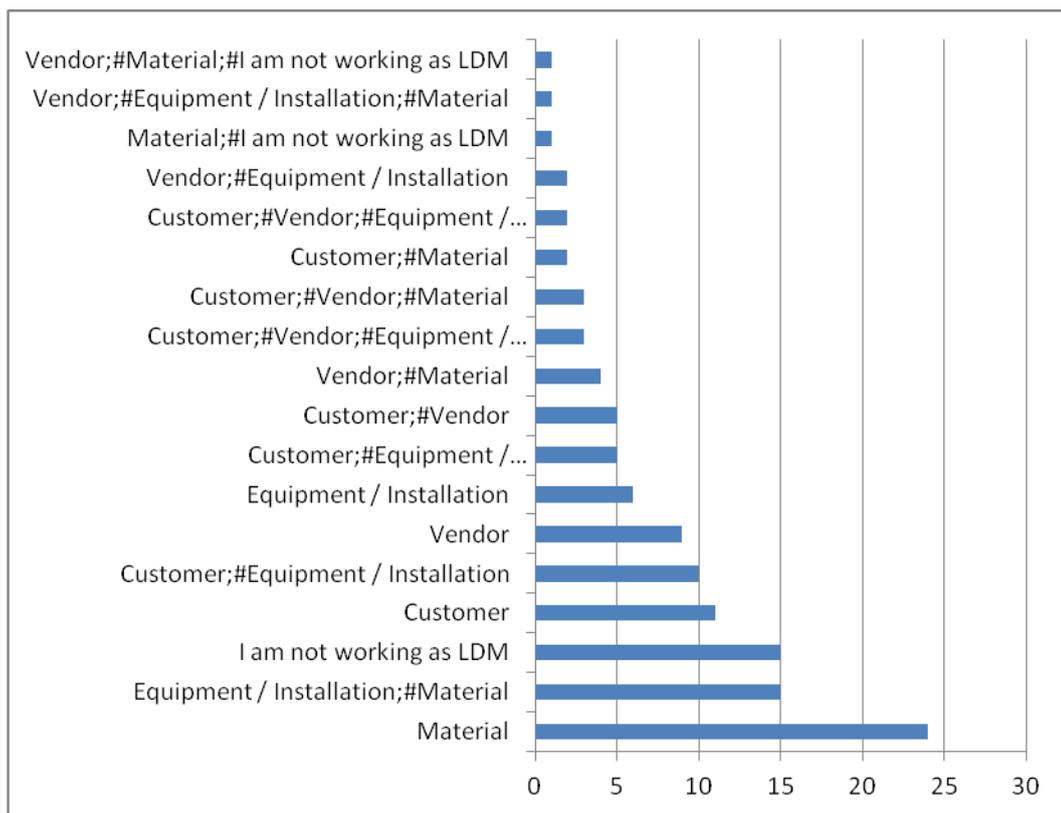

Table 6. Which Master Data object does a person work with.

The biggest group of users is working with material Master Data. Because of the large number of users working with this Master Data object, the training and instructions should be very detailed and always up-to-date to ensure correct data in SAP. Material Master Data is mainly local data and maintained by LDMs locally in each country.

The second largest group is people working with material and installation / equipment Master Data.

Some users have not understood the question correctly as there are answers that they are working with some Master Data objects but at the same time the same users have selected the option "I am not working as LDM".

*Question 3.3: How many hours per week (in average) do you perform LDM work?*
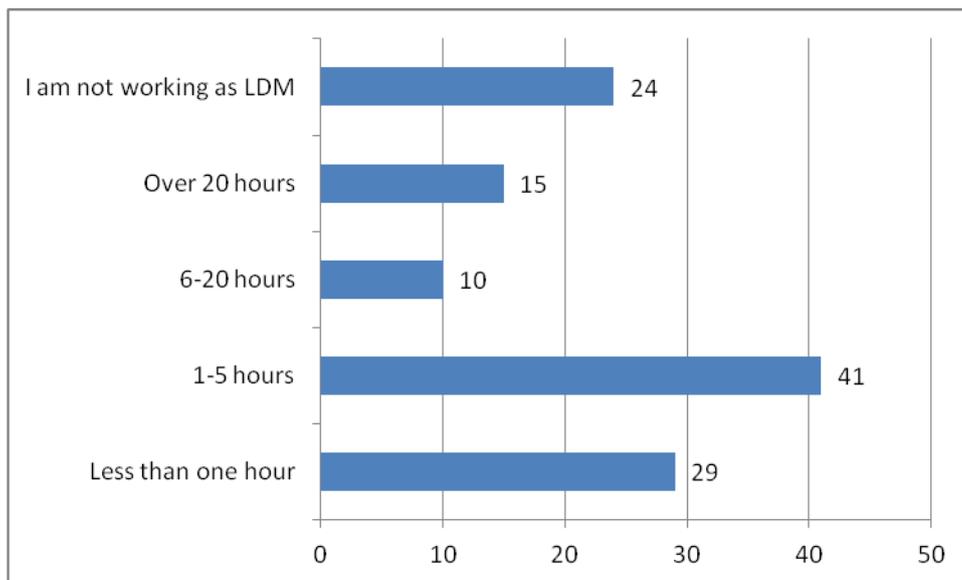
Table 7. How many hours per week does a person perform LDM work.

Most users (34%) having LDM role perform these tasks 1-5 hours per week. Only 15 people are working as LDM over 20 hours per week. It can be concluded that most of the users perform LDM tasks only part time and beside their other tasks. This is a challenge for BIC team to be able to give enough instructions and training for the users if they only work part time with Master Data. How to keep users motivated to learn new things about Master Data while they might be busy with other than Master Data tasks. Do the users have enough time to attend all training sessions to get the most recent news and instructions?

9.3.2 Business Information Centre (BIC) home page in Compass

BIC team maintains important instructions and information in their home page in Wärtsilä global intranet. Too many users are not aware of this important information and documentation BIC team provides. This is information that concerns the work that BIC team customers are performing. BIC team must see that all the users know where the important instructions and information is located and how it should be used. Otherwise Wärtsilä will not have good quality Master Data in SAP and unnecessary work is done. The users will be more dedicated in doing good work if all information is easily available, contacting BIC team is easy and help is easily available. This will also improve the satisfaction of customers towards BIC team services.

*Question 4: Have you visited or used the BIC home page in Compass?*
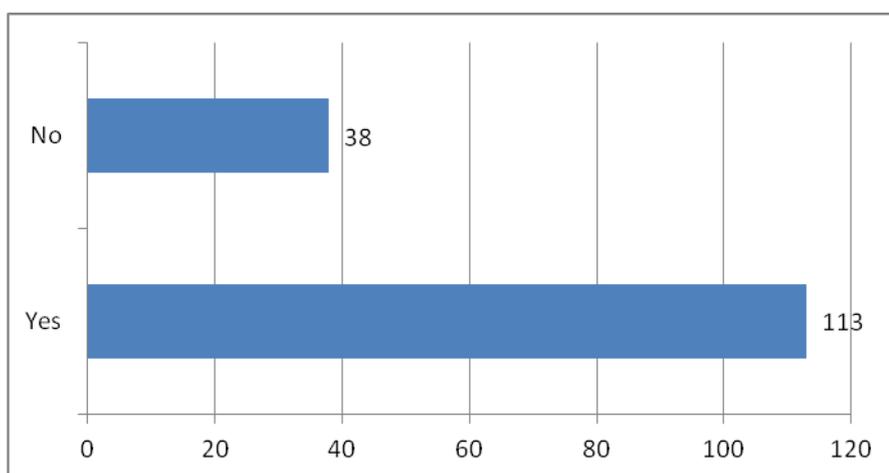
Table 8. The users visited or used the BIC home page in Compass.

75% of the users have visited BIC home page in Compass which is very good. But the rest of the users should be made aware of these pages as they contain very important information of Master Data. BIC team could advertise the home page in Compass and in MDM Club meetings to get more visits to these pages.

Most of the users who had visited BIC home page were rather satisfied with the content of the pages and found it relatively easy to find the needed information on these pages. Their opinion was also that it is important that information is easily found and it is up-to-date.

*Question 4.1:* *How often do you use the BIC home page in Compass?*
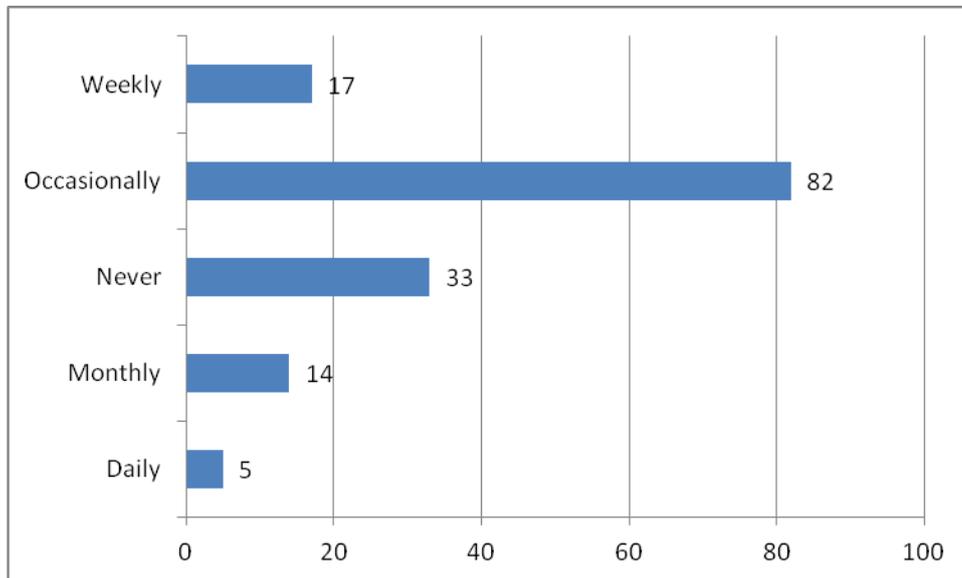
Table 9. How often does a person use the BIC home page in Compass.

Over 50% of the users visit BIC home page occasionally but only 3% visit the pages daily. The number of users on the pages occasionally is very good.

We know information should be maintained frequently on these pages to keep users coming back. If only the same information is present, they will not return so often. Information and news should be updated more frequently to keep the users interested in coming back. Also information must always be up-to-date. Perhaps also more news about BIC team actions and new features should be added to the pages.

What is alarming is that 22% of the users have never visited these pages. This requires advertising amongst the users to make this important source of information known to all Master Data users.

Question 4.2: How important are these pages for you?
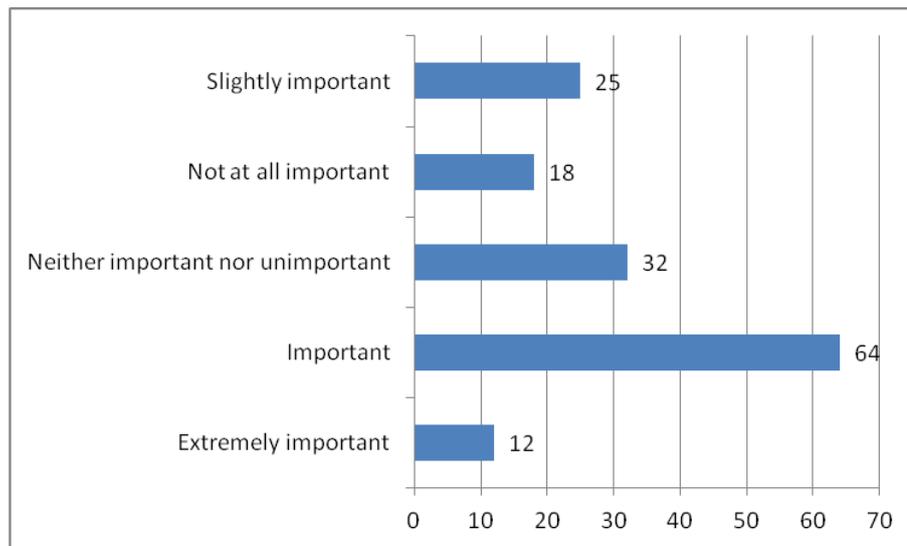
**Table 10.** How important is the BIC home page for users.

It is good to find out that 50% of the users think that these pages are important or extremely important. This finding puts even more pressure to the fact that these pages need to be updated frequently and information must be correct and up-to-date.

*Question 4.3: Is the navigation in these pages easy?*
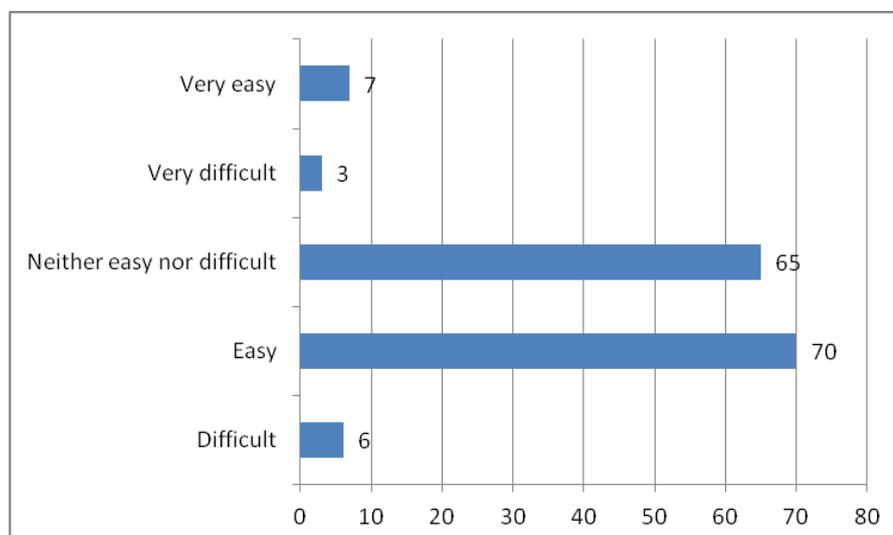
Table 11. How easy is navigating in BIC home page.

46% of the users think that navigation on these pages is easy and 5% find it very easy, which is good. Only 4% think it is difficult and 2% say it is very difficult.

Most of the users who find navigating on these pages difficult or very difficult, answered to the next question that it is very important or important to find information easily. BIC team should try to find out why some of the users feel that it is difficult to navigate in the home page and maybe make some changes in the pages or training for navigating through these pages. Everyone should find it easy to navigate in these important pages.

I think this issue could be taken up in the next MDM Club meeting to find out how navigating on these pages could be made easier or if additional training should be organized in this field.

*Question 4.4: Is the information that you are looking for easy to find in BIC home page in Compass?*
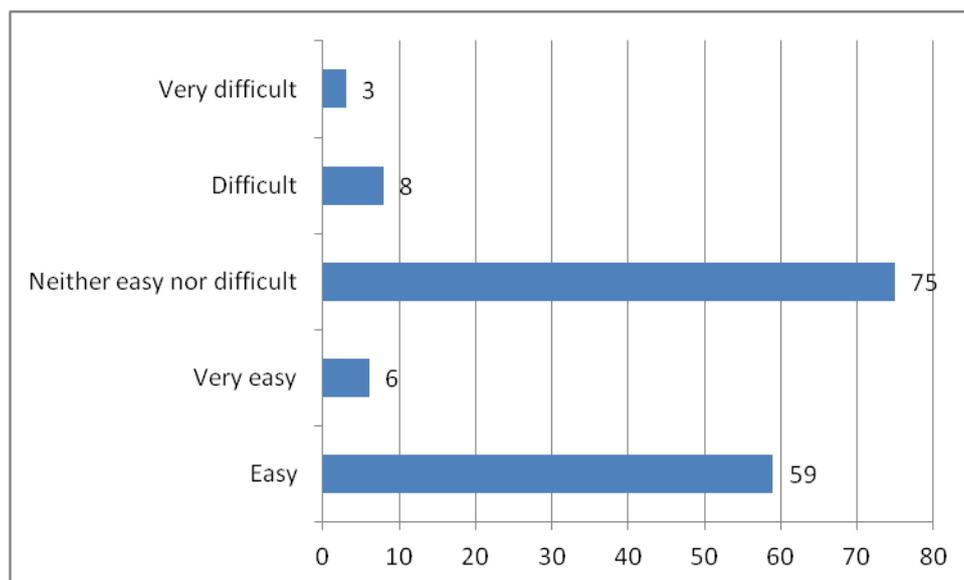
Table 12. Do the users find information easily in BIC home page.

It is good to find out that 43% of the users feel that information is easy or very easy to find in BIC home page. Only 7% think it is difficult or very difficult to find.

Question 4.5: How important is it to find the information easily?
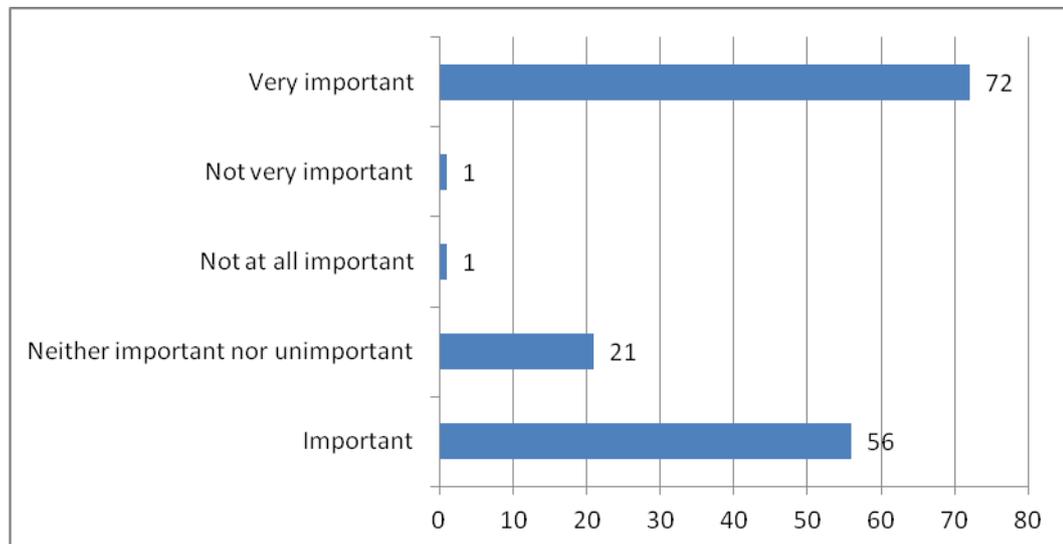
Table 13. How important is it for the users to find the information easily.

85% of the users feel it is important or very important to find information easily. And that was the desired answer as it is really important that information is easy to find.

Emphasis should be put to this issue to make the BIC home page as user friendly as possible and information easy to find. If the information is not easy to find, the users will not come back to these pages for important information and news.

Question 4.6: *The information in BIC home page is adequate and up-to-date*
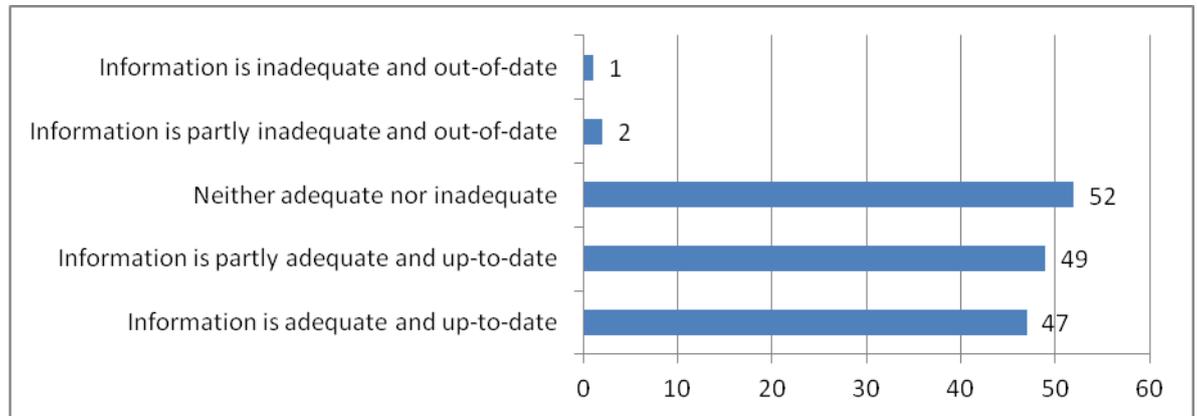
Table 14. Is the information in BIC home page adequate and up-to-date.

31% of the users feel that information on these pages is up-to-date and adequate. That is not too bad a result, but why do 32% of the users feel that the information is only partly adequate and up-to-date? This should be investigated more deeply, what information is missing or old according to the users.

Only few users feel that the information is inadequate and out-of-date. One of them had missed the comment in question 4 "If your answer was no, you may continue to question 5." One of the other two had given feedback how the BIC home page could be improved. The comment was: "Improved information content in the pages rather than just some basic info." The comment is interesting as BIC home page has quite detailed information of different processes but of course not all information is present. This user also stated that she/he visits these pages only occasionally.

Question 4.7: *How important is it that information is adequate and up-to-date?*

Chart showing responses:
- Not very important: 1
- Neither important nor unimportant: 24
- Important: 60
- Very important: 66
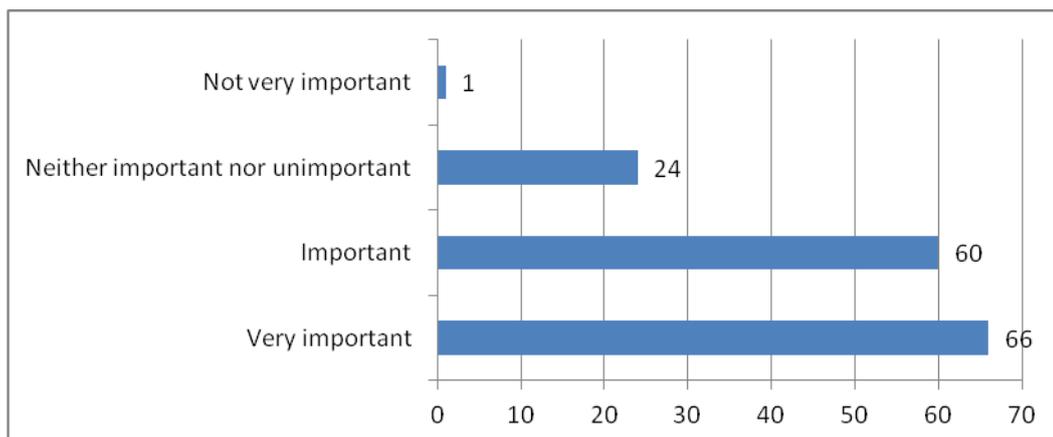
Table 15. How important is it that information is adequate and up-to-date.

Luckily 83% of the users feel that it is important or very important that information in BIC home page is adequate and up-to-date.

The 16% of the users who replied that it is neither important nor unimportant perhaps have not visited these pages at all and do not need this information.

Please give any additional comments about BIC home page in Compass
(e.g. what information would you like to have more, what is missing, what is easy
/ difficult etc.).

To this question we received 17 additional comments. It was really alarming to find out that 2 users have never heard of the BIC home page in Compass and these users have worked for years as LDMs. How can that be possible that they did not know about these pages? One of these persons was from China so perhaps the next MDM Club meeting for Asia region should handle the BIC home page in Compass, to make everyone aware of these pages. Unfortunately the other user had failed to give a correct company code so it is not possible to know where she/he is working.

Few comments were that BIC home page is difficult to find and that a link to these pages should be at the front pages of Compass. This is something for BIC team to consider if it would be possible to add a link to Compass front pages.

Some users said that there are too many clicks to reach BIC home page. This problem would be solved if a link to Compass front page could be added.

Some comments were saying that it was good that it was explained in this survey what kind of information is maintained and updated in BIC home page. This is also quite alarming as LDM and other Master Data users should know what information is available in BIC home page.

Even though results for these questions were quite good, BIC team should further develop and update these pages frequently to keep all the users interested in coming back for latest news and updates. These pages are the most important channel for BIC team to distribute important information for the users.

9.3.3 Master Data Training

Question 5: Have you received enough Master Data training?
If your answer was yes, you may continue to question 6.
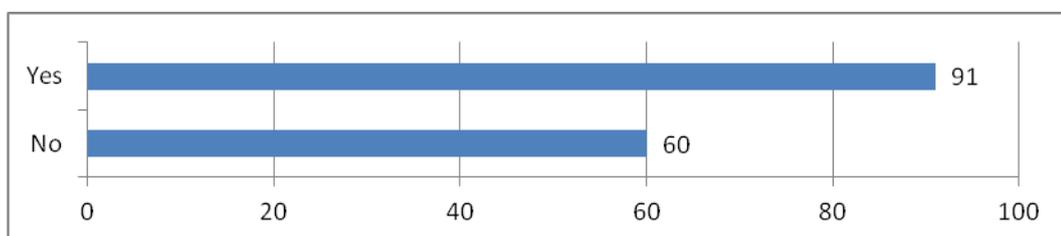

Table 16. Have the users received enough Master Data training.

60% of the users answered that they have received enough training. But when looking at the next question, 39 of these 60 users replied that no additional training is needed. Other 21 users still feel that they would like to have additional training on different Master Data objects. In my opinion, the results of this

question were not 100% reliable because of the results of the next question. And the instructions to this question were that user should continue to question 6 if the answer was "Yes".

The remaining 40% of replies should be analyzed, what kind of training these users require and why they have not received enough training. Yet we should notice that 14 users out of the 60 replied in the next question that they do not want any additional training. This is confusing if users feel that they have not received enough training to perform their tasks, but at the same time they say that they do not want any additional training.

Question 5.1: *On which Master Data object would you like to have more training? You may select more than one object.*
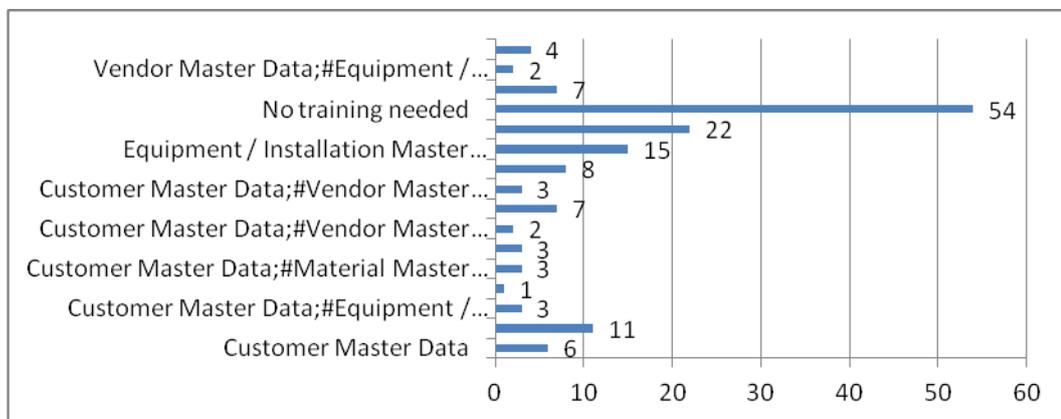
Table 17. On which Master Data object would the users want to have more training.

36% (54 users) of the users replied that no additional training is needed. This is interesting as in the previous question 91 users said that they had received enough Master Data training. The results to this question should have been the same amount of users.

Next biggest group (15% of replies) was that additional training is needed on Material Master Data. This is understandable, because Material Master Data LDM users are the largest group of users. Most of Material Master Data maintenance is done locally and the users must have a good knowledge of that Data object and its

maintenance process. BIC team should perhaps organize more training and more frequently on Material Master Data to give all the users the needed knowledge and instructions.

10% of the users need additional training on Equipment / Installation and Material Master Data. The other replies have been divided between different combined Data objects.

One interesting answer is that the user wants additional training on all data objects and at the same time she/he replied that no training is needed. To me it seems like the subject of this question has not been read very carefully, the question is not understood or the survey is not taken seriously at all.

Question 5.2: In which format would you like to have the training?
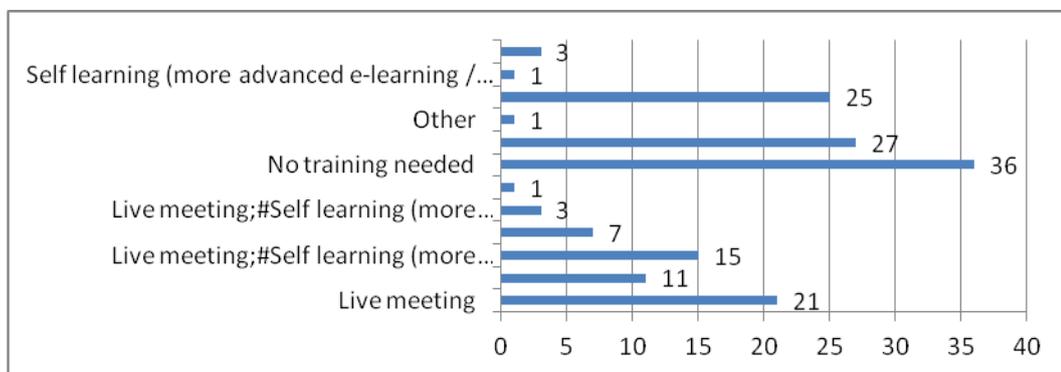
Table 18. In which format would the users want to have the training.

24% of the users replied that no additional training is needed, which is good if it means that they have received enough training to perform the LDM tasks.

18% of the users want to have on-site training. That would be the best method, but it is rather costly as users are located in different countries.

17% of the users would be satisfied to get more Self learning (more advanced e-learning / more instructions in Compass). This is very good as it does not require travelling and is cheap. More Self learning training and more instructions in

Compass should be provided by BIC team in the future to give all the users the best knowledge to perform their work.

14% feel that Live meeting would be the best way to receive additional training. Live meeting is conducted over the Internet and it is cost effective, easy to organize and gives the possibility to have an interactive training with the users. This is definitely something that BIC team should look into, to have more Live meeting training sessions for the LDM users.

Other replies were combined ways of training and BIC team should study these replies when preparing next training sessions, to see if some Data objects could be combined in the next training sessions.

Question 5.3: How important is it that the training instructions are adequate?
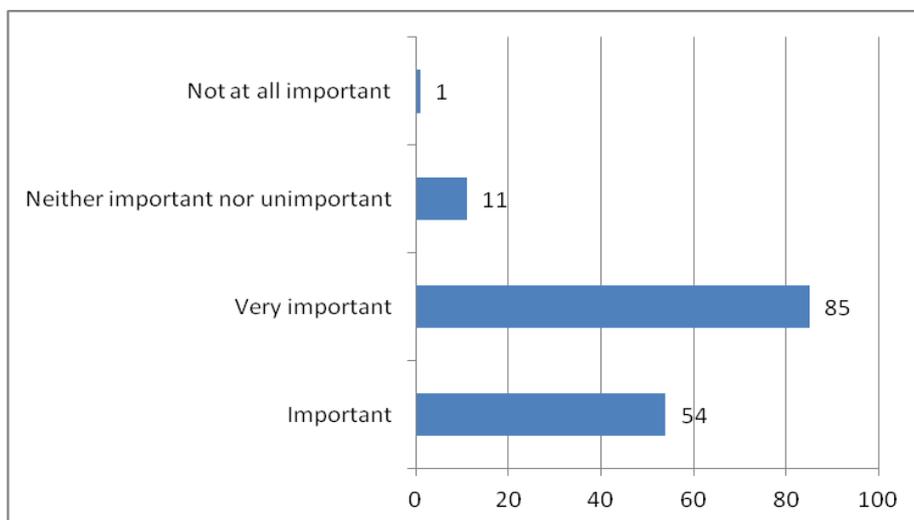
Table 19. How important is it that the training instructions are adequate.

It was comforting to see that 56% of the users feel that it is very important that the training instructions are adequate. 36% replied also that it is important to have adequate training instructions in Compass. The remaining of the users that replied that this is not important or that they have no opinion, were the users that do not work as LDM. This should put even more pressure for BIC team on this task to keep the instructions available and correct in Compass.

Question 5.4: *Are the Master Data training instructions in Compass adequate?*
If you think the instructions are inadequate, please tell us how we should improve.
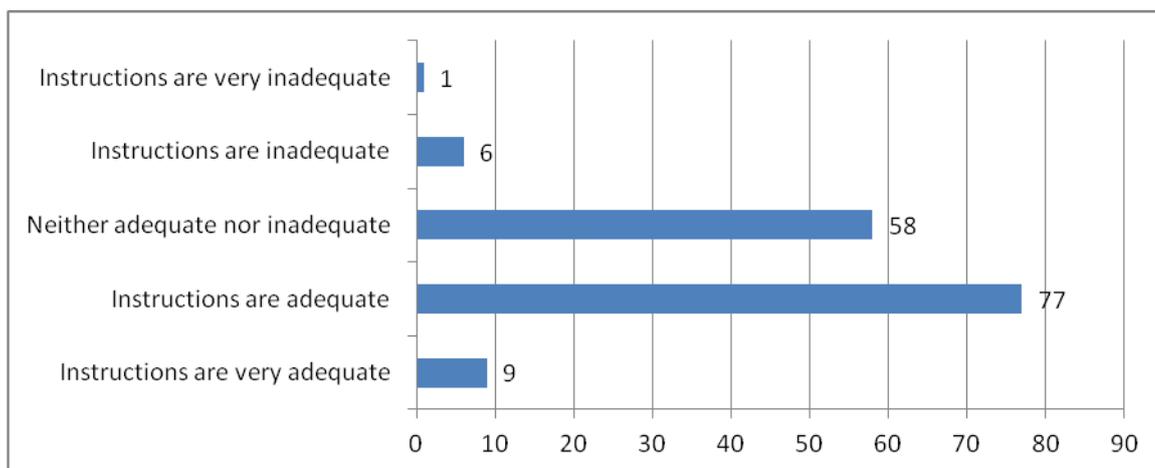
Table 20. Are the Master Data training instructions in Compass adequate.

The previous question answers indicate that instructions are considered important amongst the users. BIC team provides instructions, training material, self-learning material, templates and updates of new features and processes in Compass in BIC team home page. All users are encouraged to visit these pages frequently to get the latest updates of the important subjects in Master Data.

57% of the users think that instructions are adequate or very adequate, which is a very good result. 38% say that they are neither adequate nor inadequate. 13 of the 58 users who replied that instructions are neither adequate nor inadequate, also replied in question 4 that they have never visited BIC home page and they seem to be the IM & Business users. Even though these users do not work as LDM, they should still be interested in the Master Data instructions and visit these pages in Compass. 28 of the replies came from persons that do not work as LDM, so that is explaining the reason that they have not visited these pages and cannot say how adequate the information is.

Many of the additional comments about inadequate instructions were quite specific area related comments, almost questions how to manage some specific

Data object maintenance. These questions should be included in the next training session or MDM Club meeting to give answers to the users, if possible.

On-site training was requested in several comments. The users feel that it would be much better to have classroom training rather than everyone reading instructions from the BIC home page. This would of course be the best solution to train everyone face to face, but it costs a lot of money, requires a lot of resources and I do not think it will be possible to organize with the current work situation in BIC team.

9.3.4 How to contact BIC / Communication

Question 6: If you notice an error or deprivation in Master Data, you report it
*If your answer was always, you may continue to question 7.*
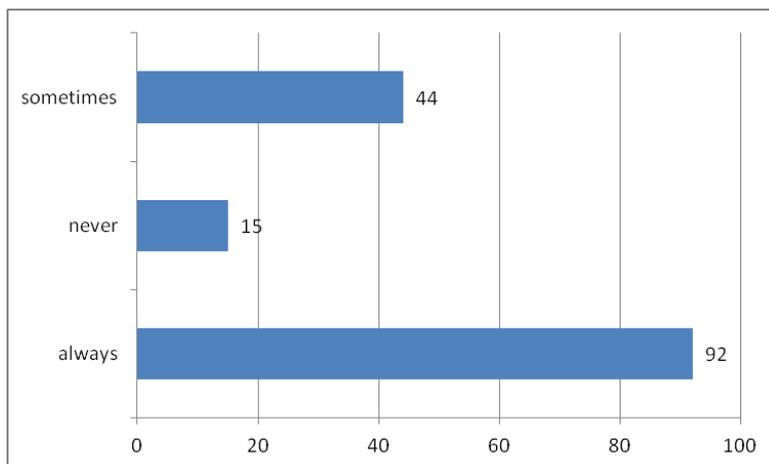
Table 21. Do the users report errors and deprivations in Master Data.

This question and its answer should be really carefully studied because 39% of the users only reports errors sometimes or never. It is extremely important that all errors and deprivations are immediately reported to BIC team to have correct and up-to-data data in SAP.

When I further investigated the next question, "What is the reason that you report the problem only sometimes or never", some of the users had replied that they always report the problems. Again, the question was not correctly understood or wrong answer was given. But too many users replied that they have no time to report the problem or they do not know who to contact. This is an issue that should be investigated thoroughly. All users should know exactly where each problem or error is to be reported and the method to report those should be extremely easy and not at all time consuming. This way BIC team would get the best feedback and correct Master Data in SAP based on these reports. The IM service support model (**Appendix 1**) explains which team should be contacted in which case and this document is available for everyone in the BIC home page in Compass.

61% of the users replied that they always report problems. Yet, when I looked at the next question (What is the reason that you report the problem only sometimes or never?), 4 users had selected the answer "I do not have time to report the problem", they do not know who to contact or the matter does not concern them. So the answers for these two questions are not completely in line with each other and results are not 100% reliable.

Some of the users replied that they never report problems and in the next question they answered that they always report problems. I do not know if the question was not correctly understood or if users have just selected any answer.

Question 6.1: *What is the reason that you report the problem only sometimes or never?*
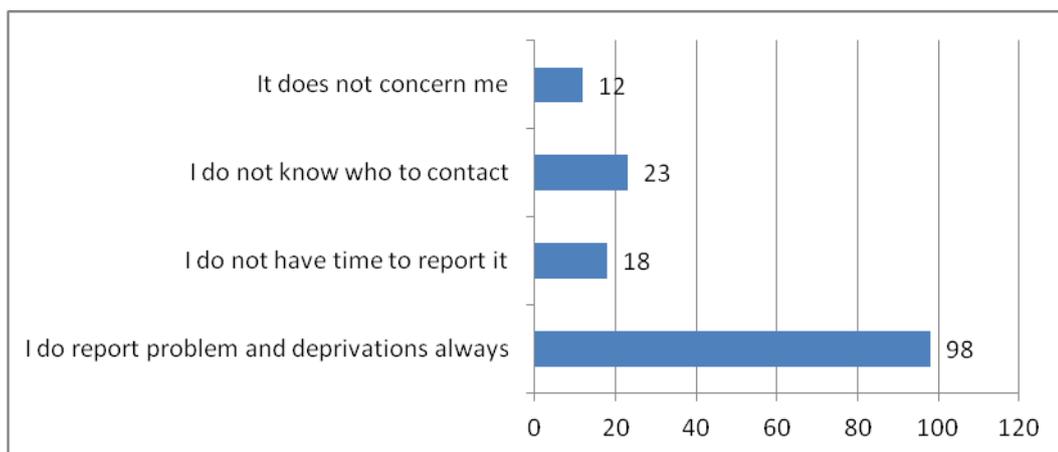
Table 22. What is the reason that some of the users report the problem only sometimes or never.

Very alarming answers in this question! 8% of the users say that they do not report errors or problems in Master Data, because they feel that it does not concern them. This is rather difficult area or way of thinking to change, but something should be done to make users understand that everyone at Wärtsilä uses the same data and it should be corrected as soon as an error is found. Even if the user who finds an error in Master Data does not need that information her/himself, she/he should immediately report the error to BIC team. That information could be crucial for other users or the company.

Even more alarming is that 15% of the users do not know who to contact. This could be corrected or changed immediately by additional training and instructions in BIC home page in Compass or in the MDM Club meetings. Every user should be made aware of the correct way and channel of reporting errors in Master Data.

12% say that they have no time to report errors. Reporting errors should be made so easy that "no time" could not be the excuse for not reporting errors and deprivations. Perhaps new ways of reporting problems need to be implemented for

example in Compass that everyone uses. If the process is very easy and not at all time consuming, Wärtsilä could get even better Master Data quality.

However, there is some inconsistency again as in previous question 92 users replied that they always report problems but in this question 98 replies were that "I always report problems".

*Question 7: Which contact method do you use **most** when contacting BIC?*
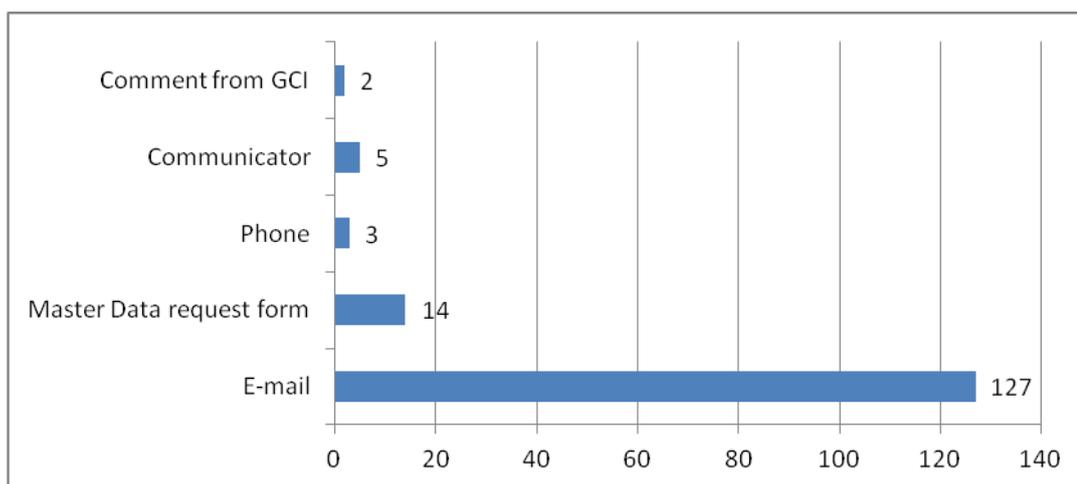
Table 23. Which contact method do the users use the most when contacting BIC team.

Master Data request form is the number one contact method that should be used according to BIC team instructions. Still only 9% of the users seem to use that method. BIC team should investigate why it is not used more often by more users. Is the form perhaps not easy enough to use, are there technical problems in the template, the users do not know about the correct contact process or what other reason is there not to use it. The request form was changed recently and many users reported technical problems when using it. That is definitely one of the reasons why it is not used more. Master Data request form should be further developed to stop the technical problems users have been experiencing. There should also be a possibility to gather valuable information about the requests and problems that users report. This could be used to improve instructions and when developing future training materials.

Also, it should be investigated why users use e-mail more than the request form. Perhaps e-mails should no longer be accepted by BIC team to increase the usage of the request form.

Question 8: *What is your preferred way to contact BIC?*
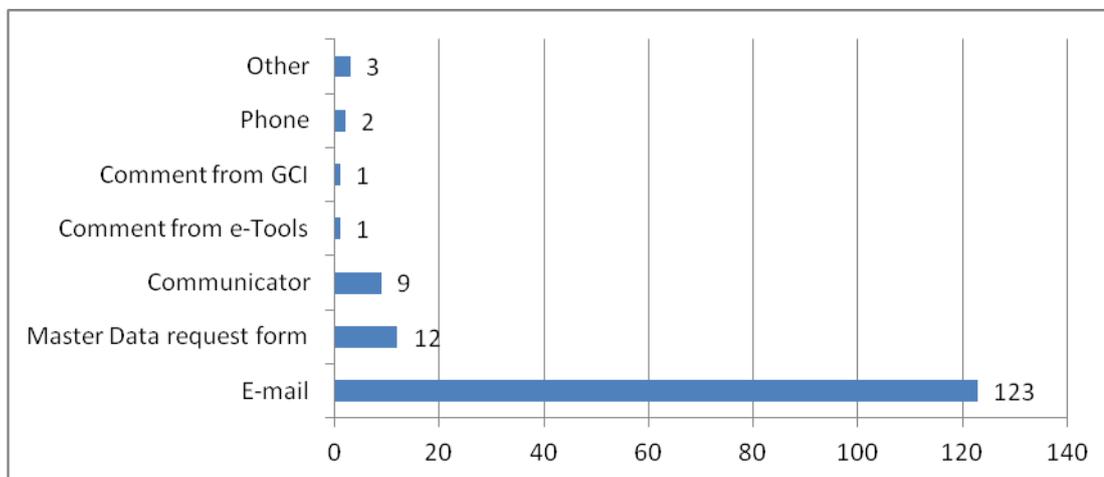
Table 24. What is the preferred way to contact BIC.

81% of the users say that they prefer to use e-mail when contacting BIC team. Again it should be investigated why people prefer e-mail over the Master Data request form, which should be the primary contact method.

6% of the users prefer to use Communicator when contacting BIC team. This is the fastest way to get answers to questions as you are in an online contact with the data expert in BIC team. But there are many reasons why Communicator should not be used in communication between Master Data user and BIC data expert. The data expert could be involved in another case and should not be disturbed while concentrating on something else. Every contact to BIC team should be documented, what was requested and how the problem was solved and what was the outcome. These documents are saved for future investigations if needed and for all the team members to see. There is no written document to save if the contact is made via Communicator.

The three users who selected "other" as their answer, were requested to specify the contact method, but no additional comments were given.

Question 9: Do you think it is easy to contact BIC?
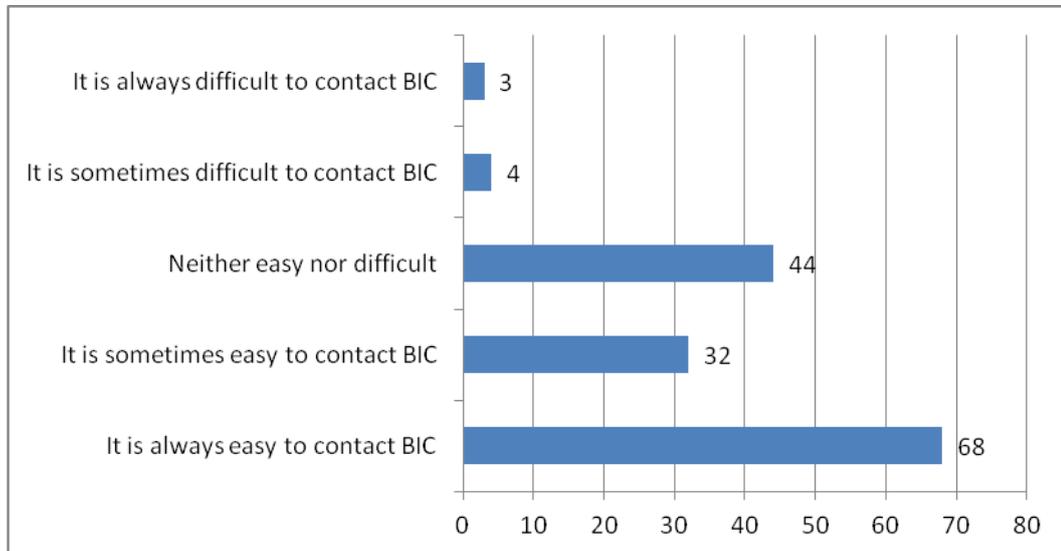
Table 25. Is contacting BIC easy for the users.

It is good to notice that 45% of the users feel that it is always easy to contact BIC team. But on the other hand this number should be much higher.

5% of the users answered that it is sometimes or always difficult to contact BIC team. This should be carefully investigated why these users feel this way and how the contacting could be made easier. The reason can be that the phones are busy and user does not get through easily, maybe she/he does not like the Master Data request form, communication in English is maybe not very easy for the user or maybe she/he has had to wait for an e-mail reply too long. There are numerous reasons I can think of that could cause these users to say that it is always difficult to contact BIC team. Perhaps in the next MDM Club meeting it could be asked why some users feel that it is always difficult to contact BIC team. Very important feedback could be received and service improved that way.

Question 10: Is it clear to you when you should contact BIC (instead of e.g. Help Desk)?
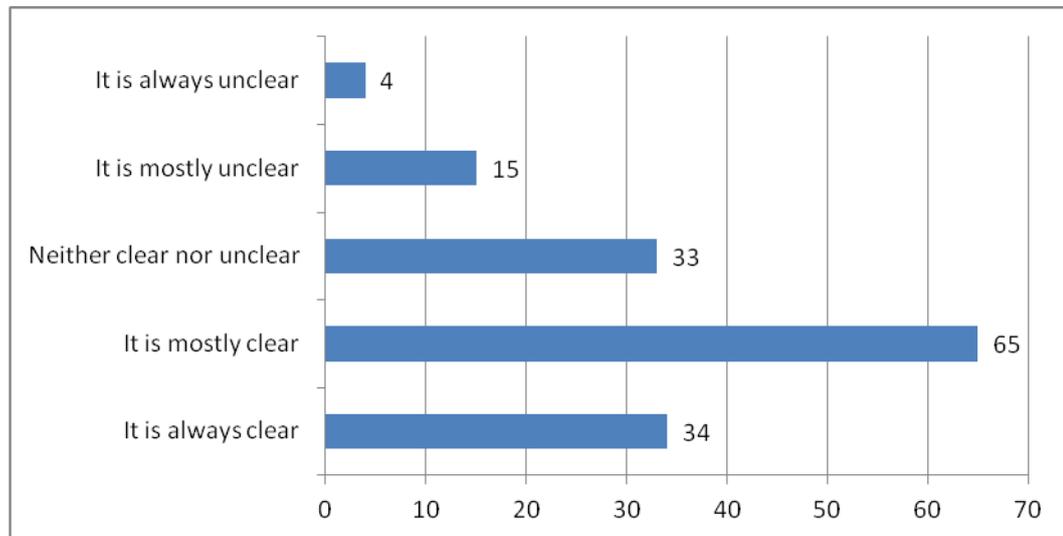
Table 26. Is it clear for the users when they should contact BIC (instead of e.g. Help Desk)

It was not nice to find out that only 23% of the users say that it is always clear who to contact in case of a problem. The instructions should maybe be updated to make this even clearer for everyone to know which team should be contacted. 43% think that it is mostly clear which team to contact, but this is not enough.

This should be very clear for all the users, so maybe additional advice or training should be organized to make it clear for everyone. It is rather frustrating and time consuming if one reports a problem to a wrong team, which will then have to be escalated to the correct team. This is unnecessary work for many people and takes time.

Question 11: How important is it to know which team should be contacted in case of problem or question?

Neither important nor unimportant	8
Not very important	1
Important	51
Very important	91
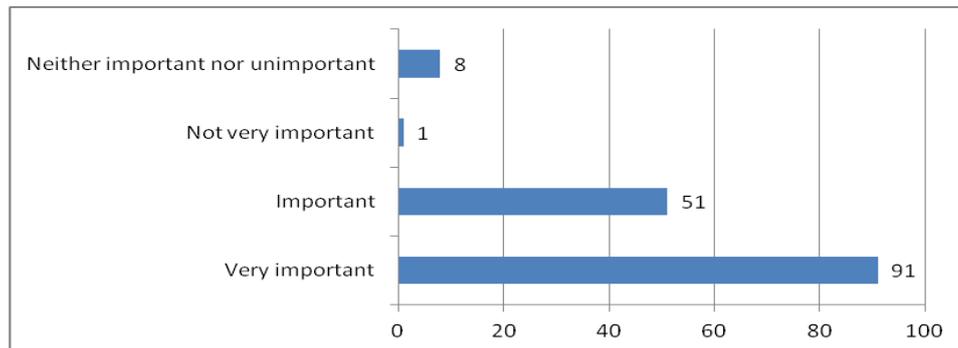
Table 27. How important is it to know which team should be contacted in case of problem or question

94% of the users feel that it is important or very important to know who should be contacted in a case of a problem. This was of course the expected result. The remaining answers came from users who do not use Master Data.

Question 12: Do you get enough information of new Master Data features and processes?
If you feel you do not get enough information of new Master Data features and processes, please tell us what kind of information you think is missing.

I do not get at all information	6
I do not get enough information	16
Neither get nor do not get information	28
I get some information	61
I get enough information	40
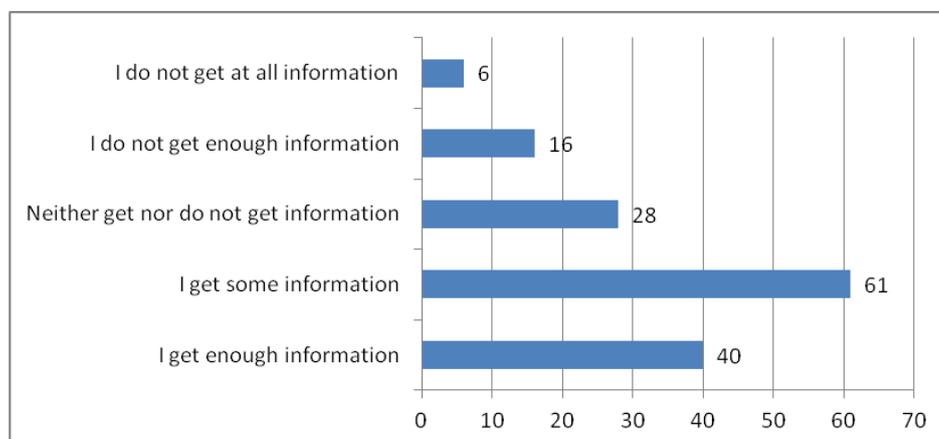
Table 28. Do the users get enough information of new Master Data features and processes.

26% of the users replied that they get enough information of new Master Data features and processes. This is not a satisfactory result at all. 40% of the users think that they get just some information. Clearly something must be wrong and something must be done. New features and processes are very important and all the users must use them when they are implemented. BIC team must try to find out how to distribute the new features and processes better to all the users.

15% which is 22 users said that they do not get enough or no information at all. I looked at the additional comments that were requested from the users who replied that they do not get enough information and I noticed that there were only 2 comments. It is not easy to know why these users do not get enough information of new Master Data features and processes when no additional comment was given. One reply was that the user does not know what information she/he probably needs. The other comment was that the user needs more information of updates. This should be explained more, what the user means by updates. Does she/he mean updates in Master Data or in processes or maybe in something else.

Question 13: The response time in BIC is
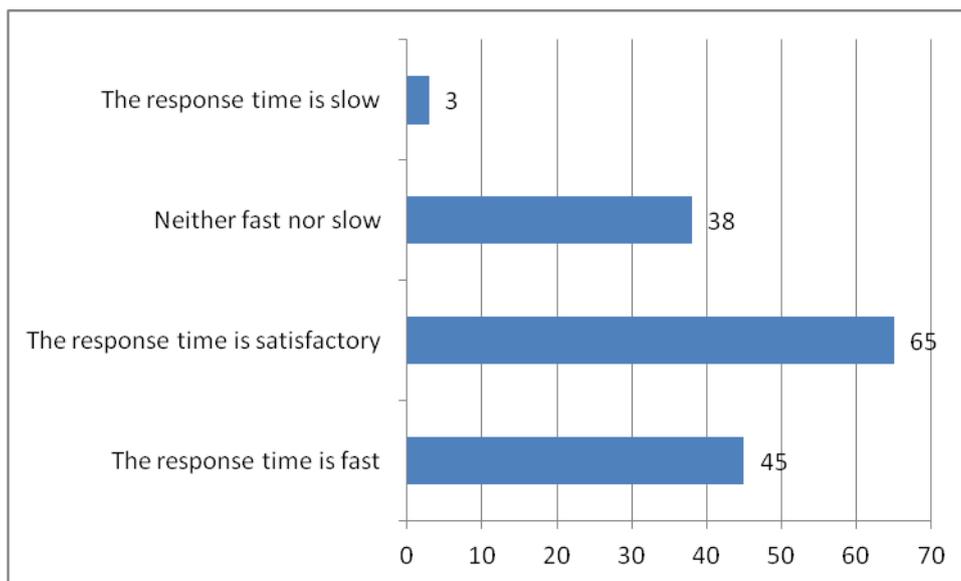
Table 29. The response time of BIC team.

It is nice to find out that 43% of the users feel that the response time is satisfactory. This tells us that the work is done in reasonable time. 30% of the users say that the response time is fast. This is, on the other hand, excellent result and it shows that the users are really satisfied of the response time of BIC team. But the service quality level should not be higher than what is reasonable to expect. This raises a question, could the response time be longer? That way some of the team resources could be released to other tasks, for example documentation or development work. Is it necessary to have a really fast response time? The next question asks if the users would be satisfied with a longer response time.

Only 2% think that the response time is slow. This could be the result of time difference between different areas or that the response required further actions and could not be handled at the time the requests was received. If a response requires extra investigation, the user should be kept aware of the actions taken and how the work is progressing. That way the feeling of a slow response time night not be experienced.

Question 13.1: *Would you be satisfied with longer response time?*
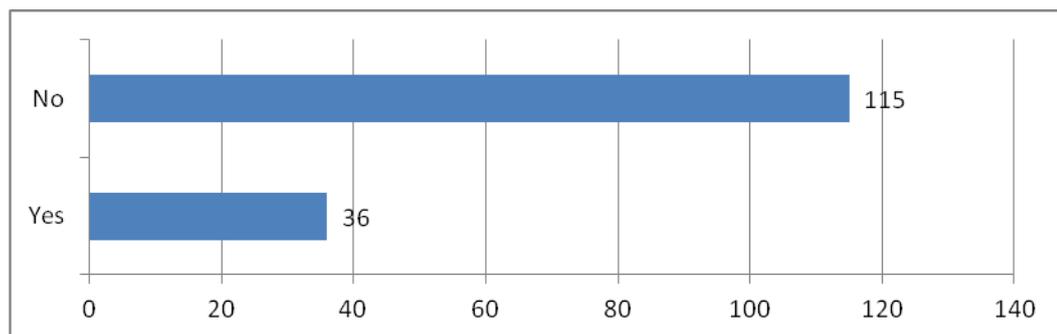
Table 30. Would the users accept longer response time.

With the results of this question, we notice that the users really need the answers quickly and cannot wait for the updates for a long time. Most of the users replied that they would not accept longer response time.

Some users (24% of answers) said that they would be satisfied with longer response time. The reason could be that they update information that is not so critical for sales or reporting. Some users do data cleaning and that information does not require instant updating in SAP.

9.3.5 MDM Club

Question 14: Are you familiar with the MDM Club concept?
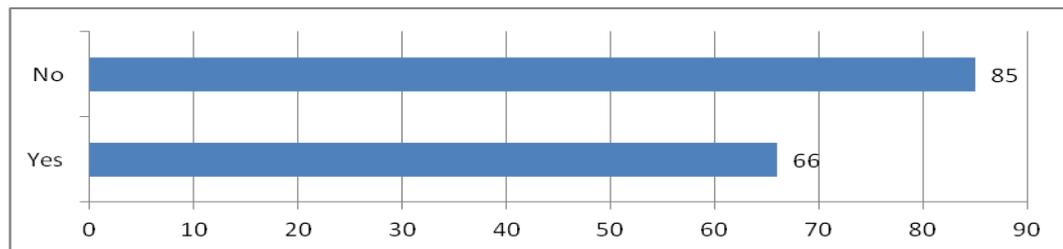
Table 31. Are the users familiar with the MDM Club concept.

Quite alarming result to this question is that only 44% of the users know what the MDM Club is. This club is meant especially for all LDM users and other Master Data users, and the agenda is normally very important for these people. So most, if not all, of the people responding to this survey should have been aware of the MDM Club concept.

BIC team needs to investigate why so many users do not know the MDM Club concept at all. Are the invitations to these meetings not sent to correct people or have they just missed the opportunity to take part in the meetings. More advertising of the MDM Club should be done in Compass to make it familiar to all Master Data users.

Question 15: *How many times have you attended the meetings? If your answer was never, you may go to the end of this questionnaire.*
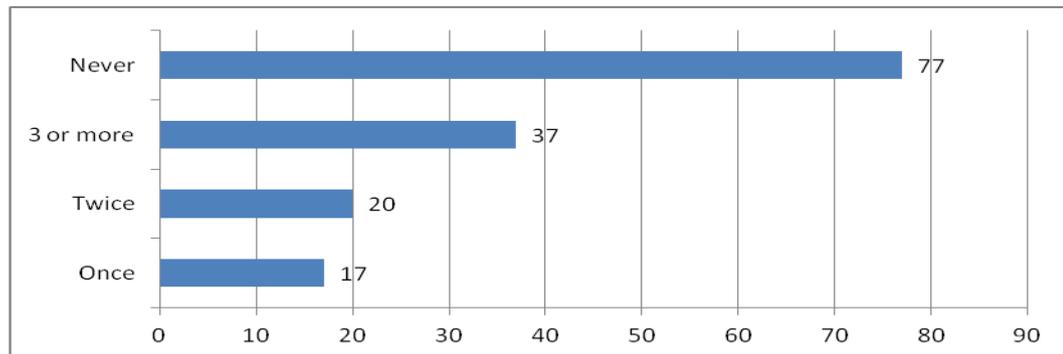
Table 32. How many times have the users attended the MDM Club meetings.

51% of the users have never attended the MDM Club meetings. This is not good as these meetings are meant to get users informed about new features and processes in BIC team and Master Data. BIC team should try to investigate this issue in the next surveys and find out the reason for people not attending these important meetings. In this survey we could have added an additional question, to ask the reason for not attending these meetings.

Question 16: *The MDM Club concept is*
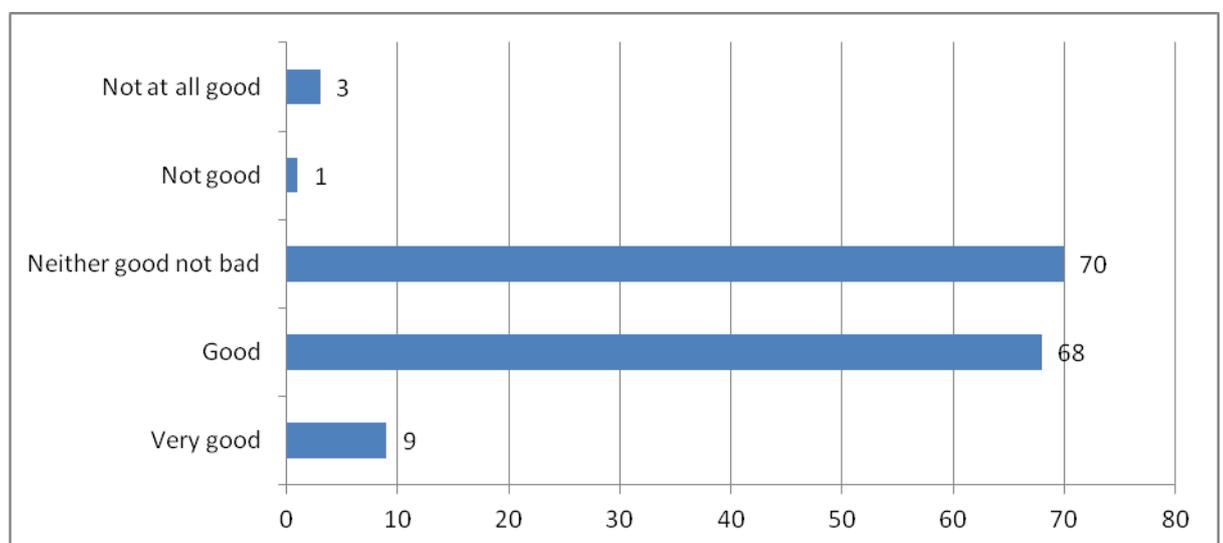
Table 33. What is the user opinion of the MDM Club concept.

51% of the users replied that the MDM Club concept is good or very good.

3% replied that the concept is not good or not at all good. I checked the additional comments from these users. Two answered that they do not know what MDM club is, but were forced to reply to this question anyway. They had missed the comment in question 15, "If your answer was never, you may go to the end of this questionnaire", or maybe they had some technical problems and were forced to reply to all questions. One comment was that too much information is given and it might lead to confusion. This is a difficult comment as users work with different data objects and in different areas. All information must be presented in the meetings, but the users should only listen to the topics that concern their own work area. It might be a good idea for BIC team to include a short recap of all the topics on the agenda at the end of the meeting to repeat the highlights of the topics.

Question 17: There are currently two MDM Club meetings per year. Do you think this is enough?
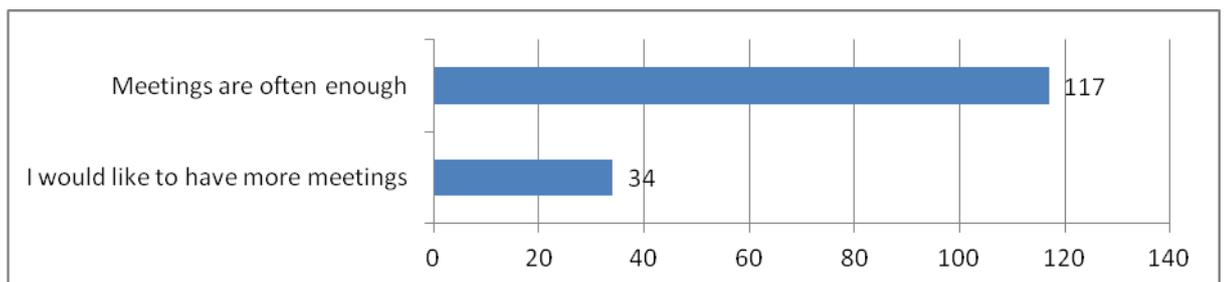
Table 34. Are the MDM Club meetings organized often enough.

77% of the users replied that meetings are held often enough. In my opinion this is very good rate and perhaps no additional meetings need to be organized at this point. More beneficial it might be for BIC team to concentrate on the content of the meetings rather than having more meetings.

Question 18: *Are the topics in the meetings useful?*

Additional comment: Please give us your comments why you feel the topics are not useful and what topics you would like to have in the meetings.
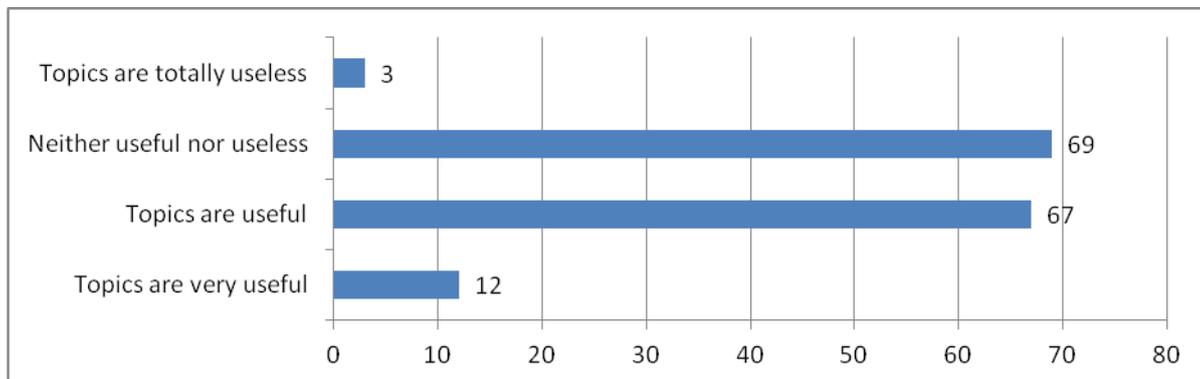
Table 35. Are the topics in the meetings useful.

It is satisfying to find out that 44% of the users feel that topics in the meetings are useful and 8% feel that they are very useful. This proves that these meetings are useful and should be continued in the future.

46% of the users said that the topics are neither useful nor useless and 2% think that the topics are totally useless. I investigated the answers and these are the replies from the users who have never attended the meetings. Some of these users said that they know what MDM Club concept is, but have never attended the meetings. Most of the users in this category do not know what the MDM Club is. Based on these answers, there is no need to change the MDM Club concept.

We received nine answers to the additional question what topics the users would like to have on the agenda to make the meetings better. All of the answers were that the users did not know what the MDM Club is or that she/he had never attended a meeting. It was said in the beginning of the questionnaire that users who had not attended the meetings, should move to the end of the questionnaire and not reply to these questions at all. So unfortunately BIC team did not get any news what kind of topics could be added to the agenda of next MDM Club meeting.

Question 19: How could the meetings be improved?

A horizontal bar chart with the following categories and values:
- Users could send questions and propose... : 2
- (second bar): 1
- Users could send questions and propose... : 7
- (fourth bar): 4
- Users could send questions and propose... : 18
- (sixth bar): 36
- (seventh bar): 27
- Meetings should be shorter : 9
- (ninth bar): 1
- Meetings should be more... : 7
- (eleventh bar): 7
- Meetings should be longer : 1
- (thirteenth bar): 1
- Combined meetings with different master... : 30

Table 36. How the MDM Club meetings could be improved.

24% of the users replied that meetings would be improved if the users could send questions and propose topics in advance, to be discussed or presented in the meeting. This is a very good improvement idea. BIC team would find out what are the areas where the users feel that they need more training on or additional instructions. Interactive meetings or training sessions are always the best possible solution. That way the presenter may explain the issues in different words, if all the attendees did not understand it at the first time. In an online meeting it is difficult to know if everyone has understood as there is no visual contact with the meeting participants.

20% replied that the way to improve these meetings would be "Combined meetings with different Master Data objects (e.g. installation / customer)". Some of the meetings have already been combined between installation and customer data objects. Many users are maintaining both customer and installation data, so it was logical to combine these meetings if the same people would be attending the meetings anyway. Depending on the length of the agenda, combined meetings are possible. If the agenda on some data object meeting is very long, it is not possible

to combine two or more data objects in the same meeting. The meetings should be kept rather short, to get the most people to attend during their busy business hours.

27 users (18%) said that "other" is the way to improve the meetings. In the additional comment that users should give, there were only 22 answers. None of them really gave any suggestion how the meetings could be improved. Many replied that they had never attended the meeting so they could not answer. Obviously they had missed the comment in question 15 "If your answer was never, you may go to the end of this questionnaire. "

The most selected options were useful and BIC team should consider sending the meeting invitations well in advance and give the users the possibility to add topics and questions to the agenda. The meetings could be more interactive between the presenter and the attendees. Also, combined meetings with different Master Data objects should be considered as the users feel that it would be beneficial for them.

Question 20: Do you share the new information that you have gained in the meetings with your colleagues who did not attend the meeting?
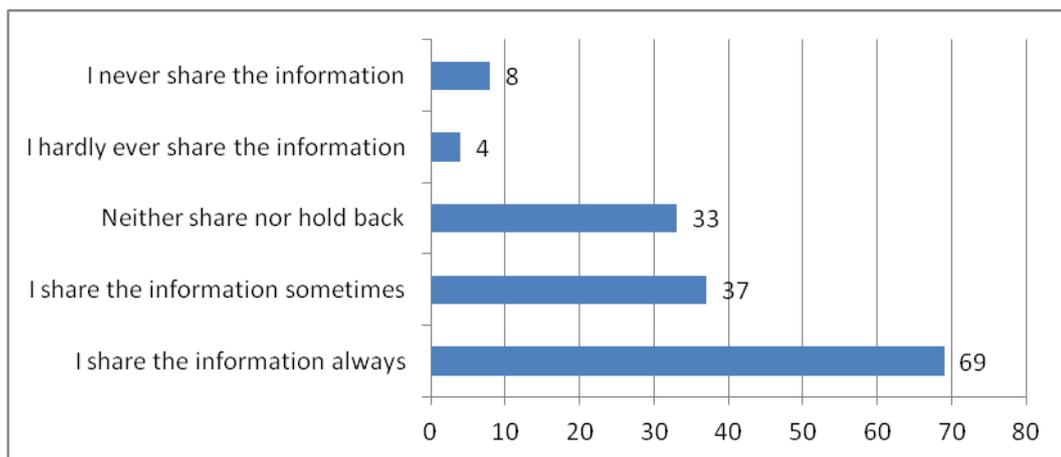
Table 37. Sharing information.

It is good to find out that 70% of the users share the information and new features they learned in the meetings with their colleagues always or at least sometimes. It is not compulsory for all LDM users and other Master Data users to attend every

MDM Club meeting, but it is very important that the person attending shares the news with others in the same office. BIC team should maybe further investigate why some users replied that they only sometimes share the information. Perhaps minutes of the meetings should be prepared and sent to all the LDM users after the meeting.

The 5% of users that answered that they never or hardly ever share the information, were users that have never attended the MDM Club meetings. Again the result is distorted since users have not read the instructions and did not leave this question unanswered like adviced.

If your answer was that you do not share the information with your colleagues, please tell us what is the reason for this.

Most of the additional comments were that the user has never attended the meeting. One user had the following comment: "I always attempt to participate, however due to the time difference I often do not find time, but will always study material afterwards and find it very useful." The MDM club meetings are always arranged at three different times, to cover all time zones and to make it possible for all the users to attend. This user has maybe not realized that there are three different meetings at different times. The MDM Club meetings are also recorded and recordings are added to the BIC home page. Like the user had noticed, it is possible to listen to the meetings afterwards, to gain all the important information shared in the meeting. By listening to the recordings, you learn the new features, but you miss the opportunity to ask questions from the presenter.

Comments / Questions / Feedback / Development ideas

The questionnaire is now completed. Now is your chance to give us feedback, comments, give us development ideas etc. about BIC and Master Data.
Please note that all comments will be read and analyzed but cannot be answered individually.

We received 25 comments from the users. Some comments were just to say thank you and keep up the good work, some were to say that the user is not working as LDM and a few development ideas were given. The development ideas were very detailed, data object related and that is the reason I did not add them in my thesis work.

Few of the comments said that BIC team should improve co-operation with business and local users when new processes are implemented. This is a very good comment as business and local users have the best knowledge of the "real life" processes that are needed. These users could give BIC team really valuable information when new processes are planned. BIC team should take this idea to the future action list.

BIC team should study all the comments carefully and take action accordingly, if possible or needed. The answers to the most important questions and comments could be discussed at the next MDM Club meetings. Perhaps that way the users would give even more valuable comments and development ideas in the next surveys and MDM Club meetings, when they realize that their reply was really valuable and lead to an improvement.

The overall satisfaction in this survey seems to be quite good. Most users are satisfied with BIC team and the services they provide. Yet there are many areas where service quality can be improved and further developed. This is valuable information for BIC in their process to enhance their services.

The given development ideas should be carefully investigated and processes developed or changed, if applicable and possible.

If the new cyclic user satisfaction survey is implemented in BIC team, the questions should be well explained in order to get the correct answers. In this survey many questions were not correctly understood and the results of this survey were not 100% reliable because of this. The program to implement the survey should be flexible and give the possibility to exclude questions that are not relevant.

9.4 Reliability and validity of survey

Reliability means the consistency of a survey. The survey is reliable if the same results are obtained in the next surveys. It is impossible to measure reliability exactly, but it can be estimated in different ways.

Test-Retest reliability means that the survey is repeated twice at two different times. The reliability will be higher if the next survey is repeated soon after the first survey was conducted. This type of reliability assumes that there will be no change in the quality that is being measured.

Inter-rater reliability is judged by two different evaluators. They either score the results with numbers or categorize the results in different categories and the results of these evaluators are measured to see if there is inter-rater reliability.

Internal Consistency Reliability means that in the survey there are two or more questions that ask the same thing but in different format. The results of these questions should be the same if there was internal consistency reliability on the survey.

http://psychology.about.com/od/researchmethods/f/reliabilitydef.htm

It is difficult to say how reliable the results of this survey are. There are many factors that make me believe that the results are not 100% reliable. Here are some of the reasons why I doubt the reliability:

- some of the users have clearly not understood the questions properly

- technical problems in questionnaire

- answers to some of the questions are not in line with other replies

- survey was sent to people that have no possibility to reply to the questions correctly

Some users had not understood all questions correctly. Many users had replied to some questions in a way that should have excluded the next questions, but yet the user had replied to them also. For example, some users had answered that they do not work as LDM, but in the next question they said that they have worked as LDM for so many years. This makes the results not 100% valid when such misunderstanding has occurred.

All the above factors should be carefully considered and taken into account when preparing the next similar survey. The questions should be well explained, maybe in more words, and perhaps it would be a good idea to discuss such surveys and their meaning in the next MDM Club meeting, before the next survey is launched. When the users understand the meaning and importance of such surveys, they are more willing to take part in the surveys and give more truthful replies.

The questions in a survey need to be well prepared and tested before the survey is sent to the users. I asked several persons to check and comment the questions. These persons were from BIC team and were familiar with the subjects. I also asked Wärtsilä Communication Manager to check the questions before the survey was sent out. She is not familiar with Master Data issues and that is the reason I selected her as well. Very good comments were received from the test users. All errors and spelling were corrected and other changes made as well. The spelling needs to be correct and linguistic form very easy and clear, especially in case where the survey in conducted in a foreign language.

The questions and their meaning shall be clearly explained in the questionnaire form. People are different and may understand the questions differently. Also the language may be an issue since not everyone at Wärtsilä speaks English equally well. To get the best and the most truthful answers, the questions should be explained well. It might have been a good idea to tell the users about this survey in advance, for example in a MDM Club meeting. And perhaps the survey questions should have been explained in more detail as many users did not seem to have understood them correctly. It should be explained very carefully which questions should be answered and which not.

To measure the test-retest reliability of this survey, the next survey should be conducted soon and the questions should be in the same format. Because of the reasons I explained earlier, I believe that the results will not be the same. If that should happen, it would prove that this survey was not totally reliable. It was not possible to measure if the result of my survey were test-retest reliable, because previous surveys have not been conducted in BIC team.

Inter-rater reliability was not possible to measure as I was the only person evaluating the results of this survey. There were many questions that asked how important the users think that some of the service areas are. The next question asked if they are satisfied with the service already provided. With that we wanted to see if the users value the service BIC team provides and if it gives a added value to their work. But that was not really something to measure Internal Consistency Reliability, which means that two different questions measure the same thing.

Validity tells if the survey has measured what it was defined to be measure, in other words if the right subjects were investigated. In the beginning of a survey, it is important to write a clear definition, what the survey should measure. If the survey is not valid, it is not possible to analyze the results correctly. In this survey I wanted to measure the satisfaction of BIC team customers and this I did achieve, up to some point. The results are not totally valid, because many users had misunderstood the questions and selected random answers without really meaning that. Another factor that makes the survey validity lower is that the survey was sent to wrong people because of wrong roles of the users.

 The covering letter of the survey must be very well prepared. The objective of the survey should be well explained, so that everyone understands the meaning, the aim and importance of the survey. I could have explained the aim of this survey more in detail in the covering letter. The covering letter of this survey is attached (**Appendix 2**).

There are three types of validity; internal validity, external validity and construct validity.

Internal validity assumes that there is a relationship in the study. But it needs to be investigated if the relationship is a causal one.

http://www.socialresearchmethods.net/kb/introval.php

In this survey I asked how long the persons had been working as LDM. This question was to give indication if people that had been working as LDM for a short time would have more problems and this way would be less satisfied than the ones that had been working as LDM for a longer period. I did not find such relationship in my analyzing so the results have no internal validity. Many of the new LDM users were quite satisfied with BIC team services.

External validity refers to the extent to which the results of a study can be generalized or extended to others. Are the results only valid to the selection of people studied or can they be applied to others? In this survey the results are only valid for the people selected, which were LDM users and Business / IM users. Other people at Wärtsilä are not familiar with BIC team work and processes, so they could not answer the questions in the survey and the results cannot be applied to them. Some of the survey questions could be applied to another customer service department in another company and that way I can say that this survey has external validity.

Construct validity refers to the ability of the survey tool (questionnaire form) to actually measure the concept that was meant to be studied. In this study the questionnaire form did measure the satisfaction of users. But on the other hand, there were many issues that prevented us from getting 100% valid results.

Here are some factors that affected the construct validity in my survey:

- The questions in the survey form were perhaps not explained well enough. All users had not understood the questions correctly.
- Sharepoint program did not allow the exclusion of some questions based on previous answers.
- Survey was sent to users who do not work with Master Data anymore.

It would have been good, if it had been technically possible to exclude further questions if the answer was something that did not require answering the next questions. Sharepoint was not a very flexible program to use and many features were not available to complete the questionnaire form like I wanted. This caused problems for many users, because they did not notice the comment that they could have moved forward if their answer was for example "no". Further questions were irrelevant for them, but many users replied anyway. This made the validity of this survey lower.

10. **FUTURE ACTIONS**

The answers have been read and analyzed. The aim was to add a report and comments on the answers to BIC home page in Compass for everyone to see. The users should be told where they will see the results of the survey and how the results will be processed on, it is equally important to explain what further actions will be taken based on the replies. This will give the users a feeling that they can influence the processes by answering this survey. I wrote in the covering letter that the results will be published on BIC home page, but unfortunately this will not happen as BIC team was closed down.

An exact deadline for the survey must always be given. If the response rate is not as high as desired by the time of first deadline, a reminder should be sent to users. The users were given a deadline, but by that time had been received very few answers. Therefore the deadline was extended and more replies were hoped for. Summer holidays and other holiday periods should be avoided when sending a questionnaire, if that is possible. The response rate will be low because many people are on holiday and the ones that are in the office are often very busy. I believe this is what happened with this survey, because the number of replies was well below the desired rate. Therefore, this factor should be taken into account when future surveys are conducted.

The roles and authorizations of the users are to be checked and updated to correspond to the real situation. This way the next surveys will be sent to the correct persons and Wärtsilä will then have the correct roles for the users. Also, this way the surveys would give much more reliable and truthful results in the future. In this survey, many people got the questionnaire because they had the wrong roles while they are not working with Master Data. The correct selection of people is important in surveys. Even more important is that every employee has the correct role and authorisation to perform their tasks in a company.

It was discussed that a report of the survey results and comments that were received in the survey could be discussed at the next MDM Club meetings. As

BIC team has ceased to exist since March 2011, the report was not added to the home page nor to the MDM Club meeting agenda.

Also, it was meant that further actions would be taken based on the responses, additional training conducted, instructions improved and other needed actions taken. As a result of the acquinizational changes, that is now up to the new team in India to further develop and enhance the instructions and the documents.

The original idea was to create a new, lighter version of this user satisfaction survey which would have been conducted on regular basis in the future. This was a good idea because that way Wärtsilä could follow up the user satisfaction level and get more valid and reliable survey results.

Competence Centre in India could use this survey as a basis for their future user satisfaction surveys. There are many areas in this survey that could have been different to get better results. The meaning of the questions should have been explained better. Also, all the roles of the users should be investigated to makes sure the future surveys are sent to the correct persons. Many users seem to have wrong roles assigned to them and these users were quite annoyed to receive such a questionnaire when they are not working with Master Data at all.

Actions need to be taken based on the results of surveys, to show the users that their answers and opinions are valuable and appreciated. If the users do not see any benefit in answering the surveys, the response rate in future surveys will be even lower.

Another important area to be investigated further is the training material and instructions that BIC team has been offering for the users. Too many users did not have knowledge of these instructions, which is alarming. Competence Centre in India should investigate the reason for this on a deeper level. All the users should be 100% familiar with the Master data instructions, to be able to perform high quality work.

If future surveys will be performed, the concept of MDM Club should be taken under investigation. How could the concept be improved, to better serve the

Master Data users and to provide them all the valuable and needed information? I would suggest that one MDM Club meeting could only address this issue to improve the meetings and make them more interesting for everyone. When the concept renewal is made interactively, together with the users, Competence Centre would surely get the best ideas and proposals from the users.

BIC team was closed down in March 2011 while I was still working on this thesis. Wärtsilä has established Information Management Competence Centre in India and all BIC team work was moved there along with other work. The Competence Centre is located in Kesar Solitaire, Navi Mumbai, India. (URL:http://www.constructionweekonline.in/article-7348-wartsila_info_mgmnt_competence_centre_in_india/)

I completed the analysing of this survey and my thesis, but it will not be presented to Wärtsilä nor added to BIC home page as planned in the beginning. All future actions that I mentioned above are now the responsibility of the new team in India.

11. CONCLUSIONS

The goal of this thesis work was to gain a good understanding on how satisfied internal customers are with the services BIC team provides and how the service process could be improved. BIC team has hundreds of internal customers in many different countries. The services BIC team provides are very important, because they concern global Master Data that everyone at Wärtsilä uses. The user satisfaction in BIC team has not been measured before. The goal was reached to a point, but not to a satisfactory level in my opinion. The survey did measure user satisfaction of the correct target groups, but too many people were selected to this survey on wrong basis, as I explained in section 8.2. Therefore I would say that the validity of this survey was only half met.

The survey was conducted using a questionnaire that was sent to the users by e-mail. This was the only possible way to do the survey because the users are located in different countries around the world. It was the fastest and most cost effective way to gather information from the users. The questionnaire form was tested before it was sent out. The testing was not comprehensive enough, even though I used many colleagues in testing. We found out that many users had experienced technical problems when replying to the survey. This may have been the result of wrong authorisations of these users. Authorisations and roles of the users was another issue that needs further investigation. Many users seem to have wrong roles assigned to them. The roles and authorisations of the users should have been investigated before such a survey was sent out. Many users received the questionnaire and yet they are not involved in the activities that were asked about. The questionnaire form did measure user satisfaction of the users that had the correct roles, but the other users with wrong roles answered questions anyway and this distorted the results of the survey.

The questions in a survey need to be well prepared to get the correct information. I would re-phrase some of the questions if I would do such a survey again. The

meaning of the questions was not clear to all the users and that way we got the wrong results and this prevented meeting the proper construct validity in my survey.

This was the first user satisfaction survey in BIC and one goal of the survey was to get information of the user roles and authorisations also. However, this was not achieved with this survey because it was executed anonymously. BIC team has no knowledge which users replied that they are not working as LDM. A different survey should be conducted to correct the roles and authorisations.

A new, lighter version of user satisfaction was planned to be established in BIC team and this survey was supposed to be the base for it. If such a survey should be developed later, the test-retest validity could be measured if the questions were similar to this survey. However, I doubt that the questionnaire would not have all the same questions, at least not in the same format. That way the test-retest validity would be difficult to measure.

More effort should have been put to the marketing of the survey before it was conducted. The users should have been told in advance what the aim of the survey is and how it would make BIC services better and, thus, ease the users work. That would have made the users more motivated to answer the survey. This is part of internal marketing as explained in section 5. New ideas shall be introduced and well explained internally before they are launched.

The survey was divided into five sections; general data, BIC home page in Compass, Master Data training, Contacting BIC team and MDM Club. The general information section of the survey was different for the LDM users, they had more questions than the business and IM users. This section of the survey form gathered information on the country and business unit that the users work in. For LDMs there were additional questions about LDM work. The aim was to gather information where the responses came from, which countries and which business units. The questionnaire form should have not allowed free format replies because all users did not write the correct company code and this way we had no information where the reply had come from. LDM users replied to

questions about how long they have been working as LDM and how many hours per week they perform the LDM tasks.

Business Information home page section of the questionnaire had eight questions. The aim was to find out if users are familiar with these pages, how often they visit them and if they think that the pages are important for them. A half of the users that replied, said that these pages are important or extremely important for them. This means that BIC team should continue keeping the pages always up-to-date and add even more important information there. I say this also because most of the users think that it is very important that information is accurate and up-to-date.

The next section was Master Data training. The users were asked if they have received enough training or if additional training should be organized. There were also questions about training material. The results from these questions were quite satisfactory. Most users had received enough training and they also thought that the training instructions and material are adequate. However, further training is always needed, especially when new features and processes are introduced.

In the next section, How to contact BIC / Communication, the users were asked which contact method they use when contacting BIC, is it easy to contact the team and what they think about BIC team response time. The results were quite good and most users seem satisfied. The only minor problem was that most users like to contact BIC team via e-mail, while they should be using the request form. Also, the response time of BIC team was on a good level and the users were happy to receive help and answers fast. This is the area where the moment of truth is met and where service failures may occur as explained on sections 2.3 and 2.4. If service failure should happen it has to be recovered as soon as possible, to give the internal customer a feeling of good service despite of the service failure.

MDM Club section handled questions about the MDM Club concept. I tried to find out if the users know about these meetings and if they attend them. The results were difficult to analyze, because many people did not know about these meetings or had never attended them. The concept of MDM Club should be

included more in the internal marketing between BIC team and internal customers.

At the end of the survey the users were asked if they could give us development ideas, feedback of the services or any other issue. The aim was to get much feedback from the users, but unfortunately only 25 replies were given.

If I look at the survey results and compare them to the goal of the survey, I would say that the goal was reached. I did get an idea how satisfied the users are about BIC team services and which areas could be improved. However, many things should have been done differently, to get more valid results. This will have to be investigated carefully before conducting the next similar survey. The reliability of the results can be seen after the next survey is conducted. If the next survey would give the same results, this survey would be reliable. However, I doubt that very much, because too many problems and misunderstandings happened in this survey. Still, very good development ideas were gained from this first survey and those should be considered when preparing the next user satisfaction survey.

If the work of BIC team would have continued, I could have introduced a new version of the questionnaire form for the next surveys. Also, I would have written a precise report on the development ideas for BIC team. The importance of internal customers and high quality service for them is something that should be discussed within the team and the management. According to the results of this survey, the service is on a good level, but there are many areas where it could be still improved. When all team members are motivated, understand their role and the importance of the work they do, they will be more customer oriented and give better service to the internal and external customers.

AFTERWORD

I started my thesis work already in 2010. At the beginning I was really excited about the subject I was given, to investigate the user satisfaction within BIC team work. At that point I was still working in the team myself and found it most interesting to see what users would say about the work that we were doing.

User satisfaction in this team had never been measured before. My superior asked me if I could do that as my thesis work because user satisfaction survey was a business target already for 2009. It was not done in 2009 because of lack of time and recourses.

I was forced to start my thesis work in wrong order because of the urgency of the survey. I started by conducting the survey instead of preparing the theoretical part first. Now I realize that I could have done many things differently and better if I had written the theoretical part first.

The response rate of the survey was quite low due to the facts that I explained in my work. After a reminder was sent to the users and some more responses received we decided to start analyzing the results. I was going to to write a report on the results and that was meant to be added to Wärtsilä Intranet for all the users to see. This was not done because BIC team was closed down in March 2011.

BIC team work was moved to Competence Centre in India at the beginning of 2011. Now the responsibility to keep internal customers satisfied and measure the service quality level is in that team's hands. I hope they continue to provide good service to the users.

I feel that it is a pity that the results are not investigated by Wärtsilä. Many users put time and effort in answering the survey and gave Wärtsilä a lot of valuable information and ideas.

Doing my thesis was a lot more work than I expected. Also, it was hard to keep myself motivated at some point, because the whole team was demolished and work moved to India. But at the same time it was rewarding and I have learnt lot

of new things and understand the services process much better now. It was nice to get good feedback, directly from the internal customers, of the work that I was doing for six years in BIC team.

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APPENDICES

APPENDIX 1. IM Service Support Model

IM Service Support Model
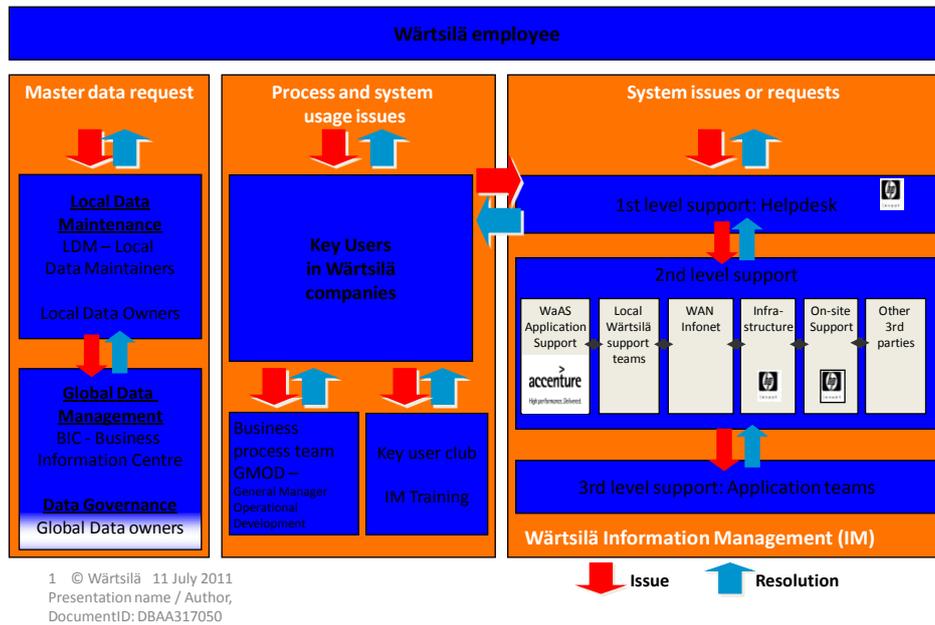
APPENDIX 2. BIC user satisfaction cover letter

Dear Master Data user,

In order to improve Master Data maintenance processes and services we, Business Information Centre (BIC), would like to get your help and hear your opinion. We are therefore conducting a user satisfaction survey which purpose is to measure our users' satisfaction with BIC services and get ideas how to improve our work. Please note that this is not Key User or IM survey but solely related to BIC team.

The results of the survey will be carefully analyzed and based on the results further actions will be taken. Outcome and results of the survey will be published in BIC home page in Compass.

The survey takes about 2-3 minutes. We hope that you take this time to help us improve the way of working with Master Data maintenance in Wärtsilä. All answers are handled anonymously.

Response time for this survey is until 21.7.2010
Your answers will be highly valued.

Thank you for your responses!

Best regards,
BIC team

More information about BIC and Master Data related topics: Business Support >
Information Management > Services & Support > Master Data Management

APPENDIX 3. User satisfaction survey form for IM and business users

General information

Thank you for participating in this user satisfaction survey!

1. Please add your company code.

2. In which Business unit do you work?

- Ship Power
- Power Plants
- Services
- WIO (Wärtsilä Industrial Operations)
- Administration / Support functions

Business Information Centre (BIC) home page in Compass

BIC team has a home page in Compass where Master Data related instructions, training material, news etc. can be found.

4. Have you visited or used the BIC home page in Compass?

- Yes
- No

4.1. How often do you use the BIC home page in Compass?

- Daily
- Weekly
- Monthly
- Occasionally
- Never

4.2. How important are these pages for you?

- Extremely important
- Important
- Neither important nor unimportant
- Slightly important
- Not at all important

4.3. Is the navigation in these pages easy?

- Very easy

- Easy
- Neither easy nor difficult
- Difficult
- Very difficult

4.4. How important is it to find the information easily?

- Very important
- Important
- Neither important nor unimportant
- Not very important
- Not at all important

4.5. Is the information that you are looking for easy to find in BIC home page in Compass?

- Very easy
- Easy
- Neither easy nor difficult
- Difficult
- Very difficult

4.6. How important is it that information is adequate and up-to-date?

- Very important
- Important
- Neither important nor unimportant
- Not very important
- Not at all important

4.7. Is the information in BIC home page adequate and up-to-date?

- Information is adequate and up-to-date
- Information is partly adequate and up-to-date
- Neither adequate nor inadequate
- Information is partly inadequate and out-of-date
- Information is inadequate and out-of-date

Please give any additional comments about BIC home page in Compass
(e.g. what information would you like to have more, what is missing, what is easy / difficult etc.).

Master Data Training

5. Have you received enough Master Data training?

- Yes
- No

5.1. On which Master Data object would you like to have more training? You may select more than one object.

- Customer Master Data
- Vendor Master Data
- Equipment / Installation Master Data
- Material Master Data
- No training needed

5.2. In which format would you like to have the training? You may select more than one option.

- Live meeting
- Self learning (more advanced e-learning / more instructions in Compass)
- On-site training
- Other
- No training needed

If your answer was "other", please specify

5.3. How important is it that the training instructions are adequate?

- Very important
- Important
- Neither important nor unimportant
- Not very important
- Not at all important

5.4. Are the Master Data training instructions in Compass adequate?

- Instructions are very adequate
- Instructions are adequate
- Neither adequate nor inadequate
- Instructions are inadequate
- Instructions are very inadequate

If you think the instructions are inadequate, please tell us how we should improve.

How to contact BIC / Communication

6. If you notice an error or deprivation in Master Data, you report it

- always
- sometimes
- never

    6.1. What is the reason that you report the problem only sometimes or never?

- I do not know who to contact
- It does not concern me
- I do not have time to report it
- I do report problem and deprivations always

7. Which contact method do you use **most** when contacting BIC?

- E-mail
- Phone
- Communicator
- Master Data request form
- Comment from CRM
- Comment from e-Tools
- Comment from GCI

8. What is your preferred way to contact BIC?

- E-mail
- Phone
- Communicator
- Master Data request form
- Comment from CRM
- Comment from e-Tools
- Comment from GCI
- Other

If your answer was "other", please specify.

9. Do you think it is easy to contact BIC?

- It is always easy to contact BIC
- It is sometimes easy to contact BIC
- Neither easy nor difficult
- It is sometimes difficult to contact BIC
- It is always difficult to contact BIC

10. How important is it to know who to contact in case of problem or question?

- Very important
- Important
- Neither important nor unimportant
- Not very important
- Not at all important

11. Is it clear to you when you should contact BIC (instead of e.g. Help Desk)?

- It is always clear
- It is mostly clear
- Neither clear nor unclear
- It is mostly unclear
- It is always unclear

If you think it is unclear when to contact BIC, please tell us in which cases it was difficult to know which team to contact.

12. Do you get enough information of new Master Data features and processes?

- I get too much information
- I get enough information
- Neither get nor do not get information
- I do not get enough information
- I do not get at all information

If you feel you do not get enough information of new Master Data features and processes, please tell us what kind of information you think is missing.

13. Is the response time in BIC fast enough?

- The response time is fast
- The response time is satisfactory
- Neither fast nor slow
- The response time is slow
- The response time is very slow

13.1. Would you be satisfied with longer response time?

- Yes
- No

MDM Club

BIC team organizes MDM Club meetings to inform LDMs and other interested parties about new features and changes in Master Data subjects.

14. Are you familiar with the MDM Club concept?

- Yes
- No

15. How many times have you attended the meetings?

- Once
- Twice
- 3 or more
- Never

16. The MDM Club concept is

- Very good
- Good
- Neither good not bad
- Not good
- Not at all good

If your answer was "not good" or "not at all good", please tell us why you think the MDM club is not good

17. There are currently two MDM Club meetings per year. Do you think this is enough?

- Meetings are often enough
- I would like to have more meetings

18. Are the topics in the meetings useful?

- Topics are very useful
- Topics are useful
- Neither useful nor useless
- Topics are useless
- Topics are totally useless

If you think that the topics are useless, please give us your comments why you feel the topics are not useful and what topics you would like to have in the meetings.

19. How could the meetings be improved? You may select more than one option.

- Users could send questions and propose topics in advance to be discussed or presented in the meeting
- Meetings should be more interactive
- Combined meetings with different Master Data objects (e.g. installation / customer or
- material / vendor)
- Meetings should be shorter
- Meetings should be longer
- Other

If your answer was "Other", please specify

20. Do you share the new information that you have gained in the meetings with your colleagues who did not attend the meeting?

- I share the information always
- I share the information sometimes
- Neither share nor hold back
- I hardly ever share the information
- I never share the information

If your answer was that you do not share the information with your colleagues, please tell us what is the reason for this.

Comments / Questions / Feedback / Development ideas

The questionnaire is now completed. Now is your chance to give us feedback, comments, give us development ideas etc. about BIC and Master Data.

Please note that all comments will be read and analyzed but cannot be answered individually.

Thank you for taking part in this survey and for your help to improve our services!

APPENDIX 4. User satisfaction survey form for LDM users

General information

Thank you for participating in this user satisfaction survey!

1. Please add your company code.

2. In which Business unit do you work?

- Ship Power
- Power Plants
- Services
- WIO (Wärtsilä Industrial Operations)
- Administration / Support functions

Local Data Maintainer (LDM) is the person responsible for maintaining local Master Data in SAP. LDM has authorisation role to perform these operations. The person does not necessarily work exclusively with LDM tasks.

3. Are you working as LDM?

- Yes
- No

   If your answer was no, please proceed to question 4.

   3.1. How long have you been working as LDM?

   Less than 1 year
   1-3 years
   Over 3 years
   I am not working as LDM

   3.2. Which Master Data object do you work with? You may select more than one.

   - Customer
   - Vendor
   - Equipment / Installation
   - Material
   - I am not working as LDM

   3.3. How many hours per week (in average) do you perform LDM work?

   - Less than one hour

- 1-5 hours
- 6-20 hours
- Over 20 hours
- I am not working as LDM

Business Information Centre (BIC) home page in Compass

BIC team has a home page in Compass where Master Data related instructions, training material, news etc. can be found.

4. Have you visited or used the BIC home page in Compass?

- Yes
- No

If your answer was no, you may continue to question 5.

4.1. How often do you use the BIC home page in Compass?

- Daily
- Weekly
- Monthly
- Occasionally
- Never

4.2. How important are these pages for you?

- Extremely important
- Important
- Don't know
- Slightly important
- Not at all important

4.3. Is the navigation in these pages easy?

- Very easy
- Easy
- Don't know
- Difficult
- Very difficult, please specify what is difficult

4.4. Is the information that you are looking for easy to find?

- Very easy
- Easy
- Don't know

- Difficult
- Very difficult

4.5. How important is it to find the information easily?

- Very important
- Important
- Don't know
- Not very important
- Not at all important

4.6. The information in BIC home page is adequate and up-to-date

- Strongly agree
- Agree
- Don't know
- Disagree
- Strongly disagree

4.7. How important is it that information is adequate and up-to-date?

- Very important
- Important
- Don't know
- Not very important
- Not at all important

Please give any additional comments about BIC home page in Compass
(e.g. what information would you like to have more, what is missing, what is easy / difficult etc.).

Master Data Training

5. Have you received enough Master Data training?

- Yes
- No

If your answer was yes, you may continue to question 6.

5.1. On which Master Data object would you like to have more training? You may select more than one object.

- Customer Master Data
- Vendor Master Data
- Equipment / Installation Master Data

- Material Master Data

5.2. In which format would you like to have the training? You may select more than one option.

- Live meeting
- Self learning (more advanced e-learning / more instructions in Compass)
- On-site training
- Other, please specify

5.3. Are the Master Data training instructions in Compass adequate?

- Yes
- I am not familiar with the material

- No
  Please tell us what kind of instructions you would like to have more.

5.4. How important is it that the training instructions are adequate?

- Very important
- Important
- Don't know
- Not very important
- Not at all important

How to contact BIC / Communication

6. If you notice an error or deprivation in Master Data, you report it

- always
- sometimes
- never

If your answer was always, you may continue to question 7.

6.1. What is the reason that you report the problem only sometimes or never?

- I don't know who to contact
- It does not concern me
- I don't have time to report it
- Other, please specify

7. Which contact method do you use **most** when contacting BIC?

- E-mail

- Phone
- Communicator
- Master Data request form
- Comment from CRM
- Comment from e-Tools
- Comment from GCI

8. What is your preferred way to contact BIC?

- E-mail
- Phone
- Communicator
- Master Data request form
- Comment from CRM
- Comment from e-Tools
- Comment from GCI

9. Do you think it is easy to contact BIC?

- Yes
- No, please specify

10. Is it clear to you when you should contact BIC (instead of e.g. Help Desk)?

- Clear
- Unclear

Comments (e.g. in which cases was it difficult to know which team to contact?)

11. How important is it to know which team should be contacted in case of problem or question?

- Very important
- Important
- Don't know
- Not very important
- Not at all important

12. Do you get enough information of new Master Data features and processes?

- Yes

- No
  Comments (e.g. What kind of information do you think is missing?)

13. The response time in BIC is

- Fast
- Satisfactory
- Don't know
- Slow
- Very slow

13.1. Would you be satisfied with longer response time?

- Yes
- No

MDM Club

BIC team organizes MDM Club meetings to inform LDMs and other interested parties about new features and changes in Master Data subjects.

14. Are you familiar with the MDM Club concept?

- Yes
- No

15. How many times have you attended the meetings?

- Once
- Twice
- 3 or more
- Never

If your answer was never, you may go to the end of this questionnaire.

16. The MDM Club concept is

- good
- I don't know

- not good

Please tell us why you think the MDM club is not good

17. There are currently two MDM Club meetings per year. Do you think this is enough?

- Meetings are often enough
- I would like to have more meetings

18. Are the topics in the meetings useful?

- Yes

- No

Please give us your comments why you feel the topics are not useful and what topics you would like to have in the meetings.

19. How could the meetings be improved?

- Users could send questions and propose topics in advance to be discussed or presented in the meeting
- Meetings should be more interactive
- Combined meetings with different Master Data objects (e.g. installation / customer or
  material / vendor)
- Meetings should be shorter
- Meetings should be longer
- Don't know
- Other, please specify

20. Do you share the new information that you have gained in the meetings with your colleagues who did not attend the meeting?

- Yes
- No, why?

Comments / Questions / Feedback / Development ideas

The questionnaire is now completed. Now is your chance to give us feedback, comments, give us development ideas etc. about BIC and Master Data.

Please note that all comments will be read and analyzed but cannot be answered individually.

Thank you for taking part in this survey!