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Process management in internal marketing

Case: ABB Oy Motors

Business Economics and Tourism
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ABSTRACT

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This thesis studied project and process management in an international internal marketing campaign. The subject is important to study because internal marketing relies on several elements, which have to be holistically managed in order to achieve good results. In a rapidly changing working environment, it is easy to forget how to manage and even less how to manage successfully.

The purpose of this thesis is to learn from given feedback and learn how to improve project management. The theoretical framework provides guidelines and understandings of how project management can be successfully implemented within an organization.

The marketing campaign by ABB Oy Motors has been reviewed in the empirical research. A qualitative and quantitative study was made among the internal sales personnel. The questions were related to a roadshow which is an internal marketing event. The findings showed that project management is not as good as it could be due to insufficient resources for the project. Recommendations for an action plan as well as suggestions for further research are included.

Keywords	Process management, project management, internal marketing
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TIIVISTELMÄ

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Tutkimus käsittelee prosessin sekä projektin hallintaa kansainvälisessä markkinointikampanjassa. Aihetta on tärkeä tutkia, sillä sisäinen markkinointi perustuu useisiin eri tekijöihin, joita on kokonaisvaltaisesti hallittava hyvien tulosten saavuttamiseksi. Nopeasti muuttuvassa työympäristössä on helppo unohtaa, miten hallita ja miten hallita onnistuneesti.

Tämän opinnäytetyön tarkoituksena on oppia saaduista palautteista, sekä oppia parantamaan projektin hallintaa. Teoreettinen osuus tarjoaa ohjeita ja tulkintoja siitä, miten projektin hallinta voidaan onnistuneesti toteuttaa sisäisesti organisaatiossa.

ABB Oy Motorsin markkinointikampanjaa tutkittiin empiirisessä osiossa. Laadullinen ja määrällinen tutkimus tehtiin sisäisen myynnin henkilöstön keskuudessa. Tutkimuksen kysymykset liittyivät sisäiseen roadshow-markkinointitapahtumaan. Tuloksista ilmeni, että resurssien riittämättömyyden vuoksi projektin johtaminen ei ole niin hyvä kuin se ideaalisesti voisi olla. Ehdotukset toimintasuunnitelmalle ja jatkotutkimukselle sisältyvät empiiriseen osioon.

Asiasanat	Prosessin hallinta, projektin johtaminen, sisäinen markkinointi
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1. INTRODUCTION

There are a lot of different theories and suggestions for project management and how to implement internal marketing successfully. It is interesting to see how a big multinational corporation implements internal marketing in practice. If it is implemented poorly, the reasons behind it must be studied. It has to be found out whether there is room for an improvement and in what areas. One challenge for implementing the internal marketing is the multinational working environment, the working culture differ from country to country. Depending on the country, employees might not be allowed to take a part in internal marketing or even criticise it, which would not leave room for a possible improvement.

1.1. Purpose and limitations of the study

The purpose of this thesis is to analyze project management of an internal marketing campaign in a multinational company. The subject is important to study because internal marketing relies on several elements, which have to be holistically managed in order to achieve good results.

In order to reach the research purpose, two objectives are set. The first objective is to theoretically describe internal marketing, process and project management. The second objective is to empirically study how the internal sales personnel evaluate an internal marketing campaign executed by ABB Oy Motors.

The thesis focuses mostly on the internal marketing project and therefore the aspects of external marketing project will not be discussed in further detail. The questionnaire has been made internally and therefore it will not have any results from a customer point of view. Also this thesis has an aspect only of the on-going process and does not attempt to analyze the final outcome and success of the internal marketing campaign.

1.2. Structure of the thesis

In the first chapter, an introduction to the subject is given, the research purpose is defined as well as the case company is described.

The second chapter describes briefly the concept of internal marketing. This is done because internal marketing is the main context in which project management is implemented in the case company.

The third chapter introduces both process and project management, which are interrelated concepts.

The fourth chapter focuses on presenting and analyzing the results of an empirical study. The empirical study is executed by making an inquiry to the internal sales personnel in ABB Oy Motors. They have evaluated the roadshows of Odense and Helsinki which the company has organized when launching a new product portfolio.

The fifth chapter presents the conclusions of the study. Based on the empirical results, some recommendations for the project management are given.

1.3. Description of the case company, ABB Oy Motors

Today ABB is a leader in power and automation technologies. ABB technologies enable utility and industry customers to improve performance while lowering environmental impact. ABB companies operate in around 100 countries and employs about 117 000 people. (ABB 2010)

Mission of ABB is to;

- Improve performance: ABB helps customers improve their operating performance, grid reliability and productivity whilst saving energy and lowering environmental impact.
- Drive innovation: Innovation and quality are key characteristics of ABB's product, systems and service offering.
- Attract talent: ABB is committed to attract and retain dedicated and skilled people and offering employees a global work environment.
- Act responsibly: Sustainability, lowering environmental impact and business ethics are at the core of ABB's market offering and operations. (ABB, 2010)

The ABB business has been categorized into five different business areas; Power Products, Power Systems, Discrete Automation, Process Automation and Low Voltage Products. (ABB 2010)

This thesis focuses on ABB Motors, which is a sub-category for Discrete Automation. ABB Motors offers comprehensive range of reliable and high efficiency motors and generators for all applications. Market-leading products, applications and services as well as quality, reliability and global support are core objects for ABB Motors. (ABB 2010)

ABB Motors has three factories which do not compete against each other. The factories are responsible for different motor sizes; Spanish factory (ESMOT) makes the smallest motors, Swedish factory (SEMOT) makes the medium size motors when Finnish factory (FIMOT) makes the biggest frame sized motors.

2. INTERNAL MARKETING

Internal marketing is a main element for a success on a market since knowledge, know-how and enthusiasm of the employees' affect the company's relationship with the end customer. Internal marketing brings motivation and respect into employees' work and by that they are more willing and motivated to do their best in their job to achieve the set goals. (Lahtinen, Isoviita & Hytönen, 1995, 253)

Internal marketing is a discipline that is practiced in multiple companies under different names. Whether called internal marketing, employee engagement or internal communication, the concept is the same: to motivate and empower employees. It has to be done at all functions and levels, to consistently deliver positive customer experiences that are aligned with the firm's organizational goals. This definition of internal marketing advances the notion that the discipline is more than communication tactics or a way to build employee satisfaction. Instead, it recognizes that internal marketing can be deployed as a strategic tool to help an organization achieve its business objectives. (Forum for People Performance Management and Measurement 2010)

Today when products start to be of the same quality and price range, companies have to find different ways how to bring value to the end customers. This is based on the quality of service, which comes from internal marketing. When the internal marketing is good, the service quality is good as well, and this will effect to the behaviour of the customer. (Grönroos 1990, 223)

Internal marketing is one of the areas in good management. It reflects the internal relationship of the company; relationship between the employees and the employer. It has to be made sure that the employees have understood the importance of the marketing and they are motivated to sell. If the employees have adapted the meaning of internal marketing, the external marketing will be a success. The key of a well-doing business is a satisfied customer and happy

employees who will continuously give good service. This is called “good spirit circle. (Lahtinen et. al 1995, 253-254)

The opposite situation of this is “witch circle”, where customers are dissatisfied as a result of unmotivated employees since the internal marketing has been poor or nonexistent. This can lead to saving on expenses and cutting down the number of employees. That way the number of dissatisfied customers will increase and they will find another service or product provider. (Lahtinen et. al 1995, 253-254)

Internal marketing should be carried out when new goods are introduced, and marketing campaigns should be held for the employees before introducing them to the customers. (Grönroos 1990, 226)

Companies with best internal marketing share particular beliefs regarding the role of employees in achieving business success. For example, the following values are included in one way or another in each participating company’s culture:

- People matter: The main driver for most internal marketing initiatives is to create a work environment where people feel excited and rewarded in their day-to-day responsibilities
- Internal marketing drives performance: Employee satisfaction is a key element in developing customer satisfaction, as every employee is considered an extension of the brand.
- Anyone can make a difference: Successful results are credited to all employees, at all levels and functions, not just at senior management.
- Employee loyalty is critical: Employees will remain loyal to the company, even in difficult times, if the company is transparent about the challenges it is

facing and about its strategic direction.

- Culture can be a competitive advantage: Internal marketing preserves and helps evolve a company's culture, particularly in cases where culture is a source of differentiation for the brand. (Forum for People Performance Management and Measurement 2010)

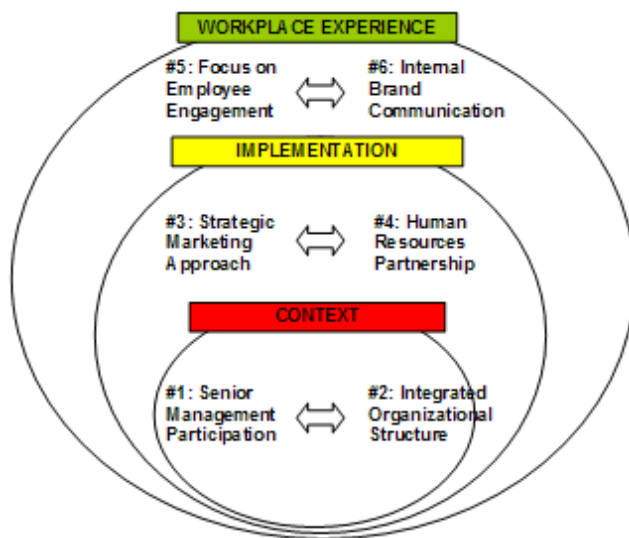


Figure 1. The six best internal marketing practice elements (Forum for People Performance Management and Measurement 2010.)

As shown in Figure 1, the six best practice elements are related to and supportive of an overall internal marketing initiative.

1. **Senior Management Participation:** Leadership initiative and support are vital for the success of any internal marketing initiative. Major change will come from the top down, inspiring employees to follow what their company leaders truly believe in.

2. **Integrated Organizational Structure:** Internal marketing should include all employees in a company. Using a horizontally integrated management or process arrangement enables all functions and levels to be involved in a mutual decision-making process.
3. **Strategic Marketing Approach:** Best performed companies take a formal approach to internal marketing by applying research and planning processes as well as tools and techniques similar to those used in external marketing programs.
4. **Human Resources Partnership:** The human resources function provides a vital role in developing strategies that harmonize with internal marketing and business development.
5. **Focus on Employee Engagement:** Creating an efficient and collaborative work environment where employees feel involved and motivated is critical to the success of internal marketing. Focus is on positive reinforcement of proactive work.
6. **Internal Brand Communication:** Best practice companies communicate the brand promise to employees across the most relevant channels and then motivate employees to deliver on that promise to all levels of customers. (Forum for People Performance Management and Measurement 2010)

2.1. New marketing campaign and activities

The introducing of new campaigns or activities should be held for the employees first, after which the product or service can be introduced to the customers. Without proper introduction, the employees do not fully know the purpose of the campaign and they might not accept the campaign or activity. This leads to unsuccessful campaign or activity with weak results. When introducing a new

campaign or activity, it is crucial to make sure that the employees are aware of the meaning of the campaign and that they accept the change. (Grönroos 1990, 228)

In the next subchapters, the most important areas of internal marketing will be discussed

2.2. Talent acquisition and employee maintenance

Organizations need to take a strategic approach to attracting desirable new talent. Companies must begin treating employee acquisition similar to customer acquisition. To properly implement this, organizations need to first understand the market of desired employees, detect competitors who are targeting the same employee pool, and conduct appropriate segmenting, targeting and positioning. The idea is to be able to segment employees based on their background or life stage and thus communicate differently to them. (Forum for People Performance Management and Measurement 2010)

Additionally, employees are seeking higher levels of flexibility, more opportunities for meaningful career development, and customized rewards packages that go beyond the basic paycheck. As competition for talent continues to increase, these desires will soon become demands. It is needed to ensure that the employees are not only satisfied but are being well communicated with about meeting their specific needs. (Forum for People Performance Management and Measurement 2010)

2.3. Improvement in measurement

As companies begin to feel the impact of internal marketing on bottom-line profitability, measurement becomes an increasing challenge. Most companies today are limited to non-financial measures of their communications programs

which is a trend that will continue but needs to be complemented by more direct measures of the financial returns as well. (Forum for People Performance Management and Measurement 2010)

Communicators need to increasingly create hard performance measures and assessment techniques that clearly demonstrate how a program or campaign contributes to achieving corporate goals. Hard measures include objective evaluation of employee behavior and the impact communication has on company performance. (Forum for People Performance Management and Measurement 2010)

Another crucial element is pre and post measurement. Pre-measurement provides a baseline of attitudes and behaviors which scope the impact of the change on employees. Concurrently, ongoing measures ensure that a change in attitudes and behaviors is taking place, while post-measurement guides management to better understand whether the change was effective and if it impacted business performance. (Forum for People Performance Management and Measurement 2010)

2.4. Communications function

The demand for high-level, experienced communicators who demonstrate the ability to reason, analyze, and solve business problems has never been greater. A study of the current business environment, including a changing dynamic in the employer - employee relationship, intense shareholder pressure, and a lack of control over media access to company information validates the need for a sophisticated communications function to aid companies in meeting bottom-line business objectives.

As leaders in internal marketing continually emerge and evolve, more followers

will begin to benchmark the practices of their predecessors. With this, an increase can be predicted in the number of organizations who develop best practices in attracting and retaining top talent, seize the technological revolution in employee communications, link communications with bottom line results, and engage top management with the significance of company-wide internal marketing efforts. (Forum for People Performance Management and Measurement 2010)

3. PROCESS AND PROJECT MANAGEMENT

In this chapter, the concepts of process and project management will be introduced.

Project is defined as a combination of organizational resources pulled together to create something that previously did not exist. Projects have a distinct life cycle, starting with an idea and progressing through design, engineering and manufacturing or construction, through use by a project owner. (Cleland & Ireland 2002, 4)

A process is defined as a system of operations in the design, development and production of something, such as a project. Characteristic in such a process is a series of actions, changes, or operations that bring about an end result, in the case of a project acquisition of its cost, schedule and technical performance objectives. Another meaning of a process is that it is a course of time in which something is created – an ongoing movement or improvement. (Cleland & Ireland 2002, 39)

3.1. Defining process management

Seldom can a company create a real business advantage compared to its competitors by settling to adjust the existing system. Competitiveness is based on effective use of tangible and intangible resources. Important for the success is the way resources are organized and the business model on which guidance of the processes is arranged in effective way. When reorganizing the business the need of outsourcing should be determined. This requires specific knowledge of business processes and outlook of the critical functions for the core business. One way of reorganizing the company's resources is the idea of process management. Process management requires a new approach from the corporate management.

The orientation drives exclusively towards the customer rather than the supervisor, it is the customers process (Becker 2003, 7)

The idea of process management has been discovered at the beginning of 1950s by Joseph M. Juran who is seen as the father for the Total quality management. The first company to apply the idea was Toyota in late 1950s, encouraged by its chief engineer Taicichi Ohno. (Hannus 1994, 132)

Western companies woke up much later for Juran's ideas about process management. They needed the strangling pressure from the Japanese competitors before they believed that other than functional management systems can be economically effectively applied. After process management had gained approval in western markets, it has become a widely used approach. It is noticed that the rapid changes in surroundings and tightening competition requires the company to manage reactivity, customer closeness and cost effectiveness at the same time. (Hannus 1994, 132)

In process management, the company's resources are lined up against the processes creating a combined and effective value chain, which is managed with horizontal responsibilities. The basis for the management is to define the company's core competencies, according to that recognize the core processes and a proper way of measuring them. Core processes can be for example; development of customer solutions, customer relations and customer delivery. These core processes cuts through the whole organization structure and should also reach out over the company, covering parts of the suppliers', customers' and retailers' functions.

Performance of the one part in the process cannot be evaluated separately from the others; the system must be looked on as one. Optimizing one operation twists the picture and easily might lead the processes in a wrong and non-effective way. Optimizing must happen for the whole process to ensure the revenues. Essential

for the process management is the horizontal guidance of the operations that begins from the customers' needs and ends with the customer satisfaction. Every process has an owner who is responsible for the performance as a whole. (Kiiskinen, Linkoaho & Santala 2002, 30)

The core process way of thinking challenges the classical functional view. That can in worst cases lead to a blocked up organization with narrow work pictures, strong aerial defence and great inefficiency. (Kiiskinen et. al 2002, 27) Traditionally, production lines and value chains are divided into smaller task related operations, where every function has been responsible for its own efficiency and profitability. (Oakland 2003, 167). In this case, the problems mentioned above, might easily become reality. The process is efficient when it can produce the required output with the minimum input. (Melan 1992, 115) When looking at the company as one, it is harmful that no one takes responsibility for managing the processes that are cutting through the functions since the effectiveness of the value chain determines the added value to the customer.

Many authors and researches have defined what a process is. Nevertheless, the main idea stays much the same. The point of view where the process is looked at brings a little difference in the way processes are defined. The summary, presented in Table 1, describes the different authors' theories about processes. (Tinnilä 1994, 3)

Table 1. DEFINITIONS OF PROCESS MANAGEMENT (Tinnilä 1994, 3).

Author	Definition
Pall (1987)	Business process is the logical organization of people, material, energy, equipment and procedures into work activities designed to produce a specific end result.
Davenport and Short (1990)	Business process is set logically related tasks performed to achieve a defined business outcome.
Davenport (1993)	Business process is a specific ordering of work activities across time and place; it has a beginning, an end and clearly identified inputs and outputs.
Hammer (1993)	Activities that take one or more kinds of input and create and output that is of value to the customer.
Johansson et al. (1993)	A process is a set of linked activities that take an input and transform it to create an output. It should add value to the input and create an output that is more useful and effective to the recipient.
Scherr (1993)	Business process is a series of customer-supplier relationships that produces specific results at specific point in time.

3.2. Defining project management

Project management is identified as a series of activities embodied in a process of getting things done on a project by working with members of the project team and with other people in order to reach the project schedule, cost and technical performance objectives. However, this description does not tell much about how a project manager reaches project goals and objectives. (Cleland & Ireland 2002, 39)

Before implementing a project, there are four key issues that need to be considered.

- Cost
- Time
- What technical performance will it provide?
- How will the results fit into the design and execution of organizational strategies?

These key issues must be followed and answered during the project as well as evaluated in the context of the project's fit into the organization's short-term and long-term strategies. (Cleland & Ireland 2002, 4)

Project teams are used to support an existing organizational design. A prevailing feature of the team design is a departure from the traditional form of management in favor of a team form in which there are multiple authority, responsibility, and accountability relationships, resulting in shared decisions, results and rewards. The importance of the use of teams in contemporary organizations cannot be underestimated. It is said that small-scale team organization and decentralized units are vital components of top performance. (Cleland & Ireland 2002, 24)

In the means of improvement, a project management process sets the tone for the conceptualization of project management; the planning and execution of concepts, methods, and policies; and the commitment of resources to the project goals. (Cleland & Ireland 2002, 40)

3.3. Project life cycle

Some people are confused by the difference between project management and the project lifecycle. It takes both to complete a project successfully. The general difference is that project management is used to define, plan, control, monitor and close the project. (TenStep Inc. 2010)

The work associated with actually building the project attributes is accomplished through work that is referred to as the lifecycle. Project management is used to build the schedule, but the majority of the work in the schedule is the lifecycle work associated with building the project attributes. (TenStep Inc. 2010)

In practice, the project manager must learn to deal with a wide range of problems and opportunities, each in a different stage of evolution and each having different relationships with the evolving project. This continuing flow of problems and opportunities, in a continuous life-cycle mode, underscores the need to comprehend a project management process, which if effectively and efficiently planned for and executed, results in creation of project results that complement the organizational strategy.

Managing a project can be so complex, that in order to successfully plan and execute the project, the project needs to be divided into parts to see the full significance of each part. Two fundamental steps are involved in any kind of management, as well as in project management; making and implementation of decisions. It is important to know how decisions can be made, especially how to consider the evaluation of risk and uncertainty in the potential use of resources committed through the decision process. Decision analysis in projects is an important responsibility of the project team, facilitated by the project manager. (Cleland & Ireland 2002, 44)

Product life cycle model is useful in identifying and understanding the broadness and longevity of the project and as a means to identify the management functions involved in the project life cycle. All projects go through a series of phases in their life cycle as they progress to completion, transforming the project resources to a product, service or organizational process. As they are transformed, they create value for the enterprise. Modifications and improvements are typically added to the project results to help in the future project design and development. Project results are always undergoing change in order to remain competitive. The phases of a project life cycle and what happens during the life cycle depend on the distinctive nature of the project. (Cleland & Ireland 2002, 44,46)

3.3.1. The main steps of project life cycle

The general project management life cycle includes five steps: initiation, planning, execution, monitoring/control and closure. No one step is more important than the other and each step plays a crucial role in getting the project off the ground, through the race, down the stretch and across the finish line. (McDonough 2010)

Initiation

This is the first phase in the project life cycle and essentially involves starting up the project. The project is initiated by defining its purpose and scope, the justification for initiating it and the solution to be implemented. It is also needed to recruit a suitably skilled project team, set up a project office and perform an end of phase review. The project initiation phase involves the following six key steps. (See Figure 2.)

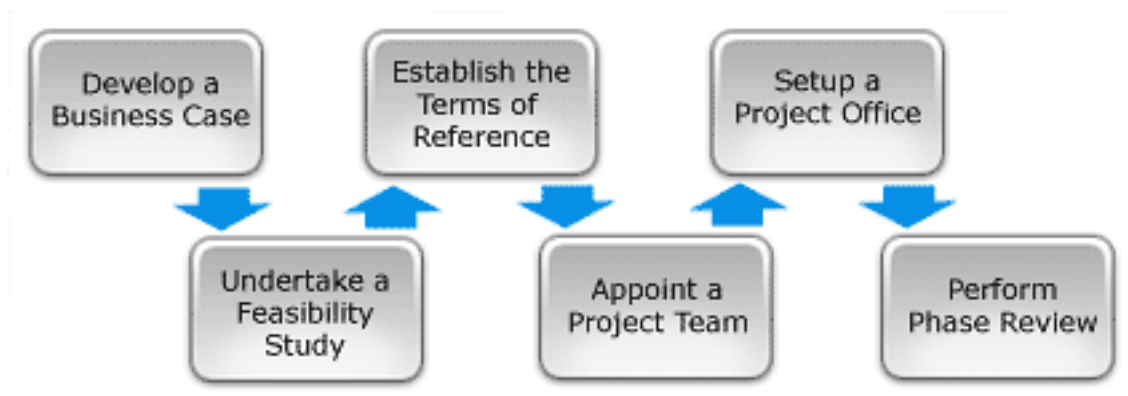


Figure 2. Six key steps of project initiation (Method Ltd. 2010)

Planning

After defining the project and appointing the project team, the detailed project planning phase need to be entered. This involves creating a suite of planning documents to help guide the team throughout the project delivery. The planning phase involves completing the following 10 key steps:

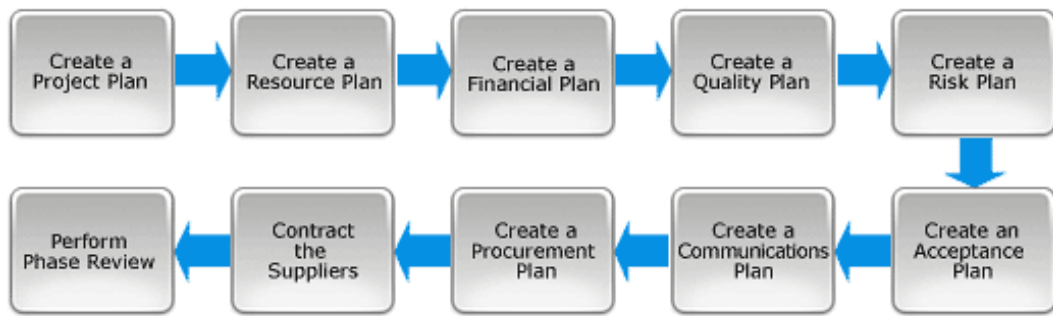


Figure 3. Ten key steps of planning phase (Method Ltd. 2010)

Execution

With a clear definition of the project and a suite of detailed project plans, company is ready to enter the execution phase of the project. This is the phase in which the deliverables are physically built and presented to the customer for acceptance. While each deliverable is being constructed, a suite of management processes are undertaken to monitor and control the deliverables being output by the project. These processes include managing time, cost, quality, change, risks, issues, suppliers, customers and communication. (See Figure 4.) (Method Ltd. 2010)

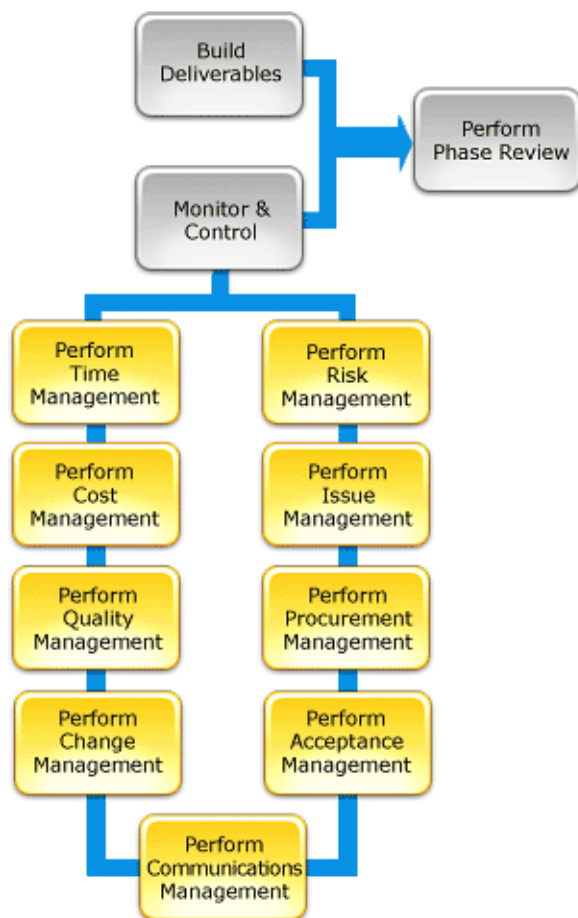


Figure 4. Processes of execution phase (Method Ltd. 2010)

As the execution phase progress, groups across the organization become more deeply involved in planning for the final testing, production, and support. (McDonough 2010)

Once all the deliverables have been produced and the customer has accepted the final solution, the project is ready for closure. (Method Ltd. 2010)

Closure

Project closure involves releasing the final deliverables to the customer, handing over project documentation to the business, terminating supplier contracts, releasing project resources and communicating project closure to all stakeholders. The last remaining step is to undertake a post implementation review to identify the level of project success and note any lessons learned for future projects. (Method Ltd. 2010)

3.3.2. Project life cycle models

In previous research, several models of project life cycle have been presented and analyzed. Next, we focus on three main models; waterfall, evolutionary prototyping and spiral models.

The **waterfall** development model has its origins in the manufacturing and construction industries, which are highly structured physical environments in which post-changes are very costly, if not impossible. This is the classical system development model. It consists of discontinuous phases. (See Figure 5.)

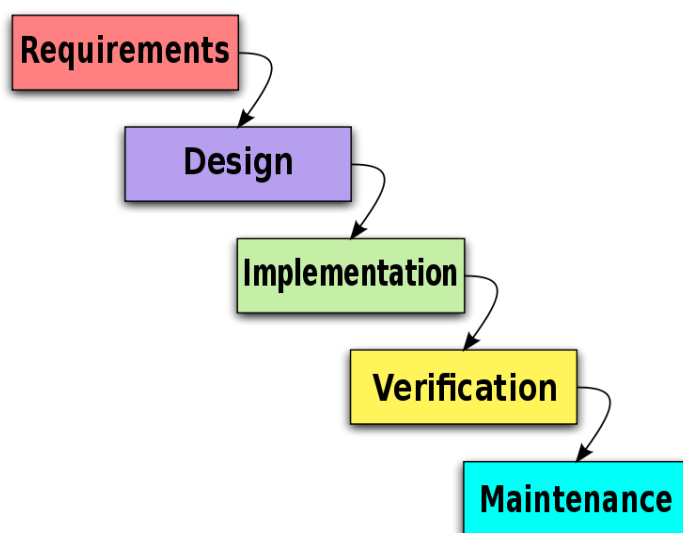


Figure 5. Waterfall project life cycle (Smith 2009)

The strengths of waterfall life cycle are that it minimizes planning overhead since it can be done up front, just like a waterfall. The body of the lifecycle minimizes wasted effort, so it works well for technically weak or inexperienced staff. It also works well with clearly understood requirements. However, the model can be inflexible and only the final phase produces a non-documentation deliverable. (Kuhl 2002)

Evolutionary prototyping uses multiple steps of requirements gathering and analysis, design and prototype development. After each step, the result is analyzed

by the customer. Their response creates the next level of requirements and defines the next step. (Kuhl 2002)

The strengths for evolutionary prototyping are that the customers can see a steady progress. This is useful when requirements are changing rapidly, when the customer is hesitant to commit to a set of requirements, or when no one fully understands the application area. Also experiment is allowed to improve the requirements. (Kuhl 2002)

The biggest weakness for this type of life cycle is that it is basically impossible to know at the beginning of the project how long it will take. Also there is no way to know how many steps are required. It will require strong management. (SoftDevTeam 2010)

The **spiral** is a risk-reduction oriented model that breaks a project up into smaller projects, each addressing one or more major risks. After major risks have been suspected, the spiral model terminates as a waterfall model. Spiral repetitions involve six steps:

1. Determine objectives, alternatives and constraints.
2. Identify and resolve risks.
3. Evaluate alternatives.
4. Develop the deliverables for each step and verify that they are correct.
5. Plan the next repetition.
6. Commit to an approach for the next repetition.

The spiral lifecycle's strength is that at in the beginning of the project repetitions of the project are the cheapest, enabling the highest risks to be done at the lowest total cost. This ensures that as when costs increase, risks decrease. This is also a modified model so it can be tailored to suit the needs of the project. However, this is a complicated method and it requires skilled management. But it is good for projects with high risk. (Kuhl 2002)

To conclude, the evolutionary prototyping is the closest to the life cycle used in this project at ABB Oy Motors. Each step is a roadshow and the customers are both internal sales personnel and the marketing managers, who will use the results to define the next step.

4. EMPIRICAL STUDY OF PROJECT MANAGEMENT

In this chapter, the methodology, reliability and validity and the results of the empirical study are introduced.

4.1. Research methodology

The most commonly used research methods are qualitative and quantitative. Whether to choose qualitative or quantitative research is a constant, hot debate, especially in the social sciences. (Neill 2007)

Qualitative researchers aim to gather an in-depth understanding of human behaviour and the reasons that govern such behaviour. The qualitative method investigates the why and how of decision making, not just what, where, when. Hence, smaller but focused samples are more often needed, rather than large. (Lyubersky 2010)

In quantitative research the aim is to determine the relationship between one independent variable and another, outcome variable in a population. Quantitative research designs are either descriptive or experimental. The subjects are usually measured once or before and after scenario. A descriptive study establishes only associations between variables. (Hopkins 2008)

To generalize, qualitative research is usually better for exploring, understanding, and uncovering, while quantitative research is generally better for confirming and clarifying. (Lash 2008)

For the purpose of this study, a quantitative approach was chosen. This is because it was clear what is being measured and due to the fact that quantitative approach is ideal for measuring hypotheses.

4.2. Reliability and validity of the research

In a research it is important to avoid mistakes at any costs. It could be that questions are not formed as expected. Determining the impact of the results is dependent upon two concepts: validity and reliability. Validity has the question, “does your measurement process, assessment, or project actually measure what you intend it to measure?” The related topic of reliability addresses whether repeated measurements or assessments provide a consistent result given the same circumstances. (Handley 2010)

Reliability is when a test measures the same thing more than once and results in the same outcome. The reliability of the research means its ability to give properly selected results in the research. (Salkind 2000, 105)

If the results are similar then it is likely that the method of data collection is reliable. Because in this research were two feedback forms used, it is important that even the questions have changed the form; the meaning of the questions would stay the same. That would result in that the answers also remain the same, making the data reliable.

“Validity is the extent to which a test measures what it claims to measure. It is vital for a test to be valid in order for the results to be accurately applied and interpreted.” (Cherry 2010)

The first questionnaire was in English and the second one in Finnish, in order to make it easier for the respondents to answer. Also the future questionnaires will be translated in order to prevent misunderstandings. The research measures the validity correctly because there are people to clarify the questions at the answering stage.

4.3. Product portfolio campaign as a case study

The empirical study focuses on a product portfolio campaign at ABB Oy Motors. ABB rearranged its current low voltage motor portfolio from two into three ranges. Process performance range (PPM) offers motors in cast iron frames for the most

demanding applications in process industry. They are available in the highest efficiency levels and with all the variants, accessories and technical backup. Industrial performance motors (IPM) come in aluminium, steel and cast iron frames and provide a wide selection of variants and technical features for OEM customers who appreciate flexibility and tailored solutions. General performance motors (GPM) have prompt off-the-shelf availability for high volume customers.

With these new ranges, ABB customers have a more convenient task in identifying the right motor for every purpose, along with the right optional features. At the same time, issues such as delivery times and service can be substantially improved. While getting a solution that precisely meets the specific needs every time, ABB customers are able to enjoy better reliability and efficiency that reaches from the actual operations all the way to the purchasing process.

The goal was to have a simplified and harmonized product portfolio with clear product grouping and differentiation. In this study, the main goal is to analyze how the internal marketing campaign related to this new product portfolio was managed and how it could be improved. The internal marketing campaign was built on the roadshows which ABB Oy Motors will organise for their internal sales personnel in 15 to 20 countries. All the countries were not decided before hand, just for the main market areas, for specific Europe and Asian countries.

4.3.1. Principles of product portfolio marketing

Principles for the new product portfolio includes external marketing and marketing communications to have separate plans, messages and communications material for each range, based on customer target groups for each range, and their needs. Also the internal sales personnel are trained to understand the total product portfolio to be able to offer the right motor. All material will also have to carry the ABB brand message.

The new product portfolio will make it easier to separate the target groups and marketing for each range. Each range, GPM, IPM and PPM will have marketing, communication, internal and external message differences.

4.3.2. Focusing on the roadshows

Roadshows are an important part for the new product portfolio launch. Because the ranges change dramatically, argumentation for the change is really important. A roadshow is a day for the internal sales personnel where the new three ranges are introduced. The roadshow will consist of marketing material, factory presentations and most importantly, argumentation. In the roadshow planning team is the marketing communications manager who gets guidelines from the member board (MCC) and managers from different countries. The changing members are the sales managers from each motor factory who differ country by country. The roadshow is a very important event and they want to emphasize the meaning of it by doing the roadshow “all together”, the task force consisting of the marketing communications manager and the sales managers. There is also a trainee in the marketing communications team who will make the possible changes to the electronical material.

The content for the roadshow material is gathered from different sources, which is then sent to the advertising agency, which will provide the printed material. The purpose of the roadshow materials is to provide systematic presence in efficient messaging to roadshow presentations, held in venues of different types and sizes. The package will include invitation templates to sales units. The material is developed after each event. There are roll-ups for each range, so three altogether. Due to their size, the roll-ups need to be sent to each venue beforehand which later on might cause timetable problems. The roll-ups then need to be sent either back to marketing communications department or to the next venue.

The first roadshow was held in Odense and after the pilot, more clear guidelines to presentators were made and product responsible units (PRU) presentators were decided to be the country responsible sales managers. The feedback was discussed within MCC after the roadshow, in order to give feedback on how and what to

improve. The second roadshow was held in Helsinki which also was the first official roadshow.

From the marketing communications point of view, the guidelines for the project were practical, internal training emphasized and nothing too over the top. The budget for the project was limited and it was taken into account, all the printed material would be taken out from the regular marketing communications budget. In addition, there was going to be a lot of internal work and proof reading and possible translations.

The marketing communications manager contacted all the persons via email and due to geographical location differences, it was the easiest way. However, this resulted in that in Odense, there was only the night before to meet up with the sales representatives and the whole material was not gone through by the whole country team.

4.4. Empirical results from the Odense roadshow

The roadshow held in Denmark was a pilot roadshow and it was expected, as well as hoped, that there would be ongoing conversations. Because the Odense roadshow was the first of its kind, the feedback form had broad questions where the sales personnel could write all the possible ideas, pros and cons that they related to the roadshow.

Altogether, there were sixteen questions and the respondents were asked to answer to the questions on a scale from 1 (very unhappy) to 5 (very happy). The questions were presented as statements. The questionnaire can be found in Appendix 1. The questionnaire form was based on ABB Training Department's standardized form, which is used in all ABB Oy Motors' activities. Altogether there were 13 respondents, however all respondents did not answer to all questions. The questions asked about the respondents' general impressions, presentations, overall ratings and contents. In the next subchapters, each of these question categories will be analyzed in more detail.

4.4.1. General impressions

Questions 1, 2, 3 and 4 were related to general impressions that the respondents got from the campaign event. Next, each of the questions is presented and the answers are briefly analyzed.

Question 1: This campaign gave me new sales arguments

The most given grade of the answers was 3 which stands for “neutral”, it was given seven times when 4 standing for “happy” was given five times and grade 5, standing for “very happy” only once. The high level of number 3 can be explained by the fact that argumentation was the area where most improvement is needed. Some received additional comments to the question were:

- Arguments are the same for the whole range

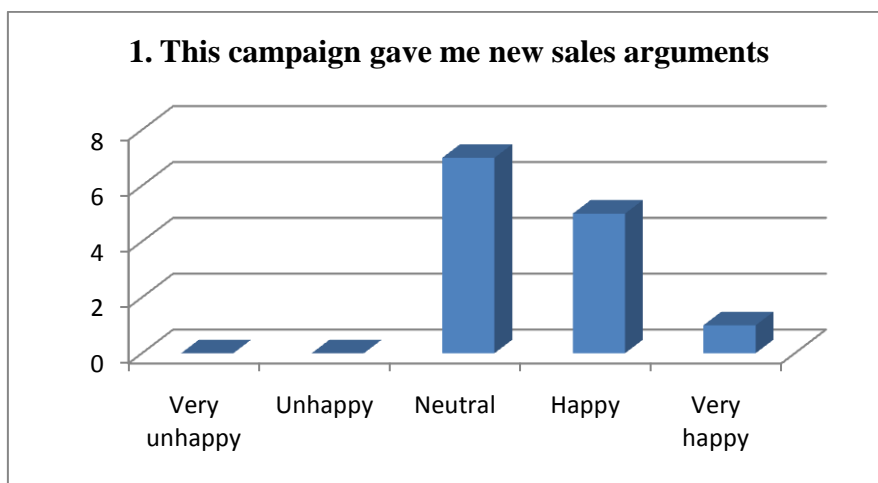


Figure 6. This campaign gave me new sales arguments

Question 2: This campaign motivated me to sell

The most given grade was 4 which stands for “happy”. However, all the other grades got chosen as well, so the motivation part still needs to be worked on. Some additional comments to the question were:

- Always motivated to sell

Question 3: Differentiation between process performance, industrial performance and general performance motors was made clear

The most given grade was 3 which stands for “neutral”. Alarming is that grade 3, standing for “neutral”, and 2, standing for “unhappy”, got chosen total seven times and differentiation is one of the main targets of the roadshow. However, grade 4, standing for “happy”, accounts for 45% of the results. Some additional comments to the question were:

- In general and industrial motors, not 100% clear
- Not for general and industrial motors

Question 4: Transformation from two ranges into three ranges was made clear

The most given grade of the answers was 4 which stands for “happy”; it was given six times when grade 3, standing for “neutral”, was given five times and grade 2, standing for “unhappy”, twice. Some additional comments to the question were:

- Do not mix the ranges together - be clear.

4.4.2. Presentations

Questions from 5 to 8 asked about the respondents' evaluations on the presentations.

Question 5: How was the quality of the presentations

The most given grade of the answers was 4 which stands for “happy”; it was given seven times, grade 3, (“neutral”) was given four times and grade 5 (“very happy”) was given once. Some received additional comments to the question were:

- Layout is very good but clearly from different factories

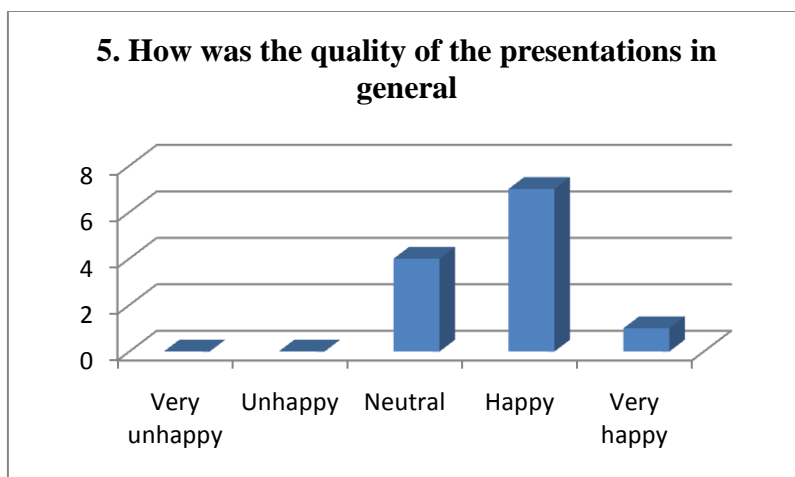


Figure 7. How was the quality of the presentations in general

Question 6: The presentations gave me a good idea of what this Product Portfolio is about

The most given grade of the answers was grade 4 (“happy”) chosen six times, grade 3 (“neutral”) four times and grade 5 (“very happy”) three times.

Question 7: The provided campaign material was good

The most given grade of the answers was grade 4 standing for “happy” which was chosen seven times, grade 3 (“neutral”) four times and grade 5 (“very happy”) twice.

Question 8: There was enough information provided about the different ranges

The most given grade of the answers was grade 2 (“unhappy”) chosen five times, then grade 4 (“happy”), four times, grade 3 (“neutral”) three times and grade 5 (“very happy”) once.

4.4.3. Overall rating

Questions from 9 to 13 asked about the respondents’ overall ratings for the roadshow.

Question 9: Give an overall rating for the roadshow

The most given grade of the answers was grade 4 standing for “happy”, being chosen nine times, grade 3 (“neutral”) twice and grade 5 (“very happy”) once.

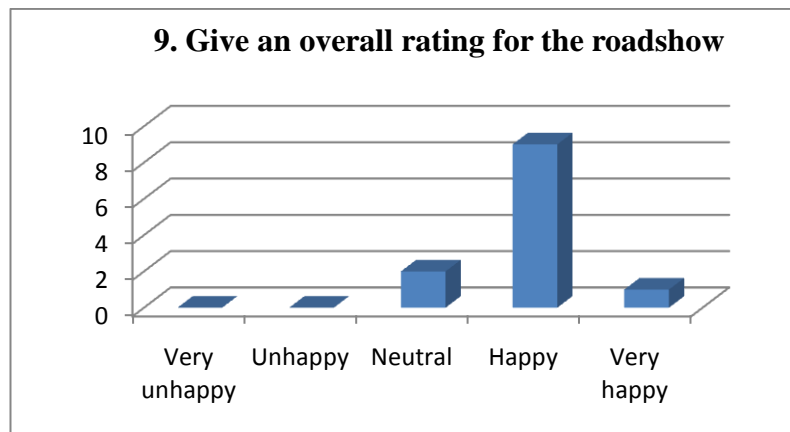


Figure 8. Give an overall rating for the roadshow

Question 10: Give an overall rating for the material

The most given grade of the answers was grade 4 standing for “happy” being chosen nine times, grade 3 (“neutral”) chosen three times and grade 5 (“very happy”) once. Some received additional comments to the question were:

- Looks nice but things are missing
- Be clear in communication, keep the 3 ranges total separate

Question 11: Please evaluate your own involvement and interest in the roadshow

The most given grade of the answers was grade 4 (“happy”) with eight chooses, grade 3 (“neutral”) twice and grade 5 (“very happy) once.

Question 12: What was good?

- To get the information and to be able to discuss problems with the change
- Roll-ups and catalogues look very good
- The presentation and the improvement
- That there was one from each factory so all questions could be answered
- Presentation from every factory

Question 13: What could have been better?

- It is the first roadshow, i see lack of info in the new catalogue material: need material for customers
- If problems were more clear
- Argumentation overview needed
- Preparation, and general marketing and product development. Same argumentation and similar products
- ESMOT/SEMOT design changes ("better cooling") and fixed/loose feet arguments are not compatible. Both stating same improvement from different designs. No co-ordination.

- Information concerning after market support (Spare parts)
- I would have liked a lot of variant codes
- Documentation

4.4.4. Content evaluations

Questions 14 (including nine subquestions), 15 and 16 asked the respondents to evaluate the specific contents of the roadshow presentations. Content section was included in the feedback form only in Odense roadshow to get comments in specified presentations in order to know the areas of improvement.

Question 14.1: BU Motors (Business unit)

The most given grade of the answers was 4 (“happy”) which was given four times, which is rather low amount, grade 3 (“neutral”) was chosen three times when grade 2 (“unhappy”) and 5 (“very happy”) were both chosen two times. Some additional comments to the question were:

- Same product range but different design. No co-ordinated product design.
Use new product types - difficult to explain
 - Time frame towards customers - not sufficient

Question 14.2: Argumentation

The most given grade of the answers was surprisingly grade 4 standing for “happy”; chosen five times, grade 3 for “neutral”, four times and grade 2 for “unhappy” two times. Some received additional comments to the question were:

- No info about ATEX Marine etc. Missing information to most important customers

Question 14.3. PRU ESMOT (Product responsible unit, Spain Motors factory)

The most given grade of the answers was grade 4, (“happy”) chosen eight times, grade 3, (“neutral”), chosen three times, and grade 2 (“unhappy”) once. Some additional comments to the question were:

- Most difficult PRU to present

Question 14.4. PRU SEMOT (Product responsible unit, Sweden Motors factory)

The most given grade of the answers was grade 4 standing for “happy”, chosen nine times, grade 3 (“neutral”), chosen twice and grade 5 (“very happy”) chosen once. Some additional comments to the question were:

- Lack of info when products are available next week

Question 14.5. PRU FIMOT (Product responsible unit, Finland Motors factory)

The most given grade of the answers was grade 4 (“happy”) being chosen 8 times and grade 3 standing for “neutral” was chosen four times. Some additional comments to the question were:

- Only new change is the rating plate

Question 14.6. Status on timetable and availability

The most given grade of the answers were both grades 3 (“neutral”) and 4 (“happy”) being chosen five times, grade 5 (“very happy”) twice and grade 2 (“unhappy”) once.

Question 14.7. Sales support pages in inside, materials (the internal sales support webpage for the new product portfolio)

The most given grade of the answers grade 4 (“happy”) with six times, grade 3 (“neutral”) five times and grade 5 (“very happy”) twice.

Question 14.8: Efficiency changes on the new motors

The most given grade of the answers both grade 3 (“neutral”) and 4 (“happy”) which were chosen six times and grade 5 (“very happy”) for very happy once.

Question 14.9. Comments regarding the content

- Difficult because competitor might use whole tolerance and the argumentation: "word by word"

Question 15. What topic(s) could be included in the roadshow? Why?

- Need info about product types, product groups etc.
- How to make marine motors, now made by standard motor, new platform placed as a special motor
- I think the program was very good
- What precisely are the differences between general and industrial performance motors, we need a total overview of changes old type vs. new type and changes from old range to new range!
- Spare parts support
- Maybe a bit more sales argumentation

Question 16. What topic(s) could be excluded, if any? Why?

- Keep them all
- None

4.5. Empirical results from the Helsinki roadshow

The roadshow in Helsinki was the first official roadshow. The feedback form was more simplified than the one used in Denmark and the questions were also changed around a little bit.

Altogether, there were sixteen questions and the respondents were asked to answer to the questions on a scale from 1 (very unhappy) to 5 (very happy). The questions were presented as statements. The questionnaire can be found in Appendix 2. The questionnaire form was based on ABB Training Department's standardized form, which is used in all ABB Oy Motors' activities. Altogether there were 22 respondents, however all respondents did not answer to all questions. Especially the last questions overall rating got barely any answers. The free form questions from 13 to 16 did not get any answers so I have not included them in these results. The questions asked about the respondents' general impressions, presentations, overall ratings and contents. In the next subchapters, each of these question categories will be analyzed in more detail.

4.5.1. Roadshow evaluations

Questions 1, 2, 3 and 4 were related to general impressions that the respondents got from the campaign event. Next, each of the questions is presented and the answers are briefly analyzed.

1. Did roadshow give you clear understanding of Low voltage Motors new product map?

The most given grade of the answers was 4 (“happy”) which was chosen eleven times and grade 5 (“very happy”) nine times. Grade 3 (“neutral”) was chosen twice.

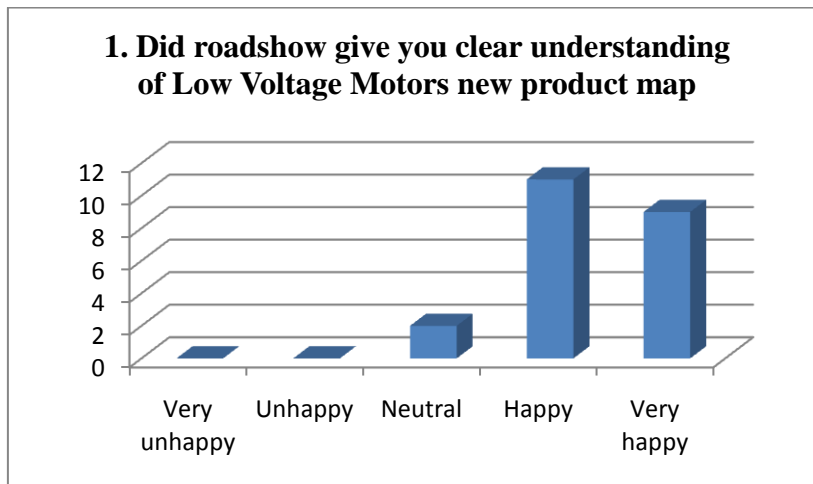


Figure 9. Did roadshow give you clear understanding of Low Voltage Motors’ new product map

2. Transformation from two ranges into three ranges was made clear at the roadshow.

The most given grade of the answers was 4 (“happy”) which was chosen thirteen times and grade 5, (“very happy”) five times. There was also one “unhappy” and “neutral” selection.

3. Differentiation between the Process Performance, Industrial and General Purpose Motors was made clear at the roadshow.

The most given grade of the answers was 4 (“happy”) which was chosen twelve times and grade 5, (“very happy”), six times. There was also, again, one unhappy selection.

4. This campaign motivated me to sell

The most given grade of the answers were both grade 3 (“neutral”) and 4 (“happy”) which were chosen seven times. There were three “very happy” and one “very unhappy” response.

4.5.2. Presentations

Questions from 5 to 7 asked about the respondents' evaluations on the presentations.

5. How was the quality of the presentations?

The most given grade of the answers was 4 (“happy”) which was chosen twelve times and grade 5, (“very happy”) five times. There were two “neutral” responses

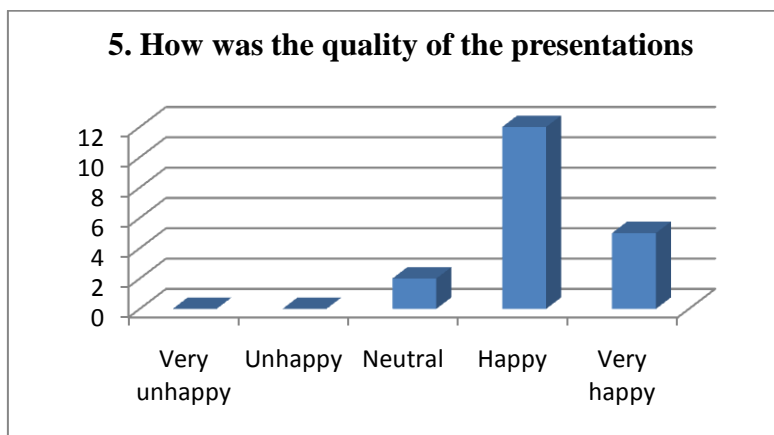


Figure 10. How was the quality of the presentations

6. The presentations gave me a good idea of new motors' specifications

The most given grade of the answers was 4 (“happy”) which was chosen ten times and grade 3, (“neutral”) five times. There were two “very happy” and “unhappy” selections.

7. The presentations gave me a good idea of argumentation for the new series/motors.

The most given grade of the answers was 4 which was chosen twelve times and grade 5, five times. There was two neutral selections.

4.5.3 Evaluations on the campaign material

8. The provided campaign material was good

The most given grade of the answers was 3 and 4, which were chosen three times and grade 5, once. This question got the lowest amount of answers.

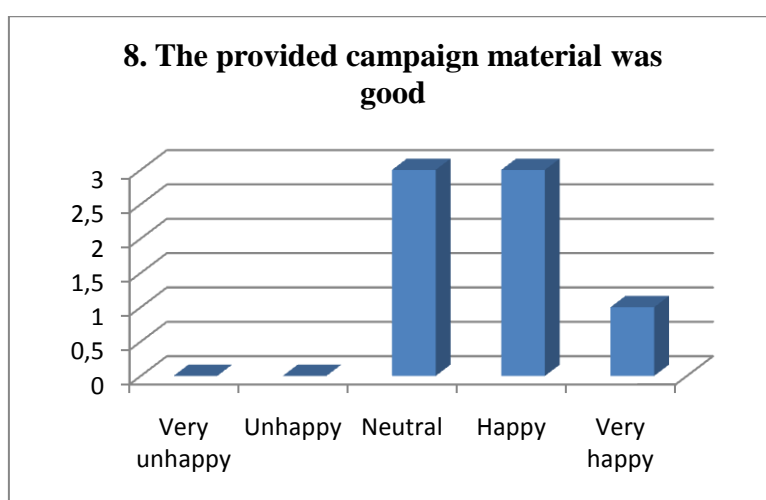


Figure 11. The provided campaign material was good

9. There was enough information provided about the different ranges

The most given grade of the answers was 4 which was chosen eleven times. Grade 5 and 3 were both chosen four times.

4.5.4. Overall rating

Questions from 10 to 12 asked about the respondents' overall ratings for the roadshow.

10. Give an overall rating for the roadshow

The most given grade of the answers was 4 which was chosen twelve times. Grade

3 was chosen twice and there were one very happy and one unhappy response.

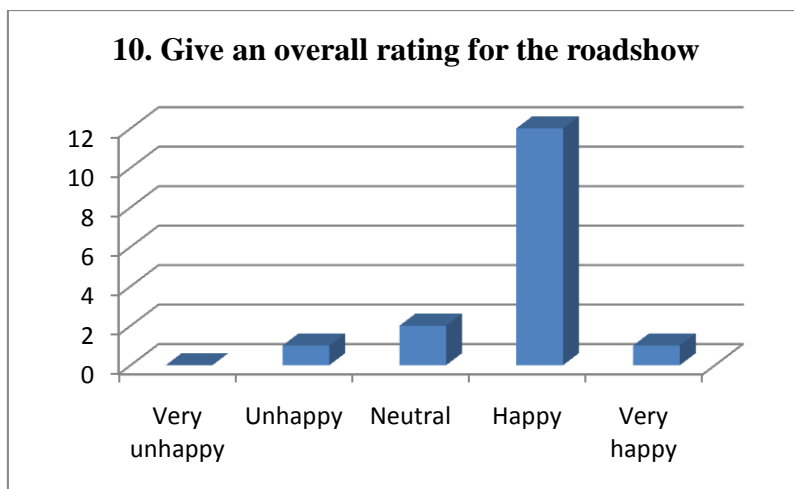


Figure 12. Give an overall rating for the roadshow

11. Give an overall rating for the material

The most given grade of the answers was 4 which was chosen eleven times and grade 3, three times. There were two very happy selections.

12. Please evaluate your own involvement and interest in the roadshow

The most given grade of the answers was 4 which was chosen twelve times. Grade 3 and 5 was chosen twice and there was one unhappy response.

5. CONCLUSIONS

The aim of this thesis has been to define project management, how it has been implemented in an internal marketing campaign at ABB Oy Motors and what are the possible ways to improve project management. This study has been made in collaboration with the Marketing communications department at ABB Oy Motors in Vaasa, Finland.

The respondents for the empirical study were internal sales personnel within ABB Oy Motors in their own region and they have all been involved in the first steps of the implemented internal campaign. The questionnaire was used twice to see if there are some process changes between the two campaign events. The purpose has been to study how the process has changed and developed and how the internal marketing has achieved its goals.

5.1. Summary

As it has been recognized along this thesis that project management is a wide topic and it is affected by a lot of aspects. Even though this thesis has attempted to define successful projects management, it is really important to mention that there is no one single right way for successful project management. However, the different aspects and possibilities mentioned in the theoretical framework must be taken into consideration. Especially the internal and multicultural work force is an asset and also a challenge. It is needed to recognize the possible obstacles that may arise during a process. By selecting and developing an information channel, the company can plan communications better and deliver the content better for selected audience. The company needs to recognize the importance of possible work force, it is not illegal to ask for a help from the possible assets.

It is also crucial to recognize the importance of good project management that will work both internally and externally. The two internal roadshows have been implemented successfully and modifications have been successfully made throughout the process. By doing the follow-up, the results of the whole process can be viewed and how or if changes and modifications have been made.

Even though there were some challenges in internal communication, workload and cultural differences, the final results are very positive. The roadshows have been able to reach its objectives only within two times, the process itself is ongoing and with informative marketing material it has reached the selected audience.

5.2. Learning from the roadshows

General problem in running a roadshow is that is not technical training, the sales personnel/audience come from different backgrounds, all might not have the same information. Some might have had technical training about the features of the new motors or some might lack of even the basic knowledge of technology. That means the roadshow material is not suitable for all the countries and markets. What comes to the material, the presentations are referring to general information, all the information of the ranges, and they are not country specified. Naturally it would mean more work to find about the country's market and possibilities and do the background check for the country. However, each motor factory has their own country representatives so they could adjust the presentations to meet the target country's motor market.

A lot of confusion was born at Odense roadshow, since the presentations are done by factories; FIMOT, SEMOT and ESMOT were all separate when the presentations should have been done range by range. However, presentations will be made into range presentations later on, after the Odense roadshow, or at least for the autumn when the real roadshows start. So the material is changing all the time and it is hard to control since it might and will change after each roadshow.

At Odense roadshow, argumentation was focused towards the sales personnel, although it should be focused more to meet the customers' demands. The argumentation should be developed so that the comparison between new ranges and old motors would be easy to understand and also why the ranges are launched. The benefit from customer's point of view was lacking which needs to be repaired since customers are the ones keeping the company running. The argumentation was only made in general perspective; thus lacking the market in that specific country, which should be taken into consideration.

Even though it was the first roadshow, too much information was lacking, from material to argumentation.

The problem with the roadshow in Helsinki was that it was too long in the point of view of sales personnel. The Finnish sales personnel have a deep technical knowledge which played the most important role in their attitude towards the content of roadshow. Since the roadshow took a full 8 hour working day, some got frustrated and it affected getting proper feedback. Also the percentage of the answers was lower than in Odense. The free form questions got barely any answers, mostly because the sales personnel were in a rush to get back to their work. On a positive side, the answer selections were more varied than in Odense so there is room for an improvement.

5.3. Suggestions for project management

After the Odense roadshow, the feedback was seen by MCC and the marketing managers. They used it to improve the clarity of the roadshow and they wanted to get the argumentation clearer, it is the vital part. Otherwise the marketing material did not change; it was printed material so they were final. However, the possible translations will be made for the future roadshows.

One challenge is the range presentations, where the technical data will change, or more likely to be updated. The marketing communications manager has to go through the changes first and then give the task to the trainee who will make the changes to the electronic material. Since the material is developed and updated after each event, the quality of the material might decrease due to strict timetables. There is also a chart with the future roadshows that will be updated when the roadshows and participants are confirmed.

Mainly, it is the marketing communications manager who is in charge that everything is up-to-date and she is the contact between everyone included in the roadshow. The marketing communications manager has her other work responsibilities so she can not focus on the project full time. It would be good to hire an assistant, or share her other work responsibilities with a colleague so she would have more time to concentrate on the roadshow. Even though there was more work force, in the form of a trainee, the marketing communications manager did not utilize the resource in the best possible way, as in giving more responsibility. If for the future campaigns a project assistant is hired, she would have to attend all the events which might not be financially possible.

The updated versions need to be sent via email and all the corrections come via email. The charts and material are only for internal use, in ABB Oy Vaasa. The roadshow material is available in a drive, which is only accessible from ABB Oy Motors Vaasa. Since this is international campaign, a good suggestion would be an internal site, just dedicated for the roadshow. However electronic communication would not replace the physical communication but due to the geographical location differences, it is the most used way. Database takes longer time to develop, so maybe internal website, or a blog. There could all the revisions of the material be electronically and all the participants in roadshow planning can see the

information. It would be easier to follow-up than hundreds of emails by various people. One challenge for an electronic format is teaching the employees how to use it. Would they use it or would they continue to get the information from other ways, like still asking the marketing communications manager?

The project did not have a specific life cycle that the team followed, they just did what they needed and felt like, whenever they have time. There were phone and e-mail conversations but most of the work was done by the marketing communications manager who always sent the material and changes for approval. Clearer work tasks would also make it easier to follow. Since the project did not follow a specific life cycle, it is crucial that the closure step is executed. The roadshow campaign just ended, a proper closure or summary was not made. If following a specific life cycle is impossible, at least a project steering group should be established. The steering group could be responsible that the project is implemented properly and each step is going according to a plan.

There are still ways and sections to improve and develop the process, but since roadshow planning is ongoing, it is important to remember the process management tips and use them in the future campaigns.

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Helsinki. Helsinki School of Economics and Business Administration

APPENDIX 1

We highly appreciate your feedback since it helps us improve the quality of the roadshow
 The information you give is treated in strict confidence.
 Please tick the appropriate alternative and state the reason for your selection
 Thank you for your time!

**Roadshow**

1. This campaign gave me new sales arguments



Comments

2. This campaign motivated me to sell



Comments

3. Differentiation between the Process Performance, Industrial and General Performance Motors was made clear



Comments

4. Transformation from 2 ranges into 3 ranges was made clear at the roadshow



Comments

Presentations

5. How was the quality of the presentations?



Comments

6. The presentations gave me a good idea of what this Product Portfolio is about



Comments

Material

7. The provided campaign material was good



Comments

8. There was enough information provided about the different ranges



Comments

Overall rating



9. Give an overall rating for the roadshow



Comments

10. Give an overall rating for the material



Comments

11. Please evaluate your own involvement and interest in the roadshow



Comments

12. What was good?

13. What could have been better?

Content

14.1. BU Motors



14.2. Argumentation



14.3. PRU ESMOT



14.4. PRU SEMOT



14.5. PRU FIMOT



14.6. Status on timetable and availability



14.7. Sales support pages in inside, materials



14.8. Efficiency changes



14.9. Comments regarding the content?

15. What topic(s) could be included in the roadshow? Why?

16. What topic(s) could be excluded, if any? Why?



Thank you!

APPENDIX 2

Arvostamme kovasti palautetta, sillä se auttaa meitä parantamaan roadshow:ta.
 Palaute käsitellään luottamuksellisesti.
 Valitse sopivin vaihtoehto ja halutessasi perustele vastauksesi
 Kiitos ajastasi!

**Roadshow**

1. Antoiko roadshow sinulle selvän ymmärryksen BU LV Motors tuotekartasta? (roadmap)



Kommentit

2. Uusi positiointi kahdesta sarjasta kolmeen sarjaan tehtiin selväksi



Kommentit

3. Erottelu Process, Industrial ja General Performance moottoreiden välillä tehtiin selväksi



Kommentit

4. Tämä kampanja motivoi minua myymään



Kommentit

Esitykset

5. Minkälainen oli esitysten laatu yleisesti ottaen?



Kommentit

6. Esitykset antoivat hyvän käsityksen uusien moottoreiden piirteistä



Kommentit

7. Esitykset antoivat hyvän käsityksen uusien sarjojen/moottoreiden argumentoinnista



Kommentit

Materiaali

8. Kampanjamateriaali oli hyvä



Kommentit

9. Informaatiota oli tarpeeksi eri sarjoista



Kokonaisarvostelu

10. Roadshown yleisarvosana



Kommentit

11. Materiaalin yleisarvosana



Kommentit

12. Arvioi oma osallistumisesi ja kiinnostuksesi roadshow:hun



Kommentit

13. Mikä oli hyvää?

Kommentit

14. Missä oli parantamisen varaa?

15. Mikä aihe pitäisi lisätä roadshow:hun? Miksi?

16. Mikä aihe pitäisi poistaa? Miksi?



Kiitos!
