



Quality Manual for the Sales Department and Internal Information Flow
within Arctic Finland House
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CHRISTOFFER ANTTILA:

Laatukäsikirja myyntiin ja myynnin sisäisessä tiedon kulkuun

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Tiedon määrän kasvun johdosta yrityksillä on päivä päivältä haastavampaa pysyä mukana tiedon kanssa. Tämän lopputyön tarkoitus on keskittyä sisäisen tiedonkulun liikkumiseen, sisäisen tiedon tuottamiseen sekä laatujohtamiseen. Miten tietoa tuotetaan, miten sitä jaetaan organisaation sisällä ja miten laatukäsikirja voi auttaa yritystä selviämään tulevaisuuden haasteista. Sisäinen tiedonkulku tarkoittaa tiedon liikkumista työntekijöiden ja johdon välillä yrityksen sisällä. Työn osana on myös laatukäsikirja joka on suunniteltu yrityksen myynnin avuksi. Opinnäytetyö on tehty yhteistyössä yrityksen Arctic Finland Housen kanssa.

Tiedonkulku on yksi tärkeimmistä tekijöistä menestyvässä yrityksessä. Opinnäytetyöni tutkii yrityksen Arctic Finland House sisäisen tiedonkulun historiaa, nykyaikaa ja tulevaisuutta. Opinnäytetyö pyrkii antamaan uusia ongelmia ja ratkaisuja sisäiseen tiedonkulkuun. Tutkimukseeni olen haastatellut yrityksen työntekijöitä ja heidän avullaan pyrkinyt luomaan nykytilanteen kuvan. Työni laatukäsikirja tulee myös tarkentamaan yhteisiä pelisääntöjä ja vastuualueita yrityksen sisällä.

Tutkimismenetelmäksi valitsin laadullisen tutkimuksen. Suoritin 2 haastattelua ja ei-osallistuvaa havainnointia. Yrityksen myynti perustuu yhden henkilön ympärille ja siksi toinen haastateltavani oli yrityksen toimitusjohtaja. Yrityksen toimitusjohtajan tehtävä on auttaa ja paikata siellä missä tavataan. Toimitusjohtajan tehtävä on myös tukea ja auttaa myyntiä parantamaan tulostaan.

Asiasanat: tiedonkulku, sisäisessä tiedon kulku, laatukäsikirja

ABSTRACT

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CHRISTOFFER ANTTILA:

Quality Manual for the Sales Department and Internal Information Flow
within Arctic Finland House

Internal information flow inside Arctic Finland 44 pages, 10 pages attachments
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The amount of information is rapidly growing and it is harder and harder to keep up with. In this thesis I will focus on quality manual and internal information flow which means information that flows inside the company between workers and management. Thesis will also explain how information is produced, how it is shared, and how quality manual will help AFH. Thesis is made with co-operation with company called Arctic Finland House. Thesis will give a brief view of basic information flow and more specific problems and solutions for quality management.

Information flow inside the company is one of the most important success factories for any company that has more than one worker. My thesis focuses on history, present time and future ways of using internal information to improve efficiency and make decisions based on up-to-date and accurate information. I have interviewed two persons inside the company and used this information to open the real problem and to find the bottle neck.

Research was made by using qualitative methods. This includes two interviews and following employer's and employee's actions. Sales are focused mainly around one person and that is why CEO's main part is to focus on supporting and helping where help is needed.

Key words: information flow, internal information flow, quality manual

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Special terms and words

AFH = Arctic Finland House

SO = Super office

TQM = Total quality management

UD = Information flow up to down

DU = Information flow down to up

1.0 Introduction

Today's world offers more possibilities for gathering information and with this comes new challenges. One of the new challenges is the information management. Besides normal asset management challenges companies are now facing new difficulties with managing incoming and outgoing information. Company can collect as much data they want and store data to servers. Because of the huge amount of information now a days companies are facing real challenges when analysing and using this information.

Companies are also facing challenges to collect and use their employees' silent information. Silent information is one of the main factors that will give company competitive edge. There is tons of free information around us and most of that information is useless. Most important information is normally inside the company and inside individual's head. Companies need to strengthen their bond between employers and employees. By doing this employees are more willing to contribute more for the company and company can make better decisions when having all the needed information. Silent information will be opened later on.

First I will explain briefly total quality management, quality, information and how to handle information inside the company. After this I will interview employees and try to figure out how they see AFH information flow challenges and how it affects TQM. After this I will make a conclusion how these challenges could be overcome.

Kauppalähti article friday 26.03.2010 defines the very problem with internal information flow in today's business world. Slow internal information flow is still a problem in Finnish organizations. Up to 60 per cent of Finnish employees demand faster information flow. (Kauppalähti, 2010)

Faster information flow is needed in every area and there are huge differences between different areas. ICT businesses are very satisfied when at the same time in the health care area employees are very dissatisfied on their information flow management. All departments inside the companies are suffering from the very same problems. These information flow problems can be seen as bad work moral and slower performance. Regarding to this article there are only 10-20 per cent of companies that have worked

towards of more efficient information flow. This problem can be seen as delayed delivery times or even sending wrong product to the end customer. This research was conducted by **Kari Tervonen**.

This article is one of the reasons why this thesis is so important for companies. Companies are struggling with many other problems at the same time and if there are no accurate or in-time data, companies will fail to meet customer's demands. In long run company will not be able to improve its products. In the end it comes to the main problem, does the company have a working quality management plan or internal information flow system?

1.1 Goals for the thesis

Topic for my thesis came up while working in Arctic Finland House organization. I have been working in the company for 13 months now and I have seen the problems with internal communication and lack of total quality management. Employees are doing the very same things various ways, because there are neither common routines nor guide lines how to do specific routine tasks. Information is not passed on and it creates misunderstandings and confusions. Confusion leads to uncertainty and finally to chaos.

Topic was very easy to find but the main problem arose when I needed to specify my topic. Because of the size of my thesis I did not have resources to create or develop TQM guidelines for the whole company. I focused on selling and information flow system. By having common guidelines in organization, organization can easily grow without suddenly having huge information flow problems.

Main goal for the thesis is to help company to develop its total quality management in sales actions. First step will be finding out if other employees find any problems with total quality management or with information flow during sales processes. What do they think about internal communication and creating new total quality management plan for sales actions? After interviews, employees will be able to brainstorm and give some ideas why there are so many challenges and how, in their opinion, these challenges could be avoided or solved.

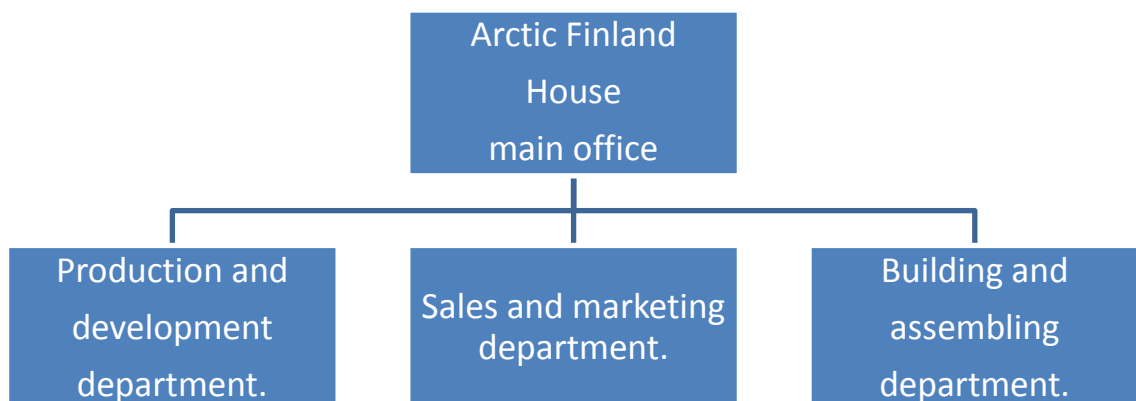
One of the challenges will be insufficient customer database and that AFH does not have an existing total quality management plan on paper. Company does not have any working system and main part of the thesis will be applying customer database system Super Office.

With the help of literature, researches, company's employees and supervising professor this thesis will open up the challenges company has today and give new ideas how to create working TQM plan for sales. As outcomes of the research, company will get more information how to handle internal information and make the company's information flow more transparent. This way it will be easier to follow for example customer behaviour and develop organization's services based on this.

1.2 Co-operative company

Arctic Finland House (AFH) has ordered this research to give guidelines for everyday routines. AFH was founded 1995 and is now a days working globally in over 10 countries. AFH is a building and construction company that provides light log houses, grillkotas, pavilions and other garden buildings.

Since the beginning of the company it has been able to grow steadily and create more and more products. AFH started from small 9m2 grillkotas and today AFH is designing and building villas. Because of this growth and global markets AFH is facing new challenges with keeping data and being able to use it.



Main office is located in Tampere, Finland. Main office is responsible of all the information company needs. Main office collects information from all of these departments and analyses information. Based on the analysed information main office makes decisions.

1.3 Information systems

AFH is currently using MS office programs, such as; outlook, word and excel. AFH's database is located in a server computer and currently AFH is implementing new software Super Office (SO). SO is a customer database program that collects all the customer data into one place. SO is integrated into MS office programs. For example if sales representative wants to find and send an email to an old customer he/she can do it by using SO software.

Excel is mostly used for logistics use. It keeps up with our stock levels, ordering procedures and gives reports of passing week, month or year. Word is used all the time and so is outlook. With these programs AFH is taking care of its main procedures. Now AFH is facing new challenges when implementing SO and one reason for the thesis is to help and implement new SO software into AFH's daily operations.

2.0 Quality

In this chapter term quality will be explained. Also how quality affects customers. There are many books about quality and I chose to use Silèn's book "Laatu, brändi ja kilpailukyky" as my main information source. Quality is not my main goal and that's why this paragraph gives only a narrow view of quality and its importance.

2.1 Term quality

Quality term used to mean only perfect products, but now days it has changed and become more overall term for businesses. Today quality is important part of management and overall development. Both of these parts are aiming to better customer satisfaction, better performance and especially keeping competitive advantage. Quality term has also moved from product based term to overall quality management such as; customer satisfaction, developing working procedures, etc. All in all quality is commonly known as company's ability to fulfil customer's needs. (Silèn, 2001, s. 15)

Quality and reliability are connected together and these two terms are easily thought to mean the same thing. Quality is fulfilling company's customers' needs and reliability is the way how these needs are fulfilled in short and long term. Quality can be explained as part of customer's and product's relationship, because customer is seeking for product that could fulfil its needs. Customer's needs can be for example need for the product to fulfil need, creating image to customer her/himself or investment value if customer is looking for creating profit. (Silèn, 2001, s. 16)

3.0 Information

In this section information will be defined and broken into different categories, such as; internal and external information. Information can also be divided into explicit information, silent information and cultural information. Information is part of the process of data – information – knowledge. In the end company is looking for knowledge. But before being able to get this knowledge it needs to collect data, transform it into information and learn from it to get knowledge. Information sources will also be defined and put into priorities what is important about information and how it can be used to perform better actions.

I was forced to narrow my sources when studying about information. Because of so many sources of the topic I decided to use sources that were used in other similar researches. Information includes so much of researches and practices that it would not be possible to explain it all. This is why my focus is on information that is used in business life and which is easy to apply.

3.1 What is information?

Jani Laitinen (2011, s. 8) writes in his research based on Tuija Lämsä's research (2008, s. 25) that information is almost impossible to define in only one way. This is mainly because every writer and researcher has its own opinion what is information and how it is separated. Traditionally information is divided into explicit and tacit knowledge or information. But again information can be divided into information and knowledge. In addition to this information can also be separated into data. In most cases information and knowledge is used together.

“Information in its most restricted technical sense is a message (utterance or expression) or collection of messages in an ordered sequence that consists of symbols, or it is the meaning that can be interpreted from such a message or collection of messages. Information can be recorded or transmitted. It can be recorded as signs, or conveyed as signals. Information is any kind of event that affects the state of a dynamic system. The concept has numerous other meanings in different contexts” (Floridi, 2010).

Term information needs to be assigned for a specific context and in this thesis will focus on information in business life and inside organizations. Business world website (business dictionary, 2011) defines information to be “Data that (1) has been verified to be accurate and timely, (2) is specific and organized for a purpose, (3) is presented within a context that gives it meaning and relevance, and (4) that can lead to an increase in understanding and decrease in uncertainty. The value of information lies solely in its ability to affect a behaviour, decision, or outcome. A piece of information is considered valueless if, after receiving it, things remain unchanged.”

Jani Laitinen (2011, s. 9) explains in his research based on Sydänmaanlakka’s book (2000, ss. 175-176) that knowledge management is managing information and knowledge. Term knowledge management means processes where information and knowledge is created, managed, stored, used and shared. Organizations need to be more careful how they manage their knowledge because information has begun more and more important competitive factor. Without right knowledge management skills organization will lose its competitive edge. Now a day’s knowledge is one of the main assets of the company.

There are many criteria’s for the collected information that needs to be fulfilled before it can be used. As mentioned above information has to be correct, on time and it is extremely important that information can be understood. This means that it needs to be organized for the need that it will be used for. If raw information “data” is not analysed and understood correct it will serve no purpose for the end user. Information is valuable as long as it will be understood correctly; it will create a need to change old behaviour. After raw information “data” has been collected and analysed company can improve its performance.



Picture 1: Information's value chain (Virtainlahti, 2009)

Research explains, by using information value chain (picture 1), how data becomes wisdom (Jokinen, 2010). Wisdom is the very last step when processes can be seen as one piece and different connections can be understood.

Data is plain and simple line of numbers, signs that can be decoded into information. (Huotari ym. 2005, p. 38-39) When this data is decoded and combined to a specific topic it will become information. In the end data becomes information when it has some value to the receiver. Information becomes knowledge when receiver has processed it so that it becomes receivers own knowledge. This knowledge is very hard to change from one to another person because everyone has their own ways of understanding information and creating knowledge from it. Knowledge is connected to an individual person (Grönroos 2003, p. 115).

3.2 Explicit and tacit knowledge

Knowledge is divided into many different categories and in this chapter focus will be on explicit and tacit knowledge (silent knowledge). There is a very thin line between tacit and explicit knowledge and by understanding these terms one can understand how to transform silent knowledge into explicit knowledge.

3.2.1 Explicit knowledge

Explicit knowledge is knowledge that can be shown by numbers, words and for example by using charts. Explicit knowledge can be saved into computers and processed by different soft wares. Explicit knowledge can be shared easily by using computers, papers and other hard copy materials. It can be understood and used for specific purposes if needed (Virtainlahti, 2009, ss. 42-43)

“The explicit knowledge approach emphasizes processes for articulating knowledge held by individuals, the design of organizational approaches for creating new knowledge, and the development of systems (including information systems) to disseminate articulated knowledge within an organization” (Ron Sanchez, 2000, s. 1)

For companies explicit knowledge is more valuable and because of this companies that are able use tacit knowledge and turn tacit knowledge into more explicit have better competitive advantage. This is not easy and requires a huge amount of resources and understanding.

3.2.2 Tacit knowledge

Tacit knowledge, also known as silent knowledge, is personal knowledge. It is more abstract than explicit knowledge and it includes personal opinions. Person’s silent knowledge is influenced by one’s own opinions, feelings, intuitions and thoughts. Silent knowledge is also influenced by personal experiences, ideas, visions, values and it is part of the person. (Virtainlahti, 2009, s. 43)

Nonaka and Takeuchi published “The Knowledge-Creating Company” what divides silent knowledge into technical and knowledge. Technical aspect is more free and harder to determine. It is called “know-how”. This kind of knowledge comes after years of experience and professionals have this in their fingertips. Technical aspect includes formulas, models, beliefs and expectations. In normal life we find this technical knowledge as foregone conclusion. (Virtainlahti, 2009, s. 44)

Explicit Knowledge	Silent Knowledge
<ul style="list-style-type: none"> • laws • rules • guidebooks • sheets • internet, intranet • literature • documents • theories • etc. 	<ul style="list-style-type: none"> • Using the laws and rules • psychological view • situation sensitivity • experience • “know-how” • skills • etc.

Table 1: Examples of explicit and silent knowledge. (Virtainlahti, 2009, s. 46)

4.0 Information flow and communication

Today's world is moving fast and continuously changing its direction, at the same time information expires fast and changes all the time, this kind of information is called dynamic information. Big firms will be big as long as they are aware of the things and events that are happening around them.

Information flow and communication have been on the table for many researchers for many years and because of this there is huge amount of information that have been written about communication and information flow. Because of the amount of information this thesis will focus only on information flow and communication inside the company.

4.1 How to communicate? - Communication rules and channels

In Takala's opinion communication is processes where information, ideas and attitudes are shared. Communication is important so that understanding between sender and recipient would improve. Communication can be understood as the company's blood circulation. (Juholin, 1999, s. 20)

Kunelius thinks that communication is changing ideas, creating and maintaining unity. Communication rebuilds power relationships and changes our identities. Some organisation cultures are used to less free communication and need more specific instructions from the management. (Juholin, 1999, s. 20)

Communication can be inside the company, between company and customers, shareholders and suppliers. Main goal for the company should be to create one working organisational system that is connected with the environment. This means that every department is well connected to each other and information flow is working so that all the needed information can be collected, analysed and used to make better decisions. (Juholin, 1999, s. 22)

Communication has many different names and sections. Lehtonen also describes this with the following American terms; business communication, corporate communication, management communication, organisational communication and public relationships

(Juholin, 1999, s. 20). It can be done internally, externally, horizontally and vertically. Åberg (1993) defines also a new term total communication, where total communication is the main resource for accomplishing company's goals. Total communication holds all parts of communication and combines them together. It is very important that communication is well planned, organised and goals are set. Company can use variety ways when communicating, such as; printed material, mouth-to-mouth and electronic communication. (Juholin, 1999, s. 22)

Integrated communication is planning & organizing process which focuses integrating those who are responsible of internal and public communication. Information will be more accurate and it will be available when needed. This way organisation will have common organisational goals and profile. (Juholin, 1999, s. 22)

Åberg thinks that communication system is created for the organisation to establish certain communication rules, channels and what kind of information is shared. Downs separates information flow into horizontal and vertical flow. (Juholin, 1999, s. 25)

Vertical flow again can be separated into; from up to down (UD) flow and from down to up flow (DU). UD is basically information flow from management to the employees and DU is one kind of feedback system where employees can give feedback to their management. Companies that are interested into developing their employees' work conditions and their performance use this DU information flow. Horizontal information flow is between employees and between different departments. (Juholin, 1999, ss. 25-26)

Horizontal information flow (colleagues)



Vertical information flow (employers & employees)



4.2 Collecting, sharing, analysing and using information

Organizations have their own information flow systems that help them to collect and organize information so that it can be understood and shared around the organization. Companies are obligated to gather information from internet, press, magazines, TV broadcasts, surveys and from many other information sources. Because of the amount of information that organizations need to collect, understand and use, organizations are using information flow management. Bigger companies have specific departments that are only focusing on internal and external information flow.

Collecting information is a time consuming process and needs to be planned properly. Company should always keep in mind what information is vital for their company's success and what is not. Internal information is vital for the company to operate efficiently and fast. Working internal information flow will motivate and give company competitive advantage. External information flow is also important for customers, suppliers, shareholders' and owners who have invested their resources into company.

After organization has collected needed information it needs to be transformed into understandable form. For example when analysing the efficiency of company's marketing procedures company will need information from their customers, sales representatives and marketing team. Customers will tell you if they noticed company's advertisements and if it was attractive or not. Sales representatives will provide company sales information, such as how many persons visited because of company's advertisement. Marketing team will provide all needed data about the advertisement that is needed such as how many times did company promote their happenings, what marketing channels were used and what kind of advertisement was used. After combining all this data information needs to be converted into a form that is easy to present and used for making new decisions.

Information will be shared around the company and if company is efficient it knows how to use this information in the future. This information is vital if company wants to be able to get more efficient, grow their market share or anything else that will help company to develop. Let's take the example what was used in the previous paragraph.

When company has done marketing campaign to promote their happening, it collects data to see how effective advertisement actually was. This information will be used again when planning a new campaign. This information will help company to understand how customers work and what marketing channels are effective to promote for example small houses. Sales reports will also show when people are looking and maybe purchasing small cottages. By using these reports company will know when it is time to promote their products. History has shown that best time for this is during spring, summer, and beginning of fall.

Information flow means also how information is moving within the company employees and employers and also between company and shareholders & owners. These two information flow types are extremely vital if company wants to be able to work efficiently. There are thousands and thousands of stories how information flow is not working and how it affects company's production, marketing, sales team and every one inside the company.

4.3 Planning and implementing communication system

Leif Åberg thinks that managing a company is managing resources. Resources are options that can be used. This means that things are planned in groups. From these plans decisions are made and built. After this project will be evaluated and new plans will be made based on old projects. This kind of planning – doing – evaluating – planning process involves communication and information flow management. (Juholin, 1999, s. 105)

Designing communication system involves two separate levels; strategically and operational level. Following communication plan can be used in every communicational segment.

Strategically level

- Defining the meaning and tasks for communication.
- Defining the main principles of communication.
- Communication strategy: key results, goals and tasks.

Operational level

- Defining main focus points.
- Choosing operations and periodicity for example for next year.

Additional to these two Juholin defines recipient, resources and responsibilities.

One of the main challenges comes when planning start immediately with operations without defining main principles or essential analyses are not made properly. Operations might not serve the need for the organization and it is unworthy. (Juholin, 1999, s. 107)



Table 2: Components for communication plan (Juholin, 1999, s. 106)

4.4 Why do we need communication plan?

Every organization has some kind of communication system. It could be only by face contact or using printed and electronic channels. Main meaning for communication within an organization is to support the vision and strategy of an organization.

Communication plan is like rules for baseball or ice hockey. One has to know what is acceptable and what is not. Principles are vital for the plan and it tells everyone how things are done. Following list is example of the principles for a communication plan:

- open information
- honesty
- up-to-date information
- interactivity
- proactivity
- taking others into account

To understand the real meaning of proactivity, open information and taking others into account they need to be explained better. Proactivity means that organizations employees are given the information before it goes public. Open information is 100 % truthful information without any attempts to customize it to any direction. Taking others into account means that information is discussed around the company between every employee. Employers need to inform their employees as fast as possible, give the real information and be able to discuss about it. (Juholin, 1999, s. 109)

5.0 Quality management

Quality management has a specific meaning within many business sectors. Quality management is not purely to assure ‘good quality’, but to ensure that company’s actions and all procedures are consistent. Quality management can be divided into four main components: “quality planning, [quality control](#), [quality assurance](#) and quality improvement. Quality management is focused not only on product/[service quality](#), but also the means to achieve it. Quality management therefore uses quality assurance and control of processes as well as products to achieve more consistent quality.”

(http://en.wikipedia.org/wiki/Quality_management, 2012)

There are many different approaches to quality management. Every consultant who has a laptop and flip chart has “the best” plan for your company. Kenneth describes three major elements in quality management: quality planning, quality assurance, and quality control. Kenneth also writes that the Juran Trilogy describes three slightly different elements: quality planning, quality control, and quality improvement. (Kenneth H., s. 41)

“Juran’s view includes the essential element of quality improvement, which PMBOK Guide does not include as a distinct process. Our approach combines the best of these two views to include quality planning, quality assurance, quality control, and quality improvement.” (Kenneth H., s. 41)

“the PMBOK Guide states that quality management processes “...include all the activities of the performing organization that determine quality policies, objectives, and responsibilities so that the project will satisfy the needs for which it was undertaken.” (Kenneth H., s. 41)

One should always keep in mind that all quality elements are linked to overall company’s quality management. (Kenneth H., s. 42)



5.1 Quality manual

Törmänen explains in his research that quality manual and certificates are one way to ensure your customers that company is eligible to fulfil certain requirements and customers' needs.

Törmänen wrote his research for TAMK measurement laboratory and he divides quality manual normally into three parts. These parts are customer part, official part and finally laboratory part. Official part includes certain calibrating certificates and other vital documents and permissions for the basic functioning processes. Final part, laboratory part, is designed for laboratory's own use. This part could include certain work procedures, action plan and other important and secret documents that are not meant for other people. (Törmänen, s. 7)

“The quality manual is the most audited, most critical and most static document in the quality system. It is the top of the documentation pyramid because it establishes the quality policies that the lower level procedures must follow. It is also the most focused document on fulfilling the requirements of the standard.” (www.iso9000resources.com, 2012)

“Most of a basic quality manuals is based on addressing every SHALL in the ISO 9001 standard. The quality manual will use similar text as the standard but will replacing the word SHALL with the word DO. The standard says that an ISO 9000 certified company SHALL maintain a corrective and preventive action systems and the quality manual says the company DOES maintain a corrective and preventive action system. In addition, the standard says that quality responsibility shall be defined and the quality manual defines the responsibilities of key personnel. The quality manual also includes the high-level quality statements.”
(www.iso9000resources.com, 2012)

The quality manual is a high-level guide book, it should be very brief and not include too much details. In most companies quality manual is distributed as paper versions and small changes would cost a lot. Other lower-level documents are usually stored electronically in computers. They are quick and easy to change. Therefore it is more vice to put all detailed instructions in company’s level-2 procedures and just refer to these procedures in the quality manual. In now a day’s company can buy readymade quality manuals from various companies via internet. Many of these manuals are easy and fast to edit. If company wants to implement new quality manual company should consider of purchasing readymade quality manual. This way company can spend its time adapting new manual that has successfully passed certification audits and has all the right phrases that the auditor is looking for. Adapting readymade manual has following benefits:

- It will suggest improvements to your quality system
- Give you quick compliance in area that are not critical to business operation
- Allow you to focus on the areas where you do NOT have existing compliant documentation
- Increase the chance of passing your first external certification audit
(www.iso9000resources.com, 2012)

6.0 Research methods

Main goal for the thesis is to collect and analyse the history and present methods of communication within Arctic Finland House. Thesis is mainly focusing on communication between employees and between employees and employer. One goal was to provide Arctic Finland House new ways how to develop working communication culture and system. In addition to all this research gave a brief view how internal communication influences on work motivation and performance. Internal communication is not only for individuals to feel better and be more motivated, internal communication is also the main factor to create competitive advantage and standing out from other competitors. When customers and partners are given accurate and up-to-date information they will more likely choose the same company in the future.

Thesis is based on qualitative research.

“Qualitative research seeks out the ‘why’, not the ‘how’ of its topic through the analysis of unstructured information – things like interview transcripts, open ended survey responses, emails, notes, feedback forms, photos and videos. It doesn’t just rely on statistics or numbers, which are the domain of quantitative researchers.” (QSR, 2011)

Research is based on qualitative research method because it gives insight into people’s attitudes, behaviours, value systems, concerns, motivations, aspirations, culture or lifestyles. This thesis is based on a real challenge about communication within the company and on the fact that quality manual could help AFH to develop its performance. Best way to find out how employees and employer feels about it is to interview and analyse gathered information by using theories. Qualitative method gives unstructured information that need to be analysed and understood. This will be very time consuming.

Arctic Finland House is a global organization and it has over 40 employees. Main office is located in Finland, Tampere. This thesis is focusing only on main office and its three employees and the owner. Because of the small amount of staff interviews were conducted separately with two employees. This gave more specific answers and also gave better possibility to really understand different views of Arctic Finland House’s history and present communication methods. Mainly this survey was conducted as standard

survey. This means that all the questions were basically same for everyone except few follow up questions.

6.1 Collecting and analysing material

All the data was collected by interviewing employee and the owner of the company (Harri Anttila). Questions were sent beforehand via email so that interviewees were able to process and think about the subject before the actual face-to-face interview. Question form was based on Elisa Juholin's (1999b) research on group and organization communication.

Question form was mainly based on open questions because of the wide research process. If research would have been only using multiple choice questions many opinions would have been lost and result would not have been reliable. Open answer questions also brought up opinions and views that would not have been noticed any other way. This was also one way to collect tacit information.

6.2 Reliability of questionnaire

Questionnaire is usable when it is reliable and validity. Reliable means that if questionnaire would be done again to another group within the company they would give same kind of answers. Validity focuses more on the quality, did the questionnaire evaluate the very problem that it was supposed to.

Because of these two factors research was conducted by using face-to-face interviews. This way the interviewee could give more detailed answer. By using face-to-face interviews interviewees were able to focus 100 % on the interview and results were really the opinions that interviewees wanted them to be. Only problem was the small group of employees within the main office. But again the focus for this thesis was the main office's communication and information flow.

7.0 Interviews results

After interviewing two colleagues we manage to find real challenges that Arctic Finland House is facing today. You can find in my questioner more questions than answers. Because of the nature of my thesis I did not include all answers to the thesis. These answers were mostly background information such as age, gender and earlier working experience. Interviews were done privately and I interviewed our sales representative Pertti Suojanen and company CEO Harri Anttila. Interviews were done during one week period when we had time to discuss about communication and information flow within Arctic Finland House. After interviews I was able to start making quality manual for AFH.

My first task was to find out what steps Suojanen is doing when customer contacts our company. Suojanen said that first steps when customer contacts is that he finds out what are their needs and why did the customer contact him. After this he takes customer's information and writes it down into his own memo, if the request comes via email Suojanen saves the email to his "customer" folder on his computer. After this Suojanen tries to find a way to serve customer the best way by finding out the real needs and then offering some of our products to fulfil his/hers needs.

Suojanen normally uses his own premade forms if he writes emails and adds needed drawings and photos. Suojanen also said that when the customer is so called "cold" client he must be very precise and good writer that the customer will believe and trust the company. Cold client means clients that he never sees. These customers contact by email or phone from various locations and never come to the exhibition ground.

If customer comes to Arctic Finland House store at IDEAPARK, Suojanen can offer better service by actually showing all Arctic Finland House's products. Arctic Finland House's main goal when contacting clients is to get them to IDEAPARK store. AFH outlet store holds over 30 different gazebos, grillkotas, saunas, barrel building etc. By getting the customer to the actual store he can offer better service and get a closure easier. When person enters the outside showing area Suojanen serves clients by introducing AFH products and explaining what are included and how equipment are used. Main

goal is to make the deal. To get to this point Suojanen will again try to figure out the real needs from the customer and write an offer for her/him.

By writing an offer to the customer AFH will have an invisible bond with the customer and customer will have a face to the company which in this case is Suojanen. After this offer will stay with Suojanen and if customer calls or comes back Suojanen will check his offers and make sure that the offer is correct. Suojanen takes the offer paper and puts it into his folder. After a week or two he contacts these customers again.

Main problem that Suojanen sees in this is if customer is not ordering AFH product this year, his contacts might be lost among the other files because AFH does not have any fluently working customer database yet. If contact information is not lost Suojanen contacts his clients in the beginning of next year.

If deal is made and customer purchases the product Suojanen fills up a contract, which is same as offer sheet, and sends it to our main office in Pirkkala. It is important to send an email confirmation with the actual contract so that the contract is not lost with the other papers says Suojanen. After this office takes care of paper work and delivering the product to the customers yard. "I am the first contact for our customers" says Suojanen.

Other problem is also when Suojanen can't get stock information fast enough. It might be that factory is over booked and delivery times are not met. These problems are always challenging and by having up-to-date information these would not happen. Normally Suojanen is working by himself but occasionally there are other sales persons helping and this brings new challenges. If customer asks several offers from various workers there might be misunderstandings and customer might not get the products he or she ordered. This could be resolved by having one common customer database where all offers would be saved.

Suojanen's interview was done in three separate times. Next I will refer company's CEO's Harri Anttila's interview.

"I am not working everyday with our customer, but sometimes I get calls from our clients that have had some challenges or want to do some extra business with AFH. I see

that system is working at the moment and it is a bit old for today's business world. We have been working like these for past 15 years and now we are hopefully going to see some changes.

Previously we have had only three employees working and we had the main office and store in the same building. Information was moving fast and easily because we saw each other every day. Everyone was more or less involved in decision making process and everyone was responsible of everything. Now when we opened new outlet store to IDEAPARK and moved our main office 15 km from our store. This distance gives us challenges to operate smoothly and make right decisions with correct and reliable information. Pertti Suojanen has been working with us from the beginning and I trust him all our clients. He has been doing really good job and being able to serve our customers as they should have been.

Last year 2011 we grew our staff by two persons. This meant more work and information. If tasks were not given a 'supervisor' no one would take responsibility of the end result. This created misunderstandings and a need to have common guide lines. It was a good year for our company and besides the fact that we are still missing customer database software we managed to increase our market share. We know that we are going to grow this year and we will need to do some rules and regulations for communication and information flow. Also I hope that we can establish common guidelines consistent service.

First step is to install our new customer database software for our sellers. This year we have two sellers and the main office and all of them need fast accurate information. Only this way we can make our service even better and gain competitive advantage in the market. Secondly we need to make sure that everyone has their own responsibility area. This will make things faster and easier to manage. Everything is moving so fast that if we cannot answer our customers' needs today it might be too late tomorrow. They might turn to our competitors.

I am looking forward for our new tool Super Office for our sellers. Maybe we can integrate our logistics and billing into the same program someday." (Harri Anttila, 18.1.2012)

8.0 Conclusion

My main focus in my final thesis was to create quality manual which would focus on customer service, information flow and internal communication in Arctic Finland House. I wanted focus on this topic because of my earlier experience from AFH company. Interviews showed all the same problems with the common guidelines, information flow, and internal communication. Colleagues are encouraged to speak and share information between each other and in my opinion it is working as it should be working. One of the main challenges we saw was the lack of knowledge how to operate, lack information and how it was stored in computers, papers and emails. All these different storage methods together are very time consuming and not easy to access.

Information is vital in business life and if company is not able to use information after collecting and analysing it, it is useless. Main reason for gathering and collecting information is to understand the changing environment. Our surrounding is changing constantly and because of internet and social media interests and behaviours are changing many times faster than it used to for example 20 years ago. By collecting information from our surrounding we can understand what has driven us to this point, what is happening now and what will happen if we do nothing and how it will change if we do something. This is the main reason why everyone is interested in information and wants to understand constantly changing environment.

Main problems were:

1. no common guidelines
2. no responsibility areas for individuals
3. slow information flow
4. customer aftersales
5. possibility of losing old customers information
6. not having customer database (electronical)

As Suojanen mentioned without having reliable information misunderstandings can happen. I have also noticed from my earlier experiences when helping with the selling processes that if customer asks same offer from two or three different sales persons

he/she might get different prices. This again is bad for the company's image and is easily taken care of by having common customer database such as earlier mentioned Supper Office program.

Other problem was also lack of knowledge how to operate. If a new person would start today in our sales department he/she would not have any guidelines to follow. He/She would have to figure out him-/herself how to do sales and what steps AFH is using in sales. This was also an awakening call for me to start creating common rules and steps how to operate inside AFH.

AFH should also make sure that staff meetings are held at least every other week. These are one of the main information sources within the company's personnel. In the meetings ideas can be shared, history can be analysed and upcoming events planned. These meetings used to be regular unofficial meetings when store and head office was located in the same building. Every day coffee break discussions used to be one of the most important information sources for the employees. Tasks were given and supervised. Because of the new environment AFH needs to be more careful and accurate that all tasks and information are given and shared between colleagues.

Each member of AFH staff has been working in the company for many years and last year brought new people and new office spaces. This will bring more challenges to the internal information flow and communication. It will also be more time consuming to learn common rules and ways of doing things. One of the reasons for this thesis was the need for certain standards and rules. Because of upcoming season and recent changes I really think that it is important to set up some ground rules. These ground rules consider certain agreements in sales, how orders are made, who is responsible and of what and so on. These ground rules are defined better in total quality management booklet. This booklet is focusing on sales, ordering and customer's rights. It is very important that we have common rules how certain events are handled so that we can develop our customer service. By developing our service we will be able to grow easier and adapt to the changing environment without a need to worry about basic actions such as selling agreements, ordering agreements or who is responsible of what. This way our company staff can focus on getting better in what we do.

As mentioned above AFH staff needs to have regular staff meetings at least once in a two weeks. This has been proven very helpful and vital for sales people and office staff. Weekly meeting is also a good way for the CEO to follow how company is doing and what needs to be done. I have been arranging these meeting for the whole staff and preparing various reports of AFH's offer requests, sales and budgets reports. In my opinion meetings are giving whole staff more motivation and understanding what things are important and what needs to be changed. These meetings also help AFH to learn new ways of doing things and if there are misunderstandings they can be corrected during the meeting, as Takala said that communication is the blood circulation of the company.

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Appendices 1

Questionnaire

Background information:

- Could you tell me your work history in this Company?
- Age, position, education, how long have you been doing same tasks what you are doing today?
- What knowledge and skills are needed in your job?

What do you think about follow matters?

- Information is easy to get and it is reliable?
 - I can easily find customers' information?
 - Is there too much information?
 - I know customers' needs?
 - I know common ways of sales in AFH?
 - Quality manual could help my work?
-
- **From which matter would you like to have more information and why?**
 - **What kind of information is essential for your job and why?**
 - **Where do you get your information about new products, events, etc.?**
 - **Is there some other communication channel you would like to have? why?**
 - **What factors are most harmful for your own work? (pick f.ex. five factors)**
 - **Do you want to add anything else?**

Appendices 2

Laatukäsikirja

Arctic Finland House

1.0 Johdanto

Arctic Finland House on jo vuodesta 1995 valmistanut korkealaatuisia kevythirsirakennelmia. Näitä tuotteita ovat mm. grillikota, huvimaja, saunakota, paviljonki, kaivo, tynnyrisauna, tynnyrimaja ja kylpytynnyri.

Laadulla on aina oma merkityksensä ja asiakkaalla on oikeus vaatia sitä. Laatu voidaan mitata tuotteesta tai palvelusta. Palvelun laatu tulee mitata työvaiheista eli siitä, miten työtä arjessa tehdään. Arctic Finland Housessa laatu tarkoittaa sitä, että saadaan asiakas tuntemaan että hänen tarpeensa on täytetty hänen haluamallaan tavalla. Yhteys on tärkeä luoda myyjän ja asiakkaan välille jotta asiakas voi kertoa haasteensa suoraan myyjälle eikä muille asiakkaille.

Arctic Finland Housen laatukäsikirja syntyi osana lopputyötutkielmaa, jonka toteutti Christoffer Anttila. Laatuhankkeen suunnittelu käynnistyi syksyllä 2011 ja päättyi maaliskuussa 2012. Yrityksen tarkoituksena oli silloin asettaa laatu ensisijalle ja helpottaa yrityksen kasvua luomalla tietyt rutiinit joiden avulla myyntityötä voidaan helpottaa. Laatukäsikirja perehdyttää sinut yrityksen myynnin ydinprosesseihin ja ohjeistaa kuinka myyntiä tulee hoitaa osana yrityksen palvelulaatua.

2.0 Arctic Finland Housen historia, arvot ja nykyhetki

Arctic Finland House Oy on jo vuodesta 1996 suunnitellut, valmistanut ja myynyt grillikotia, huvimajoja, saunoja, paviljonkeja, tynnyrimajoja, tynnyrisaunoja, keinoja ja kaivoja. Arctic Finland House Oy:n juuret tulevat Suomen lapista ja pääkonttori sijaitsee nykyään Tampereella.

Panostamme laatuun ja sen jatkuvaan valvontaan. Tärkeimmät arvomme ovat laatu, täsmällisyys ja täyden palvelun tarjoaminen. Tavoitteenamme on tarjota asiakkaalle täydellinen paketti, jolloin hänen ei tarvitse itse huolehtia mistään. Ammattitaitoiset

asiakaspalvelijamme, rakentajamme ja toimistotyöntekijämme tarjoavat sinulle parhaan mahdollisen ratkaisun. Pitkän, 15 vuoden kokemuksemme ansiosta tiedämme asiak-
kaidemme tarpeet ja jatkuvalla tuotekehityksellä pyrimme varmistamaan, et-
tä pystymme tarjoamaan asiakkaillemme täydellisen paketin yksilöllisiä toiveita kuun-
nellen.

Korkea laatu on meille avainasia ja siksi valmistammekin kaikki omat tuotteem-
me. Takaamme että tuotteemme ovat yhtä hyvälaatuisia kuin näyttelyalueemme tuotteet.
Näin autamme osaltamme asiakkaitamme nauttimaan vapaa-ajastaan ja irtautumaan
arjesta.

Arctic Finland House Oy on kansainvälisesti tunnettu tuotemerkki. Tehtaamme työllis-
tää yli 60 henkilöä ympäri vuoden valmistamalla tuhansia piharakennuksia vuodessa yli
10 eri maahan. Ammattimainen tuotteen käsittely ja viimeistely ovat Arctic Finland
House Oy:n tunnus. Tuotteemme ovat tarkoitettu kestämään vuosia sukupolvelta toisel-
le.

Arctic Finland Housen vahvuutena on aina ollut:

- Laadukkaat tuotteet
- Avaimet käteen – palvelu
- Asiakkaan mielipiteen kuunteleminen ja tuotteen muokkaaminen
- Hyvä näyttelyalue jossa tuotteisiin on helppo tutustua
- Erinomainen asiakaspalvelu

Pyrimme keräämään mahdollisimman paljon palautetta asiakkailta ja jakamaan sitä or-
ganisaation sisällä. Laatumme on aina ollut meillä tärkein myyntikortti ja sillä erotum-
me kilpailijoistamme. Pienet yksityiskohdat jotka ovat lueteltu alla antavat asiakkaalle
oikean kuvan siitä kuinka laadukas tuote on:

- Tukeva ja kestävä 45 mm kaksoispontattu mäntyseinä.
- Kaksinkertaiset avattavat lämpölasii-ikkunat (riippuen tuotteesta kuinka moni ik-
kuna on avattava).
- Laadukas liimapuurunkoinen lukollinen ulko-ovi metallikynnyksellä.

- Asiakkaan valinnanvapaus katon värissä ja seinän profiilissa (pyörö- tai tasahirsi profiili).
- Asiakkaan valinnanvapaus ikkunoiden määrässä ja tuotteen koossa.
- Kattava tuotepaketti joka tuotteeseen varmistaa ettei asiakkaan tarvitse etsiä muualta lisätuotteita.

Tarjoamme asiakkaalle myös kasauspalvelua jolloin tuote toimitetaan asiakkaalle ja luovutetaan vasta kun viimeinen kattohuovan palanen on kiinnitetty. Kuuntelemme asiakkaitamme ja heidän palautteen ansiosta pystymme erottumaan ja kehittämään tuotteitamme parempaan suuntaan. Vahvuutenamme on myös oma tuotantolaitoksemme ja tästä syystä pystymme muuttamaan tuotteita jos näemme sen aiheelliseksi.

Yrityksemme on aina panostanut tuotteiden esittelyyn ja erityisesti näyttelyalueeseen ja messuihin. Tällä hetkellä yrityksemme Suomen tehtaan näyttelyalue on Suomen suurimpia. Kattavan näyttelyalueen johdosta pystymme tarjoamaan asiakkaillemme parasta palvelua ja asiantuntevuutta. Hoidamme itse myyntimme ja tällä varmistamme että asiakas löytää itselleen oikean tuotteen ja että myyjämme pystyvät auttamaan asiakasta tuotteen valinnassa.

2.0 Myynti

Saatuamme tarjouspyynnön selvitämme yksityiskohtaisesti asiakkaan tarpeet saamattamme tarjouspyyntöaineistosta ja pyydämme asiakkaalta siihen tarvittaessa lisätietoja. Asiakas saa tarjouksensa sähköisesti sähköpostin välitykselle. Jos asiakas haluaa tarjouksen kirjallisena postin välityksellä silloin asiakaspalvelijamme kirjoittaa tarjouksen koneella asiakaskantajärjestelmään ja tulostaa siitä kopion asiakkaalle.

Asiakkaalta on tärkeä saada selville tarvittavat lisätoimenpiteet kuten mahdollinen rahti ja pystytys palvelut. Tarjouksen yhteydessä myyjämme tulee tarkastaa sen hetkinen tilauskanta tehtaalta tai toimiston vastaavalta, jotta hän osaa antaa asiakkaalle realistisen toimitusajan. Aina tarjousta kirjoittaessa tulee huomioida että tarjous pitää olla luettavissa kenen tahansa yrityksen henkilölle, joten myyjän ei tule käyttää omia lyhenteitään ellei niitä tunneta yrityksen sisällä. Tarjoukset tulee aina kirjata asiakastietokantaan, jotta vältetään väärinkäsityksiltä.

Tarjouspyynnössä on tärkeää tulla selville seuraavat tiedot:

- tilaajan nimi
- posti- & toimitusosoite
- yhteystiedot (puhelin numero, sähköposti)
- SOTU (jos tuote laskutetaan)
- tuote
- tuotteen varustelutaso (A,B,C)
- lisävarusteet & -palvelut (rahti, pystytys, lisävarusteita, jne.)
- toivottu toimitusaika
- maksuehdot
- katon väri
- seinäprofiili
- myyjän tiedot (nimi, yhteystiedot)
- asiakkaan allekirjoitus
- päivämäärä ja paikka
- markkinointitietoja (mistä olet kuullut yrityksestä)

Tilausta tehdessä tulee tarjous vahvistaa aina asiakkaalta. Tilaus voidaan vahvistaa puhelimitse, mutta viimeinen toimitus ei saa tapahtua ennen kuin tilaus on vahvistettu joko sähköpostin tai kirjallisen sopimuksen välityksellä. Asiakkaan tulee aina vahvistaa tilauksensa ennen kuin se voidaan lähettää.

Myyjä vastaan ottaa tilauksen ja toimittaa siitä kopion toimiston vastaavalle henkilölle. Tämä henkilö tilaa tuotteen tehtaalta ja antaa viimeisen aikataulun myyjälle. Myyjä, saatuaan vahvistuksen tilauksesta, ilmoittaa asiakkaalle toimitusaikataulun mahdolliset muutokset. Asiakas voi halutessaan siirtää toimitusaikataulua ilmoittamalla siitä AFH myyjälle viikkoa ennen toimitusta. Sama koskee myös muita muutoksia tuotteeseen. Osa muutoksista ei ole mahdollisia sen jälkeen kun tuote on siirretty tuotantoon. Näitä muutoksia ovat katon väri, tuotteen koko, seinän profiili, ikkunoiden määrä tai ovien määrä.

Kaikki tilauksen jälkeen asiakkaan kanssa sovitut muutokset kirjataan ja välitetään tietoa tarvitsevien käyttöön. Yritys tiedottaa toiminnastaan potentiaalisille asiakkaille mm. puhelinyhteyksin ja asiakaskäynnein. Markkinoinnissa käytetään referensseinä yrityksen nykyisiä asiakkaita ja tehtyjä toimituksia. Tuotteiden myynti tapahtuu tarjousten perusteella asiakkaalle.

Myynti ja markkinointi tapahtuvat pääasiassa puhelimen, painetun median, messujen, asiakaskäyntien ja internetin välityksellä. Myyjä ei ole vastuussa markkinoinnista, mutta hänen tulee kerätä tietoa mistä asiakkaat ovat kuulleet yrityksestä.

Puhelin markkinointi perustuu asiakkaiden puheluihin vastaamisesta ja soitoista tarjouspyynnön jättäneille henkilöille. Moni asiakas ottaa yhteyttä jo ennen tarjouksen pyytämistä puhelimitse, esimerkiksi messujen jälkeen tai lehti-ilmoituksen perusteella. Näille henkilöille on tärkeä saada kirjallinen tarjous sähköisesti tai postitse jos he sitä itse vaativat. Tällä tavalla pystymme varmistamaan että jokainen meidän asiakas saa mahdollisimman kattavaa palvelua ja tiedon kaikista meidän palveluista. Tarjouspohja on vakio josta asiakas löytää tarvittavat tiedot ja tarvittaessa asiakaspalvelija täyttää lisätietoa tarjoukseen täydentämään asiakkaiden tarpeita.

Asiakaskäynnit tapahtuvat yrityksen näyttelyalueella IDEAPARK GARDEN alueella tai vuoden aikana olevilla messuilla. Asiakaspalvelijan ensimmäinen tarkoitus on palvella asiakasta siten, että asiakas ymmärtää ja tietää omat tarpeensa ja miten yrityksemme voi häntä auttaa siinä. Yrityksemme pystyy parhaiten palvelemaan asiakkaitamme näyttämällä heille meidän tuotteemme näyttelyalueellamme tai messuilla. Täällä asiakas voi tutustua meidän laatuun ja nähdä tuotteen varustelutasot. Suurin vahvuutemme on nimenomaan tuotteiden esillepano ja niiden laatu.

Painettu printtimediaa AFH käyttää aika-ajoin markkinoidakseen tapahtumia, tarjouksia sekä uusia tuotteita. AFH on osa IDEAPARK liikekaupunkia ja tulee tästä syystä hyödyntämään IDEAPARKin mainontaa paikallisessa IDEAPARK-uutiset lehdessä sekä Aamulehdessä. AFH tulee myös mainostamaan messukohtaisissa messujulkaisuissa.

Suuri osa AFH markkinoinnista sekä myynnistä tapahtuu erinäisissä messutapahtumissa. AFH osallistuu vuoden aikana useampiin tapahtumiin tuomalla oma tuote eri mes-

suille. AFH vahvuus on tuotteen laatu ja siitä syystä tuotteita pitää tuoda esille erilaisissa tapahtumissa jotta asiakkaat pääsevät tutustumaan tuotteeseen ja sen laatuun. Messuilla AFH on mahdollisuus saada ensikäden tietoa suoraan kuluttajilta / asiakkailta mitä mieltä he ovat AFH tuotteista. Samalla AFH pystyy markkinoimaan tulevia tapahtumia sekä uutta näyttelyaluettaan eripuolella Suomea. Messut ovat myös erittäin tärkeitä tapahtumia jossa myydään suoraan asiakkaille. Osa markkinoinnista tapahtuu myös asiakkaan ja hänen tuttaviensa keskuudessa. Tyytyväinen asiakas mainostaa ilmaiseksi tuotetta tuttavilleen.

3.0 Sopimusmenettely asiakkaan kanssa

Sopimus syntyy, kun ostaja hyväksyy tarjouksen. Neuvottelu tarjouksesta voidaan käydä puhelimitse tai asiakkaan luona. Muistiinpanot neuvottelusta tehdään joko suoraan tarjousasiakirjoihin tai muistivihkoon. Dokumentiksi tilauksesta jää joko tarjoukseen merkitty asiakkaan hyväksyntä, asiakkaalta tullut tilaus tai asiakkaalle lähetetty tilausvahvistus.

AFH yleisiä kaupankäynnin sopimuksia käytetään aina kaupankäynnin aikana. AFH sopimukset sisältävät edellä mainitut asiat ja jokainen tietokenttä on tärkeä täyttää jotta asiakas on helppo tunnistaa. Tietokentät on luotu siten että niistä saadun tiedon avulla myyjän on helppo antaa tieto rakentajille asennusmatkasta ja paikasta. Myyjä pystyy myös informoimaan toimistoa tilauksesta ja sen yksityiskohdista kuten katon väristä, seinän profiilista, toimitusviikosta jne. Sopimus on perusta kaupankäynnille ja tulee soveltaa myös sähköpostin sekä puhelimen kautta käytävään kaupankäyntiin.

Myyjä on velvollinen lähettämään sopimuksesta kopion asiakkaalle sekä luettelemaan kaikki sopimuksen kohdat asiakkaalle ennen kauppakirjan tekoa. Asiakkaalle tulee olla mahdollisuus tutustua sopimukseen ennen allekirjoitusta. Jos kauppa tehdään puhelimitse tai sähköpostilla, tulee asiakkaalle lähettää sopimuksesta kopio hänen pyytäessä.

Asiakas on velvollinen lukemaan sekä varmistamaan sopimuksen tiedot oikeiksi. Tilaus tehdään vasta kun asiakas on allekirjoittanut sopimuksen tai varmistanut sen sähköpostilla. Puhelimen kautta tehtyjä kauppvoja ei voida syöttää tilausjärjestelmän ennen kuin myyjällä on kirjallinen varmistus joko sähköpostitse tai virallinen sopimus täytettynä

asiakkaan allekirjoituksella. Allekirjoittamalla sopimuksen asiakas hyväksyy toimitusehdot, toimitusajan, tuotteen yksityiskohdat ja maksuehdot.

Tuotteista jotka vaativat rakennuslupan on erikseen erillinen lupa mitätöidä sopimus. AFH toimittaa rakennuspiirustukset ja lupakuvat asiakkaalle joiden avulla asiakas hakee rakennuslupaa. Rakennusluvallisen tuotteen kauppakirja voidaan mitätöidä jos asiakas ei syystä tai toisesta saa rakennuslupaa omalta kunnaltaan minne tuote tulisi asentaa. Jos asiakkaalta evätään rakennuslupa, tulee hänen ilmoittaa siitä seitsemän (7) arkipäivän kuluessa AFH myyjälle. Myyjän tulee välittömästi ilmoittaa asiasta toimistolle puhelimitse sekä sähköpostilla. Toimiston henkilökunta vastaa siitä että tieto menee tehtaalle, jotta tilaus ehditään peruuttaa ennen valmistusta.

Jos asiakkaalle myönnetään sopimuksen ulkopuolelle jääviä ehtoja tai oikeuksia tulee ne ilmoittaa kauppakirjassa / sopimuksessa kirjallisesti. Näitä ovat esimerkiksi oikeus muuttaa toimituksen ajankohtaa kaupanteon jälkeen, oikeus perua kauppa tietyn aikarajan sisällä, muutetut maksuehdot kuten etukäteismaksu jne.

4.0 Tilauksen käsittely

Tilaus siirretään tehtaalle kun asiakas on hyväksynyt ja allekirjoittanut sopimuksen. Sopimus voidaan myös vahvistaa sähköpostilla (katso edellinen kappale). Myyjä lähettää kauppakirjasta kopion toimiston henkilökunnalle, joka tilaa tuotteen tehtaalta. Tilauksen jälkeen toimiston henkilökunta antaa toimitusaikataulun tehtaalta myyjälle jotta myyjä voi tarvittaessa informoida asiakasta muuttuvista aikatauluista. Myyjän tarvitsee ilmoittaa asiakkaalle vain silloin jos kauppakirjan toimitus-, maksu- tai muihin ehtoihin tulee muutoksia tehtaan tai päätoimiston puolelta.

Tilaus arkistoidaan AFH toimiston arkistoihin ja sopimus tulee olla löydettävissä sieltä. Sopimuksesta tallennetaan myös elektroninen versio asiakastietokantaan paperiversion lisäksi josta se on helppo ja nopea löytää tarvittaessa.

5.0 Laskutus ja myyntireskontra

AFH toimiston henkilökunta vastaa tuotteiden laskutuksesta ja sen seurannasta. Asiakkaan sopimuksessa ilmoitetaan aina maksuehto. Yleisimmät maksuehdot ovat laskutus toimitusviikolla, osamaksu pankin kautta ja etukäteismaksu.

Laskutusta käyttäessä on tärkeää että sopimuksessa on mainittu asiakkaan henkilötiedot ja sosiaaliturvatunnus. Tällä tavoin asiakas saadaan kiinni jos tuotteen toimitukseen ilmenee haasteita tai muuta vastaavaa. SOTU kirjataan aina ylös jos ei käytetä etukäteismaksua. SOTU:n avulla varmistetaan ettei asiakas jätä tuotetta maksamatta.

Rahoitussopimus tehdään aina asiakkaan kanssa kasvotusten. Rahoitussopimus solmitaan kolmannen osapuolen kanssa, tässä tapauksessa NORDEAn kanssa. Myyjä täyttää rahoitussopimuksen asiakkaan kanssa ja hakee asiakkaalle rahoitusta NORDEAsta. Asiakkaan tulee allekirjoittaa itse henkilökohtaisesta hakemus ja todistaa henkilöllisyytensä ajokortilla, passilla tai muulla kuvallisella henkilökortilla. NORDEA varmistaa asiakkaan luottotiedot ja antaa päätöksen myyjälle joka toimittaa sen asiakkaalle. Päätöksen jälkeen tilaus voidaan toimittaa toimistolle, joka hoitaa sen tehtaalte. Asiakkaalla on aina oikeus rahoitussopimukseen jos NORDEA sen hänelle myöntää.

Etukäteismaksua käytetään silloin kun asiakkaan luottotiedot ovat huonot tai tehdään kauppaa näyttelytuotteista. Etukäteismaksua sovelletaan myös silloin jos asiakas hakee itse tuotteen. Tällöin asiakkaan tulee maksaa 100 % tuote etukäteen ennen hakua. Maksu tulee aina voida todistaa maksutositteen kanssa jos maksua ei näy AFH tilillä. Tuotetta ei voi luovuttaa ennen kuin maksu on todistettu.

6.0 Vastuualueet

OS = osittain

TÄ = täysin

EI = ei vastuuta

	Marja	Harri	Christoffer	Pertti	Petri
MYYNTI					
tarjouspyyntöjen ja asiakaskysymysten hallinta	OS	OS	OS	TÄ	OS
asiakaspalautteen hallinta	OS	EI	OS	TÄ	OS
Tuotepiirustusten ja muiden papereiden lähetys ja hallinta	EI	EI	OS	TÄ	OS
Tarjousten lähetys postitse	EI	EI	OS	TÄ	OS
reklamaatioiden hallinta	OS	EI	OS	TÄ	EI
asiakaspalvelu	OS	OS	OS	TÄ	OS
asiakastietokannan hallinta	OS	OS	TÄ	OS	OS
kaupparakirjojen / sopimusten teko	OS	OS	OS	TÄ	OS
asiakkaiden yhteyshenkilö	OS	EI	OS	TÄ	EI
MUUT					
tavaratoimitusten hallinta	TÄ	EI	OS	EI	EI
pystytykset / rakentaminen & korjaus	EI	EI	TÄ	EI	TÄ
varaston (pirkkala) hallinta	OS	EI	EI	EI	TÄ

työkalujen vastuuhenkilö	EI	OS	OS	EI	TÄ
pystytysten hallinta	OS	EI	TÄ	EI	OS
asiakaslaskutukset	TÄ	EI	EI	EI	EI
tilaukset tehtaalle	TÄ	EI	OS	EI	EI
viikkokokousten suunnittelu	OS	EI	TÄ	OS	EI
myyntiraporttien teko	TÄ	EI	EI	EI	EI
tarjouspyyntöraporttien teko	EI	EI	EI	TÄ	EI
viikkoraporttien teko	EI	EI	TÄ	EI	EI
MARKKINOINTI					
messujen tilaus & suunnittelu	TÄ	OS	OS	EI	EI
sähköinen markkinointi ja nettisivujen hallinta	OS	EI	TÄ	EI	EI
printatun median hallinta	OS	OS	TÄ	EI	EI
näyttelyalueen kunnossapito (siivous, suunnittelu, ilmoitus)	OS	OS	OS	TÄ	OS
mainosmateriaali (esitteet, käyntikortit, messumateriaali jne.)	EI	EI	TÄ	EI	EI