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Improving Online Services: a Case Study of Monier Oy

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Improving Online Services: a Case Study of Monier Oy

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The purpose of this thesis project was to study the current state of the online services of Monier Oy and provide recommendations for improvement. This thesis was commissioned by Monier Oy, which manufactures roofing tiles and related accessories. In order to assess the current situation with regard to the online services of the company, an extensive literature review was conducted. This information was utilised throughout the empirical study.

The theoretical background used in this study was mostly based on services, elements of services and online services. The literature was studied critically to build a comprehensive view of the qualities of a good service, especially a good online service. This information was then used as a basis for the current state analysis and to develop recommendations for improvements.

Services are innovated to solve a problem or to fulfil a need. Unless this is done in a pleasant way for the customer, the customer is not likely to return or recommend the service to others. Services need to offer value to the customer; they need to be of high quality and a supporting customer service must be available. Furthermore, successful online services require qualities, such as pleasing visual design, logical navigation and good usability. These qualities provide a pleasant user experience, and increase the likelihood of a satisfied and loyal customer.

This thesis was an exploratory study of online services of Monier Oy. The chosen research strategy was the case study as it allowed the use of multiple research methods to strengthen the reliability of the findings. Most of the data collection and analysis was conducted using qualitative methods, which consisted of interviews with various experts. In addition, web analytics tools that provide numerical data were also utilised in the data collection.

The results of this study indicate that Monier Oy has the desire to operate online but that the online services available have much room for improvement. All services analysed for this study contained some imperfection. In fact, imperfection was easy to find; more inadequate than exceptional qualities were found. Moreover, the customer service operates in an old-fashioned way. Customers are offered very limited options to receive service online, and the services offered online are seldom used. Monier Oy should aim to meet the requirements of modern online services better.

Keywords online service, customer service, user experience

Neuvonen, Niko

Verkkopalveluiden kehittäminen. Case: Monier Oy

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Tämän tutkimuksen tarkoituksena oli tutkia Monier Oy:n verkkopalveluiden nykyistä tilannetta sekä antaa kehitysehdotuksia. Tutkimuksen toimeksiantajana toimi Monier Oy, joka valmistaa kattotiiliä sekä niihin liittyviä tarvikkeita. Nykytilanteen arvioimiseksi laajamittainen kirjallisuuskatsaus tehtiin. Tätä tietoa käytettiin hyödyksi koko empiirisen tutkimuksen ajan.

Tutkimuksessa käytetty teoreettinen taustatieto pohjautui lähinnä palveluihin, niiden piirteisiin ja verkkopalveluihin. Kirjallisuutta tutkittiin kriittisesti, jotta kattava käsitys hyvän palvelun, varsinkin hyvän verkkopalvelun ominaisuuksista pystyttiin rakentamaan. Tätä tietoa käytettiin pohjana nykytilanteen arvioimiseen sekä kehitysehdotuksien antamiseen.

Palveluita innovoidaan ratkaisemaan ongelmia tai täyttämään tarpeita. Mikäli tätä ei tehdä asiakasta miellyttävällä tavalla, asiakas ei todennäköisesti palaa tai suosittele palvelua muille. Palveluiden tulee myös luoda arvoa asiakkaalle; niiden pitää olla laadukkaita ja avustava asiakaspalvelu tulee olla saatavilla. Tämän lisäksi menestyvät verkkopalvelut vaativat ominaisuuksia kuten miellyttävän visuaalisen suunnittelun, loogisen navigointijärjestelmän ja hyvän käytettävyyden. Nämä ominaisuudet ovat osa miellyttävää käyttökokemusta ja vahvistavat tyytyväisen ja lojaalin asiakkaan mahdollisuutta.

Tutkimuksen tarkoitus oli tutkia Monier Oy:n verkkopalveluita. Valittu tutkimusstrategia oli tapaustutkimus, sillä se mahdollisti useiden eri tutkimusmenetelmien käytön, jotta voitaisiin vahvistaa tulosten luotettavuutta. Suurin osa tiedonkeruusta ja analysoinnista tehtiin kvalitatiivisilla menetelmillä, jota koostuivat asiantuntijoiden haastatteluista. Lisäksi myös verkko-analyysipalveluita, joista saadaan numeerista tietoa käytettiin tiedonkeruussa.

Tutkimuksen tulokset indikoivat, että Monier Oy:llä on halu toimia verkossa, mutta saatavilla olevissa palveluissa on paljon kehittämisen varaa. Kaikista analysoiduista palveluista löytyi joitain vikoja. Itse asiassa vikojen löytäminen oli helppoa, sillä enemmän vikoja kuin erinomaisuuksia löydettiin. Lisäksi asiakaspalvelu toimii vanhanaikaisesti. Asiakkaille tarjotaan hyvin rajalliset mahdollisuudet saada palvelua verkossa ja saatavilla olevia palveluita käytetään hyvin harvoin. Monier Oy:n tulisi tähdätä täyttämään modernien verkkopalveluiden vaatimukset paremmin.

Avainsanat verkkopalvelu, asiakaspalvelu, käyttökokemus

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1 Introduction

Most companies, especially in Western countries, are visible on the Internet. The Internet is used by businesses for many purposes, such as advertising or offering information. Businesses also use the Internet to learn about advertising, and what information their competitors offer.

The Internet has become a tool most people, who have access to it, utilise. Various services have been designed to meet users' needs. During the Internet era, online services have become popular as they are very cost-friendly to maintain. Designing a service on the other hand, may require expertise only a small proportion of the population possess.

Regardless, new online services are constantly created and old ones are outperformed by competing services. The widespread access to the Internet that allows anyone to freely upload content to the World Wide Web has made it easy to supersede existing services and businesses by offering a better alternative, as location is no longer an issue.

This makes perpetual development of online services important for businesses that want to compete in the modern Internet society. The development of the Internet is rapid, and thus, development of online services must be as well.

This paper originates from an idea of Kim Henriksson, Sales Director at Monier Oy. Monier is my employer, and Henriksson is my closest supervisor. He was approached in the hope of a research topic that would be of use to Monier. Originally the intention was to study feasibility of opening an online store, and after that, to innovate some new online service(s). In the end, the topic formulated into a general study of improving online services.

The online services of Monier have been under development ever since entering to the World Wide Web. Considering the power of the Internet today, it is no surprise the online investments budget continually increases. Development of internal and external online services is always on the agenda of Monier.

Monier operates in building industry, namely roofing business. Even though most businesses have a website, transferring operations and processes online have not been rapid within building industry. Typically in building industry, purchasing decisions as well as processes are lengthy and involve multiple parties. Therefore, businesses have also been afraid of moving services online. Nonetheless, the trend of moving services online is starting to apply to building industry as well and Monier must not fall behind.

1.1 Purpose of the thesis

Monier has limited labour hours allocated to developing online services, and most of these hours go into maintaining the current services or designing new. Monier typically launches half-ready services that do not function as intended, or the demand for those in particular markets has not been studied. After a certain period of time, when the service functions inadequately, it is often left aside and a new project begins.

Due to the aforementioned occurrence, Henriksson wanted me to assess the current situation of their online services on a local level, and discover ways to improve the services. Bureaucracy in Monier is relatively high, and the decision to work on this topic on local level was done to ensure we do not generalise the findings to apply elsewhere.

The purpose of this paper is to be an exploratory study of the current situation of Monier Oy's online services. Henriksson believes there is much potential in online services, hence the aim was to locate where the potential lies.

The purpose is not to discover a list of changes that should be made but to study which areas should be developed and in which ways. Studying what the actual changes should be, or what would be the cause of those changes is beyond this study, and would require another study at least as extensive as this one.

1.1.1 Own work experience

As it has become evident by now, I work in the case company. The effects of this will be explained in this section.

Much of the information related directly to the company has been gathered by me over the four years I have been employed by Monier. Therefore, if specific information related to the company is presented in this paper, and it lacks a source reference, it can be assumed my experience and expertise on the matter is enough to comment on it. Some information presented in this paper cannot be given a source due to classification of the document the information originates from. No information presented in this paper is merely an opinion of mine, unless stated so.

I entered the company in March 2010 as a Customer Service Representative, and still remain as one. I worked full-time until I began my studies at Laurea University of Applied Sciences in September 2011. Since the beginning of my studies, I have worked in an assisting role during every September-April. This means the tasks I have done have varied significantly from sales

to marketing, customer service and technical consultancy. During summertime (May-August), I have worked full-time in customer service mainly as a customer service representative but also as a technical consultant.

Additionally, my work experience contains participation in events, such as trade fairs, sales events, press conferences and other miscellaneous events. Therefore, it is fair to say the tasks have been versatile, and so has the experience and perspectives brought upon the tasks.

1.2 Research problem

The study examines the qualities that comprise a good service. The information gathered by the study will then be used to assess how Monier is currently performing in the area of online services, and provide the company with recommendations on areas of improvement.

The research question could thus be formulated as: What aspects of its online services does Monier Oy need to improve and what kinds of new opportunities does the company have?

1.3 Research approach

The research approach chosen for this study was inductive in order to be able to delve into the research problem abundantly. The strategy used in this study is 'case study' as it allows studying the problem with multiple methods, and comparing different outcomes.

The methodology is mostly qualitative in nature but also a quantitative method was used for data collection. The numerical data was first transferred into text and then brief analysis made qualitatively.

1.4 Theoretical approach

The theoretical approach chosen for the study is heavily based on services, service quality and experience. The purpose was to learn how a good user experience is created. What makes a service customer return? In order to fully understand the service process and qualities of a good service, basics of buyer behaviour was also studied.

Study of buyer behaviour helps at understanding at what moments customers can be lost and also how do customers think before any interaction with the business. In addition to customer behaviour, it was important to understand how a service designs process works and how businesses should begin the process. This information is important in case new opportunities are found.

Customer service and complaint handling are highly related to services. A good service cannot function without a supporting customer service. Customer service and claim handling was studied to understand how customer service could be integrated into online services.

Lastly, arguably the most important part of the theory was based on online services and their design. If the idea, and the value services deliver were extraordinary, a good experience may remain inexperienced due to inadequate execution.

1.5 Framework of the thesis

This paper consists of seven main chapters. The first chapter explains the background information and explains the purpose of the thesis as well as my personal role in the project. Additionally, the first chapter introduces the research problem, chosen approach and justification for the chosen theoretical approach. Lastly, the first chapter defines important concepts and terms used in this paper.

The second chapter focuses solely on theoretical background. This mainly contains a literature review to find information on selected topics. The first section discusses services, service quality, how services create value and user experience. This is followed by introduction to customer service, behaviour, customer loyalty and claim handling. Next, discussed are online service -related matters, such as navigation, design, challenges and social media. Lastly, the importance of identifying service opportunities is explained, and then the entire theory is summarised into a figure.

The third chapter explains in detail different research approaches, purposes, strategies and methods. This is followed by introducing chosen techniques, and their meaning in this study is explained in detail. Finally the third chapter critically evaluates the validity and reliability of this study, preceded by the introduction to these terms.

The fourth chapter introduces in detail the business in question. Additionally the business model and available online services are introduced. Most of this chapter is however focused on explaining the empirical study and presenting all results of the study.

The fifth chapter concludes the findings from the theoretical as well as the empirical study, and combines those to explain in brief how Monier is performing in the area of online services. This section includes recommendations based on the findings, and pointing out the largest problem areas.

The sixth chapter only discusses the theoretical linkage. In other words, this chapter critically analyses how well did the chosen theory match with the empirical study.

The last, seventh chapter, summarises the entire study briefly, and this will be followed by final words regarding the study and the experience.

1.6 Defining concepts

The most relevant terms and concepts will be explained in this section. These concepts and terms need to be clear to be able to fully understand the theory this paper is based on.

1.6.1 Tangible vs. Intangible

Tangible goods or assets can be touched and felt. Tangible goods can normally be seen. An ATM is a tangible machine. Intangible assets are the opposite. Anything intangible cannot be touched or felt. Skills are intangible, even though everyone possesses some skills, one cannot touch those. Services are intangible in nature even though the service may involve using a tangible product. The activities done during the service process are not tangible. (Hollensen 2011, 91)

1.6.2 User

User, in this case, is anyone who on purpose or by accident arrives at an online service. User could be viewed as the person who sits at a computer and wonders what to do next. User is not the same as customer. The concept of user is broader than of customer. All customers are users but all users are not customers. Users possess much power; if an online service does not please the users, they will likely move elsewhere. (Kuutti 2003, 118; Nielsen 2012)

1.6.3 Quality

The concept of quality has changed from a flawless product to affect all operations of a company. According to Silén (2001, 15) quality is viewed as widespread development and leadership of all processes within a company. The purpose of such actions is to run a profitable business and to meet customer needs and expectations as well as possible.

1.6.4 Usability

Usability is an important concept in this paper. Usability is an attribute that explains how easy an interface is to understand and process. It measures how convenient something has been made for the user. Learnability, efficiency, memorability, errors and satisfaction are all measures of usability. Learnability refers to the easiness of conducting simple tasks the first time a new interface is used. Efficiency measures the simplicity of performing tasks after understanding the design. Memorability refers to likelihood of users being able to perform actions in a similar manner after a long time since last visit. Errors measure how many errors users make, how often they make errors and how severe impacts these errors have. Satisfaction reflects how comfortable users feel while using the design or the interface. (Nielsen 2012)

1.6.5 Website

A website is linked to the WWW (World Wide Web) that could be called the Internet. A website is a virtual address a person or company might share with someone because they want that person to visit their website; the company or person provides someone with an address that leads to the website. A website contains a homepage, and usually other pages that contain additional content. Website could be mixed with a web server. However, web server is a physical device in a geographical location that stores the files or data that are visible on a website. (Rouse 2005)

1.6.6 Search Engine

A search engine is software, normally on a website, that looks for data from other websites. It functions by entering keywords into the search engine and then the software processes those words and looks for matches around the WWW. Most search engines consist of three different parts: at minimum one program, often called a bot or a spider that gathers data from all around the WWW; the database that saves all the data gathered by the program; and a search tool which is used find the data the spider has collected and the database has stored. (Merriam-Webster, Incorporated 2013)

1.6.7 Online service

An online service is a service that takes place on the Internet, and its users utilise the service to reach a certain goal or to perform a certain action. The reasons for use could be, such as

purchasing a movie ticket, acquiring information or planning a route. Most commonly online services are available on websites. (Parkkinen 2002, 18; Sinkkonen, Nuutila & Törmä 2009, 25)

2 Theoretical background

The history of the Internet begins already in 1960s when the U.S. government started to examine the possibilities of multipolar networks. The first domain was opened in 1992 and the first browser was introduced the following year. When moving towards the end of 1990s, the prerequisites for a rapid expansion of a worldwide network had formed. Already in the beginning of the 21st century, fast-speed stable internet connections in households of developed nations started to be a standard rather than an exception. Businesses and schools were no longer the only facilities with high speed connections. (Haasio 2008, 11)

The way businesses operate has changed radically since the introduction of the Internet as a practical medium. The Internet started to affect businesses since the early 1990s. Jackson (2009, 2-3) introduces three clear ways the Internet has affected businesses.

1. Consumer empowerment. According to Miniwatts Marketing Group (2012), the Internet has more than 2.4 billion users worldwide. According to research conducted by Tilastokeskus in 2012, In Finland, over 90 % of the population had used the Internet within the last three months. (Tilastokeskus 2012) Thus, almost everyone has access to the Internet and can look for information about different products or services. Search Engines, such as Google, have become constantly used tools that allow users to look for anything that has been published on a public domain.

The Internet has granted people access to compare almost anything online. Users can compare two similar products or services and decide, based on the information available online, which product or service is better. Abundance of information has allowed the consumers to ignore primary marketing channels, such as television or newspaper, and look for information online when it pleases them. Push marketing still exists but the affectivity of it has declined. Even if an advertisement may spark the interest of a consumer, the likelihood of the consumer comparing between different options and different retailers has increased since the commercial introduction of the Internet. (Jackson 2009, 2)

2. Communication. According to Jackson (2009, 2-3), email has been the most significant introduction regarding the Internet and has changed personal lives and ways business is conducted heavily. Email communication has developed even further by the introduction of mobile devices with an internet connection and an email client. Currently, email and other more

traditional ways of communicating online are being replaced by social media channels, such as Facebook.

Consumers use blogs, public forums, email, social media and other online channels to discuss and review different products and services. Most of the information is publicly available, and thus, it has become a norm to look for customer reviews before making major decisions. Before the introduction of such online channels, consumers often discussed with their friends, and trusted more the opinion of a sales person and typically compared products within one store. (Jackson 2009, 2-3) Today, as online customer reviews have become an important part of decision-making process, companies hire freelancers to write fake reviews about products or services. (Bort 2013) Brand image is very vulnerable in the modern world, and can be damaged easily on the Internet. But companies should bear in mind; the widespread access to the Internet can also be used to their advantage. (Jackson 2009, 3)

3. Data abundance. The third effect of the Internet is not as clear as the two previously mentioned. Everything published online contains a URL (Uniform Resource Locator). (Jackson 2009, 3) A URL can be considered the digital address of anything published on the Internet, such as a picture or a website. The URL allows you to directly access the data in question. (Mitchell 2013) A URL allows companies to analyse all data regarding visitors online. There are multiple web analytics tools that allow companies to analyse any marketing related data. Companies can measure clicks, time spent on a page, navigation on the website and much more. (Jackson 2009, 3)

The problem with the data is that one could claim too much data is available. Correct data analysing requires expertise and objectiveness. Turning data into valuable information is not easy. Nonetheless, companies should have people employed or use outsourcing to ensure someone is able to analyse the data correctly. Thus, this person or group of people can instruct the company how to improve online services and marketing. (Jackson 2009, 3)

2.1 Services

A service is a process, which has many meanings, sometimes considered as personal service and some other times service as a product. Services are not things; the service process is intangible even though a tangible product is often involved in the process. A machine or almost any other physical product can become a service. A product starts turning into a service when the seller starts tailoring the product to meet the specific needs of customers. Inherently, the product remains a physical good but the process becomes a service. (Hollensen 2011, 91-92)

Services would not exist without a user. Certain amount of participation is required from the customer. Services are not tangible, and thus, cannot be stored in a warehouse. In contrast, services require interaction between the service provider and the customer. The innate purpose of a service is to meet or exceed customers' needs and, in this way, make the customer to use the service again and recommend it to other people with similar needs. However, often services do not meet these requirements. (Stickdorn & Schneider 2011, 36; Hollensen 2011, 91-92)

Services often include several stakeholders varying from customers to front-line staff and back-office employees. Additionally, services often include an interface, which could be a website or a machine. In order for a service to function in a feasible way, all stakeholders need to be taken into account when creating and providing the service. An online store, with a perfectly clear purpose that meets customer needs in an ideal way could possibly not be used if the layout of the website was poor, or alternatively, if the layout was perfect but the order processing system was slow and customers would have to wait weeks for their products. A service will only function in a desirable way if all stakeholders, interfaces, products or any similar parties or widgets included in the process work in cohesion and toward a common goal. (Stickdorn & Schneider 2011, 38-39; Hollensen 2011, 91-92)

Services are sequencing. Services are processes that occur during a period of time. A service cannot be good unless it functions well throughout the dynamic period of time the service occurs. There are three stages to all services. A service experience begins by the pre-service period that takes place when the customer is getting to know the service. The pre-service period is followed by the actual service period. During the actual service period customers experience the service. The last stage is the post-service period, which begins when the direct interaction is over. (Stickdorn & Schneider 2011, 40-41)

All stages of the service process need to function well. Customers can be lost at any stage. If the potential customer does not find the pre-service period appealing, the customer is likely to never use the service. If the actual service experience is unpleasant, it can possibly lead to lost revenue. If the customer does not feel good after the service, the customer will not recommend it to friends but, in contrast, may speak badly of the service. (Stickdorn & Schneider 2011, 34-45) According to Lahtinen & Isoviita (1998, 18) a satisfied customer will share his experience with three people, while in contrast, a dissatisfied customer will share his experience with eleven people. The 3/11 ratio emphasises the importance of maintaining a happy customer throughout the service process from beginning till the end of the post-service phase.

2.1.1 Service quality

Lovelock & Wirtz (2011, 404) state “Marketing’s interest in service quality is obvious: Poor quality places a firm at a competitive disadvantage, potentially driving away dissatisfied customers.” Service quality is not easy to measure or even manage. Sometimes the results of poor service are tangible and yet hard to manage. In an example from a restaurant, the customer may have ordered a medium-raw steak but has been brought a medium steak. The customer may complain about his unhappiness with the service and the waiter will have to make the call whether to replace the dish. Common sense may suggest the correct decision is to replace the dish, but unfortunately this is not always the case, especially if the restaurant is going through financially hard times and would not like to waste ingredients. (Lovelock & Wirtz 2011, 405)

According to Grönroos (2000, 79), in a normal case, the service provider will interact with the service at least to some extent. However, the customer is not necessarily involved in a personal interaction with the service provider. Services are processes in nature. In more detail, services are processes consisting of multiple different actions during which multiple different resources are utilised in a direct interaction with the customer to solve the problems of the customer. (Grönroos 2000, 81)

Most definitions of quality are based on customer reviews; situation-dependent customer behaviour determines the quality of a service. Quality can be viewed as the extent to which service meets the purpose it has been designed for. (Pitkänen 2006, 7, 108)

Grönroos (1998, 73-74) introduces six different criteria that determine the quality of a service. The criteria are based on theoretical as well as empirical study supported by practical experiences. The criteria are explained in Table 1.

Expertise (outcome-related criteria)	Customers understand the service provider to possess such knowledge, skills, operational systems and physical resources that are required to professional solving of customers' problems.
Attitude and behaviour (process-related criteria)	Customers feel that the contact persons they interact with pay attention to them and genuinely want to solve their problems kindly and spontaneously.
Easiness of approach and flexibility (process-related criteria)	Customers feel that the service provider, location, opening hours, employees and operational systems function in ways the service is easily approachable and that the company is ready to adjust to customers' needs and wants flexibly.
Credibility and reliability (process-related criteria)	Customers can rely on promises made by the service provider, and trust the service provider is working towards customers' interests.
Normalising (process-related criteria)	Customers understand that whenever accidents occur, the service provider takes immediate actions to retain the situation under control, and to find a new acceptable solution.
Reputation (image-related criteria)	Customers believe the service provider can be trusted and the service offered corresponds to the financial counterpart, and that the service has recommended criteria and values that the customers can accept.

Table 1: Criteria of a good quality service
(Grönroos 1998, 73-74)

Parasuraman, Zeithaml & Berry (1985, 41-50) have conducted research on service quality, and according to their findings, consumers evaluate quality of a service based on 10 different dimensions. In subsequent research they (1988, 15-30) discovered that there is a notable relation between many of the dimensions, hence considered only five broad dimensions. The dimensions can be found below as a list. Assurance is a result of combining the four original

dimensions that used to be their own dimensions in the 10-dimensions system. Empathy is a result of combining the three original dimensions respectively.

- Tangibles (appearance of facilities, equipment, personnel, etc.)
- Reliability (ability to deliver the service when promised in the promised way)
- Responsiveness (willingness to help and provide good service)
- Assurance
 - Credibility (trustworthiness and honesty)
 - Security (no risks or doubts existing)
 - Competence (skills and knowledge required to serve customers)
 - Courtesy (friendliness and politeness of contact personnel)
- Empathy
 - Access (easiness to approach and contact the service provider)
 - Communication (message in a clear language and listen to customers)
 - Understanding the customer (know customers and meet their needs)

As can be seen when comparing the findings of Parasuraman, Zeithaml & Berry (1988, 15-30) and Grönroos (1998, 73-74) the differences in how consumers rate quality of a service are minimal. The key elements between both findings are the same even though worded differently.

Businesses rely on customers, and the revenue customers bring in. Excellent quality and service are essential keys to succeed and survive in the competitive business world. (Lifeskills International Ltd. 1999, 1) Service provider should understand how customers define quality of service and how do they rate and measure it. Additionally, service providers should be aware how satisfied customers are with the current service. Such information can be obtained by customer satisfaction research, for example conducted as a questionnaire sent to customers. (Lifeskills International Ltd. 1999, 141; Grönroos 2000, 98-99)

2.1.2 Services can create value

According to Bettencourt (2010, 7) service providers choose to follow any of the four basic types of innovation presented in Figure 1. The four options focus on either what customers are trying to get done or what customers must do to use a solution. Figure 1 explains how Bettencourt (2010, 7-14) believes services create value to customers, and it is the job of the service provider to decide on the correct approach.

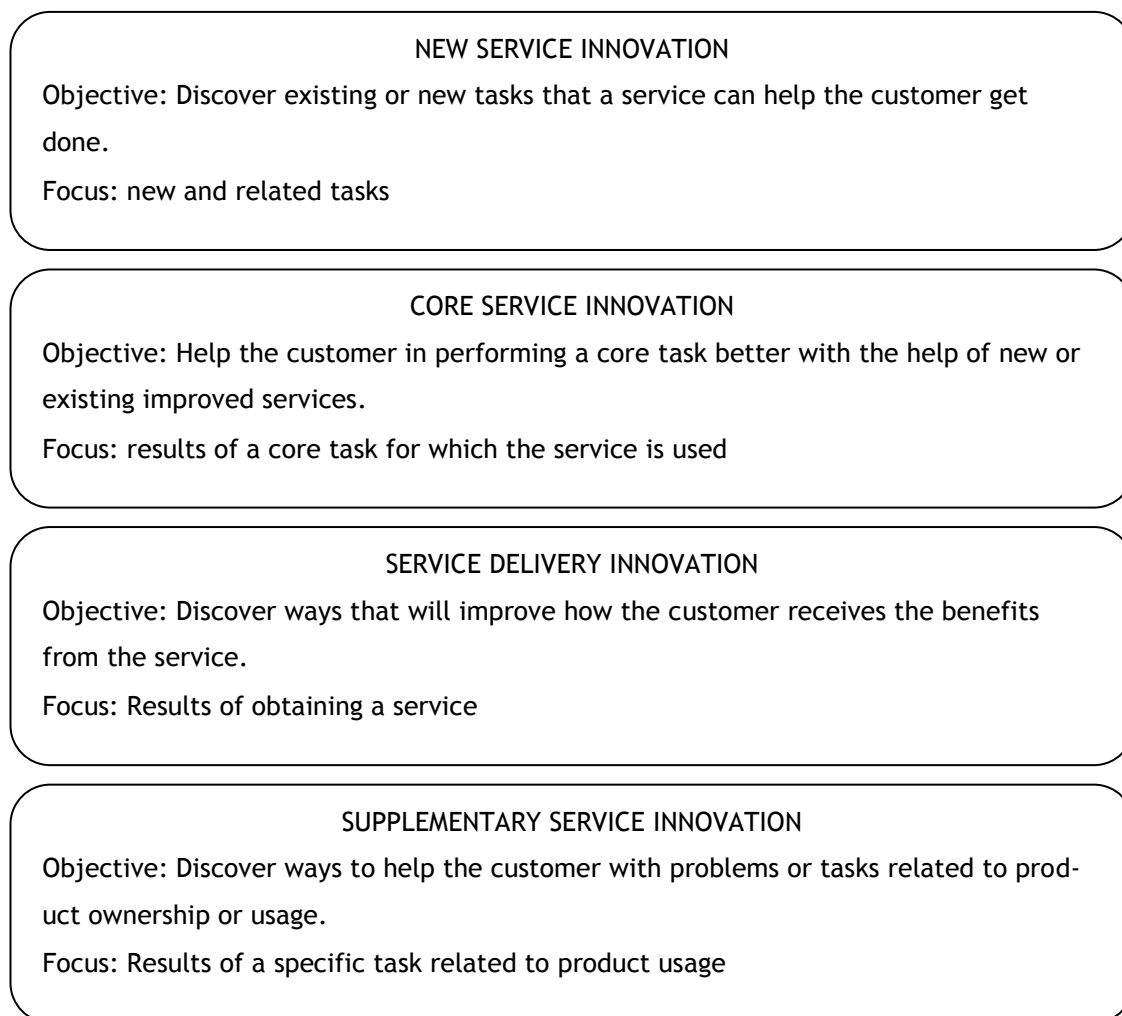


Figure 1: Approaches to Discovering Service Innovation Opportunities
(Bettencourt 2010, 8)

New service innovations focus on discovering a new solution that customers want to get done. The discoveries are independent and customers may not use any solution currently to complete the task. In other words, customers may not have a solution at all. All that matters is that customers actually want to get this task done. A new service innovation will enable it. (Bettencourt 2010, 9-10)

Core service innovation focuses on creating or improving services that will help customers get a core job done. Core jobs are tasks that are not supporting services but the actual reason a new service has been started. For example, a freight service has been designed to get the core job of transporting cargo done. Core service innovations reveal faster, more efficient and more cost-effective ways to get core jobs done. Studying improvement of core services often leads to new ways of thinking and an alternative solution to get the core job done. Sometimes the alternative solutions are so vastly different they cause the entire service design or standard to change around the world, and customers accept a new standard of getting a core job done. (Bettencourt 2010, 11-12)

Service delivery innovations reveal new ways an existing service is provided to customers. It focuses on easing the obtaining process of a service. For example, a car rental service may pick up the customers from their home, or deliver the car to a requested location instead of the customer having to pick the car up from the rental office. Purpose of such innovations is to create delivery value to customers, as studies prove customers generally prefer the easiest service delivery options if the price difference is not significant. (Bettencourt 2010, 12-13)

Supplementary service innovations aim to ease the use of services. Ultimately the goal is to find out where customers struggle and have problems with existing services or products. Supplementary services are, such as maintenance or installation services for products. Supplementary services often become the decisive factors when comparing between alternatives if the core and delivery services or product qualities and price have no significant differences. (Bettencourt 2010, 13-14)

Some services, such as photocopier leasing contain all features that create value to a customer. The photocopier finishes a core job of getting something on paper. The photocopier is delivered to the customer. Leasing deals normally contain maintenance deals, and additionally, customers may choose if they want print paper and ink cartridges sent to them.

2.1.3 User experience

Normally in business operations, companies do not offer customers solely a product or a service but a user experience. (Lifeskills International Ltd. 1999, 61) User experience plays a crucial role in the successfulness of any business. A good user experience does not guarantee a successful and profitable business but a poor user experience will almost inevitably lead to a failure. Usability is an important factor in creation of user experience. Notice that usability and user experience are not synonyms. The purpose of a good user experience is to offer a pleasant and delightful visit to the user, while the purpose of usability is to ensure the user is able to perform tasks easily. (Goodman, Kuniavsky & Moed 2012, 22; Nielsen 2000, 389) Good usability can be considered the starting point as well as the most important factor of good user experience. (Goodman et al. 2012, 22)

In an ideal unrealistic world, services and products would be developed merely to make users happy. This is not the case; businesses aim to create profit. If non-profit organisations are excluded, the primary purpose of all businesses is to generate profit; generate more revenue than costs. Businesses have other aims and values but in long-term, profit is required to ensure operations in future. No one will invest into a business they do not expect to make profit. (Goodman et al. 2012, 21) Businesses should however be aware that a pleasant user experience is likely required in order to generate profit. A good user experience is preserved after

the experience, hence the likelihood of good word in mouth increases. (Lahtinen & Isoviita 1998, 18; Goodman et al. 2012, 21; Stickdorn & Schneider 2011, 34-45)

2.2 Customer service

Customer service is anything done to enhance the customer experience. Customer service is one of the best and inexpensive methods to market a business. Customer expectations are constantly changing. The level of service customers expect keeps rising all the time, and often if two companies sell the same product but the service is better, customers will purchase from the better service company even if a minor price difference existed. Most importantly, customer service is often the reason customers come back for a repeat purchase. (Harris 2007, 2) The importance of successful service experience throughout the process, presented by Stickdorn & Schneider (2011, 40-41) is emphasised again.

Customers have many concerns; hence the purpose of any service offered is to reduce stress of the customers as much as possible. The customer experience should be made as comfortable as possible while providing customers with sufficient information and solving their problems. (Harris 2007, 3)

Customer service begins within the company. Harris (2007, 6) classifies customer into internal and external customers. External customers are customers who are served outside the organisation. External customers are the ones typically thought of when considering who the customers of a company are or whom the company serves. External customers are the ones that influence the image of the business by sharing their experience with potential external customers. (Harris 2007, 6)

Internal customers are dealt with on a daily basis, sometimes unrecognised. Internal customers are all the people involved in the operations of the organisation. In order to serve external customers well, it is crucial internal customers understand and agree on the importance of completing work well and serving external customers in a certain way. (Harris 2007, 6)

Communication with customers is important in managing customer relationships. CRM (Customer Relationship Management) has changed radically over the years. Wireless and mobility revolution has allowed sales personnel the freedom to communicate with their customers when they want. (Jobber & Lancaster 2009, 355)

2.3 Buyer behaviour and loyalty

Buyer behaviour is very difficult to model. Even though most models highly resemble one another, none of those can be considered as the absolute truth. Figure 2 shows how Smith and Zook (2011, 97) view the buying process for high-involvement purchases.

Low-involvement purchases are often impulsive; decisions are made hastily and often involve a cheap product or service, such as walking into a cafeteria and ordering a cup of coffee. (Smith & Zook 2011, 98) The influence of low-involvement purchases is very low in this study.

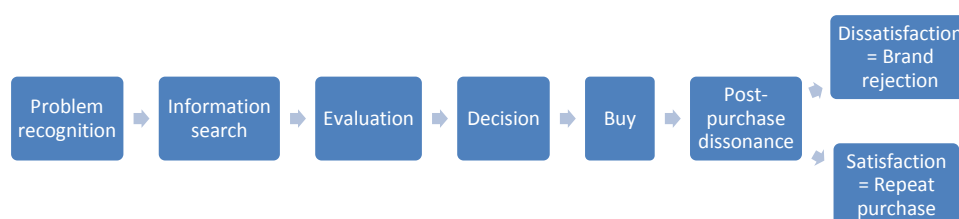


Figure 2: A simple model of the buying process for a high involvement purchase (Smith & Zook 2011, 97)

The process will be explained in the following by using purchase of cleaning service as an example. Somewhere, somebody causes the customer realise he or she is in need of services of a cleaning company. The person may have realised it from an advertisement or alternatively by realising his house is dirty and he lacks sufficient time to clean the place. At this stage, the person will look into different options available. In other words, the person will be looking for a solution to the problem. This may include browsing through housekeeping magazines, calling to friends or browsing the Internet. When information has been gathered, evaluation between a set of options will begin and the option the customer views as the best will win and the customer will decide to use services of a certain company. However, deal is not yet guaranteed at this stage because the service provider may not, for example, have open timeslots next week. Thus, the customer may be forced to choose an originally secondary alternative. The company has failed at service delivery. Eventually the customer has found a pleasing alternative and will make the purchase decision. The critical part begins after the purchase decision. If the customer is not happy with the cleaning services, the likelihood of bad word-of-mouth increases. In contrast, a satisfied customer can mean a repeat purchase or positive word-of-mouth referrals. (Smith & Zook 2011, 97; Lahtinen & Isoviita 1998, 18; Goodman et al. 2012, 21; Stickdorn & Schneider 2011, 34-45)

Roberts (2003, 163) introduces a similar model (see Figure 3) on consumer behaviour that focuses more on online behaviour, whereas Smith & Zook's (2011, 97) model (see Figure 2) focused on purchase behaviour in general. The stages of both models are similar but the Inter-

net behaviour model does not require a purchase decision to be made, as money is not necessarily involved in the process.

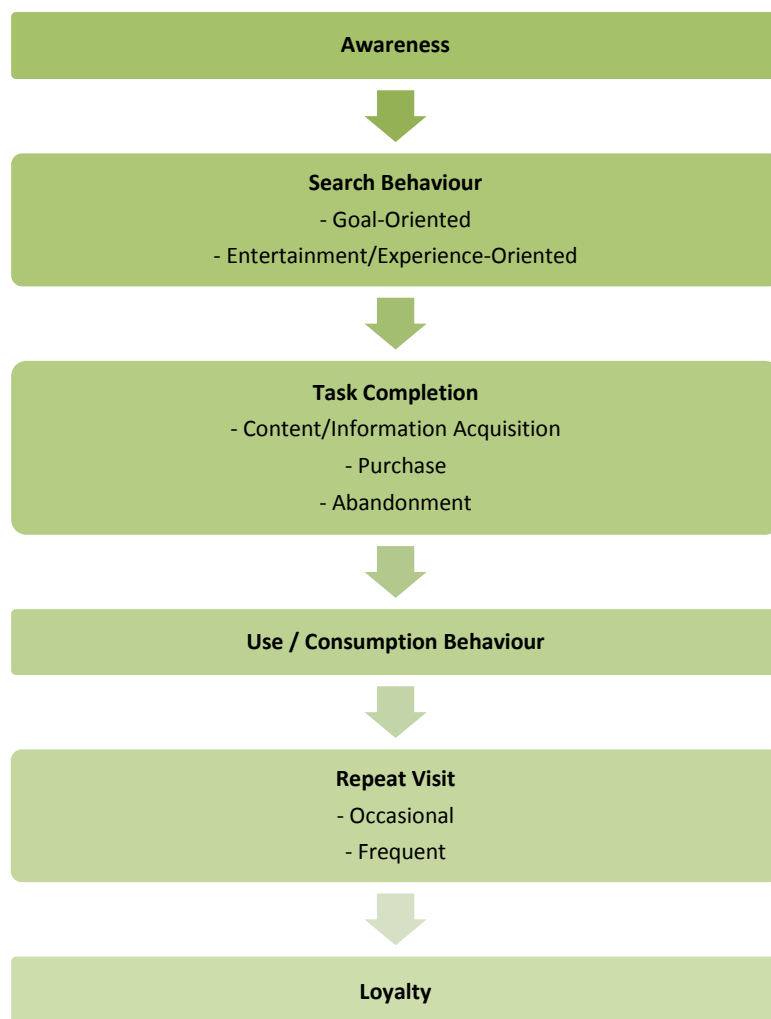


Figure 3: A Model of Internet Consumer Behaviour (Roberts 2003, 163)

Firstly, the consumer becomes aware that products, services or information can be acquired. The awareness could be created through word-of-mouth, advertisements on newspaper, and commercials on television or irrelevant forums on the Internet or by any other means that have made the consumer aware the service exists. (Roberts 2003, 163)

Various types of search behaviour exist. Roberts (2003, 164-165) categorises those in two main types that contain different objectives. Goal-oriented search behaviour means the consumer has a clear objective of some kind when searching for information. The objective means to complete a certain task or activity. Alternatively, the objective may be to look for information related to a product or service.

Experiential search behaviour means tasks the consumer completes are based on goal or objectives, but the process itself guides the activities. The consumer may be looking to generally increase his knowledge level, or search for information to become an opinion leader. Experiential search behaviour may also be recreational, which means the user gains entertainment value from browsing the Internet. (Roberts 2003, 164-165)

Task completion refers to fulfilling the need or reason to start searching for information. Whether it is to complete a clear task or to find miscellaneous information, the task will either be completed or abandoned. Abandonment can be caused by multiple factors, such as high shipping costs, last second changes in mind, poor usability of the online service or even poor visual design of a service. Anything could trigger the abandonment decision and online service designers should aim to make the process as comfortable, fast and simple for the user as possible. (Roberts 2003, 165)

Once the product or service has been acquired, intangible or tangible, the usage phase begins. The usage phase very much depends whether the user will find the product, service or information useful. Products are possibly destroyed during use, such as food, whereas interesting information is likely shared with friends and possibly other groups as well. Information, if it is believed to be true, is happily shared with other people, unless the information grants the particular user an advantage in life. The using phase is the last factor affecting possible repeat visit. (Roberts 2003, 166-167) If the user has been left with a good feeling, he will likely make a repeat visit. The better the last feeling is, the more likely a revisit becomes and higher the frequency of visits to the online service. An overall positive user experience will expedite loyalty to the service, product and brand. (Roberts 2003, 166-167; Smith & Zook 2011, 97; Lahtinen & Isoviita 1998, 18)

2.4 Customer complaints and claim handling

According to Barlow & Möller (1998, 20) a customer complaint, or in business a 'claim', is an announcement of unmet expectations. The expectations most commonly concern products or services customers are not satisfied with. For a company, a claim can be considered a second chance to satisfy a formerly unsatisfied customer. It is a chance to fix the unsatisfactory product or service, or compensate the customer for damages. Damage is not necessarily visible or physical damage to a product but for instance dissatisfaction to the service. Damage can be caused by poor service quality. Barlow & Möller (1998, 21) view poor handling of claims one of the primary reasons businesses lose customers.

Ylikoski (1999, 195-196) states that customers whose claims have been handled well are more satisfied with service, and rate the service level more highly than customers who did not face

any problems with the service or the product in question. This corroborates the suggestion by Barlow & Möller (1998, 20-21) that companies should handle claims with care, and aim to accomplish situations where customers are satisfied.

According to Barlow & Möller (1998, 18) customers have two options when faced an unsatisfactory situation. They may either approach the company or leave the matter. If the customer decides to walk away, he gives the business no chance to reimburse their mistake. The customer remains unhappy and could speak badly of the company.

According to research conducted by Möller, 26 out of 27 customers who are unsatisfied at any level, do not complain. The study claims the primary reason for this is that customers feel complaining will not make a difference. (Barlow & Möller 1998, 34) Customers who complain are good customers for a business; they offer the company a chance to improve the service or product and reimburse the mistakes. (Lämsä & Uusitalo 2002, 73) According to the same study by Möller, customers, whose claims have been handled in a manner they consider satisfactory, are likely to purchase again from the same company. (Barlow & Möller 1998, 34)

When customers complain, the claims should be taken seriously and with respect. The customer is unhappy, and likely the reason is the product or service offered to them. (Grönroos 2001, 167) Businesses should have clear and well-structured customer complaint systems, and the personnel that receive most of the complaints should have sufficient authorisation and access to handle most claims immediately. Customers must feel they are treated with respect and fairly. (Grönroos 2001, 164)

2.5 Online services

An online service relates to operational processes of an organisation. An online service is a tool that can be used to enhance business processes. Ultimately, the goal of an online service is to see the concrete benefits of it as enhancement of some process and improvement in quality of service. Online services are supposed to especially enhance processes and actions that contain clear targets, such as marketing and sales of products and services. (Boisvert & Caron 2006, 174)

Currently, we live in a world of technology. Customers use technology to solve their problems and expect the same from businesses, to help solve the customers' problems. This causes problems for businesses as many organisations lack resources to integrate the latest technological innovations into their processes. Alternatively, the organisational structure may be too hierarchical, and thus, decision-making takes unacceptable time. Normally businesses install or implement new software a few years after publication, and likely a new version has al-

ready been released. Management faces tough decisions and must decide which systems to implement to be able to serve customers in a way they expect to be served. (Harris 2007, 4)

According to TNS (2013), online sales have been increasing every year ever since the introduction of the first online store in Finland. From 2010 to 2012 the increase in euros has been 750 million euros, which accounts to 8.4 %. During the first half of 2013, the increase compared to the first half of 2012 has been 5.9 %. Purchase of online services currently account to 60 % of total online purchases. (TNS 2013) Logically, as online purchases are increasing all the time, online service level could be expected to follow the trend.

The growth of Internet has surpassed most experts' estimates. The Internet is very essential when designing customer service. A website typically contains information about products and services, frequently asked questions, contact information, owners' manuals and much more, simply to serve customers. It is a cost-efficient and easy way to present much information that meets customers' needs. (Harris 2007, 155)

While online business is growing, many businesses invest much money into online operations to reinforce their positions on the market and secure future business. (Tangpong, Islam & Lertpittayapoom 2009, 131) One of the most important qualities of the Internet could be considered the possibility to deliver information for a large audience at a very low cost. Companies can decide whether to deliver the information to everyone or only a certain segment. Customers can be offered answers to their questions around the clock. The boundaries of the Internet are almost non-existent. (Karjalainen 2000, 33; Vehmas 2008, 30)

The Internet era has also caused that once consumers start considering to purchase a new product or service, they tend to use a search engine and type in the words related to the product or service in question. Even if a search engine was not used but instead another search method, the company must recognise the methods their potential clients are likely to use. Thus, it is crucial companies position themselves to win the exploration phase. If no customer ends up on the website or in other means fails at finding information about that particular company, product or service, a sale will never occur as the customer is either not aware of the product or service or cannot find it. (Holland & Young 2010)

2.5.1 Navigation

Navigation on a website is not always easy. Users get lost on a website rather easily if no guidance is provided. This means the website must have a logical structure. If the structure is not logical and no guidance is provided, the likelihood of a confused and irritated user increases. (Morville & Rosenfeld 2006, 115)

Navigation systems on a website consist of multiple different elements. Global, local and contextual navigation systems help users to understand where they are and where to proceed. Well-functioning and well-designed websites do not cause the user to feel he is lost at any point. (Morville & Rosenfeld 2006, 116-117) In a research conducted by Scharff & Kortum (2009, 18) was noticed that even minor changes, such as adding or removing a single link, can affect users' actions on a website heavily.

The aforementioned navigation systems are crucial for a website to function properly but they are not sufficient alone. A good website requires supporting navigation systems, such as maps, guides and directories that allow access to same information via different routes. (Morville & Rosenfeld 2006, 116-117)

Global navigation system should be found on every single website, or the likelihood of a poorly functioning website is significant. Global navigation can normally be found at the top of the page as a navigation bar that contains different headings. Global navigation bar should allow the user the chance to return to homepage and visualise the route the user has taken so far. (Morville & Rosenfeld 2006, 122)

Contextual navigation is supposed to be a supportive function of an online service. Contextual navigation can appear, for example, as "You might also be interested in this" -links that highly relate to the current topic the user has arrived at. Contextual navigation may open links to discussion regarding the topic or anything related. Contextual navigation elements support the browsing experience and make it more pleasant. However, excessively used, those may cause confusion, hence provide an opposite of the intended experience causing the user to feel lost and uncomfortable. (Morville & Rosenfeld 2006, 126)

One of the most important elements on a website is the link that leads the user back to the homepage. The link to the homepage can be graphical, for example, as the logo of the company or in text. The graphical link is often considered visually more attractive, but the more graphical details are added into the website the slower the website will load. The name and the logo of the company should appear on every page the user visits to ensure the user is always aware which website he is browsing. Users do not always end up on the homepage; users may click a link that leads them to a picture gallery, if they have for example used a Search Engine to arrive at the website. (Morville & Rosenfeld 2006, 119, 129)

Users should at all points be aware where they are browsing at that moment, and understand the relation of that page to the entire website. The aforementioned should also be clear to a person who has never seen the website before but was shown any subpage unexpectedly. (Morville & Rosenfeld 2006, 120) Subpage is a lower level web page that contains information

under different headings. (Oracle 2013) 'Products' could be a subpage, or under products a more detailed subpage could be 'Cooling systems'. Navigation on a website should be clear and easy, and the user should not feel lost or confused at any moment. The browsing experience should be pleasant and guided throughout the process. (Morville & Rosenfeld 2006, 115)

2.5.2 Visual design

Korpela & Linjama (2005, 247) state that visual design is the starting point of all websites and it delivers all the information to the user and helps the user to notice what is important on the website. Attractiveness of a website is very much based on the visual design. Even if usability of the website was brilliant, poor design can make the website appear worthless. A quickly built website can give visitors an image the website was done hastily, and thus, cause loss in credibility. In contrast, a well-designed, detailed website can arouse positive feelings in the visitor. (Korpela & Linjama 2003, 361)

Visual design plays a critical role in offering an efficient online service. While using the service, visual design is something the user is constantly influenced to. The user evaluates the experience partly based on how comfortable browsing is. The visual design alone does not contribute to the comfort level; usability can still be considered a primary factor, but even an extremely easy interface with a good navigation system will not please the user if the visual design is poor. Communication between the service and the user is critical and it can be enhanced by a supporting appearance of the service. (Kuutti 2003, 90; Sinkkonen et al. 2006, 155)

Nielsen (2000, 96), on the other hand, emphasises the importance of simplicity. He rates simplicity and clearness of a website the most important qualities. Moreover, an online service must function well in different operating environments. Websites should run on old versions of browsers or operating systems. The size of the user's screen should also not affect the functionality of a website. Therefore, sizes of elements should not be entered as pixels but as percentages of total space in use. This means the website will adapt to the screen size of the user. (Nielsen 2000, 29)

Homepage should be visually attractive, contain pictures and graphics, easy to read and follow, and should provide the user with links to most commonly used pages. A homepage either is well-designed and will make the user look into other pages, or in contrast, is poorly designed and scares the user away. (Korpela & Linjama 2003, 361)

Focus should be placed on visual balance as well. The situation where the user feels certain aspects of a website are better designed and implemented than others want to be avoided.

Users should receive a pleasant and balanced experience. (Kuutti 2003, 97) When all functions a user needs are easily available and visible, even an amateur user can use the service while also the experience for an advanced user is improved. (Sinkkonen et al. 2006, 134)

2.5.3 Improve the online experience

User experience is the key to success, and it should be made as good as possible. If online purchasing is offered, pre-registered customers should be able to avoid personal information fields and conventional shopping carts with a single mouse click. The service should recognise customers and have their credit card information and shipping details stored. The purchase-decision should be made as easy as possible. (Linton 2011, 222)

Customers should never be directed away from the website. They should be offered options that retain their interest and make them continue browsing. For example, if the website contains an online store, customers of the online store should not be directed away after the purchase decision, but be offered options that drive the customers to spend more time at the website, such as 'continue shopping' 'return to homepage' or 'find out more about the product'. (Linton 2011, 223)

The website should suggest action. If the purpose of a website is to generate leads; study user behaviour on the website and use the information to your advantage when contacting the customer. If the value of a service can be demonstrated to the user, the user is likely to make a purchase. (Linton 2011, 224)

Customers should be encouraged to interact with the company, to register for services and make them feel they are valued. Customers want a pleasant online experience that does not cause them to think at any point how to proceed on the website. Customers should be granted the feeling of appreciation, respect and professionalism during their visit to a website. In the end, the full user experience, which consists of usability, visual design and other aspects, must be improved. (Linton 2011, 222-226)

2.5.4 Challenges and opportunities with online services

Online services rely on network connections, their stability, speed and secureness. Technology develops rapidly and the number of stability and speed issues declines constantly. (Salo 2010, 59)

Internet access is no longer limited to desktop computers, or even laptops. Most models of new gaming consoles, televisions, home theatre systems and mobile phones have an internet connection. Even many printers have an internet connection. For browsing purposes, the devices mostly used are computers, tablets and smart phones. These are followed by gaming consoles and televisions. This means websites need to be designed to function flawlessly on all devices people use to browse the Internet. (Duncan 2012)

Online services and information posted online pose a security threat. All firewalls and other security means that have been designed to protect online content, according to multiple sources, can theoretically be hacked. Hacking means gaining access to read or edit the content on a server. Security is not a major threat for consumers, but companies have to be more careful when they enter the online world. (Nguyen 2013)

Online services also open many new doors for companies. Online services allow collecting user data. User data is very important when a company wants to improve its online services. (Goodman et al. 2012, 467) These statistics allow companies to objectively monitor user performance and behaviour on the company website. These statistics contain information, such as which subpages users visit, how long they spend on the website, and how did they end up on the website. (Morville & Rosenfeld 2006, 247) Morville & Rosenfeld (2006, 248) consider the most important information these tools provide are the words users type into search engines that relate to their industry. This helps companies to understand what customers are looking for and how they think.

2.6 Social media

Since the introduction of social media, customers have found new ways to rate, review and discuss products and services. Multiple websites offer reviews on different items, people write about restaurants in their blogs, they publicly post a bad service experience on Facebook, or they test products and upload a video on Youtube. Social media has become a central marketing tool and it is about time companies realise to take advantage of it as customers have been doing it for more than a decade. (Smith & Zook 2011, 9)

Growth of social media is rapid and consumers enjoy using it. Consumers like the power it gives them. Consumers believe they make wiser purchasing decisions or avoid unnecessary purchases with the aid of social media. They like the fact they can hurt the image of a company easily if they receive bad service. Consumers feel more secure due to global social media. Companies must partake in the discussion. They must start building relationships with their customers on social media and start listening to free advice from their customers. (Smith & Zook 2011, 9)

Social media satisfies a need, the need to communicate. Since widespread acceptance of social media, people have actually started to meet less often, call each other on phone less often, but still interaction between people has been increasing. They communicate with more other people than ever before. Moreover, communication occurs between people who have never met each other in person. Marketers often search for ways to engage customers, to connect brands to customers but also ways to connect customers with each other. (Smith & Zook 2011, 10-11) According to Shih (2009, 181) Social media can and should be used as a personal relationship management tool between a business and its customers.

Smith & Zook (2011, 19) suggest to allow customers to participate in product and service development process. Social media is an excellent chance to gain free ideas from multiple customers who are either using your products or services, or alternatively, are considering purchasing but cannot find a solution that fits their needs.

2.7 Identify service opportunities

Planning services should begin by looking into customers' needs. Linton (2011, 35) suggests analysing problems customers face during a series of business scenarios is one of the best methods to recognise service opportunities. Once problems have been recognised, often even pointed out by customers themselves, it is crucial for businesses to start solving the problems. It is not rare customers are also willing to help in this process. After all, they want the best for themselves. (Linton 2011, 35; Harris 2007, 32-34)

Problem solving is an important part of value and service creation. Customers mainly use a service to fulfil a need or to solve a problem. They want to achieve something new or to reach a goal more easily. According to Harris (2007, 32-34), problem solving is a central part of service creation and improving service-related features. Problem solving model is visualised in Figure 4.

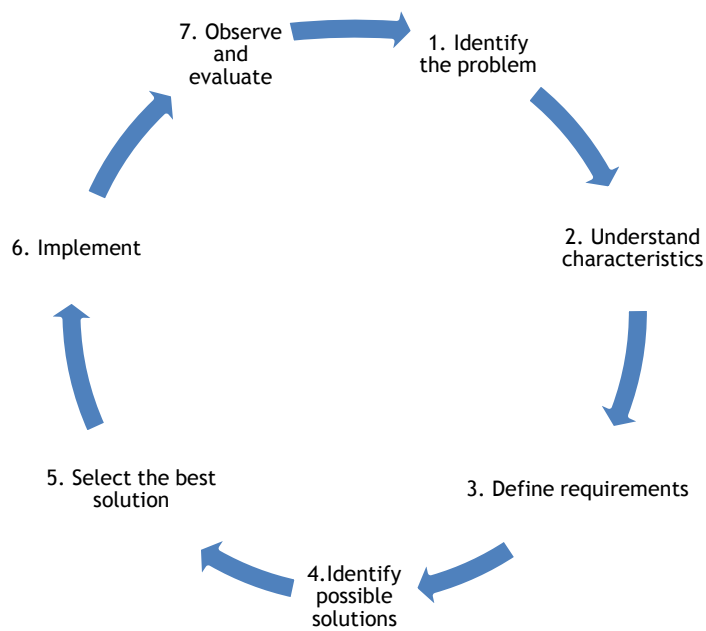


Figure 4: The Problem-Solving Model
(Harris 2007, 33)

As explained in section 2.1.2, services should create value to customers, and normally value is created when a problem is solved. Problem solving begins by identifying the problem. The aim is to recognise the actual problem users have. Sometimes the problem recognised is false because it is actually a cause of another problem hence it cannot be fixed until the original cause is fixed. (Harris 2007, 32)

Then the unique characteristics of the problem must be identified. The characteristics do not have a direct effect on the possible solution, but the characteristics must be born in mind while solutions are being considered. (Harris 2007, 32)

Next, requirements of a possible solution must be defined. In order to develop a solution, developers must have an idea of the company policies currently in place and the requirements of the solution related to the policies. (Harris 2007, 32)

When requirements are clear, the developers can finally start creating possible solutions, which is then followed by the comparison stage, during which, positive and negative effects are evaluated from the perspectives of the company and its customers. (Harris 2007, 32-33)

After choosing the best alternative, the company can begin the implementation process. The customer is informed about the solution and its effects. Until this stage, customers consider nothing done. Thus, it is important the solution, product or new service is implemented smartly and by taking customers into account. (Harris 2007, 33)

Finally the observation and evaluation period begins. The purpose is to evaluate whether the solution was successful or if it needs to be improved. Often new solutions generate new problems; hence the problem solving process begins all over again. (Harris 2007, 34)

Service opportunities can origin from monitoring user behaviour, analysing statistics, reading customer complaints or anything similar, but when problems and needs are faced, the business should be ready to undertake the challenge and turn it into an opportunity.

2.8 Summary of theory

The previously presented theory explains the various aspects that affect a good service experience. The aim of businesses that want to create profit is to gain returning customers and customers who speak positively about the service.

The service process begins by businesses recognising problems and turning those into opportunities, after which begins the service design process. During and after the service creation process the marketing part has begun as the business has to create need for their service.

This theory of good online services is based mostly on a good user experience. Features, such as quality, design, usability, value the service provides, customer service that supports the service users and navigation during the use of the service all play an important role in the process of providing a good user experience.

A pleasant and good user experience determines mostly whether customers will return to the business. If any part of the service has been bad in the eyes of the customer, the customer will not be happy. The business may however get a chance to correct their mistake by offering the dissatisfied customer service, namely in this case, good claim handling. Successful claim handling can then lead to a loyal customer as well as an originally satisfied customer.

The process begins with service design and is supposed to result in a happy and loyal returning customer. But in order to achieve this, everything that occurs in between must connive at a good user experience. The service process is illustrated in Figure 5.

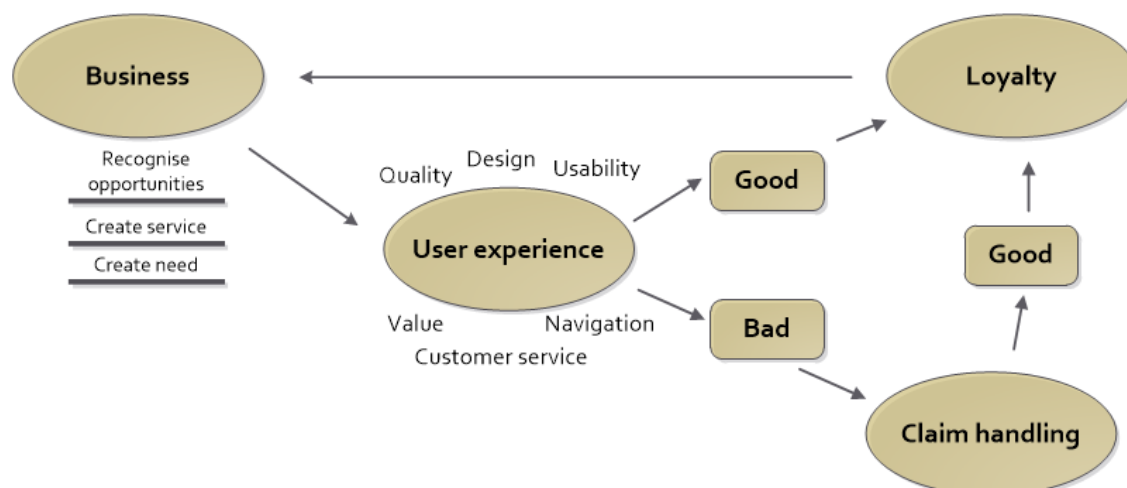


Figure 5: Service process

3 Research approach

In order to conduct any research, data needs to be gathered and analysed. Research methods and approaches are systematic methods and approaches that help in the process. Research methods and approaches are normally very much determined by the research problem and the own research philosophy of the researcher. The approach chosen directly affects what kind of results the research will deliver. (Saunders, Lewis & Thornhill 2009, 106-109, 124)

Saunders et al. (2009, 108) view the choice of appropriate data collection and analysing methods a complicated process that involves many factors. The authors named their view as a 'Research onion', which is illustrated in Figure 6.

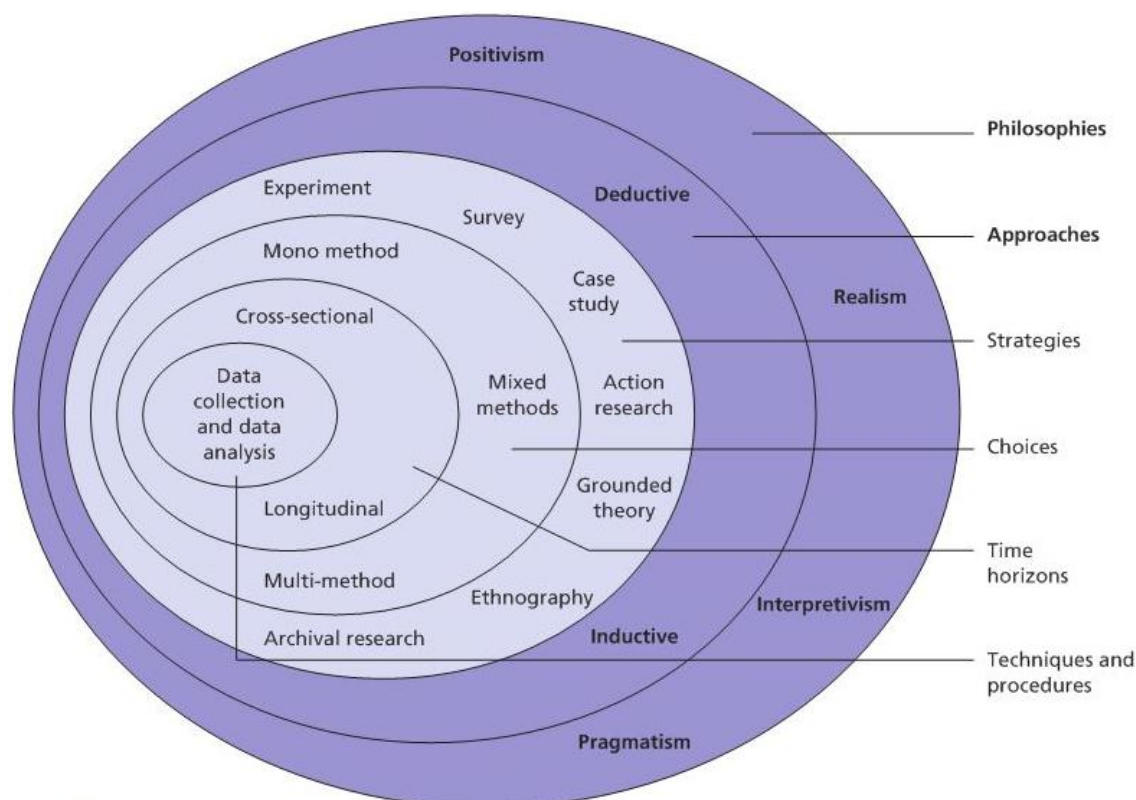


Figure 6: The research onion
(Saunders et al. 2009, 138)

Saunders et al. (2009, 124-125) divides research approaches into two: deduction and induction. Deduction, testing theory, could be considered an objective more scientific approach, whereas induction, building theory, an approach that involves the researcher in the process. In deductive research, data follows theory. While in contrast, in inductive research theory follows data.

3.1 Purpose of research

Purpose of research is normally divided into three categories: exploratory, descriptive and explanatory. However, old categorisations are often in the modern world considered insular. Therefore, purpose of research can also be a combination of different perspectives. (Saunders et al. 2009, 138-139)

The purpose of an exploratory study is to unearth “what is happening; to seek new insights; to ask questions and to assess phenomena in a new light” (Robson 2002, 59). Exploratory study is useful if the researcher is unsure of the problem or fails to fully understand it. Exploratory research may cause the direction to change when such data appears. Sometimes exploratory study may cause the researcher to realise the study is not worth continuing. (Saunders et al. 2009, 139-140)

Descriptive research is supposed “to portray an accurate profile of persons, events or situations” (Robson 2002, 59). Descriptive studies are often used as a starting point of an exploratory research, or alternatively, a piece of explanatory research. Descriptive studies are used to create detailed profiles that can be used for multiple purposes. (Saunders et al. 2009, 140)

“Studies that establish causal relationships between variables may be termed explanatory research.” (Saunders et al. 2009, 140) Explanatory studies aim to find relationships between events that occur and results, also known as causation. An explanatory study could, for example, aim to find out the relationship between the age of a product line and the number of scrap items. Scrap items are items that cannot be put on sale as primary quality. Or alternatively, to explain the relationship between a bounce rate on a website and number of banner ads on it. (Saunders et al. 2009, 141) Bounce rate explains the percentage of users who leave the website without any exploration, in other words, the users who leave after landing on the first page. They do not visit any other pages on the website. (Google 2013)

3.2 Research strategies

Choosing a suitable research strategy is equally important and difficult as other pre-research stages. All strategies can be applied for exploratory, descriptive or explanatory studies. However, typically each strategy is allocated to fit one purpose, but claiming so is hidebound and limits research possibilities, and in some cases, precludes the possibility of worthwhile research. The main research strategies are: experiment, survey, case study, action research, grounded theory, ethnography and archival research (Saunders et al. 2009, 141) but only case study and action research will be presented detailed in this section. The rest of the strategies are not highly relevant in this study, and thus, will only be explained briefly.

Experiment is highly related to natural sciences, but is these days used much in psychology and other social sciences. It studies clear causalities by experiments. (Saunders et al. 2009, 142)

Surveys are often used to collect large numerical data to be analysed by quantitative means. It is popularly used among businesses to answer questions, such as who, what, where, how much or how many. (Saunders et al. 2009, 144)

Grounded theory is typically used to predict and explain behaviour. Data collection begins without any theoretical background, and the theory is collected by continuous observations. The theory changes constantly and is continuously referred to and tested. The theory is developed throughout the process. (Saunders et al. 2009, 148-149)

Ethnography emanates from anthropology. It is a study of social world that changes constantly. Preliminary data is not collected. In contrast, the researcher is analysing the situation in the environment it occurs. (Saunders et al. 2009, 149-150)

Archival research “makes use of administrative records and documents as the principal source of data.” (Saunders et al. 2009, 150) Archival research uses data that has not been originally collected for that research purpose. (Saunders et al. 2009, 150)

Action research has many explanations in the literature, and those explanations and definitions vary vastly. Saunders et al. (2009, 147) have however been able to recognise four common themes. The first theme stresses the purpose: “research in action rather than research about action” (Saunders et al. 2009, 147). In other words, the environment is close to the action. The second theme concerns the people involved in the process; the researcher is typically part of the organisation or group in question. The researcher often has genuine interest in the study field; even his living could be dependent on it. The third theme stresses the recurrent process: diagnose, plan, take action, evaluate. The process repeats itself until a desirable result has been reached. The last theme proposes the findings should be applicable elsewhere, or at the very least the researcher should be able to utilise the findings in future improvements. (Saunders et al. 2009, 147-148)

Case study is viewed by Robson (2002, 178) as “a strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence”. Case study allows great understanding of the field of the study from multiple sources. The purpose is to build an extensive portfolio of information collected from multiple sources that have been critically analysed. Typically case studies begin by building a theoretical background. Case studies may use both quantitative and qualitative methods to gather and analyse data to support same findings. (Saunders et al. 2009, 145-147)

3.3 Research methods

Research methods are typically divided into qualitative and quantitative methods. The two methods are very different. One way to distinguish the two is to state that quantitative methods concern numeric data whereas qualitative methods concern words. (Saunders et al. 2009, 151)

‘Quantitative’ is used to describe a data collection technique or analysing technique that gathers or analyses numeric data. Such data collection method could typically be a ‘question-

naire' and an analysing method 'graphs'. 'Qualitative' methods on the other hand could be 'interviews' and 'categorising' respectively. (Saunders et al. 2009, 151)

Today most researchers believe combining quantitative and qualitative methods can be very beneficial in some cases. (Saunders et al. 2009, 151-155) The following section explains how Sanders, Lewis and Thornhill view these methods could be combined.

3.3.1 Choosing the research method

Choosing the correct research method can be difficult and best way to conduct research is in some cases not to use either solely quantitative or qualitative methods. Saunders et al. (2009, 151) call the process of choosing the correct method(s) 'research choice'. Their idea of 'research choice' is illustrated in Figure 7.

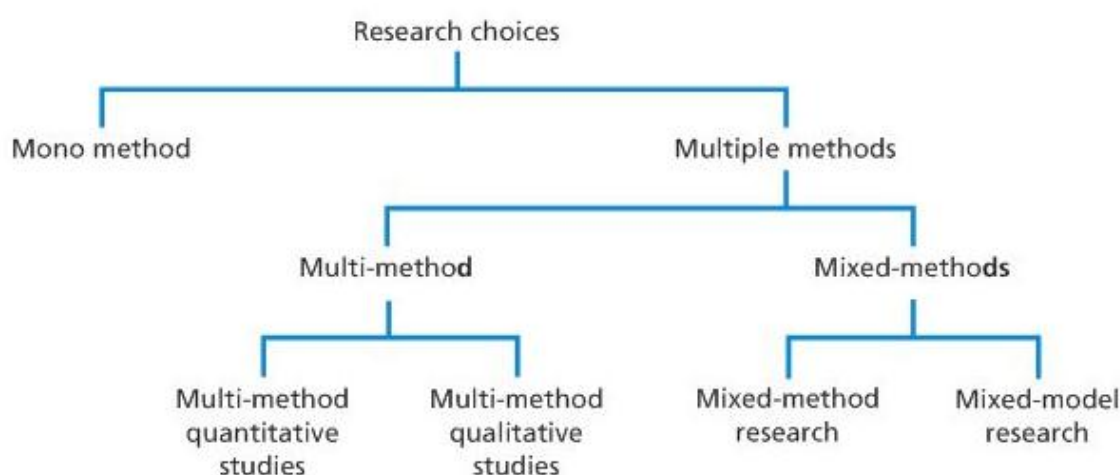


Figure 7: Research choices
(Saunders et al. 2009, 152)

The research choice begins by selecting whether a single or multiple methods will be used. A mono method choice means single data collection method and analogous analysis procedures will be used. In contrast, using multiple methods means more than one data collection methods and analysis procedures will be used. (Saunders et al. 2009, 152)

Multi-method term means using different data collection and analysing methods but having only one general view, either qualitative or quantitative. For example, a researcher might want to collect and analyse numeric data by using two or more quantitative research methods, such as questionnaires and structured observations and analysing the data by only using statistical methods. This would be called a 'multi-method quantitative study'. In contrast, a 'multi-method qualitative study' would be one where qualitative methods, such as interviews

and role-plays would be used as methods. To conclude, multi-method choices do not mix qualitative and quantitative methods in the same study. (Saunders et al. 2009, 152)

Mixed methods approach, in contrast, describes when both qualitative and quantitative methods are used in the process. Mixed-methods are also divided into two subtypes: mixed-method research and mixed-model research. Mixed-method research uses both quantitative and qualitative methods but does not mix those. The methods remain their own methods and quantitative research provides numeric data. In contrast, mixed-model research mixes the two data collection and analysing procedures. In other words, the researcher may use quantitative data collection methods but will then qualitise the data. This means converting numeric data into a commentary that can be analysed qualitatively. (Saunders et al. 2009, 152-153)

The choice of the correct method is complicated, and deciding whether to mix qualitative and quantitative methods is hard. The method should be chosen by evaluating which method will be able to best answer to the particular 'research question'. (Saunders et al. 153- 155)

3.4 Chosen strategy and methods

This study is mostly an exploratory study as the aim is to find out what is currently happening and how to improve the situation. The aim is to look for new insights into the matter and offer valuable suggestions.

In order to solve the research problem, the case study was chosen as the best strategy. The benefits of the case study are overwhelming as it allows the use of multiple methods in analysing the situation. The situation has elements that would benefit from action research as well. Nevertheless, the iterative nature of action research process cannot be completed in this case as the company structure is highly hierarchical and changes are difficult and lengthy to make.

The case study enables solving the problem of how to improve online services, whereas action research may be more suitable when seeking to improve a certain process related to online services.

The methods used are mainly qualitative, but also numerical data of the website was analysed. The numerical data was transformed into a commentary, which was partly also analysed. In other words, mixed-model research was utilised in this study.

This study is a mixture of different methods as I support Saunders, Lewis and Thornhill's thinking that limiting a study to one method and its usual characteristics is simplistic and will deteriorate the likelihood of a useful study.

3.5 Methodology

In order to be able to suggest any improvements to qualities of a good online service had to be understood. This information was gathered by critically studying literature. It became evident during the study that literature cannot be blindly trusted and that caused questioning many sources. This theoretical background provided a good basis to understand how a good service, and an online service functions.

The empirical part of the study began with an interview with the Sales Director of Monier Oy to assure my information about the company is up to date and correct, and to also hear his views on online services and the importance of those. This allowed me to understand the needs of the company better and adjust the research methods accordingly. At this stage, the interview was mainly used to aid in formulating how the rest of the study should be. This interview was conducted one to one, face-to-face, at the office of Monier Oy in Espoo.

3.5.1 Semi-structured interview

A semi-structured interview contains a list of themes and questions. Semi-structured interview leaves room for interpretations and open discussion but the topics are clear. (Saunders et al. 2009, 320) A semi-structured interview was used to understand customer service processes.

A customer service representative of Monier Oy was interviewed face-to-face, one to one, at the office of Monier Oy in Espoo. The aim was to understand the possibilities of improving customer service related services. Any biased statements that may be based personal feelings wanted to be avoided. Instead, an objective statement based on statistics was sought for. The purpose of the interview was to understand how customer service currently functions; not the customer service level, but the how the processes work. What kind of processes are parts of daily tasks in customer service? The interviewee was also encouraged to freely express any feelings related to tasks listed.

3.5.2 Unstructured interview

An unstructured, alternatively, an in-depth interview, is very informal; no questions or themes have been determined in advance. The interviewer still must have clear vision of the

area he wants to explore. An 'informant interview' is a type of unstructured interview where the interviewee, or the informant, is allowed to freely talk about the area suggested. In other words, the interviewee leads the direction of the conversation. (Saunders et al. 2009, 321) The third interview was conducted in this way, and by this, I was hoping to hear information that I had no knowledge of and would not have realised to ask.

The interview was with the Marketing Coordinator of Monier Oy. She was interviewed to hear about changes in the near future and any possible plans that are under development. Furthermore, the aim was to hear how she thinks of marketing and other online activities, and also other general thoughts she might have that relate to anything online, sales or marketing. The interview was conducted face-to-face, one to one, at the office of Monier Oy in Espoo.

3.5.3 Professional website analysis

As a functional website plays a critical role in providing good online services, an expert, a professional AD (Art Director), who has worked on that field for the last 20 years, was used to conduct an analysis of the website. No limits on areas of focus were set as the person analyses websites for living. Thus he was encouraged to focus on same matters as he normally does when asked to analyse a website.

The analysis was conducted so that the AD was given a week time to analyse the website in the way he preferred. After this time period the expert would, in a one to one phone session, freely explain all the findings, while both users have the website open to avoid any false interpretations.

The AD was given no instructions other than to focus on all aspects of a functioning website rather than only, for example, visual design. The idea, behind allowing the AD the freedom to analyse the website in any desired way, was to recognise problems, users, who are not familiar with the website, face. Additionally, the purpose was to gain expert opinions on the visual design and usability. This said, the AD did not only represent an expert on the field but also a person who has never visited the website, just as new potential customers.

3.5.4 Statistical analysis

The purpose of statistical website analysis tools, such as Google Analytics can provide has already been explained in sections 2 and 2.5.4. The purpose is to gather information on users of the website. In this study, the statistical analyses provided by Google and Web Guide Partner were used to understand how the website performs and how do users end up on the website.

The statistics could be considered reports rather than raw data. In other words, the raw data has already been analysed by computers created by leading companies in the world.

The statistics were analysed objectively and possibilities rather than truths were introduced. The aim was to avoid any observer bias or error by making false assumptions. Observer bias and error will be explained in the following section. The statistics used to analyse the current situation are collected from January to August 2013, and compared to respective statistics from last year.

3.6 Validity and reliability

The credibility of the research findings is extremely important. Unfortunately, the researcher can never be certain that his findings are valid and reliable, and if they claim so, it should cause questioning the results even before reading those. A researcher can only do his best to reduce the chance of an error, but it always exists. (Saunders et al. 2009, 156)

Reliability refers to how well the data collection or analysis methods will produce coherent findings. According to Easterby-Smith, Thorpe, Jackson and Lowe (2008, 109) it can be measured by presenting three questions:

1. "Will the measures yield the same results on other occasions?"
2. Will similar observations be reached by other observers?
3. Is there transparency in how sense was made from the raw data?" (Easterby-Smith et al. 2008, 109)

Reliability can be threatened by subject error or bias, or alternatively, observer error or bias. Subject error refers to unintentional mistakes, for example, when filling in a questionnaire. Changes could occur at different times of day (morning, afternoon) due to mood difference. Bias refers to either intentional bias to protect company, own bonuses, boss or similar or alternatively unintentional bias caused by distorted ways of thinking. Similar reasons could apply to the observer; only in this case the observer interprets falsely due to similar reasons. (Saunders et al. 2009, 156-157)

Validity means whether results are in fact results of what they appear to be in the research. Could the results be caused by something else? The results should have a causal relationship with the suggestion. For example, when studying effects of marketing this is particularly difficult. Determining whether increase in sales was the cause of successful marketing or something else is often very challenging. (Saunders et al. 2009, 157)

Validity can be threatened by:

- History, past, especially recent, events that affect the study on that moment
- Testing, belief the results may harm the party studied
- Instrumentation, awareness of study leads to increase in performance
- Mortality, participants drop out in the middle of study
- Maturation, other events have an effect at that time
- Ambiguity about causal direction, which is the cause to the other
(Saunders et al. 2009, 157-158)

3.6.1 Validity of the study

The aforementioned threats do not apply in this study, hence the validity of this study can be considered high. The study is successful in terms of finding out elements of a good online service and to analyse the current situation of the online services. The literature was studied critically enough to recognise controversial topics, and confirmation to those was sought from different authors.

In general, validity was not a major threat in this study in the first place as the empirical methods used did not study any direct causalities but rather the current situation that is based on facts. In other words, the study was to determine the current situation instead of finding out 'why' Monier Oy is at the current situation.

3.6.2 Reliability of the study

The reliability of the study is also no primary concern because most of the empirical research was based on facts. Website statistics analysis is open to observer error because false assumptions can be made. I however believe to have succeeded well to avoid observer error because no personal opinions or history with the company were included in the analyses. The analyses were based strictly on numbers provided. Additionally, the comments provided concerned possibilities rather than truths.

The analysis of the Art Director could also be open to participant error, but we should make the assumption that people who have 20 years of experience on the field, and charge for that service, and run a profitable business that partly relies on website analyses, are able to provide us with reliable results. Furthermore, most of the findings were supported by the theory studied.

The same methods would likely result in same or similar results on other occasions. The observations were supported by multiple sources. The available data was clearly analysed and assumptions were successfully avoided. In the end, the findings can be considered reliable as minimising the room for error from the beginning was a focus point.

4 Empirical study

This section introduces the company in more detail and the business model to clarify how different services could affect different stakeholders. The current online services offered by Monier Oy will be presented including the purpose of those services. This will be followed by presenting the findings acquired by the use of different, previously explained, research methods.

4.1 Monier Oy

Monier Oy is part of a worldwide business, Monier Group, the worldwide leader of pitched roofs. On smaller scale, Monier Oy is part of Monier Nordic & Baltics (MNB) that consists of Denmark, Norway, Sweden, Finland, Estonia, Lithuania and Latvia. Monier offers a wide range of products, varying from roofing tiles to accessories, such as fittings, safety equipment and rain gutters. The company is focused on offering complete roofs for individuals as well as professionals. It believes a good roof requires more than the primary material.

Monier Oy employs around 30 people in two different locations: a factory in Pennala and an office in Espoo; both units have around 15 employees. The two units work in close co-operation to ensure there will be no delays in deliveries, and that both units can operate in a way that delivers value to the company as a whole.

In 2012, the company had a turnover of 9.1 million euros, which saw a major 1.8 million decline from 2011. However, in 2012 the company managed to cut its losses by 82.1 % (3.5 million euros). Consequently, in 2012, the losses were only 773 000 euros. (Balance Consulting / PRH Kaupparekisteri 2013) Notable is that profit would have been recorded without having to pay the annual 'Management fee' to MNB, which accounted to more than 10 % of turnover in 2012.

The market position of the company is strong in Finland, but this applies only to tile roofs. In the entire roofing material business, Monier Oy is still a minor business while metal roofs, one contestant in particular, Rautaruukki Oyj, is dominating the market. Nevertheless, Monier Oy sells roughly 50 % of all tile roofs sold in Finland. (Rakennustutkimus RTS Oy 2013)

Monier Group is currently owned by 65 different banks, which naturally causes pressure to generate profit. The owners are expecting annual profit, and a negative result (loss) is not acceptable on Group level. Owners decide on distribution of money. Even though budgets are prepared locally, the amount of money allocated to each unit is in the end controlled by the owners. (Henriksson, interview 1 November 2013)

Organisational structure at Monier is complicated, and bureaucracy is preserved. It is a functional organisation where functions operate as units or departments providing parts to the full service picture. As the structure is very hierarchical, decision-making is often complicated and lengthy.

4.1.1 Business model

Currently, the company does not sell directly to consumers. This is to avoid invoicing costs, in other words, to keep personnel costs as low as possible. Instead, the products are sold in almost every hardware store in Finland. The retailers are rewarded with a fee when a sale occurs through them. As we are talking about heavy construction material, the hardware stores rarely even see the material. Thus, the reward could be considered a sales or invoicing fee or provision.

In most business-to-business sales, the hardware stores only work as the invoicing channel between Monier Oy and the customer. Business-to-business customers may be contractors, roofers or house factories.

Consumers may approach Monier directly, and ask for an offer but the final sale occurs through a retailer, or at the very least a Monier representative will contact the retailer and ask for approval of the retailer to send the invoice through them. For a better understanding of the business model, see Figure 8

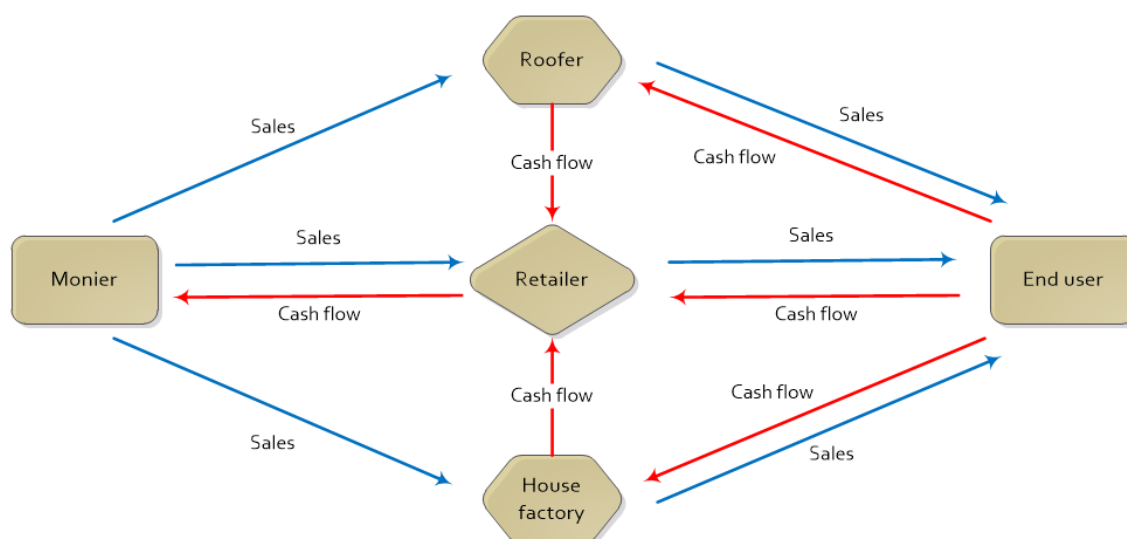


Figure 8: Sales model

After the actual sale has occurred, begins the important part of managing the customer relationship. Monier is the party providing product warranties, and is reliable on functionality of the end user's roof, assuming the roof has been assembled following Monier's guidelines. Thus, the services the company wants to offer its customers are not just services that further a purchasing decision. It wants to offer its customers services that support them throughout the product lifespan.

4.2 Available online services

The company aims to serve its customers online, but according to Henriksson (interview 5 August 2013) offering correct type of services and information has been challenging. He believes there is much room for improvement when it comes to online services.

Monier Oy has a website. The purpose of the website is to increase brand awareness, provide consumers as well as professional with sufficient information about material, accessories and assembly instructions regarding tile roofs. Additionally, the website exists to further purchasing decision and to provide customers with required contact information to proceed in acquisition process. (Haahkola, interview 20 December 2013)

The website contains a Roof Calculator. The calculator is a very basic version of a similar tool provided for professionals. The calculator allows users to calculate roughly the number of tiles and fittings required in the buildings. The calculator provides customers with an estimated cost and allows them to forward the calculation to customer service and retailers, in specific hardware stores.

The website also contains a contact form that allows customers to approach Monier on any matter. The website also offers a chance to fill in a reclamation form in case of product or services faults.

Monier has a group of trusted roofers around Finland it recommends to customers. The trusted roofers, 'Partner Club Roofers', are offered a web shop. The shop allows the members of the Partner Club to order marketing material with only Monier logo or alternatively the logo of the partner included.

Social media is utilised as Youtube videos and a Facebook page. Youtube videos consist mainly of promotional videos that present a product category or a specific product. Facebook account was created in February 2013. The purpose was to share news and current roof-related hot topics.

A campaign website is also being run. The content of the website is similar to the actual company website. Haahkola (interview 5 November 2013) claims the campaign website exists primarily to help in Google Search optimisation. Optimisation briefly means that the company appears higher in search results.

Also an iPhone and an Android application exist. The Apps are only available in English. The App contains an angle tool, access to Web Shop for PC roofers, Product catalogue and documents, such as assembly instructions and technical product data sheets.

4.3 Findings

This section explains in detail how the interviews of an Art Director, Marketing Coordinator and Customer Service Representative and analysing Google Analytics provided value to the study.

4.3.1 Website analysis conducted by an Art Director

The aim of a website analysis conducted by an Art Director was to gain professional insight on the design and usability of the website. The analysis was conducted by Jari Neuvonen, AD (Art Director), Zerren Oy. ADs are generally very familiar with marketing aspects of businesses and design of websites, logos, advertisements or any publications where the company is visible. (Deahl 2013) Neuvonen has 20 years of work experience in marketing, and currently runs his own business together with four former colleagues of his.

A screenshot of the homepage is visible in Illustration 1. The findings and analysis followed are Jari Neuvonen's notes shared with me in an interview 12 November 2013. The analyst found it difficult to rank the findings in any particular order as he believes a good website should have all aspects in balance and all errors should be fixed in order to achieve a website that offers its users a pleasant experience. The findings are split into two: positive and negative features. The findings are presented in the order Neuvonen came across those. The findings are numbered based on the timing of the finding, merely to ease the reader experience, and not to mark the importance of the findings. According to Neuvonen (interview 12 November 2013), during the 21st century, consumers have started to form their first impression of a company based on the website, and thus, a website should have no weaknesses.

MONIER

KATTO-ORAS KATTOTUOTTEET AMMATTILAISILLE YRITYKSESTÄMME YHTEYSTIEDOT KATTOASENTAJAT JA JÄLLEENMYYJÄT

ETSI:

[Tykkää meistä Facebookissa](#)

[Katso Youtube-vidеоomme](#)

ORMA SUUNNIT

MONIER - HELPOIN TIE UUTEEN KATTOON

KAIKKEA KATTOHANKKEESEESI - KATTOTIILISTÄ KÄYTTÄNNÖN VIHJEISIIN
 Monierilla on maailman johtava vaihtolma korkealaatuisia savikattotiliiä ja betonikattotiliiä. Mutta myös työkaluja katon suunnitteluun, piirtämiseen sekä inspiraation löytämiseen. Unohtamatta turvallisuustietoa sekä kattotarvikkeita, esimerkiksi tilivestit sekä ilmanvaihtoon ja kattoturvallisuuteen liittyvät tarvikkeet.
[Kattolaskuriin](#) [Tuotetisiin](#)

KAIKKEA KATTOTÖITÄ TEKEVILLE
 Oletko arkkitehti, rakennuttaja, kattoasentaja tai osallistut muulla tavalla kattotöihin? Monierilla on työtösi helpottavat tiedot, inspiraatio ja työkalut – riippumatta omasta roolistasi työssä juuri projektisi sopivan katon löytämiseksi. Terveutuloa luotettavan yhteistyökumppanin seuraan.
[Kattoammattilainen](#) [Kattolaskuri Pro](#)

ASENNATKO KATON ITSE VAI KÄYTÄTKÖ KATTOAMMATTILAISTA?
 Verkkösivustollia Monier.fi ei ole ainostaan hyödyllistä tietoa katon valittamiseen tai kunnostamiseen. Jos tarvitset ulkopuolista apua, meillä on laaja ammattilaisten kattoasentajien kontaktiverkko, joihin voit ottaa yhteyttä. Kattoratkaisusta riippumatta oiet aina tervetullut ottamaan yhteyden meihin!
[Asenna katto itse](#) [Hae kattoasentajaa](#)

USEIN KYSYTTYÄ
 MITEN TUNNISTAN VANHAT TIILET?

ORMAX POLAR – KATTO JA SYKE
 KERRALLA KUNTOON

VALTUUTETTU KATTOASENTAJA
 LISTA VALTUUTETUISTA KATTOASENTAJAISTA

MORE POWER TO YOUR ROOF

Monier.com • Site Map • Legal Disclaimer • Print page

Illustration 1: Homepage of Monier Oy

Positive findings

1. Neuvonen states the business idea of the company is clear from the beginning. Monier does a good job presenting the field it operates in. (see Illustration 1)
2. The global navigation bar at the top of the page is located smartly and is clear. (see Illustration 1)
3. Under Katto-opas (Roof Guide) in the global navigation, the user finds much detailed information, which Neuvonen considers good. This includes information about functionality of roofs, and how to assemble a roof, amongst many other topics. Additionally, the roof guide contains a photo gallery with a large selection of photos demonstrating how different tiles look as roof material. (see Illustration 2)

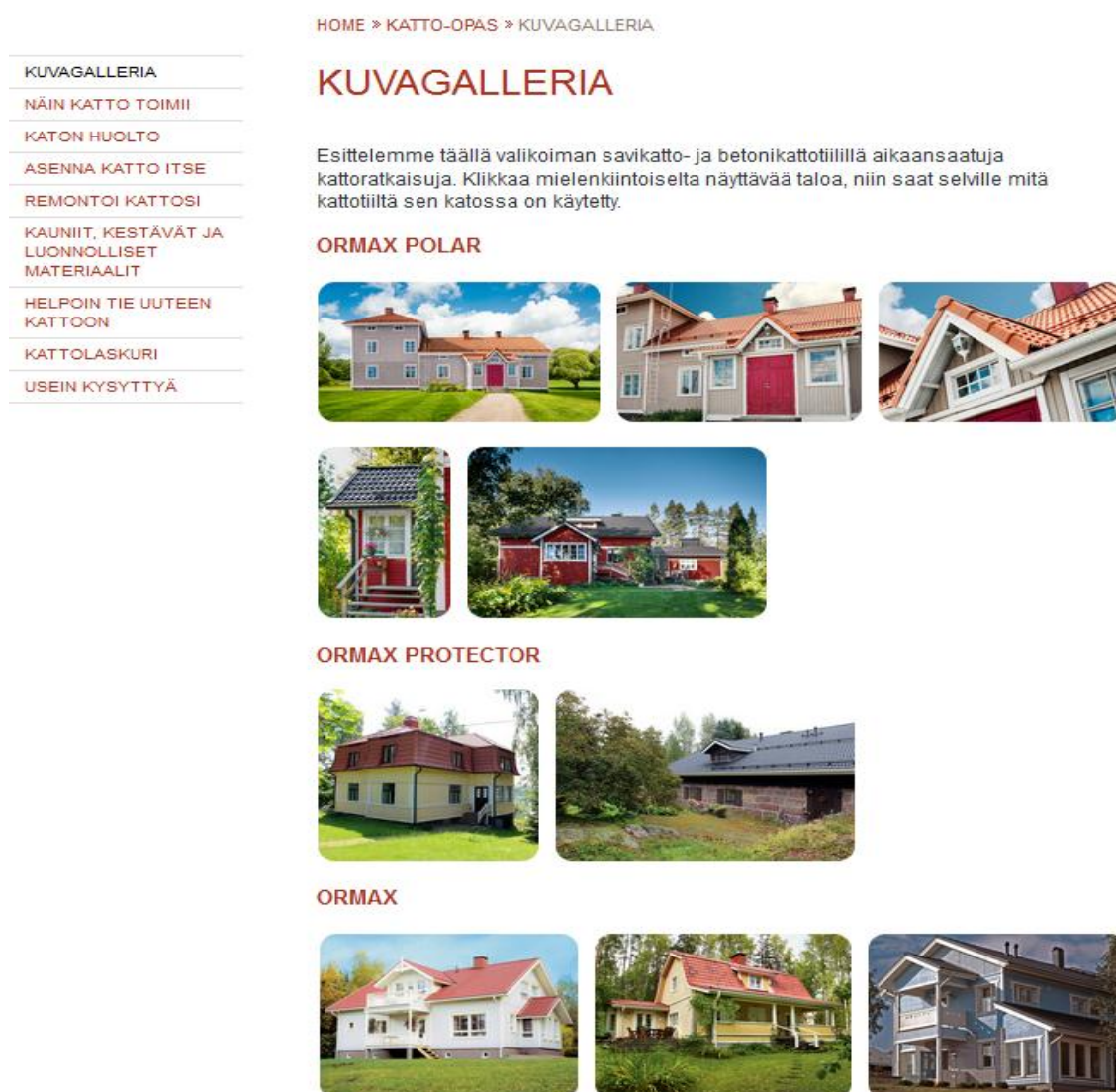


Illustration 2: Gallery

4. The FAQ (Frequently Asked Questions, see Illustration 3) is smartly built. When the user clicks any of the topics, the irrelevant information becomes hidden and the desired information becomes available while still allowing the user to see all the questions. Neuvonen praises the smart use of space.

<p>OLEN OSTANUT TALON MISSÄ ON VANHA TIILIKATTO. MITEN VOISIN SELVITTÄÄ MIKÄ TIILI SIELLÄ ON?</p> <p>Tiilen takana oleva pohjamerkintä kertoo tiilen alkuperän. Täältä löydät listan missä on vanhojen tiilien pohjamerkinät. Voit myös ottaa yhtettä asiakaspalveluumme. Kerro meille milloin kattosi on tehty ja voimme yhdessä löytää sopivan kattotiilen, joka sopii kattotiiltesi tilalle. Voit myös katsoa tuote-esitteistämme löytykö valikoimasta suoraan sopiva vaihtoehto. Ota huomioon, että jotkut kattotiilet ovat vuosien saatossa vaihtaneet nimeä ja valmistajaa, joten kattotiilesikin nimi voi olla nykyisin toinen.</p>
<p>MITEN PITKÄ ON KATTOTIILIEN TAKUU?</p>
<p>MITEN LÖYDÄN LUOTETTAVAN KATTOASENTAJAN?</p>
<p>MISTÄ LÖYDÄN ESITTEET JA ASENNUSSOHJEET?</p>
<p>VOINKO MUUTTAA MINERIITTI- TAI PELTIKATTONI BETONI- TAI SAVITIILIKATOKSI?</p>
<p>MITEN PUHDISTAN KATTONI?</p>

Illustration 3: Frequently Asked Questions (FAQ)

Negative findings

1. The page loads slowly regardless of the browser or the actual device used to browse the website. Neuvonen tried a computer at work, and a tablet and laptop at home to verify the finding.
2. The website contains too much information that is also organised poorly. One might come across same content in multiple different places. The information available is often very professional and detailed even though the website is for the most part targeted at consumers. (Haahkola, interview 5 November 2013) Even when the user is looking for professional information, it is not easy to find. Neuvonen suspects the user may get lost on the website too quickly and lose their interest. On the other hand, while excessive information is provided, some important and common features, such as a briefing are missing completely or remained unfound.

3. The boxes that appear on the right side of the page, for example, on homepage ‘Usein Kysyttyä’, ‘Ormax Polar’ and ‘Valtuutettu Kattoasentaja’ (see Illustration 1) change constantly when browsing through the website. For example, if one clicks ‘Katto-opas’ (Roof Guide), the boxes on the right will change and the relevance to the subpage is non-existent. The space where the boxes are currently located is very valuable on a website and should be used for sales-promotional purposes rather than, for example, providing a link to Youtube videos or FAQ. Neuvonen considered the banners as “horrible waste of valuable space”.

4. Arguably the biggest issue on the website is that it easily remains unclear to the user how or where to buy tile roofs. According to Neuvonen, users generally use up to 5 minutes browsing through a website. During this time the website must have caught the user’s attention and provided the user with enough information to be able to make a purchasing decision. Such information should be visible on the homepage. Monier performs poorly in this area, and Neuvonen believes many potential customers are lost because purchase channels are not evident.

The global navigation bar may encourage the user to click ‘Kattoasentajat ja Jälleenmyyjät’ (Roofers and Retailers). Clicking it will open a page visible in Illustration 4. Here the user may enter his location, and a map with pins that illustrate the location of retailers is supposed to open (see Illustration 5). However, this does not function on all browsers, such as Safari. In other words, no Apple product users are able to locate their retailers or roofers. Even if the users happen to use a compatible browser and manage to see the map, the users are not instructed how to proceed. All that appears on the map is the name and address of the retailer.

The screenshot shows the website's navigation bar with links: KATTO-OPAS, KATTOTUOTTEET, AMMATTILAISILLE, YRITYKSESTÄMME, YHTEYSTIEDOT, and KATTOASENTAJAT JA JÄLLEENMYYJÄT. The main content area is titled 'ETSI LÄHIN JÄLLEENMYYJÄ' and includes a search bar, social media icons (Facebook, LinkedIn, Twitter, Email, and a plus sign), and a search form for finding nearby roofers and retailers. The search form includes fields for 'Company:', 'Paikkakunta:', and 'Säde' (10 km), with an 'Etsi' button. Below the search form are two video thumbnails: 'Savikattotiilet' and 'Betonikattotiilet'.

Illustration 4: Roofers and retailers

FIND A RETAILER - RESULT VIEW

51 Löytyneet sijainnit



Company:

Paikkakunta:

Säde

Illustration 5: Find a retailer - result view

5. Information is hard to find and it may take up to 5 clicks to find some very basic information, such as different tile options available. Roofing tiles are the primary product of Monier Oy.

6. On the website there is at least one banner that directs the user away from the website. The banner is illustrated in Illustration 6. Neuvonen considers this a major amateur mistake. Whenever a website contains a link somewhere else, the new link should be opened in a New Tab and never cause the user to leave the website. The user may not return to the website at all. The problem becomes even more critical when the link in question directs users to places, such as Youtube that provides millions of unrelated videos that might catch the user's interest.



Illustration 6: A banner that directs users away from the website.

7. The product range remains unclear when browsing the website. Even though Monier also sells a wide range of accessories for tile roofs, all from underlays to rain gutters, the user must browse the website for a long time until that becomes evident, if it does at all.

8. The website contains a Roof Calculator visible in Illustration 7. The calculator is a good idea in principle but is relatively hard to use. Some of the list titles are in Swedish. The calculator provides the user with a price estimation that contains many accessories, and in most cases, the price estimation is far higher than the actual price of such roof. Also the available house models to choose from are very limited. The calculator also does not function properly with Safari. In the last stage, the calculator is supposed to open an identical map of retailers as illustrated in Illustration 5, but it does not function on Safari.

KATTOLASKURI



MITÄ TIILIKATTO MAKSAA?
Nyt voit helposti laskea kattosi hinta-arvion.

VALITSE KATTOMALLI:
T-harjakatto

VALITSE TIILI:
Vittinge Nova

VALITSE JULKISIVU:
Rappaus - Valkoinen

1/3 SEURAAVA

1. Muoto & Malli 2. Hinta-arvio 3. Etsi jälleenmyyjä

Illustration 7: Roof calculator

9. The website contains a list of the Partner Club roofers. The list of Partner Club roofers is categorised: Etelä-Suomi, Keski-Suomi and Pohjois-Suomi; Southern Finland, Central Finland and Northern Finland, respectively. The categorisation is mysterious. Finland has never been divided into such provinces; similar provinces existed in 1997-2009. Nevertheless, in Monier's categorisation, for example, Savonlinna is part of Northern Finland whereas Jyväskylä is part of Central Finland. Geographically, Jyväskylä is farther north than Savonlinna.

10. The website contains numerous unrelated videos. The space the videos use could be used for sales promotional matters. Additionally, the videos often have minimal relevance to the topic under which they are found.

Neuvonen wanted to emphasise the importance of continuously guiding the user toward a purchasing decision, in which Monier succeeds poorly. Neuvonen (interview 12 November

2013) stated, much of the content should be reconsidered and the user should be offered a pleasant user experience that at the end of the visit to the website has at the very least made the user to decide to contact Monier or its retailers.

4.3.2 Interview with the Marketing Coordinator of Monier Oy

This section explains Niina Haahkola's, Marketing Coordinator at Monier Oy, thoughts on the current situation regarding online services and some other related topics. As in the previous section, the website analysis, everything written in this section are thoughts of the interviewee

Monier Oy is currently (5 Nov 2013) under a name changing process. The company will change its logo and the name that appears in all publications to Ormax Tiilikatot Oy, which used to be the name of the company 1992-1994. Ormax is also the name of a concrete roofing tile the company has been manufacturing since 1977. According to research conducted by a third party, brand recognition of 'Ormax' was 12 %-points higher than of 'Monier'. Haahkola believes the name change will affect the company's brand awareness positively and will help in the fight against metal roofs.

Haahkola states that Ormax has a strong brand name and value compared to direct competitors, other tile manufacturers. Rautaruukki that manufactures metal roofs is the primary concern. According to Pekka Pohjalainen (interview 17 December 2013), Area CEO Nordic & Baltic at Schiedel AG, 82 % of customers who compare qualities between a tile and metal roof, choose a tile roof. However, the sale of metal roofs is much higher because the decision has been made before any comparisons. This indicates that Monier performs poorly at marketing and should find ways to make potential customers consider between alternatives.

A third party research suggests tile is the best and the cheapest of the major roof building materials available. However, for some reason, market share is lost to metal and smaller competitors. Furthermore, the same research states that consumers view 'long lifespan' as the most important factor when choosing roofing material. Studies prove that the lifespan of a tile roof is longer than any other major materials on the market. The actions consumers take and the constant loss of market share indicate the opposite.

This said, Monier does not currently compete against its direct competitors, the other tile manufacturers and sellers in Finland. The primary competitor is metal, namely Rautaruukki. The direct competitors have not lately been stealing any market share. In contrast, publicity and marketing from direct competitors seems to affect the sales positively.

Marketing roofs is difficult compared to marketing impulse buy products that consumers may buy the second they see it. Most people build a house to live in for the most of their lives. The buying process of a roof is either linked to renovating a house or building a new one. Thus it is part of a process that usually involves many experts who have their own views. Also the roofing material and colour may be set in the town planning, and thus, cannot be affected by marketing directed at consumers.

Haahkola anyway believes activity in social media should increase. More Youtube videos should be uploaded and a proper Facebook campaign launched. She believes these actions could affect brand awareness positively. Additionally the local marketing budget is low compared to other businesses with annual revenue of around 10 million euros. The local marketing budget is roughly 1 % of revenue. Social media is a cost-effective channel, which makes it a viable option.

Haahkola strongly believes Monier Oy would benefit from a locally designed website. The current website layout comes from Group level. The layout has been designed for Monier Group, which does not have any sales but sales are organised by local units. Thus, the website serves the needs of the Group but does not support local sales.

Websites should grant some extra value to the visitors. This requires innovation and is not easy to create. Haahkola states that more money should be invested into development of the website and its services. She agrees with Neuvonen that the website lacks sales promotional features.

4.3.3 Interview with a Customer Service Representative of Monier Oy

Marja Honkala, Customer Service Representative at Monier Oy was interviewed to list out typical reasons for internal and external communication for customer service. The purpose was to find out how customer service could be linked to improving online services.

Daily tasks of a customer service representative are:

- Order processing
- Answer phone
- Read and reply to emails
- Handle customer complaints

Orders and enquiries are primarily delivered by email or phone. Some arrive by Fax and some are delivered by the postal service. Small proportion of enquiries comes from the Roof Calculator or an online contact form available. No online ordering system except EDI (Electronic Data Interchange) system with its biggest customer is available. EDIs are however very costly to handle.

Most common reasons, in order, customers approach Monier by phone:

1. Place an order in
2. Technical consultancy, mainly assembly instructions
3. Enquiry, most often delivery cost
4. Delivery time
5. Submit a claim
6. Roof maintenance instructions
7. Where can consumers buy products
8. Questions about obtaining tiles that are not manufactured anymore
9. Differences between clay and concrete tiles

Most common reasons, in order, customers approach Monier by email:

1. Place an order in
2. Enquiry
3. Submit a claim
4. Questions about obtaining tiles that are not manufactured anymore
5. Assembly instructions and technical data sheets

Most common reasons, in order, the customer service representative has to approach customers:

1. Ask for a 'Purchase Order Number' from retailers (invoicing channel)
2. An order is unclear or lacks important information
3. Ask after enquiries

Common reasons for internal acute communication (phone, instant message chat)

- Sales managers need to be approached for confirmation to something customers claim
- Last minute changes in order, contact warehouse to ask if changes are possible to make anymore
- Customers enquire about accurate delivery time, contact warehouse

- To sort out why customers complain about something
- Warehouse wonders the contents of an order (illogical)
- Warehouse does not find an order in the system when customers are picking those up
- Customers return products but a return permission does not exist in the system

Many problems and unclear situations constantly need to be sorted out, and according to Honkala, problem solving takes unacceptable amount of time every day. Most of the unclear situations could be avoided by standardised procedures.

4.3.4 Website analytics

This section explains current and past statistics directly related to the website. Roofing business is seasonal; hence current situation is described by using values from an eight month period, January - August 2013. Even though 8 months is a long time to describe the current situation, it is more reliable in a seasonal business than only looking at the current or previous month. The eight month period is compared to previous year respectively.

The statistics originate from Google Analytics and Web Guide Partner's SEO Report. Both parties provide statistics about visit numbers and how do visitors end up on the website.

Around 71 % visitors use Google Search Engine to find to the website. Around 15 % visitors end up on the website by entering the direct URL. Roughly 1 % use Bing Search Engine and almost all remaining entries to the website are from referrals on another website. Rakentaja.fi, a service that offers building related advice and discounts is the primary referral source as around 2.5 % visitors enter through rakentaja.fi. That accounts to more than one fifth of all referral sources.

Figure 9 clearly shows Google is the primary search engine that leads users to the website. This result is from August 2013, but can be considered reliable as randomly chosen samples from April and June 2013 show results within 2 %-points.

TOP SEARCH ENGINES

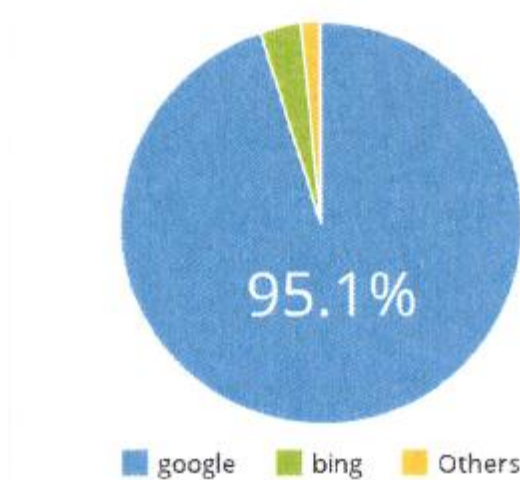


Figure 9: Search Engine chart.

Figure 10 shows graphically the visit numbers for the last 12 months (September-August). This paper does not contain a similar sales figure due to confidentiality reasons, but the sales figure follows a very similar trend. From this we may conclude the number of visits to the website shows correlation to the total revenue. We may also notice from the visitor statistics that roofing business certainly is seasonal.

TREND - ORGANIC UNBRANDED VISITS - 12 MONTHS

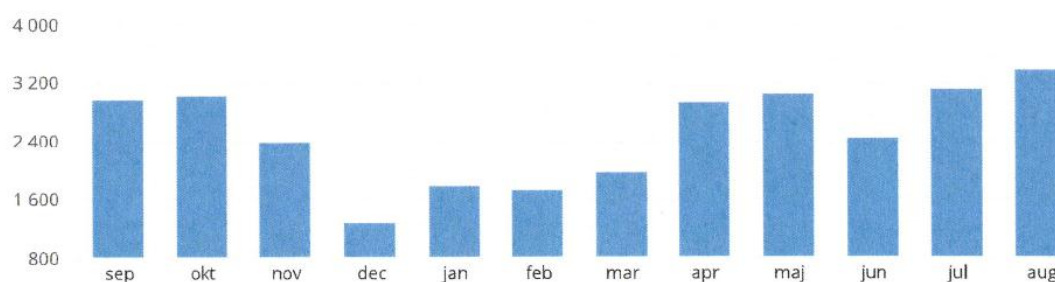


Figure 10: Organic unbranded visits Sep 2012 - Aug 2013

In 2013, 7.7 % visitors have first landed on the homepage, whereas 6 % have first landed on a subpage. (see Illustration 8) These two pages have clearly been landed on the most; more than twice as much as any other. The next popular pages have been 'assembly instructions', 'technical drawings and instructions' and 'price comparison'. As assembly instructions and technical drawings are closely related, one could argue assembly instructions are clearly third most popular.



KATTO-OPAS **KATTOTUOTTEET** AMMATTILAISILLE YRITYKSESTÄMME YHTEYSTIEDOT KATTOASENTAJAT JA JÄLLEENMYYJÄT

HOME » KATTOTUOTTEET » BETONIKATTOTIILET » ORMAX

ETSI



SAVIKATTOTIILET

BETONIKATTOTIILET

• MINISTER

• ORMAX POLAR

• **ORMAX**

• KATTOTIILET

• KIINNIKKEET

• LÄPIENNIIT

• ALUSKATTEET JA TIIVISTYSTUOTTEET

• KATTOTURVATUOTTEET

• LISÄTARVIKKEET

• ORMAX

PROTECTOR+

KATTOTARVIKKEET

ALUSKATTEET

TAKUUT

RAHDIT

MONIER
MYNTINÄYTTELYT

ORMAX

Klassinen läpivärjätty betonikattotili, joka on helppo asentaa ja josta löytyy lukuisia väri vaihtoehtoja. Ormaxia saa seitsemää eri väriä tietenkin laajalla tarjikevalikoimalla. Suomessa kehitetty ja valmistettu Ormax on kattotili vaativiin sääoloihin, ja siinä on läpivärjäyksen ohella kestävä pintamaalaus.



TEKNISET TIEDOT:

Leveys: 330 mm, pituus: 420 mm. Hyötyleveys: 298 mm.
Nippukoko: 6 kpl. Lavakoko: 252 kpl.
Minimimyyntierä: 1/2 lavaa.
Paino n. 4,1 kg/kpl.
Lavan paino: n. 1050 kg.
Pyörästetty alareuna.
Menekki n. 9,5 kpl/m². Ruodejako 320-370 mm

SAATAVANA SEURAAVILLA VÄREILLÄ:



TÄYDELLINEN KATTO:



TAKUUT

TAKUU 15 V.

INSPIROIVIA KUVIA



Asennusohjeet

Tuotekortti

Illustration 8: Ormax product information page

Table 2 illustrates the most important keywords and how the company is ranked amongst competitors when users type in those words to Google Search Engine. These statistics are from September 2, 2013 and the comparison was made to August 21, 2013. Occasionally a temporary drop to second or even third place in the rankings is possible but the situation is usually quickly fixed by a third party. The rankings do not include sponsored advertisements that always appear on the top. The rankings are visible in Table 2.

monier.fi + Google Finland

Keywords	Website	Position	Prev	Change	Best
Ormax	http://www.monier.fi/kattotuotteet/betonikattotiilet/ormax.html	1	1	—	1
tiilikatto	http://www.monier.fi/kattotuotteet/savikattotiilet.html	1	1	—	1
kattotiilet	http://www.monier.fi/kattotuotteet.html	1	1	—	1
kattoremontti	http://www.monier.fi/katto-opas/remontoi-kattosi.html	11	10	▼ 1	10
peltikatto	http://monier.fi	-	-	=	-

Items	Ranked	Not Ranked	Added	Dropped	Moved Up	Moved Down	Not Changed
5	4	-	-	-	-	1	3

■ Not Ranked	▲ Added	✖ Dropped
▲ Moved Up	▼ Moved Down	— Not Changed

Table 2: Advanced Web Ranking Report

The graph in Figure 11 indicates the visitor numbers on the website. The major spike in May 2012 is due to a very successful campaign. The other large differences are also due to campaigns. Statistically, however, there are no differences in visitor trends compared to last year. The total visits have increased by 4.8 %.

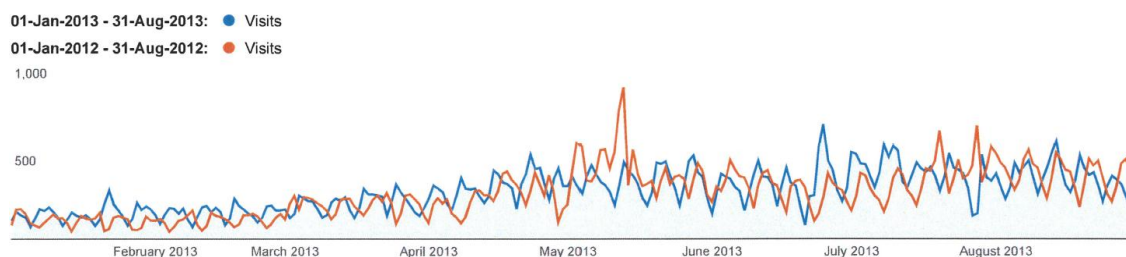


Figure 11: Visitor numbers

33.7 % visitors were returning visitors while the previous year it was 33 %, so statistically no difference exists.

Around 75 % visitors have their browser language as Finnish. This does not mean only 75 % visitors speak Finnish, but it means there is a chance a large proportion of the visitors does not have Finnish as first language. For example, my personal computer has both the operating system and browser language as English even though I am a native Finnish speaker. Around 20 % visitors have English set as their browser language, while 2.5 % have Swedish as their browser language.

There is a good chance a large proportion of visitors would rather browse the website in another language. This is worrying because no alternative languages are offered. Some customers have thought the contents of the local Swedish website match the Finnish one, hence caused them to enquire about products that are only sold in Sweden.

The bounce rate has increased by 9.54 %, from 39.23 % to 42.97 %. Generally a bounce rate that high is considered bad. However, bounce rate should be critically assessed. A high bounce rate may also indicate that users found all they were looking for on the first page they landed on. (Neuvonen, interview 28 December 2013) This could be considered a positive matter in terms of providing the visitor with a good user experience.

A high bounce rate could also mean that people, who were not supposed to end up on the website, did so regardless. This could also be considered positive in terms of increasing brand awareness. Perhaps the visitor who had never heard of Monier now knows what the company does. To conclude, stating a high bounce rate is bad is narrow-minded without knowledge of the cause to the high bounce rate. It would be bad in case the website was so unappealing in design the visitor would like to leave it right away.

Bounce rate on all subpages on the website vary between 14 and 78 %. Already this indicates that bounce rate should not be considered good or bad. People who have searched for “mdf kattopaneeli asennus” and then ended up on the website have a bounce rate of 86 %. Monier has nothing to do, except that they operate in roofing business, with the entered search term. These people have searched for assembly instructions for MDF-panels, and it could be considered good they realised to navigate away quickly. Contrary to previous thinking, a low bounce rate could arguably indicate that the website is simply interesting enough to be browsed more, even it did not relate to the original search words.

On average, visitors spend 2 minutes and 41 seconds on the website and they visit 3.7 pages during that visit. The respective numbers from 2012 are statistically almost identical.

There are no significant market areas that would differ from population division based on website visitor locations. The number of visitors per location quite clearly correlates the population division as well as the Internet usage division in Finland.

The number of the website visitors has not been increasing more than the users of Internet in general, and all other statistics closely resemble previous year as well. This said, there have been no significant changes on the website during the last two years. These statistics work as an excellent base level. When changes will be made the effect of changes can be analysed by comparing statistics after the changes to these.

4.3.5 Smartphone App

This section will have a quick look at how widely the smartphone application has been downloaded. The Android App was released in June 2013, so the download statistics do not exist

for anything but the launch month yet. It was downloaded 184 times during the launch month. The iPhone App has been downloaded in total 4213 times since its launch in June 2011. In Finland, the App has been downloaded 98 times in total, and 15-25 of those are by own personnel.

Table 3 shows recent development of App downloads around the world as well as the grand totals. Many conclusions cannot be drawn from anything but the grand total, which clearly shows the App is by far most used in Sweden, followed by Denmark and Norway.

MONIER IPHONE APP Download statistics	New downloads				
	March	April	May	June	GRAND TOTAL
Australia	2	1	0	1	123
Denmark	17	17	14	14	692
Estonia	4	1	0	1	53
Finland	2	9	2	7	98
France	0	5	4	3	86
Latvia	3	1	2	0	6
Lithuania	0	1	1	1	3
Norway	43	27	11	11	478
Sweden	73	102	41	38	1762
UK	11	8	3	7	227
US	8	8	6	3	209
Rest of the world	20	15	9	11	476
Total number of downloads	183	195	93	97	4213

Table 3: Monier iPhone App new downloads

The App has not been downloaded many times in Finland; hence it is also not widely used. Notable is that it has also not been promoted or marketed in Finland at all due to the international interface only available in English.

4.4 Comments

This section will introduce my personal comments based on the findings of the empirical research, own experience and the theoretical study.

4.4.1 Website

The customers are served online but the company has an interest in developing online services further. Currently, the website is attractive by its design but the navigation on the website could be considered rather difficult. This information is also supported by some custom-

ers asking for guidance by phone on how to navigate on the website or where to specifically find something. Customers are often struggling to find product-specific information. The navigation on the website also received negative feedback from the Art Director.

The online services the website contains or links to that have a function other than to provide information, are: a contact form, a customer complaint form, Partner Club Web Shop and a basic roof calculator.

The contact and claim form are used very seldom. In fact, 96 % contacts come either by phone or email. Both forms would still appear as emails but have certain fields filled in, which makes processing contacts easier as customers must fill in specific details in both forms. This indicates the customers either cannot find the contact forms, or prefer more traditional ways of contacting or do not know how to use the forms. Nevertheless, currently it could be argued the contact forms have very little use.

Transportation damages should be reported by filling in a form the user can download from the website. This form cannot be filled online, and according to Kim Henriksson and Niina Haahkola the reason is that people deciding on the matter believed it was not worth the time it takes to create it. The matter was first brought up by me in January 2012. Back then also an online claim form was not available.

The Web Shop delivers its purpose. The service is designed for the sole use of ordering marketing material for about 30 loyal customers. This material can be ordered by email or phone as well but the web shop allows PC Roofers the chance to do it online. Most PC Roofers use the Web Shop unless they want to ensure the correctness of the order due to its unusual complexity.

The roof calculator is supposed to help users to determine which tile and colour to choose, and it roughly estimates the cost of the roof in question. The same calculator is then supposed to allow the user to choose the retailer they want to send the enquiry to. However, as pointed out in the AD's analysis, the calculator does not function properly on Safari. The functionality of the Roof Calculator was tested on latest versions of other browsers, and the following was noticed:

- On Chrome, does not function. A white screen appears instead of the calculator.
- On Internet Explorer, works as intended.
- On Firefox, does not function. A white screen appears instead of the calculator.
- On Safari, works fine until the choice of retailer. The process cannot be finished.
- On Opera, works fine until the choice of retailer. The process cannot be finished.

The Roof Calculator functions as intended only on one out of five major browsers. Figure 12 illustrates the usage division of the leading ‘web browsers’, according to Awio Web Services LLC (2013). “This report was generated 11/30/2013 based on the last 15,000 page views to each website tracked by W3Counter. W3Counter’s sample currently includes 70,560 websites. The browser market share graph includes data from all versions of the named browser families”. (Awio Web Service LLC 2013)

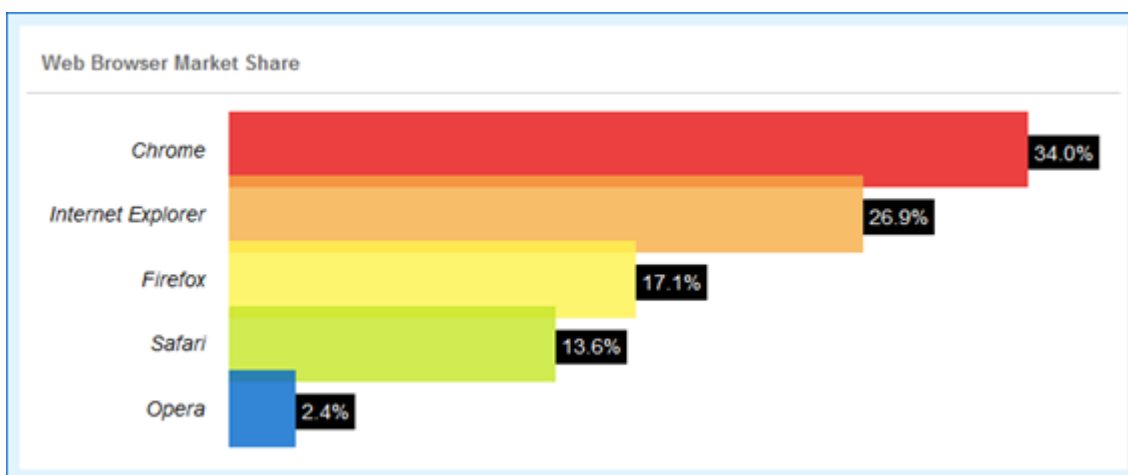


Figure 12: Web Browser Market Share. November 2013
(Awio Web Service LLC 2013)

Consequently, this means the Roof Calculator does not function properly to at least 67 % of Internet users and 51 % would see a white screen instead of the service even launching. Figure 13 visualises the market share of the only browser the calculator properly works on has been declining for the past six years. Small increase can be seen in 2013.

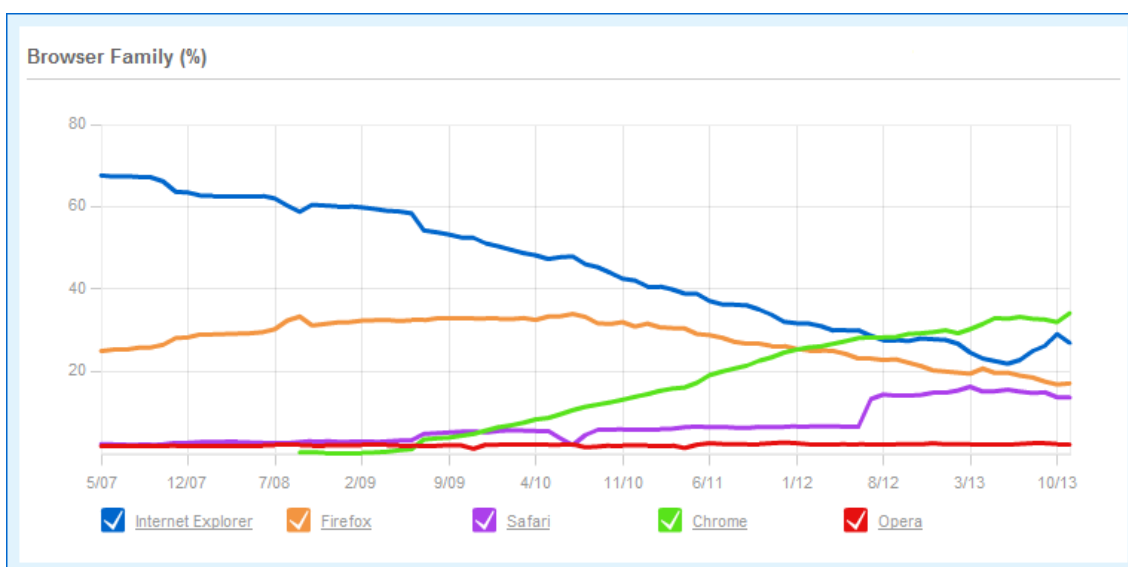


Figure 13: Web Browser Market Share Trends
(Awio Web Service LLC 2013)

Monier receives a notification of every enquiry sent to a retailer. Between January and November 2013, 16 notifications were received through the Roof Calculator. No statistics are available of how many lead to purchase (hit rate). Nevertheless, the numbers can be considered non-existent, as even if the hit rate was 100 %, the roof calculator would not even have covered its development cost with the profit generated from those hypothetical sales.

The website contains major flaws in its usability and design. First of all, the website loads slowly. This is due to using a proxy server for all traffic. Due to security reasons it is clear why global corporations may want to proxy internal traffic, but it remains unclear why website traffic to third party visitors must work the same way.

The website contains much information, which could be considered good, but as stated by the AD, it can also increment confusion and difficulty to navigate on the website. As found out from the interview with Customer Service Representative, common reasons customers contact Monier are to ask for information that is already available on the website. This may indicate that information is hard to find.

Additionally, the website contains many layout and design flaws. Valuable place even on homepage is used for secondary matters, while it should be used for promotional purposes that may increase sales. The website also contains multiple videos that appear to be placed randomly and at times context of the videos remains unclear. Also flaws that are easy to fix exist, such as banners that redirect the user away from the website. Instead, links to external websites should open in new 'Tabs' or 'Windows'.

Monier has divided Finland into areas not by any official geographical division but according to its own sales areas. This can cause confusion and make finding the correct retailer or roofer on the website difficult. The division of areas is illogical to external users.

The website is not available on any other language but Finnish; instead users may believe Sweden's corresponding website matches in content even though this is not the case. Even product ranges are different.

Unfortunately the website structure and layout comes from the Group. The website has been designed for the Group's use. This means the local units do not have websites that serve the markets in the best ways, or promote local sales. The Group website has been designed to offer information about the Group and its units around the world. The local websites, in contrast, aim to boost sales. The both websites need to use same layout due to orders from group. This causes incongruity between the purposes and the website structure.

4.4.2 Campaign website

The campaign website (kaikkitiilikatosta.fi) is not updated very often and the primary reason for its existence is Google search optimisation. The additional website allows Monier to rank higher in Google search results for example when searching for 'tiilikatto', tile roof. The contents of the website are similar to the regular website. The website could, possibly, be used for different purposes.

4.4.3 Social media

Facebook page was launched in February 2013. By 15 November 2013, the page has acquired 200 followers. Currently (15 November) there is an advertisement campaign going on Facebook, which has clearly increased the number of visitors to the page. The page itself contains updates that are occasionally serious or professional in nature, but for the most part, the updates contain humorous pictures.

The marketing coordinator, responsible for updating Facebook, tries to link these humorous pictures to tile roofs or the company somehow. However, as mentioned, the main emphasis is on gaining attention by posting funny pictures. This brings us to the question how professional channel is Facebook considered in the business world?

4.4.4 Online purchasing channel

Currently, the only channel to purchase the products online is Rakentaja.fi and even there one has to register to be able to purchase any products. Furthermore, the service only allows customers to order some of the most commonly sold products. During summer 2013, Monier had a campaign with Rakentaja.fi that allowed customers to order products free of any delivery costs. The campaign was considered very successful in terms of number of purchases. It was a promotional campaign that hopefully increased the brand awareness of Monier.

This said, Monier or no partners of it currently offer a full-service online store for Monier products, other than the limited service on Rakentaja.fi website. This service also does not use EDI or any other direct way of transporting the order data online. The customer service has to use login credentials provided by Rakentaja.fi and login to the website to look up the details of the purchase and then manually enter those to the information system (SAP R/3).

4.4.5 Customer service

Clear majority of contacts occur by phone or email. They are useful tools when it comes to asking questions or detailed information that is hard to find from the website. However, at Monier, with the exception of two business-to-business customers, all orders and enquiries arrive by email or phone. One business-to-business customer sends its purchase orders using postal service, and the other one uses an EDI. Additionally, some consumers or retailers approach by letter or Fax but this a very small group of customers.

The orders that come by email often lack sufficient information to process those into the system. This causes customer service to contact the customer, which can occasionally take days, while at the same time the end user is waiting to get his products delivered.

The customer service operates in a very old-fashioned way where most tasks are done manually. This inevitably causes unnecessary work, and as the interviewed Customer Service Representative stated, it can also cause lack of motivation due to time being wasted on secondary tasks.

5 Conclusions and recommendations

The website cannot be considered wretched at any level. However, the website contains very much information and many different subpages so it becomes necessary to organise the information logically. The location of much of the content needs to be reconsidered; videos, banners and information exist on pages where they lack of context. Using expert help in website redesign should be considered to ensure a better user experience.

Using a proxy server for all traffic is good for safety but it slows down the connection internally and seems to affect external parties using the service as well. The Group should consider allowing units to localise their operations a little more, so that the entire network would not be dependent on one server. For example, when the network has many users around Europe, all units suffer from it and everyone has a slow connection. Server problems apply to all users.

Minor fixes, such as banners that redirect away from the website, should be fixed immediately as implementing the change is simple and no hierarchical decision-making is required for that.

Area division needs to be reconsidered, especially considering Monier does not have three assigned Sales Managers as they formerly used to have. The area division needs to be updated

to at least match the current number of Sales Managers, or divided simply for website purposes following the official geographical division of Finland.

Many of the documents already exist in Swedish and English, so translating the website to Swedish and English should not be a major issue. This would allow offering the interface in two more languages. This should be done especially to ensure Swedish speakers receive service in their own language, as it is an official language in Finland.

The Group should strongly consider allowing local units to design their own websites. Naturally, some standards may exist, but each market is different, and so are the users of the local websites. First of all, the purpose of local websites is completely different from Group website. Therefore, using the same structure and layout is illogical. Next, even Swedish and Finnish customers are not alike; hence providing them with identical services in their own languages does not make sense. If the customers are not alike, why should the service offered be?

The ways customers and consumers contact Monier, is old-fashioned, almost obsolete. However, before changing ways customer service is offered, research should be conducted on how the customers wish to be offered customer service, and then act based on those findings. The chance exists that if Monier simply decides to move more services online based on their own interests and beliefs, customers will react negatively to this. Nonetheless, in general consumers are expecting more and more services to be available online as well, and some want to handle matters online rather than interact with a customer service representative. This applies to all interaction with customer service, including ordering something or enquiring about a product. Some people expect not have to pick up the phone or write an email, while some others still prefer the more traditional ways.

The Roof Calculator, which in theory could be an excellent innovation as it allows people the chance to compare between different alternatives, estimate the cost and directly send an enquiry to the chosen retailer and Monier, functions so poorly its existence could even do more harm to the brand than any benefit it creates. This is, of course, only a possibility and is based on no research. A fully functioning roof calculator that was designed to meet local needs of each unit could be an excellent promotion tool and a chance to get customers more acquainted in the process. Naturally, it is an absolute necessity to code the calculator to function as intended on all major browsers, and these days even on mobile devices, such as tablets.

Social media is utilised very little. The opportunities, channels, such as Facebook have, are large but to learn to take full advantage of those opportunities is difficult. The Facebook

page of Monier Oy currently has no on-going discussion about any topics from visitors, and whether any consumers visit the page remains unknown.

Customers, whether they are business-to-business customers or consumers are practically given no chance to purchase the products online other than from Rakentaja.fi member store. This is also a possible area of development. One opportunity would be to open an online store that would mainly serve consumers in their additional needs, such as need for replacement tiles in case of damages.

Monier App is not widely used in Finland. Usage statistics do not even exist, but even the total download number is so low that the purpose of the App remains a question mark. Considering the continuous increase in use of mobile devices and applications for those, it would be logical to take advantage of the opportunity to provide customers with an application with a purpose.

Many opportunities to improve current online services or innovate new services exist as currently the company could be argued to serve its customers in old-fashioned ways. Thus, chances for new policies exist. Some flaws and possible areas of development were found in all online services, or alternatively the purpose of the service remained unidentified; hence chance for improvement exists.

6 Theoretical linkage

The chosen theory focused much on 'how to provide a good service experience' whether the information was about services in general, customer complaint handling or visual design of a website. The research proved all aspects of a service are important and all stages must function to ensure customers will not be lost during the process.

The chosen theory linked well with the empirical part of the study. The theory was supposed to help the researcher understand the abovementioned, whereas the empirical study was conducted to understand the current situation. The knowledge provided by the theory was then utilised to assess the current situation and performance of online services and to make recommendations, and the theory accomplished the goals set.

7 Summary and final words

During these five months I came across many obstacles, and at moments felt desperation. The study was difficult already due to the fact the topic changed a couple of times during the process. The original research plan had to be altered multiple times. Nevertheless, when the study gained ground, the next step always started to become clear and feel logical.

Finding relevant theory felt very difficult at moments, but in the end, I am very satisfied with the literature gathered for this study. It supported the empirical study well and made the analysing process easier.

The current situation and lack of changes to online services reflect the organisational structure quite well and demonstrate the convoluted decision-making process, and how bureaucracy prevails in the organisation. It seems the way of thinking is globalised, which means procedures want to be standardised around the world. It could be considered normal for a global organisation; however, when the markets act differently, globalised thinking should be set aside.

The findings indicate that Monier wants to offer its customers good service, and is not against moving services online or alternatively creating new services online. Despite the desire to offer online services, not much time or funds are allocated to testing the services or research to prove the services are worth creating.

This said, much room for improvement in online services exists. The actual changes to be made should be studied separately, and this remains a good topic for anyone willing to conduct further study.

This study has already evoked conversation within the company, and multiple new improvement ideas have been generated as well as new service ideas innovated. None of these were presented in this study to retain competitive advantage these ideas may have or will generate.

Finally, I would like to thank my colleagues at Monier Oy, who were very helpful during the process and assisted me the best way they could. I also want to thank Jari Neuvonen for making an important part of the study possible; Ove Backlund for supporting guidance; Ville-Veikko Kallio for acting as an opponent in the study; and the people in my personal life who helped me navigate through difficult times.

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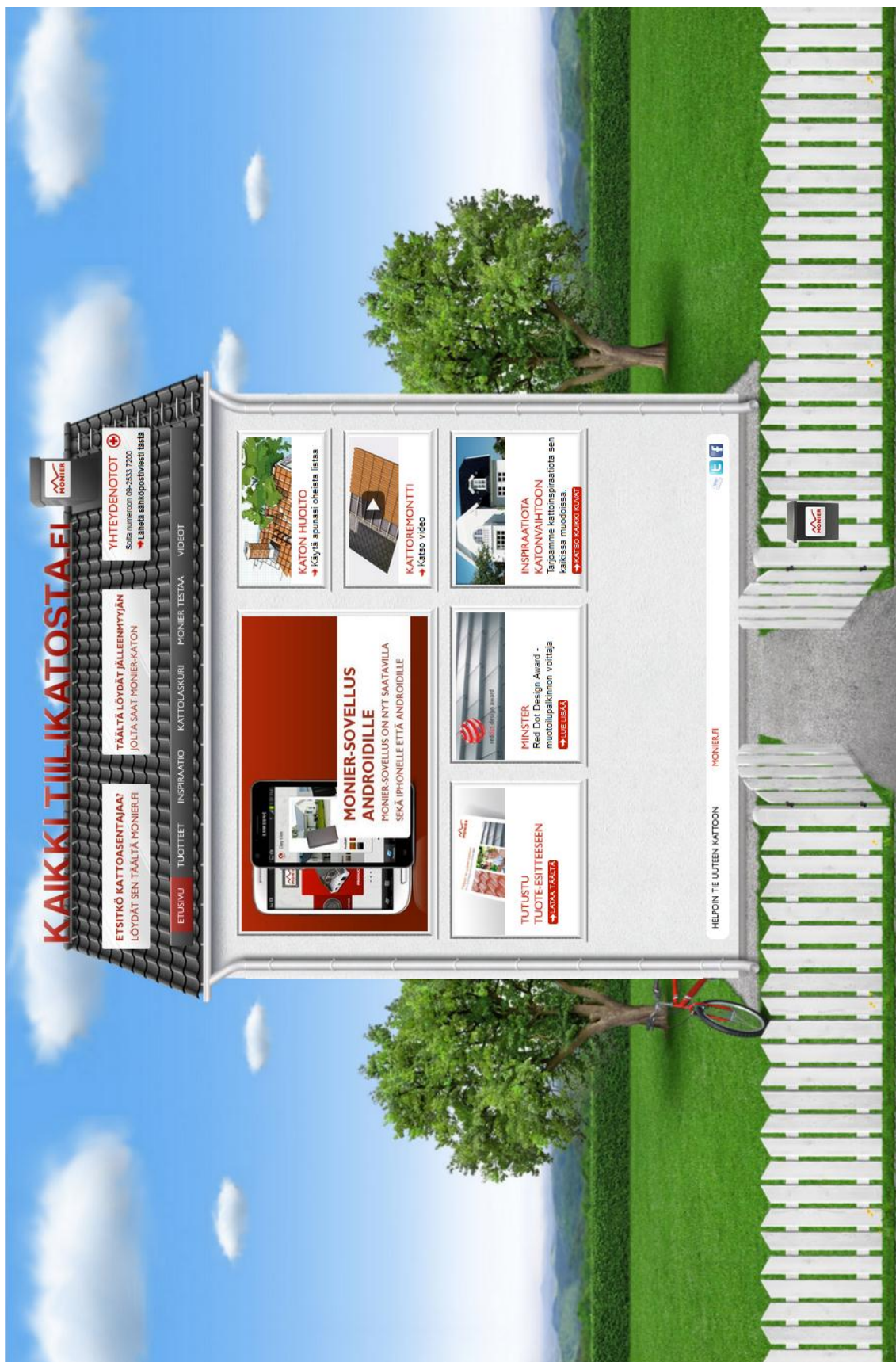
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Kasin. Toiminnallisuus muuten voi olla vahan niin ja nain.

Upside Down House!



Like · Comment · Share

3 people like this.

Write a comment...



Monier Oy

2 December · Edited

Frankböle Gårdin monimuotoinen katto on muodoiltaan aumamansardi. Lappeet ovat hyvin jyrkät ja taittavat räystäältä voimakkaasti, hieman japanilaiseen tyyliin. Jyrkillä lappeilla on kummallakin puolella kolme suurta ikkunaa. Vanhojen, jos os... See more



Like · Comment · Share

Uudenmaan Roofer Oy likes this.

Write a comment...



Monier Oy

28 November

Espoon toimiston muutto on ottanut ensimmäisen askeleen. Monier-valomainosta poistetaan parhaillaan. Siitä on aika tarkalleen 15-vuotta kun Ormaxin toimisto muutti Lohjalta Espooseen. Nyt ei ole edessä niin pitkää muuttomatkaa, samalla tiellä pysytään.



Monier Oy toivottaa rauhallista Joulua ja Onnea vuodelle 2014!

Like · Comment · Share

Esa Mäki and 5 others like this.

Write a comment...



Monier Oy

2 December · Edited

Tässäpä piparkakkutalo, joka pärjäisi missä vuotuisessa piparkakkutalojen kauneuskilpailussa tahansa. Kannattaa kiinnittää erityistä huomiota sen upeaan kattoon. Harvassa piparitalossa onkaan klassinen tiilikatto. Piparkakkutalokaunottaren ... See more



Like · Comment · Share

6 people like this.

Write a comment...



Monier Oy changed their cover photo.

2 December · Edited



Like · Comment · Share

3 people like this.

Write a comment...

Monier.fi







Performance report for den 1 augusti, 2013 - den 31 augusti, 2013



Advanced Web Ranking Report

Project: monier.fi_Top10
Sep 2, 2013 (Compared to Aug 21, 2013)

monier.fi						Google Finland	
Keywords	Website	Position	Prev	Change	Best		
Ormax	http://www.monier.fi/kattotuotte-et/betonikattotiilet/ormax.html	1	1	---	1		
tiilikatto	http://www.monier.fi/kattotuotte-et/savikattotiilet.html	1	1	---	1		
kattotiilet	http://www.monier.fi/kattotuotte-et.html	1	1	---	1		
kattoremontti	http://www.monier.fi/katto-opas/remontoi-kattosi.html	11	10	▼ 1	10		
peltikatto	http://monier.fi	-	-	---	-		
Items	Ranked	Not Ranked	Added	Dropped	Moved Up	Moved Down	Not Changed
5	4	-	-	-	-	1	3

 Not Ranked	 Added	 Dropped
 Moved Up	 Moved Down	 Not Changed

Monthly_Reporting - WGP_Monier_FI_Top45_Sep 12, 2013

Project: Monier_FI_Top45
Sep 12, 2013 (Compared to Aug 8, 2013)

www.monier.fi		+ Google Finland			
Keywords	Website	Position	Prev	Change	Best
kattotiilet	http://www.monier.fi/kattotuotteet.html	1	1	—	1
ormax minster	http://www.monier.fi/fileadmin/bu-files/fi/downloads/pdf/assemblyinstructions/Minster_as-ohje_2011.pdf	1	1	—	1
savikattotiili	http://www.monier.fi/kattotuotteet/savikattotiilet.html	1	1	—	1
kattotiili ormax	http://www.monier.fi/kattotuotteet/betonikattotiilet/ormax.html	1	1	—	1
kattotiili	http://www.monier.fi/kattotuotteet.html	1	1	—	1
ormax kattotiili hinta	http://www.monier.fi/fileadmin/bu-files/fi/downloads/pdf/Pricelist/6241_FI_pricelist_2013_LR.pdf	1	1	—	1
avoräystäs	http://www.monier.fi/kattoammatilaisille/esitemateriaali/tekniset-piirrokset-ja-ohjeet.html	1	1	—	1
tiilikatto	http://www.monier.fi/kattotuotteet/savikattotiilet.html	1	2	▲ 1	1
ormax kattotiili	http://www.monier.fi/kattotuotteet/betonikattotiilet/ormax.html	1	1	—	1
ormax tiilikatto	http://www.monier.fi/kattotuotteet/betonikattotiilet/ormax.html	1	1	—	1
ormax	http://www.monier.fi/kattotuotteet/betonikattotiilet/ormax.html	1	1	—	1
ormax hinnasto	http://www.monier.fi/fileadmin/bu-files/fi/downloads/pdf/Pricelist/6241_FI_pricelist_2013_LR.pdf	1	1	—	1
ormax protector hinta	http://www.monier.fi/katto-opas/hintavertailu.html	1	1	—	1
ormax kattotiilet	http://www.monier.fi/kattotuotteet/betonikattotiilet/ormax.html	1	1	—	1
tiilikatto hinta	http://www.monier.fi/katto-opas/hintavertailu.html	1	1	—	1
ormax protector	http://www.monier.fi/kattotuotteet/betonikattotiilet/ormax-protector.html	1	1	—	1
ormax asennusohje	http://www.monier.fi/fileadmin/bu-files/fi/downloads/pdf/assemblyinstructions/Asennusohje_2012.pdf	1	1	—	1
tiilikatot	http://www.monier.fi	1	1	—	1
kattolaskuri	http://www.monier.fi/katto-opas/kattolaskuri.html	2	2	—	2
kattotiilet hinta	http://www.monier.fi/katto-opas/hintavertailu.html	2	2	—	2
kattotiili hinta	http://www.monier.fi/katto-opas/hintavertailu.html	2	2	—	2
kattotiilien hinta	http://www.monier.fi/katto-opas/hintavertailu.html	2	2	—	2
varttikatto	http://www.monier.fi/katto-opas/remontoi-kattosi/vaihda-vanha-vartti-katto.html	3	3	—	1
tiilikaton hinta	http://www.monier.fi/katto-opas/hintavertailu.html	3	3	—	1
aluskate	http://www.monier.fi/kattotuotteet/aluskatteet.html	4	4	—	2
tiilikate	http://www.monier.fi/yrytyksestaemme/uutisia/uutisia-2009/kattouutiset-2009/ormax-on-tm-testivoittaja.html	4	5	▲ 1	3
kattotiiliä	http://www.monier.fi/kattotuotteet/takuut.html	5	5	—	1

www.monier.fi						+ Google Finland	
Keywords	Website	Position	Prev	Change	Best		
kattorakenteet	http://www.monier.fi/yrityksesta-emme/uutisia/uutisia-2012/kattouutiset-toukokuu-2012/kattorakenteet-yksi-omakotitalojen-ongelmakohtista.html	9	4	▼ 5	4		
kattoremonti	http://www.monier.fi/katto-opas/remontoi-kattosi.html	10	11	▲ 1	5		
peltikatto	http://www.monier.fi	-	-	=	9		
Items	Ranked	Not Ranked	Added	Dropped	Moved Up	Moved Down	Not Changed
30	29	-	-	-	3	1	25



http://www.monier.fi - http://www.monier.fi
Finland - Monier

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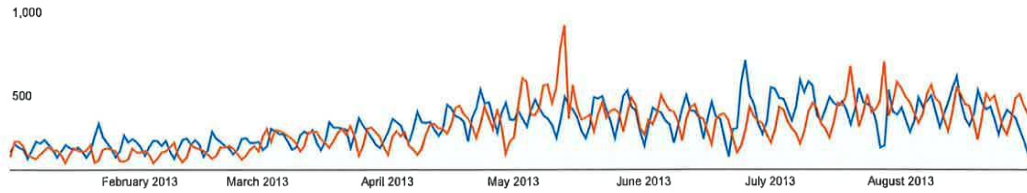
Audience Overview

change in % of visits: +0.00%

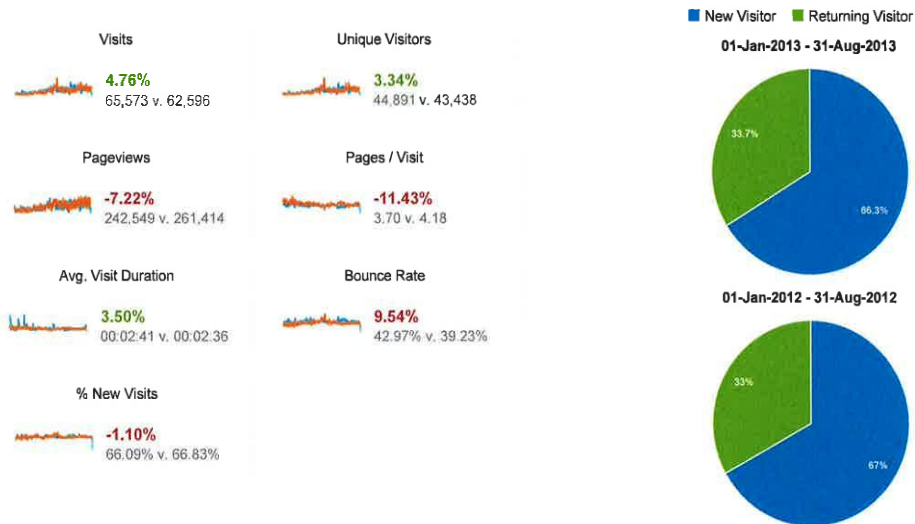
1 Jan 2013 - 31 Aug 2013
Compare to: 1 Jan 2012 - 31 Aug 2012

Overview

01-Jan-2013 - 31-Aug-2013: Visits
01-Jan-2012 - 31-Aug-2012: Visits



44,891 people visited this site



Language	Visits	% Visits
1. fi-fi		
01-Jan-2013 - 31-Aug-2013	25,942	39.56%
01-Jan-2012 - 31-Aug-2012	18,727	29.92%
% Change	38.53%	32.24%
2. fi		
01-Jan-2013 - 31-Aug-2013	23,285	35.51%
01-Jan-2012 - 31-Aug-2012	30,604	48.69%
% Change	-23.92%	-27.37%
3. en-us		
01-Jan-2013 - 31-Aug-2013	8,411	12.83%
01-Jan-2012 - 31-Aug-2012	8,796	14.05%

	% Change	-4.38%	-8.72%
4. en			
01-Jan-2013 - 31-Aug-2013	4,888	7.45%	
01-Jan-2012 - 31-Aug-2012	1,641	2.62%	
% Change	197.87%	184.34%	
5. sv-se			
01-Jan-2013 - 31-Aug-2013	1,150	1.75%	
01-Jan-2012 - 31-Aug-2012	871	1.39%	
% Change	32.03%	26.04%	
6. sv			
01-Jan-2013 - 31-Aug-2013	405	0.62%	
01-Jan-2012 - 31-Aug-2012	716	1.14%	
% Change	-43.44%	-46.00%	
7. en-gb			
01-Jan-2013 - 31-Aug-2013	355	0.54%	
01-Jan-2012 - 31-Aug-2012	424	0.68%	
% Change	-16.27%	-20.07%	
8. ru			
01-Jan-2013 - 31-Aug-2013	223	0.34%	
01-Jan-2012 - 31-Aug-2012	205	0.33%	
% Change	8.78%	3.84%	
9. ru-ru			
01-Jan-2013 - 31-Aug-2013	195	0.30%	
01-Jan-2012 - 31-Aug-2012	97	0.15%	
% Change	101.03%	91.90%	
10. xu			
01-Jan-2013 - 31-Aug-2013	142	0.22%	
01-Jan-2012 - 31-Aug-2012	1	0.00%	
% Change	14,100.00%	13,455.32%	

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http://www.monier.fi - http://www.monier.fi
Finland - Monier

Location

ALL » COUNTRY/TERRITORY: Finland

change in % of visits: **-0.17%**

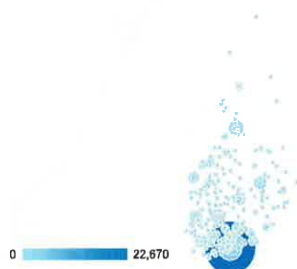
Map Overlay

Site Usage

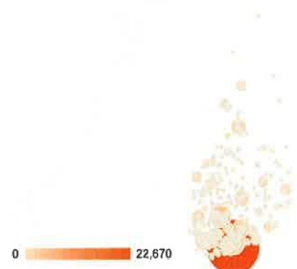
1 Jan 2013 - 31 Aug 2013

Compare to: 1 Jan 2012 - 31 Aug 2012

01-Jan-2013 - 31-Aug-2013



01-Jan-2012 - 31-Aug-2012



City	Visits	Pages / Visit	Avg. Visit Duration	% New Visits	Bounce Rate
	4.56% 61,833 v. 59,134	11.51% 3.70 v. 4.18	0.92% 00:02:34 v. 00:02:36	0.60% 67.41% v. 67.81%	9.93% 42.79% v. 38.92%
1. Helsinki					
01-Jan-2013 - 31-Aug-2013	24,556	3.50	00:02:30	68.92%	44.25%
01-Jan-2012 - 31-Aug-2012	22,670	3.96	00:02:33	67.18%	39.27%
% Change	8.32%	-11.76%	-1.98%	2.59%	12.69%
2. Vantaa					
01-Jan-2013 - 31-Aug-2013	3,394	3.93	00:02:41	65.73%	34.18%
01-Jan-2012 - 31-Aug-2012	2,714	4.27	00:02:41	65.77%	32.94%
% Change	25.06%	-8.12%	-0.27%	-0.06%	3.76%
3. Tampere					
01-Jan-2013 - 31-Aug-2013	2,471	3.80	00:02:16	69.77%	40.55%
01-Jan-2012 - 31-Aug-2012	3,492	4.28	00:02:36	69.22%	38.97%
% Change	-29.24%	-11.15%	-13.02%	0.80%	4.04%
4. Espoo					
01-Jan-2013 - 31-Aug-2013	2,298	4.31	00:03:55	62.05%	41.12%
01-Jan-2012 - 31-Aug-2012	2,117	4.52	00:02:44	64.53%	36.51%
% Change	8.55%	-4.70%	43.14%	-3.83%	12.62%
5. Turku					
01-Jan-2013 - 31-Aug-2013	1,949	3.95	00:02:44	67.88%	42.23%
01-Jan-2012 - 31-Aug-2012	2,183	4.60	00:02:43	67.52%	38.80%
% Change	-10.72%	-14.02%	0.58%	0.53%	8.83%

6. Oulu					
01-Jan-2013 - 31-Aug-2013	1,912	3.62	00:02:18	71.23%	44.46%
01-Jan-2012 - 31-Aug-2012	1,835	3.92	00:02:10	71.28%	41.91%
% Change	4.20%	-7.89%	6.45%	-0.07%	6.08%
7. Jyvaskyla sub-region					
01-Jan-2013 - 31-Aug-2013	1,881	4.02	00:03:01	66.45%	40.46%
01-Jan-2012 - 31-Aug-2012	1,625	4.31	00:02:56	71.02%	39.51%
% Change	15.75%	-6.63%	2.57%	-6.42%	2.40%
8. Lahti					
01-Jan-2013 - 31-Aug-2013	1,680	4.07	00:02:47	63.04%	36.90%
01-Jan-2012 - 31-Aug-2012	1,989	4.51	00:02:43	66.72%	34.19%
% Change	-15.54%	-9.68%	2.65%	-5.52%	7.95%
9. Pori					
01-Jan-2013 - 31-Aug-2013	1,513	3.98	00:03:02	64.77%	43.75%
01-Jan-2012 - 31-Aug-2012	1,204	4.57	00:03:11	66.36%	38.70%
% Change	25.66%	-12.94%	-4.80%	-2.40%	13.05%
10. Porvoo					
01-Jan-2013 - 31-Aug-2013	1,204	3.07	00:01:52	35.38%	41.20%
01-Jan-2012 - 31-Aug-2012	683	4.15	00:02:16	53.73%	45.10%
% Change	76.28%	-26.01%	-17.27%	-34.15%	-8.65%
11. Kuopio					
01-Jan-2013 - 31-Aug-2013	1,136	3.50	00:02:15	71.57%	47.89%
01-Jan-2012 - 31-Aug-2012	942	3.74	00:02:03	73.78%	46.28%
% Change	20.59%	-6.31%	10.12%	-3.00%	3.46%
12. Vasa					
01-Jan-2013 - 31-Aug-2013	1,021	3.70	00:02:24	68.46%	43.58%
01-Jan-2012 - 31-Aug-2012	922	4.95	00:03:08	65.94%	33.84%
% Change	10.74%	-25.32%	-23.62%	3.82%	28.80%
13. Joensuu					
01-Jan-2013 - 31-Aug-2013	896	2.80	00:01:24	71.76%	52.12%
01-Jan-2012 - 31-Aug-2012	787	3.70	00:02:01	75.48%	44.85%
% Change	13.85%	-24.17%	-30.50%	-4.92%	16.20%
14. Kouvola					
01-Jan-2013 - 31-Aug-2013	744	3.96	00:02:22	73.12%	40.19%
01-Jan-2012 - 31-Aug-2012	802	3.77	00:02:09	69.95%	44.01%
% Change	-7.23%	5.23%	10.58%	4.53%	-8.69%
15. Hameenlinna					
01-Jan-2013 - 31-Aug-2013	719	4.09	00:02:22	64.39%	37.97%
01-Jan-2012 - 31-Aug-2012	755	4.53	00:02:57	66.89%	36.16%
% Change	-4.77%	-9.59%	-19.68%	-3.73%	5.01%

16. Lappeenranta					
01-Jan-2013 - 31-Aug-2013	704	3.73	00:02:40	72.30%	39.91%
01-Jan-2012 - 31-Aug-2012	792	4.29	00:03:07	65.28%	42.30%
% Change	-11.11%	-12.96%	-14.51%	10.76%	-5.63%
17. Seinajoki					
01-Jan-2013 - 31-Aug-2013	692	3.34	00:02:07	67.49%	46.39%
01-Jan-2012 - 31-Aug-2012	756	4.47	00:02:32	66.75%	41.95%
% Change	-8.71%	-25.25%	-16.25%	1.09%	10.57%
18. Salo					
01-Jan-2013 - 31-Aug-2013	580	4.09	00:02:50	62.24%	41.21%
01-Jan-2012 - 31-Aug-2012	609	4.81	00:03:21	64.04%	36.62%
% Change	-4.76%	-14.86%	-15.17%	-2.81%	12.53%
19. Rovaniemi					
01-Jan-2013 - 31-Aug-2013	578	2.73	00:01:24	72.49%	53.98%
01-Jan-2012 - 31-Aug-2012	656	3.25	00:01:28	74.54%	48.32%
% Change	-11.89%	-15.98%	-4.10%	-2.75%	11.70%
20. Ylivieska					
01-Jan-2013 - 31-Aug-2013	497	3.87	00:02:46	57.34%	45.47%
01-Jan-2012 - 31-Aug-2012	449	4.40	00:02:24	63.03%	33.85%
% Change	10.69%	-12.04%	15.14%	-9.02%	34.32%
21. Mikkeli					
01-Jan-2013 - 31-Aug-2013	461	3.79	00:02:31	72.67%	42.73%
01-Jan-2012 - 31-Aug-2012	466	3.68	00:02:41	67.17%	41.85%
% Change	-1.07%	2.97%	-6.52%	8.19%	2.12%
22. Kotka					
01-Jan-2013 - 31-Aug-2013	459	3.91	00:02:22	71.46%	40.74%
01-Jan-2012 - 31-Aug-2012	445	4.10	00:02:48	71.91%	37.08%
% Change	3.15%	-4.59%	-15.55%	-0.63%	9.88%
23. Hyvinkaa					
01-Jan-2013 - 31-Aug-2013	456	3.84	00:02:13	67.32%	42.98%
01-Jan-2012 - 31-Aug-2012	530	4.67	00:03:11	70.00%	34.91%
% Change	-13.96%	-17.80%	-30.17%	-3.82%	23.14%
24. Jarvenpaa					
01-Jan-2013 - 31-Aug-2013	456	4.21	00:02:37	70.39%	40.79%
01-Jan-2012 - 31-Aug-2012	611	4.64	00:02:47	65.96%	35.02%
% Change	-25.37%	-9.41%	-5.62%	6.73%	16.46%
25. Nurmijarvi					
01-Jan-2013 - 31-Aug-2013	386	4.55	00:02:46	68.13%	41.45%
01-Jan-2012 - 31-Aug-2012	458	4.29	00:02:22	59.61%	42.36%
% Change	-15.72%	6.05%	17.02%	14.31%	-2.14%
26. Raasepori					

26.	Kilimäki	01-Jan-2013 - 31-Aug-2013	377	3.59	00:03:55	61.27%	41.38%
		01-Jan-2012 - 31-Aug-2012	347	4.46	00:02:35	66.28%	42.07%
		% Change	8.65%	-19.38%	51.65%	-7.56%	-1.65%
27.	Kokkola	01-Jan-2013 - 31-Aug-2013	341	3.80	00:02:34	68.04%	46.33%
		01-Jan-2012 - 31-Aug-2012	205	3.82	00:02:11	77.07%	43.41%
		% Change	66.34%	-0.55%	17.81%	-11.73%	6.73%
28.	Lohja	01-Jan-2013 - 31-Aug-2013	329	4.07	00:02:53	60.49%	37.69%
		01-Jan-2012 - 31-Aug-2012	428	5.05	00:03:44	64.72%	36.45%
		% Change	-23.13%	-19.42%	-22.77%	-6.54%	3.41%
29.	Tornio	01-Jan-2013 - 31-Aug-2013	317	3.49	00:02:11	70.03%	52.37%
		01-Jan-2012 - 31-Aug-2012	341	4.11	00:02:06	64.81%	40.76%
		% Change	-7.04%	-15.12%	3.70%	8.06%	28.47%
30.	Kirkkonummi	01-Jan-2013 - 31-Aug-2013	315	4.96	00:03:51	62.54%	36.19%
		01-Jan-2012 - 31-Aug-2012	288	5.00	00:03:47	64.93%	31.60%
		% Change	9.38%	-0.96%	1.87%	-3.68%	14.54%
31.	Raahe	01-Jan-2013 - 31-Aug-2013	312	3.25	00:02:08	69.87%	54.17%
		01-Jan-2012 - 31-Aug-2012	281	2.99	00:01:35	79.00%	50.53%
		% Change	11.03%	8.72%	35.72%	-11.56%	7.19%
32.	Kajaani	01-Jan-2013 - 31-Aug-2013	310	3.04	00:01:49	70.32%	52.26%
		01-Jan-2012 - 31-Aug-2012	280	3.14	00:01:32	78.93%	45.36%
		% Change	10.71%	-3.31%	18.43%	-10.90%	15.21%
33.	Rauma	01-Jan-2013 - 31-Aug-2013	293	3.77	00:02:34	59.39%	42.32%
		01-Jan-2012 - 31-Aug-2012	245	4.76	00:03:00	67.35%	33.88%
		% Change	19.59%	-20.75%	-14.47%	-11.82%	24.92%
34.	Kerava	01-Jan-2013 - 31-Aug-2013	259	4.07	00:03:04	71.81%	39.38%
		01-Jan-2012 - 31-Aug-2012	317	4.04	00:02:20	78.23%	42.27%
		% Change	-18.30%	0.72%	31.10%	-8.20%	-6.83%
35.	Tuusula	01-Jan-2013 - 31-Aug-2013	244	4.25	00:02:24	66.39%	36.89%
		01-Jan-2012 - 31-Aug-2012	295	4.78	00:03:06	69.15%	32.20%
		% Change	-17.29%	-11.10%	-22.64%	-3.99%	14.54%
36.	Loimaa						

	01-Jan-2013 - 31-Aug-2013	239	4.04	00:02:32	64.85%	43.93%
	01-Jan-2012 - 31-Aug-2012	241	4.29	00:02:16	55.60%	37.34%
	% Change	-0.83%	-5.70%	12.18%	16.64%	17.64%
37.	Raseborg					
	01-Jan-2013 - 31-Aug-2013	230	4.91	00:03:50	60.87%	33.04%
	01-Jan-2012 - 31-Aug-2012	212	5.61	00:04:12	66.04%	28.77%
	% Change	8.49%	-12.40%	-8.86%	-7.83%	14.84%
38.	Kangasala					
	01-Jan-2013 - 31-Aug-2013	223	3.78	00:02:46	69.51%	41.70%
	01-Jan-2012 - 31-Aug-2012	158	4.21	00:03:08	74.05%	35.44%
	% Change	41.14%	-10.18%	-11.75%	-6.14%	17.66%
39.	Vihti					
	01-Jan-2013 - 31-Aug-2013	220	4.36	00:02:47	63.64%	38.64%
	01-Jan-2012 - 31-Aug-2012	237	4.02	00:02:01	64.56%	36.29%
	% Change	-7.17%	8.52%	37.85%	-1.43%	6.47%
40.	Kemi					
	01-Jan-2013 - 31-Aug-2013	217	2.70	00:01:16	72.81%	55.76%
	01-Jan-2012 - 31-Aug-2012	183	4.01	00:02:24	75.41%	38.25%
	% Change	18.58%	-32.58%	-46.94%	-3.45%	45.77%
41.	Valkeakoski					
	01-Jan-2013 - 31-Aug-2013	198	3.32	00:01:28	70.20%	46.46%
	01-Jan-2012 - 31-Aug-2012	136	3.26	00:01:45	77.94%	44.12%
	% Change	45.59%	1.79%	-16.29%	-9.93%	5.32%
42.	Raisio					
	01-Jan-2013 - 31-Aug-2013	187	3.90	00:02:47	56.68%	39.04%
	01-Jan-2012 - 31-Aug-2012	91	4.14	00:02:09	70.33%	35.16%
	% Change	105.49%	-5.77%	29.55%	-19.40%	11.01%
43.	Sastamala					
	01-Jan-2013 - 31-Aug-2013	176	4.53	00:03:44	68.75%	36.36%
	01-Jan-2012 - 31-Aug-2012	178	4.70	00:03:25	64.04%	32.58%
	% Change	-1.12%	-3.58%	9.01%	7.35%	11.60%
44.	Hamina					
	01-Jan-2013 - 31-Aug-2013	175	3.58	00:01:40	73.71%	45.14%
	01-Jan-2012 - 31-Aug-2012	149	3.78	00:01:41	82.55%	42.95%
	% Change	17.45%	-5.33%	-0.32%	-10.70%	5.10%
45.	Kauniainen					
	01-Jan-2013 - 31-Aug-2013	172	4.20	00:02:23	64.53%	30.81%
	01-Jan-2012 - 31-Aug-2012	205	4.64	00:03:19	68.29%	35.81%
	% Change	-16.10%	-9.39%	-28.27%	-5.50%	-13.47%
46.	Lempaala					

01-Jan-2013 - 31-Aug-2013	150	3.72	00:03:04	74.00%	42.67%
01-Jan-2012 - 31-Aug-2012	91	5.01	00:02:40	72.53%	32.97%
% Change	64.84%	-25.76%	15.10%	2.03%	29.42%
47. Nokia					
01-Jan-2013 - 31-Aug-2013	136	3.63	00:01:33	72.79%	41.91%
01-Jan-2012 - 31-Aug-2012	111	4.61	00:02:33	76.58%	38.74%
% Change	22.52%	-21.25%	-39.03%	-4.94%	8.19%
48. Savonlinna					
01-Jan-2013 - 31-Aug-2013	131	3.85	00:01:46	57.25%	41.22%
01-Jan-2012 - 31-Aug-2012	123	3.49	00:02:05	86.99%	42.28%
% Change	6.50%	10.53%	-15.28%	-34.19%	-2.50%
49. Jakobstad					
01-Jan-2013 - 31-Aug-2013	125	4.34	00:03:29	67.20%	41.60%
01-Jan-2012 - 31-Aug-2012	243	5.08	00:03:15	56.38%	36.63%
% Change	-48.56%	-14.46%	6.70%	19.19%	13.58%
50. Sipoo					
01-Jan-2013 - 31-Aug-2013	125	4.82	00:04:01	73.60%	33.60%
01-Jan-2012 - 31-Aug-2012	121	4.79	00:03:10	67.77%	32.23%
% Change	3.31%	0.47%	26.57%	8.60%	4.25%

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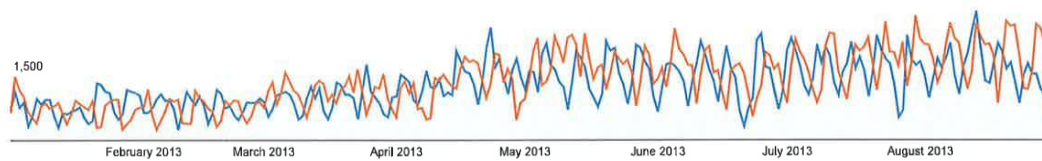
Pages
Pages are grouped by Page

1 Jan 2013 - 31 Aug 2013
Compare to: 1 Jan 2012 - 31 Aug 2012

change in % of pageviews: +0.00%

Explorer

01-Jan-2013 - 31-Aug-2013: ● Pageviews
01-Jan-2012 - 31-Aug-2012: ● Pageviews
3,000



Page	Pageviews	Unique Pageviews	Avg. Time on Page	Entrances	Bounce Rate	% Exit	Page Value
	7.22%	2.97%	21.81%	4.76%	9.54%	12.90%	0.00%
	242,549 v. 261,414	186,337 v. 194,100	00:01:00 v. 00:00:49	65,573 v. 62,596	42.97% v. 39.23%	27.03% v. 23.95%	\$0.00 v. \$0.00
1. /							
01-Jan-2013 - 31-Aug-2013	29,591	24,995	00:00:40	22,512	39.72%	41.70%	\$0.00
01-Jan-2012 - 31-Aug-2012	32,071	25,845	00:00:38	24,647	39.13%	43.00%	\$0.00
% Change	-7.73%	-3.29%	4.71%	-8.66%	1.50%	-3.02%	0.00%
2. /kattotuotteet.html							
01-Jan-2013 - 31-Aug-2013	15,125	11,909	00:00:15	1,858	15.72%	10.58%	\$0.00
01-Jan-2012 - 31-Aug-2012	16,517	12,293	00:00:12	1,290	13.57%	6.82%	\$0.00
% Change	-8.43%	-3.12%	26.52%	44.03%	15.85%	55.04%	0.00%
3. /kattotuotteet/betonikattotiilet/ormax.html							
01-Jan-2013 - 31-Aug-2013	10,208	7,415	00:00:55	3,984	18.75%	19.61%	\$0.00
01-Jan-2012 - 31-Aug-2012	10,318	7,279	00:00:38	3,154	10.27%	13.19%	\$0.00
% Change	-1.07%	1.87%	43.39%	26.32%	82.52%	48.68%	0.00%
4. /kattotuotteet/betonikattotiilet.html							
01-Jan-2013 - 31-Aug-2013	9,741	6,309	00:00:19	322	19.88%	5.72%	\$0.00
01-Jan-2012 - 31-Aug-2012	13,281	8,111	00:00:16	213	27.23%	4.45%	\$0.00
% Change	-26.65%	-22.22%	15.37%	51.17%	-27.01%	28.50%	0.00%
5. /katto-opas/asenna-katto-itse.html							
01-Jan-2013 - 31-Aug-2013	8,709	6,490	00:00:53	3,538	62.49%	40.20%	\$0.00
01-Jan-2012 - 31-Aug-2012	8,124	6,182	00:00:47	2,649	56.29%	31.41%	\$0.00
% Change	7.20%	4.98%	10.83%	33.56%	11.03%	27.97%	0.00%
6. /katto-opas/kattolaskuri.html							

01-Jan-2013 - 31-Aug-2013	7,679	5,720	00:02:12	2,657	61.76%	43.53%	\$0.00
01-Jan-2012 - 31-Aug-2012	8,936	6,447	00:01:52	1,902	56.68%	32.04%	\$0.00
% Change	-14.07%	-11.28%	18.19%	39.70%	8.97%	35.88%	0.00%
7. /yhteystiedot/yhteystiedot-kuluttajille.html							
01-Jan-2013 - 31-Aug-2013	7,363	5,637	00:01:04	986	45.84%	29.97%	\$0.00
01-Jan-2012 - 31-Aug-2012	8,086	6,012	00:00:51	850	39.53%	26.87%	\$0.00
% Change	-8.94%	-6.24%	25.74%	16.00%	15.97%	11.54%	0.00%
8. /kattotuotteet/savikattotiilet.html							
01-Jan-2013 - 31-Aug-2013	6,646	3,777	00:00:26	805	22.73%	10.35%	\$0.00
01-Jan-2012 - 31-Aug-2012	9,371	5,055	00:00:20	480	32.08%	7.00%	\$0.00
% Change	-29.08%	-25.28%	26.88%	67.71%	-29.14%	47.88%	0.00%
9. /kattoammattilaisille/esitemateriaali/asennusohjeet.html							
01-Jan-2013 - 31-Aug-2013	6,180	4,296	00:00:31	1,569	14.53%	10.73%	\$0.00
01-Jan-2012 - 31-Aug-2012	8,297	4,830	00:01:16	805	27.58%	21.63%	\$0.00
% Change	-25.52%	-11.06%	-59.39%	94.91%	-47.31%	-50.41%	0.00%
10. /katto-opas/kuvagalleria.html							
01-Jan-2013 - 31-Aug-2013	5,351	4,101	00:00:23	296	25.68%	10.37%	\$0.00
01-Jan-2012 - 31-Aug-2012	5,589	4,185	00:00:25	123	31.71%	8.02%	\$0.00
% Change	-4.26%	-2.01%	-7.79%	140.65%	-19.02%	29.39%	0.00%
11. /kattoasentajat-ja-jaelleenmyyjaet/etsi-laehin-kattoasenta-ja.html							
01-Jan-2013 - 31-Aug-2013	5,303	3,642	00:00:25	215	31.16%	8.22%	\$0.00
01-Jan-2012 - 31-Aug-2012	6,173	3,997	00:00:17	162	16.67%	5.33%	\$0.00
% Change	-14.09%	-8.88%	48.96%	32.72%	86.98%	54.26%	0.00%
12. /rc/step1							
01-Jan-2013 - 31-Aug-2013	4,856	4,013	00:01:26	3,733	52.85%	46.99%	\$0.00
01-Jan-2012 - 31-Aug-2012	2,513	2,120	00:01:03	1,958	53.37%	48.15%	\$0.00
% Change	93.24%	89.29%	36.86%	90.65%	-0.97%	-2.40%	0.00%
13. /fileadmin/bu-files/fi/downloads/pdf/assemblyinstructions/Asennusohje_2012.pdf							
01-Jan-2013 - 31-Aug-2013	4,834	3,940	00:04:40	44	40.91%	48.49%	\$0.00
01-Jan-2012 - 31-Aug-2012	2,148	1,883	00:04:52	8	75.00%	54.00%	\$0.00
% Change	125.05%	109.24%	-3.99%	450.00%	-45.45%	-10.21%	0.00%
14. /kattotuotteet/betonikattotiilet/ormax-protector.html							
01-Jan-2013 - 31-Aug-2013	4,809	3,456	00:00:54	810	29.01%	17.40%	\$0.00
01-Jan-2012 - 31-Aug-2012	5,646	3,790	00:00:38	634	30.44%	13.64%	\$0.00
% Change	-14.82%	-8.81%	40.85%	27.76%	-4.70%	27.62%	0.00%
15. /rc/step2							
01-Jan-2013 - 31-Aug-2013	4,721	3,479	00:01:46	1,792	45.65%	44.76%	\$0.00
01-Jan-2012 - 31-Aug-2012	2,732	2,067	00:01:33	1,182	50.00%	45.35%	\$0.00
% Change	72.80%	68.31%	14.56%	51.61%	-8.71%	-1.31%	0.00%

26.	/runcionai/search.nimi								
	01-Jan-2013 - 31-Aug-2013	2,271	1,286	00:00:28	21	28.57%	12.15%	\$0.00	
	01-Jan-2012 - 31-Aug-2012	2,557	1,622	00:00:33	33	33.33%	15.88%	\$0.00	
	% Change	-11.18%	-20.72%	-13.74%	-36.36%	-14.29%	-23.46%	0.00%	
27.	/rc/step3								
	01-Jan-2013 - 31-Aug-2013	1,899	1,598	00:00:40	18	38.89%	59.82%	\$0.00	
	01-Jan-2012 - 31-Aug-2012	1,108	954	00:00:36	11	72.73%	62.00%	\$0.00	
	% Change	71.39%	67.51%	9.73%	63.64%	-46.53%	-3.52%	0.00%	
28.	/kattotuotteet/betonikattotiilet/minster.html								
	01-Jan-2013 - 31-Aug-2013	1,857	1,384	00:00:35	154	37.01%	11.09%	\$0.00	
	01-Jan-2012 - 31-Aug-2012	0	0	00:00:00	0	0.00%	0.00%	\$0.00	
	% Change	∞%	∞%	∞%	∞%	∞%	∞%	0.00%	
29.	/kattoasentajat-ja-jaelleenmyyjaet/etsi-laehin-jaelleenmyyjae.html								
	01-Jan-2013 - 31-Aug-2013	1,776	1,140	00:00:33	55	21.82%	8.11%	\$0.00	
	01-Jan-2012 - 31-Aug-2012	2,114	1,378	00:00:28	24	33.33%	6.81%	\$0.00	
	% Change	-15.99%	-17.27%	20.28%	129.17%	-34.55%	19.03%	0.00%	
30.	/yrityksestaemme/yrityksestaemme.html								
	01-Jan-2013 - 31-Aug-2013	1,774	1,445	00:00:38	76	30.26%	19.17%	\$0.00	
	01-Jan-2012 - 31-Aug-2012	2,144	1,651	00:00:31	100	37.00%	16.04%	\$0.00	
	% Change	-17.26%	-12.48%	23.55%	-24.00%	-18.21%	19.45%	0.00%	
31.	/katto-opas/remontoi-kattosi.html								
	01-Jan-2013 - 31-Aug-2013	1,733	1,216	00:00:34	304	31.25%	17.60%	\$0.00	
	01-Jan-2012 - 31-Aug-2012	1,806	1,264	00:00:33	241	21.16%	12.85%	\$0.00	
	% Change	-4.04%	-3.80%	2.95%	26.14%	47.67%	37.00%	0.00%	
32.	/katto-opas/monier-muistipeli.html								
	01-Jan-2013 - 31-Aug-2013	1,703	1,470	00:03:11	750	85.20%	78.39%	\$0.00	
	01-Jan-2012 - 31-Aug-2012	0	0	00:00:00	0	0.00%	0.00%	\$0.00	
	% Change	∞%	∞%	∞%	∞%	∞%	∞%	0.00%	
33.	/kattoasentajat-ja-jaelleenmyyjaet/etsi-laehin-kattoasentaja/kattoasentajat-etelae-suomessa.html								
	01-Jan-2013 - 31-Aug-2013	1,660	1,436	00:00:59	82	58.54%	18.98%	\$0.00	
	01-Jan-2012 - 31-Aug-2012	1,645	1,386	00:01:02	69	59.42%	21.95%	\$0.00	
	% Change	0.91%	3.61%	-5.97%	18.84%	-1.49%	-13.53%	0.00%	
34.	/kattotuotteet/kattotarvikkeet/kattoturvatuotteet.html								
	01-Jan-2013 - 31-Aug-2013	1,630	1,394	00:02:15	180	73.89%	37.55%	\$0.00	
	01-Jan-2012 - 31-Aug-2012	1,684	1,384	00:01:49	18	61.11%	27.38%	\$0.00	
	% Change	-3.21%	0.72%	24.48%	900.00%	20.91%	37.15%	0.00%	
35.	/kattotuotteet/savikattotiilet/hortegl.html								
	01-Jan-2013 - 31-Aug-2013	1,188	879	00:00:35	45	35.56%	9.51%	\$0.00	
	01-Jan-2012 - 31-Aug-2012	1,629	1,158	00:00:31	31	51.61%	8.16%	\$0.00	
	% Change	-27.07%	-24.09%	15.10%	45.16%	-31.11%	16.50%	0.00%	

36.	/kattotuotteet/kattotarvikkeet/aluskatteet-ja-tiivistystuotteet.html								
	01-Jan-2013 - 31-Aug-2013	1,176	975	00:02:54	75	61.33%	40.05%	\$0.00	
	01-Jan-2012 - 31-Aug-2012	1,316	1,066	00:02:39	38	55.26%	35.71%	\$0.00	
	% Change	-10.64%	-8.54%	9.73%	97.37%	10.98%	12.14%	0.00%	
37.	/kattotuotteet/aluskatteet/divoroll-top-ru.html								
	01-Jan-2013 - 31-Aug-2013	1,152	816	00:01:24	105	47.62%	22.66%	\$0.00	
	01-Jan-2012 - 31-Aug-2012	1,402	989	00:01:26	106	50.94%	19.26%	\$0.00	
	% Change	-17.83%	-17.49%	-1.31%	-0.94%	-6.53%	17.64%	0.00%	
38.	/kattotuotteet/savikattotiilet/vittinge-t11.html								
	01-Jan-2013 - 31-Aug-2013	1,147	819	00:00:40	118	27.12%	10.46%	\$0.00	
	01-Jan-2012 - 31-Aug-2012	1,497	1,020	00:00:29	92	41.30%	8.15%	\$0.00	
	% Change	-23.38%	-19.71%	40.39%	28.26%	-34.34%	28.37%	0.00%	
39.	/tuotteet/aluskatteet_17755.html								
	01-Jan-2013 - 31-Aug-2013	1,141	972	00:00:24	926	59.61%	60.12%	\$0.00	
	01-Jan-2012 - 31-Aug-2012	2,013	1,478	00:00:41	1,029	47.13%	40.44%	\$0.00	
	% Change	-43.32%	-34.24%	-41.19%	-10.01%	26.47%	48.68%	0.00%	
40.	/kattotuotteet/aluskatteet/divoroll-universal.html								
	01-Jan-2013 - 31-Aug-2013	1,113	749	00:01:01	208	49.52%	25.25%	\$0.00	
	01-Jan-2012 - 31-Aug-2012	1,201	836	00:00:51	104	37.50%	18.65%	\$0.00	
	% Change	-7.33%	-10.41%	19.26%	100.00%	32.05%	35.36%	0.00%	
41.	/katto-opas/ormax-syyskampanja.html								
	01-Jan-2013 - 31-Aug-2013	1,083	835	00:01:13	606	29.54%	35.46%	\$0.00	
	01-Jan-2012 - 31-Aug-2012	14	9	00:01:00	0	0.00%	7.14%	\$0.00	
	% Change	7,635.71%	9,177.78%	20.37%	∞%	∞%	396.40%	0.00%	
42.	/kattotuotteet/kattotarvikkeet/lisaetarvikkeet.html								
	01-Jan-2013 - 31-Aug-2013	1,068	909	00:00:47	65	66.15%	18.63%	\$0.00	
	01-Jan-2012 - 31-Aug-2012	1,155	926	00:00:41	10	20.00%	13.94%	\$0.00	
	% Change	-7.53%	-1.84%	14.04%	550.00%	230.77%	33.67%	0.00%	
43.	/kattotuotteet/savikattotiilet/granat.html								
	01-Jan-2013 - 31-Aug-2013	1,034	783	00:00:33	60	35.00%	9.48%	\$0.00	
	01-Jan-2012 - 31-Aug-2012	1,254	901	00:00:28	51	29.41%	6.62%	\$0.00	
	% Change	-17.54%	-13.10%	19.34%	17.65%	19.00%	43.19%	0.00%	
44.	/kattotuotteet/rahdit.html								
	01-Jan-2013 - 31-Aug-2013	1,002	906	00:00:48	128	35.16%	15.27%	\$0.00	
	01-Jan-2012 - 31-Aug-2012	1,422	1,055	00:00:59	68	30.88%	18.57%	\$0.00	
	% Change	-29.54%	-14.12%	-18.10%	88.24%	13.84%	-17.75%	0.00%	
45.	/kattotuotteet/betonikattotiilet/ormax-protector/kattotiilet.html								
	01-Jan-2013 - 31-Aug-2013	996	785	00:02:02	51	50.98%	29.52%	\$0.00	
	01-Jan-2012 - 31-Aug-2012	1,579	1,254	00:02:17	44	56.82%	32.55%	\$0.00	
	% Change	-36.92%	-37.40%	-10.75%	15.91%	-10.27%	-9.32%	0.00%	

46. /katto-opas/katon-huolto.html							
01-Jan-2013 - 31-Aug-2013	955	742	00:00:51	107	51.40%	20.73%	\$0.00
01-Jan-2012 - 31-Aug-2012	1,340	975	00:00:49	134	44.03%	19.85%	\$0.00
% Change	-28.73%	-23.90%	3.88%	-20.15%	16.74%	4.44%	0.00%
47. /katto-opas/lusein-kysytyyae.html							
01-Jan-2013 - 31-Aug-2013	953	758	00:00:53	101	36.63%	16.37%	\$0.00
01-Jan-2012 - 31-Aug-2012	1,106	856	00:00:59	62	40.32%	14.92%	\$0.00
% Change	-13.83%	-11.45%	-10.02%	62.90%	-9.15%	9.72%	0.00%
48. /kattotuotteet/savikattotiilet/turmalin.html							
01-Jan-2013 - 31-Aug-2013	941	741	00:00:28	37	37.84%	6.80%	\$0.00
01-Jan-2012 - 31-Aug-2012	1,235	934	00:00:26	32	37.50%	6.64%	\$0.00
% Change	-23.81%	-20.66%	8.52%	15.62%	0.90%	2.43%	0.00%
49. /kattotuotteet/kattotarvikkeet/laepiviennit.html							
01-Jan-2013 - 31-Aug-2013	866	746	00:02:11	93	78.49%	36.95%	\$0.00
01-Jan-2012 - 31-Aug-2012	848	736	00:02:26	12	66.67%	30.19%	\$0.00
% Change	2.12%	1.36%	-10.19%	675.00%	17.74%	22.40%	0.00%
50. /kattotuotteet/savikattotiilet/nova.html							
01-Jan-2013 - 31-Aug-2013	824	620	00:00:44	12	16.67%	9.22%	\$0.00
01-Jan-2012 - 31-Aug-2012	865	668	00:00:22	18	27.78%	8.79%	\$0.00
% Change	-4.74%	-7.19%	100.20%	-33.33%	-40.00%	4.98%	0.00%

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Finland - Monier

Search Overview

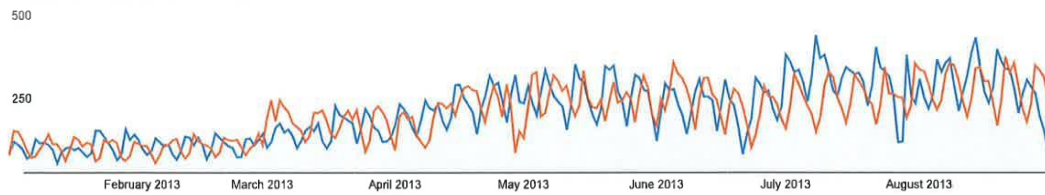
1 Jan 2013 - 31 Aug 2013
Compare to: 1 Jan 2012 - 31 Aug 2012

change in % of visits: -0.76%

Explorer

Site Usage

01-Jan-2013 - 31-Aug-2013: ● Visits
01-Jan-2012 - 31-Aug-2012: ● Visits



Keyword	Visits	Pages / Visit	Avg. Visit Duration	% New Visits	Bounce Rate
	3.59%	17.70%			
	44,482 v. 42,939	3.87 v. 4.70	00:02:37 v. 00:02:53	66.34% v. 64.96%	42.45% v. 33.55%
1. (not provided)					
01-Jan-2013 - 31-Aug-2013	9,105	4.61	00:03:44	65.55%	32.50%
01-Jan-2012 - 31-Aug-2012	3,019	5.54	00:04:08	62.24%	27.16%
% Change	201.59%	-16.66%	-9.67%	5.31%	19.65%
2. monier					
01-Jan-2013 - 31-Aug-2013	4,534	5.84	00:04:31	50.66%	14.95%
01-Jan-2012 - 31-Aug-2012	5,996	6.11	00:04:01	49.68%	14.29%
% Change	-24.38%	-4.42%	12.62%	1.97%	4.62%
3. ormax					
01-Jan-2013 - 31-Aug-2013	2,867	5.63	00:04:33	52.95%	22.36%
01-Jan-2012 - 31-Aug-2012	4,187	6.60	00:04:26	55.70%	12.11%
% Change	-31.53%	-14.73%	2.54%	-4.94%	84.64%
4. doovertical::11					
01-Jan-2013 - 31-Aug-2013	1,887	1.10	00:00:25	79.81%	93.69%
01-Jan-2012 - 31-Aug-2012	0	0.00	00:00:00	0.00%	0.00%
% Change	∞%	∞%	∞%	∞%	∞%
5. kattopaneeli					
01-Jan-2013 - 31-Aug-2013	1,522	1.48	00:00:11	90.28%	76.54%
01-Jan-2012 - 31-Aug-2012	565	1.70	00:00:13	90.80%	67.79%
% Change	169.38%	-13.05%	-18.23%	-0.57%	12.92%
6. huopakatto					

01-Jan-2013 - 31-Aug-2013	1,082	2.39	00:00:40	86.04%	49.91%
01-Jan-2012 - 31-Aug-2012	718	2.83	00:00:49	86.63%	44.85%
% Change	50.70%	-15.57%	-18.54%	-0.68%	11.28%
7. (remarketing/content targeting)					
01-Jan-2013 - 31-Aug-2013	728	2.03	00:00:39	2.20%	74.04%
01-Jan-2012 - 31-Aug-2012	0	0.00	00:00:00	0.00%	0.00%
% Change	∞%	∞%	∞%	∞%	∞%
8. aluskate					
01-Jan-2013 - 31-Aug-2013	593	2.65	00:01:11	82.80%	57.50%
01-Jan-2012 - 31-Aug-2012	506	3.15	00:01:40	79.64%	49.21%
% Change	17.19%	-16.06%	-28.33%	3.96%	16.86%
9. kattopellit					
01-Jan-2013 - 31-Aug-2013	585	2.41	00:00:43	83.59%	45.13%
01-Jan-2012 - 31-Aug-2012	230	2.94	00:00:53	84.35%	40.00%
% Change	154.35%	-17.94%	-19.13%	-0.90%	12.82%
10. ormax kattotiili					
01-Jan-2013 - 31-Aug-2013	543	4.91	00:03:15	60.22%	29.83%
01-Jan-2012 - 31-Aug-2012	1,258	6.81	00:04:24	57.39%	12.24%
% Change	-56.84%	-27.95%	-26.02%	4.93%	143.71%
11. ormax kattotiili hinta					
01-Jan-2013 - 31-Aug-2013	471	3.94	00:02:42	42.68%	43.74%
01-Jan-2012 - 31-Aug-2012	477	4.84	00:03:23	41.72%	31.66%
% Change	-1.26%	-18.52%	-20.27%	2.29%	38.16%
12. peltikaton asennusohje					
01-Jan-2013 - 31-Aug-2013	467	2.03	00:00:35	76.87%	63.38%
01-Jan-2012 - 31-Aug-2012	335	2.12	00:00:39	79.10%	55.82%
% Change	39.40%	-4.42%	-11.45%	-2.82%	13.55%
13. kattotiili					
01-Jan-2013 - 31-Aug-2013	422	6.77	00:03:47	69.19%	19.43%
01-Jan-2012 - 31-Aug-2012	1,067	6.64	00:03:22	70.01%	21.56%
% Change	-60.45%	1.94%	12.18%	-1.16%	-9.86%
14. katon rakentaminen					
01-Jan-2013 - 31-Aug-2013	389	2.01	00:00:40	84.06%	67.35%
01-Jan-2012 - 31-Aug-2012	149	2.48	00:01:10	78.52%	57.72%
% Change	161.07%	-18.72%	-43.33%	7.05%	16.69%
15. kattotuovan asennusohje					
01-Jan-2013 - 31-Aug-2013	370	2.01	00:00:54	82.97%	62.97%
01-Jan-2012 - 31-Aug-2012	365	2.09	00:00:37	81.64%	60.27%
% Change	1.37%	-3.88%	44.18%	1.63%	4.48%
16. tiilikatto					
01-Jan-2013 - 31-Aug-2013	320	5.68	00:03:52	72.81%	25.62%

	2012	2013	00:00:00	2012	2013
01-Jan-2012 - 31-Aug-2012	693	7.27	00:04:22	67.82%	19.62%
% Change	-53.82%	-21.88%	-11.69%	7.36%	30.57%
17. mdf kattopaneeli asennus					
01-Jan-2013 - 31-Aug-2013	316	1.39	00:00:08	79.75%	85.76%
01-Jan-2012 - 31-Aug-2012	80	1.52	00:00:08	77.50%	78.75%
% Change	295.00%	-9.11%	-8.05%	2.90%	8.90%
18. kattotiilet					
01-Jan-2013 - 31-Aug-2013	315	6.90	00:03:37	76.19%	17.14%
01-Jan-2012 - 31-Aug-2012	689	6.72	00:04:02	68.07%	27.58%
% Change	-54.28%	2.70%	-10.06%	11.93%	-37.83%
19. ormax protector					
01-Jan-2013 - 31-Aug-2013	302	4.70	00:03:24	49.67%	28.15%
01-Jan-2012 - 31-Aug-2012	442	5.21	00:03:51	55.43%	23.08%
% Change	-31.67%	-9.80%	-11.64%	-10.39%	21.96%
20. tuuletusputki					
01-Jan-2013 - 31-Aug-2013	287	1.82	00:00:32	83.97%	78.75%
01-Jan-2012 - 31-Aug-2012	161	2.00	00:00:28	86.34%	72.05%
% Change	78.26%	-9.23%	13.81%	-2.74%	9.29%
21. paneeli katto					
01-Jan-2013 - 31-Aug-2013	277	1.45	00:00:08	86.28%	75.09%
01-Jan-2012 - 31-Aug-2012	563	1.57	00:00:16	90.59%	74.07%
% Change	-50.80%	-7.68%	-49.09%	-4.75%	1.38%
22. peltikaton asennus					
01-Jan-2013 - 31-Aug-2013	261	2.45	00:00:57	78.54%	55.56%
01-Jan-2012 - 31-Aug-2012	112	2.47	00:00:55	75.89%	56.25%
% Change	133.04%	-1.01%	3.74%	3.49%	-1.23%
23. ormax hinnasto					
01-Jan-2013 - 31-Aug-2013	248	4.50	00:02:34	31.45%	36.69%
01-Jan-2012 - 31-Aug-2012	246	4.90	00:02:25	28.05%	25.61%
% Change	0.81%	-8.13%	6.21%	12.13%	43.28%
24. viemärin tuuletusputki					
01-Jan-2013 - 31-Aug-2013	233	2.00	00:00:32	85.41%	76.39%
01-Jan-2012 - 31-Aug-2012	116	2.06	00:00:29	94.83%	74.14%
% Change	100.86%	-2.93%	12.12%	-9.93%	3.04%
25. kattopelti					
01-Jan-2013 - 31-Aug-2013	232	2.29	00:00:36	90.09%	54.74%
01-Jan-2012 - 31-Aug-2012	1,233	2.84	00:00:52	85.16%	42.82%
% Change	-81.18%	-19.31%	-31.48%	5.79%	27.83%
26. aluskate hinta					
01-Jan-2013 - 31-Aug-2013	228	2.16	00:00:30	71.49%	63.16%

	01-Jan-2012 - 31-Aug-2012	165	2.59	00:00:54	84.24%	59.39%
	% Change	38.18%	-16.81%	-45.21%	-15.14%	6.34%
27.	katto pelti					
	01-Jan-2013 - 31-Aug-2013	227	2.74	00:00:51	76.21%	42.29%
	01-Jan-2012 - 31-Aug-2012	84	2.83	00:00:55	70.24%	40.48%
	% Change	170.24%	-3.14%	-7.24%	8.50%	4.48%
28.	tiilikaton asennus					
	01-Jan-2013 - 31-Aug-2013	212	3.80	00:03:01	64.62%	29.72%
	01-Jan-2012 - 31-Aug-2012	93	3.76	00:02:53	63.44%	29.03%
	% Change	127.96%	1.02%	4.31%	1.86%	2.36%
29.	kattolistan asennus					
	01-Jan-2013 - 31-Aug-2013	211	1.21	00:00:04	87.68%	91.47%
	01-Jan-2012 - 31-Aug-2012	103	1.17	00:00:02	87.38%	91.26%
	% Change	104.85%	4.14%	95.48%	0.34%	0.23%
30.	kattohuovan asennus					
	01-Jan-2013 - 31-Aug-2013	210	2.16	00:00:43	80.95%	59.05%
	01-Jan-2012 - 31-Aug-2012	77	1.78	00:00:20	84.42%	70.13%
	% Change	172.73%	21.24%	110.18%	-4.10%	-15.80%
31.	tiilikatto hinta					
	01-Jan-2013 - 31-Aug-2013	200	5.50	00:04:12	73.50%	36.00%
	01-Jan-2012 - 31-Aug-2012	365	3.68	00:03:04	56.71%	53.97%
	% Change	-45.21%	49.61%	36.83%	29.60%	-33.30%
32.	monier ormax					
	01-Jan-2013 - 31-Aug-2013	196	4.60	00:04:00	49.49%	22.45%
	01-Jan-2012 - 31-Aug-2012	113	6.34	00:04:06	43.36%	11.50%
	% Change	73.45%	-27.37%	-2.55%	14.13%	95.13%
33.	monier.fi					
	01-Jan-2013 - 31-Aug-2013	189	5.88	00:04:30	53.44%	14.81%
	01-Jan-2012 - 31-Aug-2012	222	6.67	00:05:03	52.25%	18.47%
	% Change	-14.86%	-11.81%	-10.87%	2.27%	-19.78%
34.	läpiviennit					
	01-Jan-2013 - 31-Aug-2013	181	2.32	00:00:48	85.64%	69.61%
	01-Jan-2012 - 31-Aug-2012	200	2.75	00:00:59	83.50%	59.00%
	% Change	-9.50%	-15.62%	-18.37%	2.56%	17.99%
35.	monier kattotilet					
	01-Jan-2013 - 31-Aug-2013	178	5.93	00:03:13	49.44%	26.40%
	01-Jan-2012 - 31-Aug-2012	146	6.45	00:03:50	52.05%	19.86%
	% Change	21.92%	-8.05%	-16.15%	-5.03%	32.93%
36.	tasakatto					
	01-Jan-2013 - 31-Aug-2013	167	2.46	00:00:42	89.82%	53.89%
	01-Jan-2012 - 31-Aug-2012	146	2.46	00:01:10	89.82%	49.75%
	% Change	14.38%	0.00%	-27.27%	0.00%	5.25%

01-Jan-2012 - 31-Aug-2012	64	2.94	00:01:19	90.62%	43.75%
% Change	160.94%	-16.22%	-46.87%	-0.89%	23.18%
37. ormax kattotiilet					
01-Jan-2013 - 31-Aug-2013	163	5.06	00:04:04	57.67%	27.61%
01-Jan-2012 - 31-Aug-2012	242	6.95	00:04:10	58.68%	11.16%
% Change	-32.64%	-27.18%	-2.44%	-1.72%	147.44%
38. monier oy					
01-Jan-2013 - 31-Aug-2013	157	4.08	00:02:02	62.42%	24.20%
01-Jan-2012 - 31-Aug-2012	280	4.35	00:02:34	73.21%	23.21%
% Change	-43.93%	-6.29%	-20.34%	-14.74%	4.26%
39. harjativiste					
01-Jan-2013 - 31-Aug-2013	156	3.51	00:01:26	73.72%	44.87%
01-Jan-2012 - 31-Aug-2012	150	4.19	00:01:54	64.00%	40.67%
% Change	4.00%	-16.25%	-24.97%	15.18%	10.34%
40. kattotiili hinta					
01-Jan-2013 - 31-Aug-2013	144	3.24	00:02:14	72.22%	53.47%
01-Jan-2012 - 31-Aug-2012	250	3.30	00:02:36	75.60%	54.40%
% Change	-42.40%	-1.73%	-14.03%	-4.47%	-1.71%
41. pellikaton hinta asennettuna					
01-Jan-2013 - 31-Aug-2013	144	2.76	00:01:19	84.72%	42.36%
01-Jan-2012 - 31-Aug-2012	35	3.14	00:01:41	71.43%	48.57%
% Change	311.43%	-12.28%	-22.53%	18.61%	-12.79%
42. pellikatto asennus					
01-Jan-2013 - 31-Aug-2013	144	2.13	00:00:37	78.47%	61.11%
01-Jan-2012 - 31-Aug-2012	54	2.87	00:00:43	77.78%	48.15%
% Change	166.67%	-25.73%	-14.66%	0.89%	26.92%
43. kattotikkaat					
01-Jan-2013 - 31-Aug-2013	139	2.47	00:00:35	90.65%	52.52%
01-Jan-2012 - 31-Aug-2012	241	3.29	00:00:54	86.31%	43.98%
% Change	-42.32%	-24.69%	-35.05%	5.03%	19.40%
44. ormax tiili					
01-Jan-2013 - 31-Aug-2013	137	5.32	00:03:50	54.74%	29.20%
01-Jan-2012 - 31-Aug-2012	47	5.70	00:02:41	61.70%	29.79%
% Change	191.49%	-6.68%	42.47%	-11.28%	-1.98%
45. tiilikaton hinta					
01-Jan-2013 - 31-Aug-2013	134	3.46	00:03:11	74.63%	43.28%
01-Jan-2012 - 31-Aug-2012	421	4.05	00:03:20	71.97%	45.13%
% Change	-68.17%	-14.60%	-4.76%	3.69%	-4.09%
46. kattotiili ormax					
01-Jan-2013 - 31-Aug-2013	131	5.10	00:03:02	64.12%	31.30%
01-Jan-2012 - 31-Aug-2012	122	6.92	00:04:16	58.20%	11.48%

	% Change	7.38%	-26.29%	-28.66%	10.18%	172.74%
47.	katon tuuletus					
	01-Jan-2013 - 31-Aug-2013	129	2.63	00:00:55	79.84%	56.59%
	01-Jan-2012 - 31-Aug-2012	100	2.96	00:01:06	83.00%	57.00%
	% Change	29.00%	-11.22%	-16.15%	-3.80%	-0.72%
48.	mineriittikatto					
	01-Jan-2013 - 31-Aug-2013	128	3.40	00:01:11	78.91%	44.53%
	01-Jan-2012 - 31-Aug-2012	149	3.23	00:01:31	79.87%	45.64%
	% Change	-14.09%	5.06%	-21.89%	-1.20%	-2.42%
49.	kattomateriaalit					
	01-Jan-2013 - 31-Aug-2013	126	2.31	00:00:53	88.10%	50.00%
	01-Jan-2012 - 31-Aug-2012	65	2.52	00:01:02	86.15%	47.69%
	% Change	93.85%	-8.46%	-13.18%	2.25%	4.84%
50.	peltikatto					
	01-Jan-2013 - 31-Aug-2013	124	2.43	00:00:47	83.87%	48.39%
	01-Jan-2012 - 31-Aug-2012	339	3.11	00:01:10	84.37%	39.53%
	% Change	-63.42%	-22.00%	-32.97%	-0.59%	22.41%

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