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Ship lifecycle knowledge as a business opportunity

– Case: Meyer Turku



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LAIVAN ELINKAARITIEDOSTA LIIKEVAIHTOA

Tämä opinnäytetyö käsittelee aihetta ”laivan elinkaaritiedosta liikevaihtoa” Opinnäytetyö tehtiin toimeksiantona Meyer Turulle ja Turun Ammattikorkeakoululle osana tuotantotalouden myynti-insinööriopintojani.

Työn tavoitteena oli selvittää miten laivan elinkaaritieto voisi olla liiketoimintamahdollisuus, tutustua teoriaosiossa kirjallisuus- ja nettilähtein aiheeseen ja tuottaa Meyerilla työskenteleville haastatteluja, joiden kautta tutkimustyö ja sen löydökset kootaan työssä yhteen ja lopuksi analysoidaan.

Työ tehtiin, sillä yrityksessä haluttiin osastokohtaisesti selvittää jälkimyynnin ja elinkaariajattelun tilannetta ja niiden mahdollisuuksia tulevaisuudessa. Työ tehtiin osana Meyerin Necoleap- hanketta.

Työn tulokseksi tuli, että laivan elinkaaritiedosta saatua tietoa voidaan hyödyntää esimerkiksi hyödyntämällä yrityksen aineettomia palveluja osana lisämyynnin tai jälkimyynnin toimintoja ja täten luoda liikevaihtoa.

Tuloksista voidaan päätellä, että lisää tutkimusta on tehtävä laivojen jälkimyynnin markkinasta ja yrityksen aineettomista palveluista ja siitä miten niitä tulisi hyödyntää jälkimyynnissä.

Asiasanat:

Elinkaaritieto, uusi liikevaihto, myynti, jälkimyynti, elinkaariajattelu

Bachelor's Thesis | Abstract

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SHIP LIFECYCLE KNOWLEDGE AS A BUSINESS OPPORTUNITY

This thesis deals with the topic: "ship lifecycle knowledge as a business opportunity". Thesis was done as an assignment to Meyer Turku and Turku University Of Applied Sciences as a part of my industrial management and sales engineering studies.

The goal in the thesis was to find out how ship lifecycle knowledge could be a business opportunity, and in the theory section to get to know the topic using book and online sources, and produce interviews with some of the people working at Meyer, through which the research work and its findings are compiled and finally analyzed in the end of the thesis.

The thesis was done, to investigate different departments' situation and possibilities of after-sales and lifecycle thinking in the future at Meyer Turku Shipyard. The work was done as part of Meyer's Necoleap-project.

The result of the work was that the information gathered from the ship lifecycle data can be used, for example, by utilizing the company's immaterial services as part of add on sales or aftersales activities and thereby generate revenue.

From the results it can be concluded that more research is needed on the aftersales market for ships and on the company's immaterial services and how they should be utilized in after sales.

Keywords:

Lifecycle knowledge, new turnover, sales, after sales, lifecycle thinking

TABLE OF CONTENT

ABBREVIATIONS	6
1 INTRODUCTION	8
2 SALES	9
2.1 B2C sales compared to B2B sales	11
2.2 Sales process and comparison	14
2.2.1 Add on sales	17
2.3 After care and after sales in B2B	18
2.3.1 Aftersales in Ship Business	19
3 MEYER TURKU	21
4 SUSTAINABILITY IN COMPANY	23
4.1 Corporate responsibility	24
4.2 Lifecycle thinking	27
4.3 Immaterial assets	28
4.4 Sustainability in sales and leadership	31
5 SELECTION OF RESEARCH AND METHOD	33
6 ANALYZING INTERVIEWS	36
7 RESEARCH SOLUTION	49
8 CONCLUSIONS	52
SOURCES	54

Appendices

Appendix 1. puolistrukturoitu teemahaastattelu, kysymykset

Appendix 2. Semi-Structured Thematic Interview, Questions

Pictures

Picture 1. Sustainable ships

Picture 2. Measures

Picture 3. Interview Swot- analysis

Patterns

Pattern 1. AIDA-Modell

Pattern 2. Typical sales process

Pattern 3. Research flowchart

Pattern 4. Example of SWOT- analysis

ABBREVIATIONS

Abbreviation	Explanation
Add on sales	Action that is part of ongoing sales process
After sales	Sales action happening when the deal is done
AIDA	Attention, Interest, Desire, Action (sales model)
B2B	Business to business sales
B2C	Business to consumer sales
Conversion	Radical powerplant change to ship
CRM	Customer Relationship Management
GHG	Greenhouse Gas Protocol
Immaterial assets	Company's capital from economical perspective, not a physical product

IPR	Intellectual property rights
LCA	Lifecycle assessment
LNG	Liquefied Natural Gas
Metrics	Measurements that company is following to succeed
PDM	Product Data Management
Re-fit	Repairs done to old ships that are changing the ships functions
Refurbishment	Updating the look of the ships
Retrofitting	Adding features to ships afterwards
Scopes	Categories of greenhouse emissions
SWOT	Analysis used to know Strengths, Weaknesses, Oppurtunites and threats is the market

1 INTRODUCTION

This thesis purpose is to deliver research work to Meyer Turku and Turku University of Applied Sciences that tries to answer the question how ship lifecycle knowledge can be a business opportunity. Thesis is done as a part of Industrial management and sales engineering studies. Work is done as a part of Necoleap- project at Meyer Turku. To the thesis is gathered information about the possibilities that Meyer Turku would have when adding after sales services to cruise ships, taking consideration, the ship lifecycle thinking and possibility to find new ways of business opportunities. One research question is how after sales could positively affect Meyer Turku emission goals. The focus in the theory section of thesis is to gather information about what are basics of selling, and what is after sales as a concept in B2B selling and in the ship business. In the theory section Meyer Turku as a company is introduced and sustainability theory part of the thesis is shown.

Research work is done with literature and internet sources and by gathering information from interviews and communications with the people working in Meyer Turku. From the interviews research is gathering information about what after sales actions are possibly done in different departments already at Meyer Turku and what resources, interests and knowledge interviewees have for after sales and lifecycle thinking. Interviews are done as individual thematic interviews, and the main results and conclusion are done from these.

In the end of the thesis the research method is shown and findings from the research are analyzed, and solution and conclusion are done from the gathered research.

2 SALES

Sales is a transaction for a company to align the offer to the demand in the market and gain turnover through delivered services to the customers (Martinsuo ym. 2021, 169).

Sales in normal daily life is interaction with other people, for example in daily work life people are all the time co-operating with colleagues, sharing ideas and interests on chosen subject. Often in these situations people also want to make a difference or share their own opinions on the subject and affect it in a way they prefer. The main goal of these interactions is to make value to all participants and solve problems in a way that everyone is satisfied in the end. (Hänti ym. 2016, 8-9.) One good example of the saying everybody sells is for example when applying for a job. In a job interview, a person must sell themselves to the company they want to work for in the future. In the job interview it is normal to being tested if knowledge, skills, and values are going to fit the job role. A job interviewer has the goal to find a perfect match for the job and if the applicant fits for it, they get the job, and both achieve a common goal together. Often in daily life selling is selling a person's own way of thinking to the part of other people ideas, and that is why in sales the person doing the selling needs to know what the other people are looking at and what they want to achieve. (Hänti ym. 2016, 8-9.)

In the company level, sales are base to all profitable business. Without sales, there is no business. Sales always requires networking, and keeping the current customers and partners informed and current relationships in line, so that continuous improvement can take place. If the salesperson and customer know each other well, it is easier to start building trustworthy relationship together. (Hänti ym. 2016, 19.) A customer's expectations with salesperson always depends how good is the relationship and trust, for example when planning new deals or projects. Keeping the relationships with the customer in line is not only a salesperson's job, but also the job for everyone that is interacting with the customer in the company. (Hänti ym. 2016, 22-23.)

A good salesperson is familiar with the buying process and what the customer is going through when buying the product. Nowadays when products are like each other salesperson can stand out from others with better service or knowledge of the subject, but in the end the quality of the product or service is still always a thing that the customer determines. (Leppänen, 2007, 8-9.)

Salesperson needs to adapt to specialist role that he is always prepared when customer walks in. Specialist knows the services and products well and does everything to know customer's situation to propose ideas and variables to solve customer needs. (Rubanovitsch & Aalto, 2007, 20.) It is good that salesperson knows the sales pitch, but more important skill for salespersons is to listen to the customer and knowing how to ask more questions trying to get even more information from the customer, which can be useful to salesperson when proposing the solution. When a salesperson gets to know the person well, it is easier to continue talking in the next meeting. Body language is also a big part of these meetings, what salesperson needs to follow how customer reacts to things that are discussed. (Leppänen, 2007, 72.)

Marketing in sales means the actions that the company is doing to reach the customers and the demand in the market (Martinsuo ym. 2021, 169).

Marketing and sales go hand in hand in business. Marketing is one of the ways for people to have knowledge about the product or service and it is a big part of sales. Marketing and sales need to support each other in the process, because marketing is always a preparing part for upcoming sales later. In marketing, from website or in campaign possible customer is given promises from service or product that needs to be fulfilled in interactions with customer. Salesperson also needs to know how to handle the customers coming from these marketing campaigns or otherwise marketing is pointless. With marketing the company can make good perceptions, but in the end, it is salesperson's job to fulfill these perceptions to the customer. Marketing is used to get people interested in the company's products or services, but the main point is to make sure that the customer is going to use the company's services again and from that build longer relationships in the end. When a salesperson has the trust from a

customer it is more possible that the customer is coming back to buy more or even better, the customer recommends the company to other people.

(Rubanovitsch & Aalto, 2007, 28-29.)

2.1 B2C sales compared to B2B sales

There are several types of selling and this research is focusing on the difference between Business to consumer (later B2C) and Business to Business (later B2B) sales models. B2C sales is a business transaction between company and consumer, and customers are regular people. Usually in B2C sales the company sells, for example, clothes, food and products which are used on a daily basis. Companies are offering their products through marketing for example in internet. In B2C the customer selects which product they like and from which company they are going to buy the product from. Marketing is a big part in B2C business, but the customer relationship is not that deep or long compared to B2B sales. Also, the decision of purchase is fast from the customer side, so the sales process is usually faster. In B2C sales are usually about smaller deals and amounts, and usually the customer has already done most of the research work on the product beforehand. (Vares 2023.)

In B2B sales, the company sells their products or services to other companies. These trades are usually more complicated and bigger compared to B2C sales. A company can sell, for example, their products or services as a part of some project. In B2B customer relationships are long and trust in the business needs to be mutual when making deals or plans for the future. The sales process in B2B is usually longer and more complicated than in B2C sales process. B2B sales presentative explains all the benefits and technicalities to possible customer and is prepared to answer questions and is ready to offer support for the product's whole lifecycle, compared to the B2C sales deals are usually individual and not continuous. (Vares 2023.)

In B2B there are two companies making the deal put in the decision-making side salesperson always need to remember to involve all the people in the sales

process, meaning that in organizations usually in the decision making there are more people than only one. Usually in companies there is a purchasing group gathered from company workers from people that uses the product to higher management making the decisions and meetings around the subject.

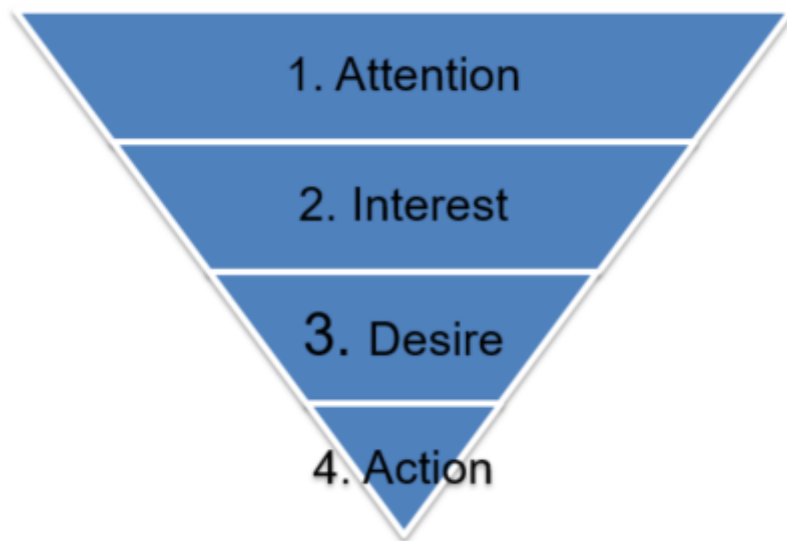
(Rubanovitsch & Aalto, 2007, 17-18.)

Similarities in both sales processes are that in both companies can use the attention, interest, desire, and action model (Later AIDA- model) which is the most basic sales action structure when starting to do sales in the company.

(Martinsuo ym. 2021, 169.)

AIDA Model steps explained:

1. Attention means that the first possible customer's attention is discovered through products benefits and knowledge about the product (De Bruin. 2019).
2. After discovering customers' attention, the process moves on to the customers interest and consideration of buying the product when customers need for the product is found (De Bruin. 2019).
3. Interest leads to the desire phase, that is the phase when the customer wants to buy the product and has an actual need for it (De Bruin. 2019).
4. In the end interest is leading thoughts to action and sales purchase and action is done (De Bruin. 2019).



Pattern 1. AIDA-Modell (De Bruin 2019).

Other similarity in B2C and B2B- business in the companies are the metrics used to follow things like company's economy, their customers, different processes and their effectiveness, organization and its staff that are important in a way that company can succeed in a business (Kankkunen ym. 2005, 17-18). Metrics are like tools in the company and from them company can follow common assumptions regarding to their success for example in some project (Kankkunen ym. 2005, 103).

Metrics in sales are things that measure for example how a salesperson is doing in some sales process in the company, and by measuring the sales also sales development is possible for example when setting sales targets in a company. Metrics in the sales are developed to tell the salesperson what the company is expecting as a result and by looking them afterwards salesperson can get developmental comment as a data how they are doing what is good and what is needed to be done differently. (Kenner & Leino, 2020, 239-240.)

When looking at pattern 1. AIDA- Model, also the possible customer has their own metrics, for example how they can benefit from the product that the

salesperson is trying to sell, what are the cost and benefits from the service for example to the customer from the company's product.

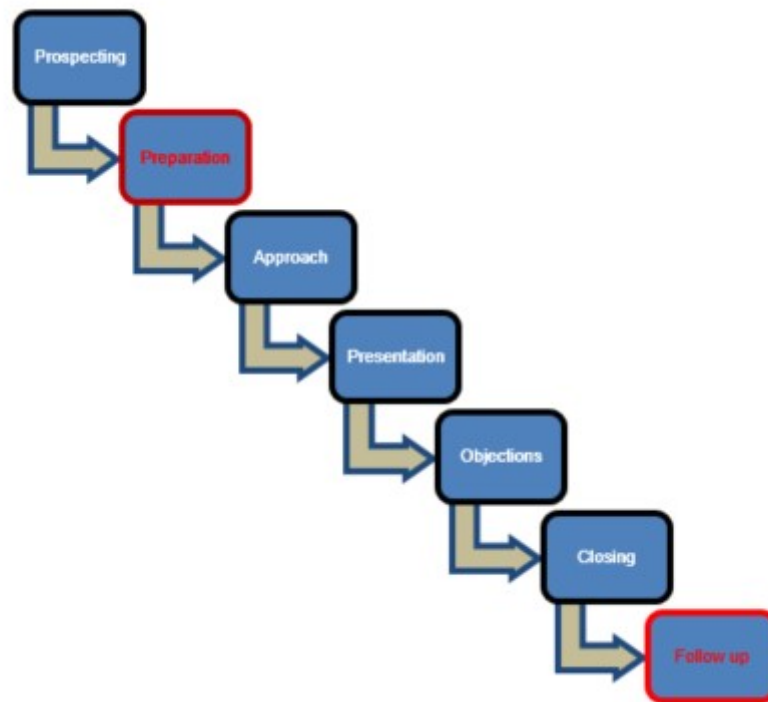
Also, different situations in the company's life cycle need metrics that are different. When starting the company, company can for example measure their sales growth, after when company has been running for a while they can measure their costs in the market compared to other companies and in the end measure for example customer specific profitability and develop their business for a better. (Kankkunen ym. 2005, 19.)

2.2 Sales process and comparison

Definition of process is actions in series that takes to achieve wanted result in the end (Cambridge 2024). Processes are chains of effect that company uses their resources and, in the end, makes value to the customer (Martinsuo ym. 2021, 187).

Sales process is approach that enables to add sales to company when sales representatives are taking advantage of it (Gartner 2024). When comparing B2C- and B2B- sales processes it is important to understand that the base is similar, but B2B process is usually longer taking also consideration of the preparation and after care in the process (Growleady 2024).

Typical sales-process is explained in this pattern from up to down, and process parts that are more B2B are highlighted by red color and steps are explained after the pattern.



Pattern 2. Typical sales process (Indeed 2024).

1. Prospecting is the first part of the sales process. In this part, the company is trying to find possible customers, and it starts by identifying the ideal customer for the company, and these people are contacted by salespersons. (Indeed 2024.)
2. Preparation is a part before contacting the customer, for example preparing the sales presentation, getting ready to answer the basic questions about the product or service and what they might include (Indeed 2024).
3. In the approach phase the first contact with a possible customer is made. Goal is to interact with the possible customer by asking questions that also include customer answers and thoughts. (Indeed 2024.)

4. Presentation phase is phase where salesperson knows already the customer's needs from the approaching phase and can present the best solution for the specific customer's problem (Indeed 2024).
5. Objection phase is an important phase in the sales process, it is all about answering the possible questions or concerns that possible customer might have from your presentation and solution (Indeed 2024).
6. Closing is the phase when prospect is convinced by the product or service and followed by explaining the possible draft of the deal and terms of the deal. Also, in this phase it is also possible to do add on sales for the customers that they might need. (Indeed 2024.)
7. Follow Up phase is action done after the sales and its goal is to continue the relationship between buyer and seller. A follow-up phase might be, for example, calling the customer and asking what they think about the product or service delivered and this can lead to a new sales process and more sales later. (Indeed 2024.)

When comparing B2B- and B2C sales models and their processes they differ for example with their pricing, sales process duration, possibility to products customization and from the customer relationship management (Growleady 2024).

Pricing in B2B sales is based on more negotiated pricing depending on the product that is customized to the customer and in B2C sales the pricing is more straightforward and the same for each customer. The sales process duration is also longer in B2B because in B2B business, for example trust building is a big part of the sales and the needs investigation what the customer even needs. Usually, the B2B process is also extended beyond the sales deal, including keeping the customer relationship ongoing with support or services for the delivered product. In B2C duration is shorter because in B2C decisions are

made quicker because it usually includes only one person, and the financial commitment is not that big in the deal than in B2B. (Growleady 2024.)

Products customization is possible in B2B business by customer needs, but in B2C business products are more standardized and mass-produced which makes it quicker than B2B business (Growleady 2024).

B2B differs from B2C in the sales process model with its preparation and follow up phases. In B2B sales preparation phase in sales process is a big part and it differs who is the possible customer who is contacted, and in B2C the offered goods are the same to every customer, so preparation is not a big part of it. In the follow up phase in B2B sales, the company is usually responsible to offer lifelong services for example, updates or services to sold product and in B2C the follow up phase can be only for example a survey sent to customer later.

2.2.1 Add on sales

As explained in the sales process and comparison chapter the add on sales happens in phase 6. "closing" (pattern 2.) of the sales process. Add on sales is a sales action that takes place already in the customer service situation or as a part of ongoing sales process (Hänti ym. 2016, 25). When a customer is satisfied with the solution that the salesperson is offering it is more common that the customer is interested in buying more products connected to the solution the salesperson has offered. When the salesperson has done the needs assessment well it is easier to offer more products as a part of the first deal. (Rubanovitsch & Aalto, 2007, 152-153.)

For example, when a customer is buying new furniture from the store it is easier to sell more to the same customer, for example the pillows to the bed when the customer is already in the buying mood and in the store (Rubanovitsch & Aalto, 2007, 152-153).

2.3 After care and after sales in B2B

After care and after sales happen after the deal is done, as explained in sales process chapter 2.2. Aftercare is usually done with phone call or email to the customer (Rubanovitsch & Aalto, 2007, 155). After the deal, the customer can be in the situation that they are thinking about was the deal worth it and is maybe looking a proof for the purchase that was the product and the company right choice (Hänti ym. 2016, 158). A customer can regret the purchase afterwards, especially if the decision has been hard to make and if the customer has found, for example, a better solution right after the deal was done (Leppänen, 2007, 98). In this situation it is the salespersons job is to earn the trust from the customer by making sure for example about the logistical phase, installation and usage side of the product are they working and are the benefits to the customer what they were expecting (Jobber ym. 2019, 225). Also, from these companies can get useful information to use later for aftersales. If a customer finds some mistakes with the product or service delivered it is the salesperson's job to fix those things immediately, thinking also about the company image and continuation of newly established customer relationship. After handling these objections in the after-care phase the customer is satisfied and more likely to continue the relationship with the company. In the aftercare phase the salesperson who has made the deal to the customer promotes and makes sure the interest of the customer, and that they are satisfied, not only focusing on their own company benefits. (Hänti ym. 2016, 158.)

When customer relationship have been achieved by handling problems that have arisen, the next phase is that company needs to store the data of the customer somewhere so they have information about each customer in the company data, and if customer contacts it is easy to check from the system which products or services the customer has or have bought before in the past. These customers can also be called strategic customer relations or key accounts, and the main thing with these customers is to make long lasting relationships, long lasting business, develop customer service and notice new after sales possibilities. The customer company benefits from this is that the

buying company helps them do business and find new business opportunities for both parties. (Hänti ym. 2016, 76.)

Customer data is always valuable when dealing with the customers. One useful tool used in sales leadership is CRM systems, meaning Customer Relationship Management. CRM- system works supporting the salespeople when they are handling with customer relationships. The CRM-system company can list the customers, their information and the aftercare model and its steps. (Hänti ym. 2016, 79.) It is crucial to call the customer if, for example, delivery will be delayed or there are some changes regarding the product and take care of the current customers (Rubanovitsch & Aalto, 2007, 157).

To conclude this chapter the after sales as a concept contains the aftercare service and storing the customer data to company's database but the selling point itself aims to continuous sales and relationship with the customers in the end (Leppänen, 2007, 98).

2.3.1 Aftersales in Ship Business

Aftersales in ship business means offering and delivering solutions to the customer for example by spare parts, services like crew training, maintenance or updates to the ships technology that are already operating to prolong the lifecycle of the ship and usually the goal is to make the ship also more sustainable for example by lowering the energy consumed on board. For example, Meyer Re offers these services utilizing their own knowledge and expertise gathered. (Meyer Re, 2024.) These services could be for example Re-fitting, Retrofitting, Refurbishment and Conversion:

Re-fitting means the repairs done to old ships that are changing the ships functions or efficiency to renew the ship. Re-fitting is the more crucial part of fitting and Retrofitting means adding ships features or new technology to it, for example with new software which was not originally in the ship when it was delivered. These modifications have a big effect on sustainability by lowering emissions, for example by making them more fuel efficient. (Spencer n.d.)

Refurbishment means updating the look of the ship, for looking new, for example updating the common areas in the ship for example (Product Development, Meyer Turku, Personal communication 18.12.2024).

Conversion means radical powerplant change, for example changing the motor from diesel to LNG, meaning liquefied natural Gas (Product Development, Meyer Turku, Personal communication 18.12.2024).

Next, in the text is some examples of companies from ships aftersales-market and their services, for making better understanding for the reader:

Wärtsilä offers, for example, new integrated vessel control systems as a re-fit service for older ships to keep up the pace compared to the new ships. With the new demands the old ship can improve efficiency, safety and lower emission goals if using the vessel control. So, in this example, the main goal with the re-fit/ aftersales opportunity is to prolong the lifecycle of the ship and make it more efficient and sustainable in the end. (Wärtsilä n.d.)

Helsinki Shipyard focuses on developing products that are sustainable and has an effect by decreasing the environmental impact during the ship's lifecycle in their product development for example by offering docking and repair services and lifecycle extension projects to their customers (Helsinki Shipyard 2024).

Meyer EMS is an energy management system offered to ships and their users to make the ships' performance better by training. It utilized the data collected from the ship and gives recommendations to the crew on how to operate the ship more efficiently. (Alfred Maritime 2024.)

From these examples we can conclude that ship's aftersales are connected to make the ships better, last longer and make them more efficient. These changes also have a big environmental effect by reducing carbon emissions from ships.

3 MEYER TURKU

Meyer Turku is a shipyard that has been operating from year 1737 in Turku Finland. Meyer Turku has 285 years of experience in the world's most advanced ship building. Over the years, the shipyard has undergone many mergers but nowadays the shipyard is owned by the family business called Meyer Group from Germany. Meyer Turku shipyard has about 2000 employees working daily and Meyer Turku Shipyard's CEO is Tim Meyer. (Meyer Turku n.d. c.)

Before the present-day Meyer Turku shipyard was owned by Korean STX Europe. STX Europe was first called Korean STX shipyard which bought the yard from Aker in 2008 and changed the name of shipyard to STX Europe. (Meyer Turku n.d. b.) In 2014 Meyer Werft and Finnish state bought the Turku shipyard. At first shipyard was in shared ownership, and Meyer Werft owned 70% of the shares and Finnish State owned 30% of them, but shortly in the year 2015 Meyer Werft bought the Finnish ownership also to them. (Meyer Werft 2015.)

Meyer Turku has three subsidiary companies, and they are Piikkiö Works Oy, ENG'ND and Shipbuilding completion. (Meyer Turku n.d. e.) Piikkiö Works is a company delivering the modular cabins and bathrooms (Piikkio works Oy n.d.). ENG'ND is an engineering and design- service based company owned fully by Meyer Turku (ENGnD n.d.). Shipbuilding completion is Meyer's partner company which offers and delivers various interior solutions (Shipbuilding completion n.d.). Adding to these partner companies Meyer Turku also has many suppliers working together building the ships (Meyer Turku n.d. d).

Nowadays Meyer Turku is more focused to plan and build environmentally friendly solutions to ships that are moving towards more sustainable direction, and the focus to sustainable ship building has been in the shipyard for several years already, one example from this is Necoleap programme in Meyer Turku.

Meyer is known for its capability to create the world's largest cruise vessels equipped with the latest technology. Meyer has been pioneering the industry

and is facing the biggest leap in history when heading towards Net Zero future. To boost this journey Meyer Turku started a large Business Finland and EU funded research programme Necoleap three years ago. The main goal of the programme is to speed up the adaptation of the shipyard's business to the green transition and meet the future demands together with ecosystem partners. Together with more than 100 companies in the Finnish maritime industry Meyer is strengthening the net zero competence. Meyer started integrating the RDI findings from the NEcOLEAP projects under a project umbrella called 'AVATAR'. The name 'AVATAR' stands both for digitalizing the climate-neutral competence and implementing the emerging technologies to virtual ship environment. (Product Development, Meyer Turku, Personal communication 18.12.2024.)

Meyer Turku has had big customers over the years, for example TUI Cruises, Royal Caribbean International, Carnival Cruise line, Costa Crociere, Tallink and more (Meyer Turku n.d. f). The share of Meyer Turku in the cruise ship market of whole world is around 15%. When Meyer Turku delivers only one ship to the customer it is more than 1% of the annual export of the whole Finland (Meyer Turku n.d. c).

Meyer Turku is big part of Finnish economy together with almost 2,000 maritime companies making turnover close to 12 billion Euros per year, and as comparison that is 10% of all Finland's exports (Business Finland 2023). The future of the Meyer Turku shipyard looks good, because the order book reaches until the year of 2026, and now ordered fourth Icon class ship planned delivery is on the year of 2027. Now In the Turku shipyard Icon series second and third vessels are on building phase and future is looking good. (Teknologiateollisuus 2024.)

4 SUSTAINABILITY IN COMPANY

Sustainability in a company means all actions they are doing to prevent environmental damage. These actions include all the things the company is doing to support a sustainable future. Sustainability in a company also means including human rights; work rights and a goal to produce good for the environment through ethical and financial goods in their actions. (Rantakari 2023.)

Sustainability in the company is important because sustainable companies want to be a part of sustainable development. Sustainable development means development that meets the needs of the present without compromising the ability of future generations to meet their own needs. (Juutinen, 2016, 24.)

Sustainable company's goal is to add wellbeing to the company and whole society and solve problems regarding environmental issues. Sustainable company knows how to impact and effect positively inside the company and in society regarding making environment better. Sustainability in the company is needed because companies have a big effect with their actions to society and environment. Companies have the opportunity to offer and make solutions to problems that are showing in the environment and being part to secure the future to other people. (Rantakari 2023.)

Sustainability needs to be at the center of business decisions, for example by utilizing sustainable decisions to new developments and innovations in the company (FIBS 2022). Companies can use for example their own collected company data when developing the new sustainable business and benefit with those findings in the company (Kiviharju).

Carbon emissions are produced from all the company actions. Company's carbon emissions can be measured by doing carbon emission measurements and from those measurement can be seen the straight emissions and indirect emissions of the company. From the measurements, companies can get the

overall picture of the environmental effects that they have and can do actions to lower them. (Ekokompassi n.d.)

Companies carbon emission calculation starts from mapping all company's activities and processes. After the mapping, calculation of emissions is done for each activity and at last reported. (Ekokompassi n.d.)

Companies' carbon emissions are calculated by using different standards. One of the standards is Greenhouse Gas Protocol (GHG) used to do sustainable reporting. (Vattenfall n.d.)

In carbon emission calculation three different categories of greenhouse emissions are used, and they are:

Scope 1. that includes emissions caused by the company, over which the company has direct control (Vattenfall n.d.).

Scope 2. that includes indirect emission related to energy production, for example usage of electricity (Vattenfall n.d.).

Scope 3. that includes the indirect emissions coming from the products' final use when services or products are purchased. These emissions can be, for example, logistical emissions or waste emissions. (Vattenfall n.d.)

4.1 Corporate responsibility

Corporate responsibility is part of companies' activities that focus and implement sustainable development in their actions. Corporate responsibility in a company is considering the economic, environmental, and social impacts of company's business activities. Main goal with the corporate responsibility is to meet society's expectations through sustainable business opportunities, by minimizing the impacts to society and the business. Companies need to identify their harmful impacts to different areas and make changes to minimize them. Corporate responsibility is seen as a part of developing the business and new innovations. (Juutinen, 2016, 24-26.)

When corporations are responsible, they comply with the laws and work sustainably daily. Sustainable business is good image to outside world from the company but has benefits making the company more profitable, more efficient, developed, and possible to answer technical questions regarding their sustainability challenges and developing them. (Yrittäjät n.d.)

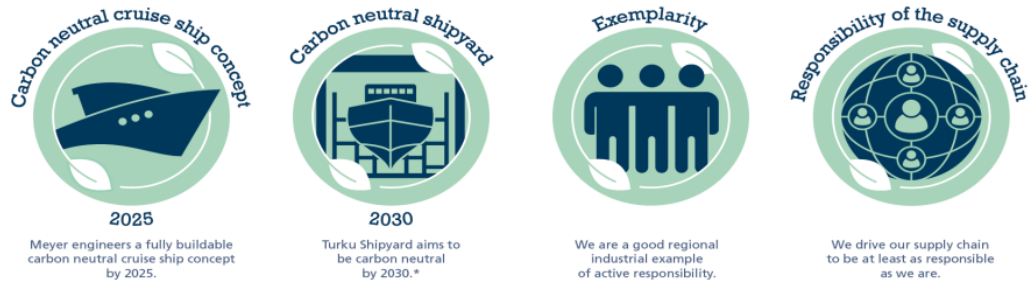
Corporate responsibility has three aspects which are economical social responsibility, social responsibility, ecological social responsibility which are connected to each other. Economical means in the company that taxes are paid, and that the business responsibility is taken into consideration. Social responsibility means taking human rights into account and ecological means minimizing the effects happening to environment for example by reducing materials used or developing more sustainable business services. (Yrittäjät n.d.)

Meyer Turku is taking actions on daily basis to corporate responsibility:

Responsibility is one of Meyer Turku values and is shown in many ways in everyday work. Responsibility is not only about environmental issues, but it also has strong social and administrative aspects. Responsibility can be seen for example, in measurements aimed at energy efficiency, actions related to employee well-being or by following good governance. Responsibility means guaranteeing future operating opportunities and increasing the company's competitiveness. Meyer Turku shipyard is running a sustainable shipyard-project that aims to bring different departments together around responsibility. The project has different perspectives focusing on different aspects of responsibility. (ESG, Meyer Turku, Personal Communication 10.1.2025.)

Meyer Turku has various strategies and goals to meet corporate responsibility and they are shown in the pictures next:

At Turku Shipyard, we are building
THE MOST SUSTAINABLE SHIPS
 in a way that future generations can be proud of.



* GHD Protocol scope 1 & 2, scope 3:a will be defined.

Picture 1. Sustainable ships. (Meyer Turku 2021a)

MEASURES

1	We will create a roadmap for achieving the yard's carbon neutrality and promote it in a targeted manner.	2	Together with our network, we are building a carbon-neutral cruise ship concept.	3	We promote the cleanliness and biodiversity of the yard's environment.
4	We are industrial pioneers in circular economy.	5	Responsibility is a precondition for procurement decisions.	6	We commit our network companies to responsible practices.
7	We are in close contact with the communities around the yard.	8	Responsibility is part of the daily lives of our employees.	9	We communicate openly about our sustainability topics.



Picture 2. Measures. (Meyer Turku 2021a)

4.2 Lifecycle thinking

When talking about sustainability, the lifecycle and its effects always come to mind. Lifecycle thinking means taking account and considering the products whole product lifecycle and its effects to environment. Lifecycle thinking has benefits by revealing conflicts in processes for example. (Tuomisto 2020.)

Lifecycle thinking is connected to Environmental Lifecycle assessment (LCA). With lifecycle assessment companies can analyze their products or services' environmental impact throughout their life cycle. Lifecycle analysis is used by dividing the places of use to company related and different applications. These applications can be tactical, operational, or strategical. Applications can also be divided by the fact that are they giving more useful information or are their goal to make change in the company. Benefit from lifecycle assessment is using the information in the product development, for example already in the planning phase when company is planning new product or service to the market. (Linnanen ym. 1994, 110-113.)

Meyer Turku shipyard is doing lifecycle assessment by assessing the environmental impacts:

Meyer Turku Shipyard has a lifecycle assessment team, which carries out lifecycle assessments of environmental impacts. The lifecycle assessment team is part of the shipyard's overall corporate responsibility. The lifecycle assessment team focuses on assessing the environmental impacts of both the shipyard and during the lifecycle of the cruise ship under construction, with the aim of highlighting the most relevant environmental impacts. The shipyard monitors the development of its carbon footprint on an annual basis, and this also allows predictions to be made on the impact of developments and changes. Decisions taken at the design stage of a ship can influence the lifecycle emissions of the ship to be built, for example by using the right materials or by making various on-board facilities in advance that can be commissioned later as a mitigating factor for environmental impacts. Data and experience from previous ships can also be used for lifecycle assessment and the design of new

ships. At the shipyard, for example, carbon footprint calculations have been used to justify the change from fossil-based heating oil to bio-based diesel oil. This will also have a direct impact on the ship under construction and therefore on its overall life cycle emissions. A cruise ship is like a small town with equal environmental impacts and when these impacts can be reduced, then corporate responsibility is realized and the environmental impacts during the life cycle are reduced. (LCA lead, Meyer Turku, Personal communication 9.1.2025.)

4.3 Immaterial assets

Immaterial assets or otherwise called Intangible assets are company's immaterial capital from an economic perspective. These assets are classified as immaterial if they have no physical form. Immaterial assets refer to those things of company that will generate benefits in the future to the company. A company's physical capital, such as production equipment, is therefore not included in immaterial capital. When talking about immaterial capital they refer to sources of value such as the firm's operating methods, for example the skills of a company's employees or the company's resources. Companies have several types of immaterial resources and individual factors called capital items. These can be, for example, the image of the company and its production processes and the competence of the company's staff. (Lönqvist ym. 2005, 18.)

Accounting for immaterial assets in the company can be challenging, because they do not usually have markets where their value could be reliably determined, so a large part of a company's immaterial assets is not shown in the company's balance sheet. In some cases, the company does not own all their immaterial assets, so to the company's accounting only the immaterial assets that can be accurately identified are added. One example of an immaterial asset which is accurately identified is the company's brand. (Lönqvist ym. 2005, 52-53.)

Immaterial rights are a big part of companies' business, and they should be protected from the people that try to copy them. Companies can protect immaterial rights, for example with patents and making their own trademarks. These rights can also reduce the competing companies' ways to compete in the market and increase protection for company's inventions. When talking about companies' immaterial rights we are talking about intellectual property rights (IPR). (Yrittäjät n.d.)

Companies are focusing to immaterial assets and its development because, company is expecting to improve the overall performance in the company, for example by training the employees, or developing new products and services and in the same time company is making their brand more visible. So, when a company focuses on immaterial assets, they can stand out in the market and develop a sustainable competitive advantage. (Lönqvist ym. 2005, 63.)

When selling immaterial services in the company they have also a reducing effect on greenhouse gas (GHG) emissions. Services which do not have physical products, for example utilizing company software or data, have reductions, for example in materials when comparing to company's physical products. Immaterial services, for example, are generating less waste than physical products. Some of the immaterial products Meyer Turku can offer have a significant role in reducing the lifecycle emissions of an operating vessel. (Product Development, Meyer Turku, Personal communication 18.12.2024.)

A good example of immaterial service that a company can offer is maintaining customer relationships in the company, in this case service is immaterial because the process does not have any physical product between company and customer. Immaterial services do not need warehouses so in this case there is no storing cost for the company. (Leppänen, 2007, 149-150.) Other immaterial services could be, for example, utilizing company databases, designs, and their re-engineering as a part of company business strategy and business. (UNSW 2024.)

When starting to develop immaterial services the company needs the database to use the data from, and after that can handle all off the information regarding the service what is wanted to create or deliver to the customer. When talking about databases of product data and their services we are talking about Product Data Management (later PDM). PDM means software and method to develop company's product and manage all the information from the product data. The main point of the software is to store and use the data from the product that is easily accessible to everyone in the company in charge of some ongoing project. A big advantage of the PDM- software is the opportunity to utilize again the already stored data and develop and use it for new things and projects. Using the older data and developing it in the company is possible to make new revenue from it in the market and can be also opportunity for the company to manage the competition in the market using their information from the database and knowledge from the subject. (Sääksvuori & Immonen, 2002, 13.)

Things stored in PDM- software are product information, how products are explained in the system and what are their functions and what actions they include. Next is the product's lifecycle information, which means all the actions from planning to customer phase, producing the product and after to possible services or actions. (Sääksvuori, Immonen, 2002, 17.) Good example from the ship building business could be that ships product structure would be stored to PDM- software and it is making the structure for whole PDM- software, which are stored all the data regarding for example its parts, components, and documentation. (Sääksvuori & Immonen, 2002, 51-52.)

PDM- software's can be used when doing after sales business when developing old products or making new ones. One good example could be the ship documents, spare parts and the repair services done to ship later. The sales team utilizes the information found from the PDM software, for example spare parts catalogues, documentation and agreements for example when making a new offer to the customer. PDM- software also makes sub-contracting work possible when the data and the information is exchanged and agreed together. (Sääksvuori & Immonen, 2002, 44-45.)

4.4 Sustainability in sales and leadership

The future of selling is all about integrating sustainability into sales and its leadership as a company everyday habit. Changing the company habits to better sustainability thinking is a step where normal things at work or in company need to be challenged and needed to start thinking in a sustainable way. When a company has integrated its sales and leadership working in a sustainable way it is a huge advantage to stand out as a company compared to the other competitors in the market. A company needs to think about sustainability in all its actions, also including when managing customer relationships. Sustainable sales are not about individual deals and profits. The company needs to make sure that product is full filling all the customer's expectations now and in the future. The salesperson also needs to say to the customer if a better option is available. (Hilvo & Rubanovitsch, 2023, 11-12.)

When dealing with the customers, sales and leadership people need to think about customers. It is good to have a product that is sustainable, and it sells well, but the more important part is that the company has a solution together with the customer company how they can make a plan heading towards sustainable future together. (Hilvo & Rubanovitsch, 2023, 42-43.)

Competitive advantage in sustainable sales and leadership means new ways of thinking and real actions including ways of working that in the end leads achieving sustainability goals in the company. Often, when talking about sustainable business or sustainability inside a company first reaction is that it will slow down the growth of the company or the profit coming from the deals, but these points are bad reasons to return to old unsustainable habits. Sustainability is all about cost of effectiveness. When a company acts sustainably it is easier to cut or lower the cost of waste, for example, or resources used for something, so in the end it also has a significant impact on the big wins in a company. (Hilvo & Rubanovitsch, 2023, 14-15.)

When talking about sales and business ethical issues always arise. Ethics are indivial or group decisions and actions concerning the moral principles

determined and reflect different cultures and norms in society. Company ethics are guides and ways to work and taking them into consideration. Selling ethics are guides how to work and behave in the company and are connected to the company's culture, for example by avoiding bribery and deception in the business and being truthful for co-workers and customers. Companies should focus on building an ethical working environment where everyone knows the rules and ways to work. When a company includes ethical thinking in their culture it has a positive effect also on salespersons in the company and the company's customer relationships. (Jobber ym. 2019, 299.)

In leadership, foreman's in the company are developing sustainable culture to the company through different sustainable working methods. Making big sustainability targets for example and then following it how it is happening and moving towards wanted goal. Decision-making in the company means sometimes working outside of profit thinking, considering the environment and society when making tough decisions. (Hilvo, Rubanovitsch, 2023, 13.)

5 SELECTION OF RESEARCH AND METHOD

Thesis purpose was to make research for Meyer Turku as a part of Engineering studies in Turku University Of Applied Sciences and focus on subject "Ship lifecycle knowledge as a business opportunity" through research gathered from sources including book, internet and interviews/ communications from people working in Meyer Turku. At the time of thesis I am working in the product development department and work is done as a part of Necoleap-project. Thesis subject was commissioned by Meyer Turku. Research is trying to answer these questions.

Research Questions:

1. How information about ship lifecycle knowledge can be business opportunity?
2. What are basics of sales and lifecycle thinking?
3. What aftersales business is possibly done in departments already and what resources, interests, and knowledge they have for this subject
4. How after sales business could affect positively to Meyer Turku emission goals?

Research method:

In this thesis qualitative research is used. Qualitative research means research which is connected to real life examples. Qualitative research has the goal to find new things about the subject, but not to clarify again the things that we know already. (Hirsijärvi ym. 2007, 157.) Features in qualitative research are that the research is changing and coming together when new information is found, and the research can also change in the middle when research is moving forward. Research is gathered from people that fits to research subject. One good way to gather information in qualitative research is thematic interviews. (Hirsijärvi ym. 2007, 160.)

In this thesis thematic-interview is used. Thematic- interview means an interview whose theme and subject matter are known. In thematic- interview typical way is that the questions order is mixed, and questions can take a new shape during the interview. (Hirsijärvi ym. 2007, 202.)

Research flowchart:



Pattern 3. Research flowchart (Suhonen Petrus 2024).

All of the interviews were done remotely on Microsoft teams, and afterwards written out question by question to report from the notes done during the interviews and findings were double checked from the interviewee's and corrected if there was some mistakes in the interview notes to ensure the best possible research outcome and alignment with the interviewer's words, as the interviews were not recorded due to the instructions I was given. One reason to do interviews was to find similarities or non-similarities in the interviewees and learn more about the situation now. The people that were interviewed were Meyer Turku employees. The interview had two bigger themes, and they were aftersales and lifecycle knowledge/ thinking. Method how interviews would be used, structure, time and the goals of the interview were explained to the interviewees when interview started. In the interview structure I had five questions and three add on questions, and the possibility of free speech in between.

The goal of the interviews was to find answers to the research questions and have more knowledge about the situation now in departments. Method for analyzing the interviews is SWOT- analysis to combine all the findings from the

interviews. SWOT- analysis is usually used in market analysis when a company wants to know the possibilities and options of their new business idea. (Martinsuo ym. 2021, 72.) But it was decided to use it also in this research because one of the goals in thesis was to find new business opportunities. SWOT- analysis itself comes from the words Strength, Weaknesses, Opportunities and Threats. And when using the SWOT-analysis the findings are combined usually in a pattern that can be used to identify problems and opportunities in the market. Usually, they have a couple bullet points under each of those parts. (Jobber ym. 2019, 56.) Example pattern is shown next, and interview SWOT- analysis is shown after analyzing the interviews.

Example pattern of SWOT- analysis:



Pattern 4. Example of SWOT- analysis (Jobber ym. 2019, 56).

6 ANALYZING INTERVIEWS

The interviews went well. Sixteen people were contacted regarding the thesis interviews to which nine replied, and from them eight of the interviews were done and used in the thesis. Those eight interviews were done on short notice in one or two weeks from the interview contact, which was pretty fast and hectic, and I was surprised that people found the time in their full calendars before Christmas which was of course a good thing. Interview notes were checked afterwards from the interviewee's if any thoughts or corrections needed to change, this checking was done to achieve the best possible research result. When checking the notes it took some time for some of the participants and was not as quick as the interview contact response. Seven out of eight interview were in Finnish and one in English, so when writing findings to this paper, checked notes needed to be translated to English.

We got eight interesting and different interviews from the participants and wide aspects of the subjects from different departments. The main knowledge of the subjects was known but there were some differences in the depth of the knowledge and of course it changed regarding the department and jobs people were working. I learned during the process how to organize and keep interviews with different people, how to make notes and try to listen the other people. Also, I learned a lot from the subject myself during the interviews, because when starting to do this thesis I did not have that much knowledge, which of course is normal during research.

Interviews findings are gathered to the next pages by theme and questions. When analyzing the interviews the goal was to present the situation as well as possible from the wide and good answers. The point was not to highlight any department in a negative way, because every participant had good ideas and thoughts in their interview. In the end SWOT- analysis is done from analyzing the interviews.

Theme 1. After sales:**1. What is your current perception of after-sales for ships? Has the department that you are working delivered any services before?**

Common knowledge regarding the after-sales services done for the ships shared thoughts and interest. For some of the participants it was more familiar and some of them not that much. Some of the departments had delivered after-sales services before and some of them not. Also, from the interviews we got information that some aftersales services have been done before in the past, but not anymore, or that aftersales is handled by other department nowadays. We also got good ideas from the interviews about what after-sales could be, for example, if it would be increased in the future.

Familiar of after-sales, has delivered before:

(Interview 2, Department 2, Personal communication 21.11.2024) The interview revealed that some individual services from the department 2 have been provided as an after-sales service, for example by delivering filters for a ship. The interview also revealed that design material had been sold to Rauma shipyard in the past. Department 2 material is rarely sold.

Have not been delivered:

(Interview 4, Department 4, Personal communication 25.11.2024) The interview revealed that the department is involved in the guarantee process but not in the after-sales on ships. The interview also revealed that the after-sales would also be covered by Meyer Re if they were to be carried out. The interview revealed that sales is not very visible at the department at the moment. The interview also revealed that the department would be able to assist, for example, with costing through requests for quotations if possible after-sales services were provided. The interview revealed that the department currently has no knowledge of current sales strategies or processes and that there is room for improvement in transparency and cooperation between departments.

(Interview 1, Department 1, Personal communication 19.11.2024) The interview revealed that very little is sold to the customer in the department afterwards. On the department 1 side, there is more of an approach to (secured) and they are “far from the ship”.

Has been done before but not anymore/ other department nowadays:

(Interview 7, Department 7, Personal communication 18.11.2024) Interview revealed that department 7 is not focused to aftersales, but to making main ship contracts. The interviewee said that their department don't deliver right now any after sales services, but the (secured) is more focused on them. Interview revealed that (secured) is mainly handling the after sales, but in the past some individual service has been delivered also from the department 7 but not right now.

Can you tell me more how sales is visible in your department?

When asking this question, answers were divided half through the participants.

Half of the participants (4/8 people) said that sales are not visible in the department, at least on a daily basis.

Half of the participants (4/8 people) said that sales are visible in the departments.

From these results, the visibility of sales should be increased to develop sales functions between different departments in the future.

2. What kind of competence does your department have that could lead to possible additional sales or after-sales?

When asking this question, we got wide answers from different departments, what after-sales opportunities could be and what information and knowledge would be needed and what would be important if Meyer Turku would start to do more after-sales. Some of the findings highlighted:

Would be important:

(Interview 7, Department 7, Personal communication 18.11.2024) Interview revealed that there is currently a lack of knowledge of after sales in the department and for making better understanding of it they would need operational know how of how owner and the end user of the vessel are using the ship.

(Interview 4, Department 4, Personal Communication 25.11.2024) Interview revealed that department 4 is responsible for the supplier network and its management. The interview also revealed that at Meyer, the (secured) function is always a collaboration between the buyer and the technical handler and it is important, that both parties are involved in the process from the beginning and that both technical and commercial questionnaires are sent to the supplier at the same time for the supplier's calculation of the offer. The department 4 has the commercial responsibility for the contract and for the price negotiations and the competitive bidding of suppliers.

Possibilities:

(Interview 3, Department 3, Personal communication 22.11.2024) The interview revealed that an understanding of ship operating could be beneficial, for example when warranty engineers are on board and working with the ship's crew.

(Interview 5, Department 5, Personal Communication 25.11.2024) The interview revealed that the review of energy efficiency, their changes and services and the development done in the department 5, for example the implementations of

new features on board could be a possibility. The interview also revealed an example where the bigger changes to ship X were not possible to deliver, by the scheduling challenges and now their plans are sold to the owner, so they can implement them on their own after delivery of the ship. The interview also revealed the possible idea to monitor future things through possible image packages.

What kind of opportunity you would see increasing upselling as a part of Meyer's business?

When asking this question all of the interviewees answered that increasing upselling could be an opportunity to part of Meyer's business. So, 8/8 of the interviewees, but also all of the interviewees, commented on some concerns or things that would need to be taken into consideration if upselling or aftersales were increased. There were similarities in these comments also:

Keeping the information in the company:

(Interview 2, Department 2, Personal communication 21.11.2024) The interview revealed that there are many system suppliers, but they generally forget that it is the shipyard that in the end integrates the ship together. This knowledge is missing from others and there are opportunities to productize that knowledge in such a way that information is kept in the company.

What we are going to sell:

(Interview 8, Department 8, Personal Communication 22.11.2024) The interviewee pointed out that the market is already there, but the bigger challenge is what to focus on selling in the future.

Market research needed:

(Interview 3, Department 3, Personal communication 22.11.2024) The Interview revealed that there is potential with additional sales and that it has been tried in the past. The interviewee felt that a very comprehensive market study would be

in place to consider additional sales. The interviewee also thought that the focus should be on those areas of additional sales that are Meyer's specialty.

Pricing:

(Interview 5, Department 5, Personal Communication 25.11.2024) The interview revealed that increasing additional sales through changes is not currently Meyer's specialty or core competence and that there are not enough resources to do so. The interview also revealed that if additional sales services, for example through changes, could be priced correctly, they could be possible, it should be investigated through which organizational function reports could be delivered efficiently and possible services invoiced.

Resources:

(Interview 7, Department 7, Personal communication 18.11.2024) Interview revealed that it would be huge opportunity for Meyer's business, but making it work more capacity is needed for example design support, more people and space to work on this subject.

Theme 2. Lifecycle knowledge/thinking:

3. How often does responsibility and product life cycle thinking appears on daily working life?

When asking this question, responses were divided into the fact that for some participants they were visible and connected to their work tasks and for some not that much, at least on a daily basis. From the interview findings, it would be good to make responsibility and products life cycle thinking even more visible as part of the daily working tasks.

Visible in daily working life:

(Interview 1, Department 1, Personal communication 19.11.2024) The interview revealed, that sustainability and product life cycle thinking is visible in the role of project manager in the (secured) project by managing more of the bureaucracy. In the project companies are made to calculate their own emissions through a specific protocol.

(Interview 2, Department 2, Personal communication 21.11.2024) The interview revealed that responsibility and product life cycle thinking is visible in everyday tasks, for example by buying systems with a long service time, sizing them correctly, as too big system affect the weight of the ship and in the end to the energy consumption. The materials chosen must be right ones, as the product will have to work for years during the ship's operating. It also became clear that damage to materials and goods has a major impact, and efforts are being made to minimize this.

Not visible, at least not daily

(Interview 6, Department 6, Personal communication 26.11.2024) Interview revealed that responsibility and product life cycle thinking are not very visible in

current work tasks. In previous working tasks handling the life cycle services, it was perhaps more present.

(Interview 3, Department 3, Personal communication 22.11.2024) The interview revealed that responsibility and product life cycle thinking are not visible at least daily in working life.

4. Are Meyer's environmental goals familiar in your department?

Participants' responses were divided between those who were not familiar and those who were familiar, and this is a subject where there could be room for improvement, and of course it is still under continuous development in the company. Here are some of the responses:

Not familiar or challenging:

(Interview 3, Department 3, Personal communication 22.11.2024) The interview revealed that Meyer's environmental goals are not familiar.

(Interview 7, Department 7, Personal communication 18.11.2024) interview revealed that the basic information on the subject was known, but the environmental goals are quite challenging, because in the end, it is the vessel's owner deciding what kind of vessel they want to build and it makes a difference.

Familiar:

(Interview 8, Department 8, Personal Communication 22.11.2024) Interview revealed that environmental goals are familiar, and that interviewee has been a part when creating them.

(Interview 2, Department 2, Personal communication 21.11.2024) The interview revealed that the environmental goals are visible, for example in the intranet, and are therefore known. However, the biggest impact from the department 2 comes through sustainable outputs.

Do you think it is possible to effect these environmental goals positively with the help of aftersales?

When asking this question 7 out of 8 participants answered that it is possible to effect to environmental goals positively with the help of aftersales, and one participant said that they don't know the effects from aftersales to environmental goals. Some of the findings from the subject:

Customer side:

(Interview 7, Department 7, Personal communication 18.11.2024) interview revealed that it would be big opportunity, also to prolong the life of the ship, but now in general in projects ship owner is trying to reduce the amount of money spent rather than extend the life of the ship unless laws/regulation will force them to do so or the customer environmental policy is changed. In general the environmental friendly/sustainable approach must be business sustainable for the customer

Possible if:

(Interview 6, Department 6, Personal communication 26.11.2024) The interviewee thinks that it is definitely possible to influence environmental goals through after sales, but it needs people to do it and that the world will change even more in terms of environmental goals, if life cycle services are provided, also future regulatory requirements will influence to after sales. The point was raised in the interview that after sales is a market through which results can be used in marketing. The interview also revealed the example of a life cycle service at Helsinki Shipyard, where concrete fuel changes were made in the life cycle services, with the idea and background of environmental friendliness.

Possible:

(Interview 2, Department 2, Personal communication 21.11.2024) The interview revealed that it is possible to influence environmental goals through after sales. Interview revealed an example where Meyer Re provides energy auditing to ships as an after sales service that can be used to help improve ship's efficiency. Another highlight was utilizing the ships system data.

5. What thoughts do you have about offering immaterial services, for example a knowledge, know how or software, which has also effect reducing the carbon footprint in relation to turnover?

From this question I wanted to investigate, different immaterial services known and what opportunities we would have with them. To this question, all participants' answers are gathered.

(Interview 1, Department 1, Personal communication 19.11.2024) The interview revealed that there is an incredible amount of intelligence on board when the ship is delivered, meaning for example the ship's monitoring points, for example the fire alarm system, the measurement of emissions as a function, when the ship is sailing in its route and other additional information's gathered during the ship's lifetime.

(Interview 2, Department 2, Personal communication 21.11.2024) The interview highlighted products such as Mems (Meyer Energy management system), whose data can be used to provide services. For example, data from previous ships can be used to build future ships.

(Interview 8, Department 8, Personal Communication 22.11.2024) The interview revealed that someone should focus more on the topic and take it forward properly and actively.

(Interview 3, Department 3, Personal communication 22.11.2024) In the interview, the interviewee highlighted the strengthening of design resources to enable the sale of immaterial services and improve the after sales skills of designers.

(Interview 4, Department 4, Personal communication 25.11.2024) The interviewee came up with a service contract example that could be explored in relation to this topic. The interviewee raised the knowledge gained from the ship and selling it, and that these things have been addressed in circular economy projects also. The interviewee raised the service contract as an example and how it could be used more as part of sustainability to generate more new business. The interview also raised the idea of how artificial intelligence and that getting more popular will be reflected in the future.

(Interview 5, Department 5, Personal Communication 25.11.2024) The interview raised ideas about participating in different projects. An example of providing theoretical calculations, for example for a ship stability calculation, where the history of delivered ship would be known and the results of the ships heeling test would be obtained, a later an addition would be made based on the old data and the heeling test.

(Interview 6, Department 6, Personal communication 26.11.2024) The interview raised ideas about materials in the archives, such as drawings, which could be used if changes to ships are needed in the future.

(Interview 7, Department 7, Personal communication 18.11.2024) Interview revealed that using sustainable materials and products when building the vessel should be standard and if owner of the vessel wants to change something it should cost always more. The interview also revealed about the immaterial services that they should be connected and implemented already when delivering the vessel to the owner. Interview also revealed the point that no one knows about the things after five or ten years, maybe the regulations for ship building are totally different when talking about environmental aspects.

Interview findings, Swot- analysis:

Strengths	Weaknesses
<p>Some after sales services has been done before</p> <p>Good ideas what after sales services could be</p> <p>Increasing upselling or after sales was seen as a opportunity</p> <p>Possibility to effect to environmental goals with the help of after sales</p>	<p>Who is taking actions regarding to after sales?</p> <p>Not knowing how ship owner or end user are using the ship</p> <p>What products or services we should sell?</p> <p>Environmental goals were not familiar to all</p> <p>Market research needed regarding of after sales</p> <p>Responsibility and product life cycle thinking was not visible to all atleast not in daily basis</p>
Opportunities	Threats
<p>Design services</p> <p>Possible help to costs</p> <p>Knowledge from warranty engineers how ships are operated</p> <p>Review of energy efficiency, changes and implementations of new features</p> <p>Knowledge how shipyard integrates the ships together</p> <p>Utilizing ships software data</p> <p>Service contract example</p> <p>artificial intelligence in the future projects</p> <p>Utilizing ships software data</p> <p>Making use of drawings from archives</p> <p>Using sustainable materials and products as a standard</p>	<p>Sales is not visible in every department, atleast not in daily basis</p> <p>Resources and capacity needed</p> <p>How ship owner / customer thinks? Needs more research</p> <p>How is the future looking in 5 or 10 years?</p> <p>What are the regulations ?</p>

Picture 3. Interview Swot- analysis (Suhonen Petrus 2025).

7 RESEARCH SOLUTION

Research Questions and solutions:

1. How information about ship lifecycle knowledge can be business opportunity?

Ship lifecycle knowledge can be a business opportunity to Meyer Turku if they are starting to add more aftersales functions to ships as a part of their business strategy. Meyer Turku can utilize the ships lifecycle data and knowledge for example and develop services and products regarding the information gathered. After sales to ships are usually connected to make the ship last longer or work more efficiently or in other ways better than before the changes. When the company focuses on those areas on aftersales, I think that there is going to be demand for those kinds of services. After-sales services to ships is not a new market but there are opportunities for the company to do them if they find the right ways to do it. Of course before starting to do the after sales to ships, some kind of market analysis or research should be done regarding of what products or services company should offer to the market for example by researching even more what other companies are delivering as a services for example and what could be the best special know-how in the company that they could develop and deliver as services that also would be different from the other suppliers in the market.

2. What is basics of sales and lifecycle thinking?

Basics of sales includes the knowledge what is meant by sales, what is the point of marketing in the sales, what is the basic sales process structure in sales and how for example B2B sales and B2C sales processes differ from each other. When talking about sales the knowledge what is add on sales and after sales as a sales function and how to do aftercare in sales is crucial.

The basics of lifecycle thinking is focused on taking account and considering the products whole product lifecycle and its effects to environment. Lifecycle

assessment is connected to lifecycle thinking and in the lifecycle assessment the environmental impacts of company's actions are analyzed. These lifecycle assessments can be beneficial in product development and in the change for better ways to do business in the company.

3. What aftersales business is possibly done in departments already and what resources, interests, and knowledge they have for this subject

From the interview findings I found out that some aftersales actions had been made earlier by the different departments and that increasing aftersales to the part of Meyer's business was seen as an opportunity. I found out that the basic knowledge of aftersales and lifecycle thinking was known but there were some differences on the depth of the knowledge of aftersales and lifecycle thinking depending on the department that interviewees were working in. I also found out that resources would be needed more if Meyer Turku would start to do even more after sales.

4. How after sales business could affect positively to Meyer Turku emission goals?

By adding more aftersales to the part of Meyer Turku business would have positive effect to Meyer Turku emission goals, for example if Meyer Turku would utilize more of their immaterial assets as a services for example by using the data gathered from the ships, from the archives for example using the old ship drawings or designing resources when planning and delivering the aftersales services. From the immaterial assets, no physical products would be needed for the business, which would reduce material needs, machinery needs and by those reducing the needed resources which would make emissions to the company. Immaterial aftersales also have the possibility to reduce the lifecycle emissions of a product that has already been delivered e.g. from Meyer Turku.

These possible immaterial services also would need more research into what environmental impacts would come also from them.

8 CONCLUSIONS

This thesis purpose was to deliver research work to Meyer Turku and Turku University of Applied Sciences that tries to answer the question how ship lifecycle knowledge can be a business opportunity. To the thesis is gathered information about the possibilities that Meyer Turku would have when adding after sales to cruise ships, taking consideration, the ship lifecycle thinking and possibility to find new ways of business opportunities. Also, in the thesis goals were to explain the basics of sales and life cycle thinking by using different resources like books, internet and by making interviews with some employees at Meyer Turku.

From the research findings we can conclude that the objective was achieved and that the work has been successful as new business opportunities were identified, and the basics of the subject were researched and explained in the thesis. Also interviews and some personal communications with the employees of Meyer Turku were done to get more knowledge of the subject.

Thesis project has been very educational, and during the thesis knowledge of the subject kept increasing, compared to the start when little knowledge was known from the writer how the ships lifecycle knowledge can be used as a business opportunity or what are immaterial assets for example. Also, the fact that getting more information as work progressed did not help to narrow down the thesis, but it made it difficult to know what topics to focus on and where to limit the work.

Thesis was mainly done working from home and that did not especially help to know what to focus on at first, but when getting more information about the subject it helped. Generally, in this timetable the working methods and ways that were used were good and in the end the goals were achieved of the thesis.

This thesis results can be used when planning and developing more aftersales to the ships in Meyer Turku. From the research findings it can be concluded that in the future some workshops on the subject would be in place if Meyer Turku

starts to do more after-sales business as a part of their business strategy. Also, some kind of research into the ships aftersales market is needed to be done to know the situation even better.

Thesis is successful, but now afterwards thinking it could maybe focus more on the sustainability part of the thesis and also try to get even more information and knowledge of the ships aftersales market, that would help to get even better understanding of possibilities on the subject. That means that more research should be done in the future on the subject. The subject is wide, and at first it is hard to understand it and to know what areas should be focused on when doing the research.

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Puolistrukturoitu teemahaastattelu, kysymykset

Jälkimyynti:

1. Mikä on tällä hetkellä käsityksesi laivoihin tehdystä jälkimyynnistä?
Onko osastoltasi toimitettu jotain palveluja jo mahdollisesti aikaisemmin.

Voitko Kertoa lisää, miten myynti näkyy osastollanne?

2. Mitä sellaista osaamista osastollanne on mistä voisi syntyä mahdollista lisämyyntiä tai jälkimyyntiä?

Millaisena mahdollisuutena näkisit lisämyynnin lisäämisen osana Meyerin liiketoimintaa?

Elinkaaritieto ja ajattelu:

3. Kuinka usein vastuullisuus ja tuotteen elinkaariajattelu näkyvät jokapäiväisessä työelämässä?

4. Onko Meyerin ympäristötavoitteet osastollanne tuttuja?

Onko teidän mielestä mahdollista jälkimyynnin avulla vaikuttaa positiivisesti näihin ympäristötavoitteisiin?

5. Mitä ajatuksia sinulla herää aineettomien palvelujen tarjoamisesta esimerkiksi tiedon, osaamisen tai esimerkiksi jonkun softan kautta jolla on myös efekti pienentää hiilijalanjälkeä suhteessa liikevaihtoon?

Semi-Structured Thematic Interview, Questions

After sales:

1. What is your current perception of after-sales for ships? Has the department that you are working delivered any services before?

Can you tell me more how sales is visible in your department?

2. What kind of competence does your department have that could lead to possible additional sales of after-sales?

What kind of opportunity you would see increasing upselling as a part of Meyer's business?

Lifecycle knowledge and thinking:

3. How often does responsibility and product lifecycle thinking appears on daily working life?

4. Are Meyer's environmental goals familiar in your department?

Do you think it is possible to effect these environmental goals positively with the help of aftersales?

5. What thoughts do you have about offering immaterial services, for example a knowledge, know-how or software, which has also effect reducing the carbon footprint in relation to turnover?