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FINAL THESIS REPORT

CUSTOMER SATISFACTION SURVEY
Case: Purchase Order Centre, Prague
Nokia Siemens Networks

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Abstract

This survey has been conducted in order to measure customer satisfaction in services provided by Purchase Order Center Prague, which is operating on the behalf of Nokia Siemens Networks. The main goal was to identify strengths and weaknesses of the POC Prague's team while implementing all of the purchase order steps. The results of this survey will be used in a development of improvement strategies and future working behavior.

The research was done in a constant cooperation with POC Prague's representatives, who were providing maximum help during each step of the study process. The survey was running from February 2010 till March 2010. The results were analyzed and presented in this very report.

POC Prague got a valuable feedback on how satisfied their current customers were. They took into consideration all the negative critics and seldom low grading for further development. At the same time, a thesis writer got an excellent experience in conducting a whole customer satisfaction survey from scratch up to results analysis.

Key words: Customer Satisfaction Purchase Order SAP Tools
Qualitative Research Quantitative Research

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1 INTRODUCTION

There is a continual emphasis on a company's ability to provide high-quality services. In fact, many companies, in their attempt to compete in the marketplace, form either an organization to address various quality-related issues for the entire company or quality improvement team to address the quality related problems. Not only do companies rely on their own employees for service quality improvement, they also rely on consultants who specialize in quality improvement techniques and methodologies. (Hayes, 2008)

Customer satisfaction is nowadays tightly linked to a core meaning of quality. Customer satisfaction is a measure of how services supplied by a company meet or surpass customer expectation. It is seen as a key performance indicator within business and is a part of Balanced Scorecard. In a global marketplace where businesses compete for customers, customer satisfaction is seen as a key differentiator, as well a key element of business strategy.

As a result, it is crucially important to study customer satisfaction nowadays. Customer is the one bringing money in, and in many cases, he or she has many alternatives to choose from. Customer becomes more and more demanding nowadays. This has a direct connection to better education and development of technology. (Kotler, Armstrong, Saunders & Wong, 2002) When regular customer has several good experiences from the same company he or she might just forget about the bad one. In case of new customer, that particular customer might never come back. (Lovelock & Wright, 2001) Therefore, it is extremely important to study customer needs. This will make a strong basis of the customer relationship and thus will give a competitive advantage in comparison to other service providers.

2 CUSTOMER SATISFACTION IN THEORY

2.1 Importance of customer satisfaction

The world economy is talking about recession and more than before a customer value becomes a key factor of success since companies cannot compete in service differentiation so much anymore. Excellent quality, as it was stated previously, can keep an organization on a decent level in the market with such a fierce competition. This is where a term customer satisfaction comes out and takes a prior place.

Customer satisfaction is the single most important issue affecting organizational survival. Despite this fact, most companies have no clue what their customers really think. They operate in a state of ignorant bliss, believing that if their customers were anything less than one hundred percent satisfied they would hear about it. Then they are shocked when their customer base erodes and their existence is threatened. The key to competitive advantage is proactively gauging customer perceptions and aggressively acting on the findings. The techniques for doing this do not have to be difficult; they just have to be timely and effective. (Cochran, 2003)

Nowadays, we can observe an increase in managerial interest towards customer satisfaction. People start to understand that their success and profit depends directly on a customer's happiness about a product or service obtained. If a service met customers' expectations, the customer is satisfied. Kotler (1991) stated that high customer satisfaction ratings were widely believed to be the best indicator of a company's future profits. Firms increasingly use customer satisfaction as a criterion for diagnosing product or service performance and often tie customer satisfaction ratings to both executive and employee compensation. (Anderson, 1993)

In other words, happiness of the customers gives a positive impact on each and everyone involved into a service or product purchase. It works as a business developer and success enhancer at the same time. Customer satisfaction helps managers to forecast future sales, to expand the product/service range if needed, to estimate the profit and assure employees' bonuses.

2.2 Expectations vs. Experience

Customer cannot be satisfied if a service he or she paid for did not meet the expectations. In this case it is crucial to be able to influence customer's expectations and experiences and keep them in balance. Customer satisfaction in fact measures a gap between these two aspects. There are three known expectation dimensions:

- 1 Ideal expectations (ideals in a customer's mind concerning prices, location and friendly service)
- 2 Pre-expectations (mainly mean same as image, are in line with customer's own values and attitudes)
- 3 Minimum expectations (minimum level of expectations that the customer has set for himself/herself; might be personal, occasional, branch oriented or company oriented)

On the other hand, there are three categories of customer experiences:

- 1 A sub-expectation situation where the customer experiences the service more positively than expected.
- 2 A balanced situation where the expectations meet the experiences.
- 3 An over-expectation situation where the customer is expecting more than he/she perceives. (Rope & Pöllänen, 1994)

If the experience is positive, the expectation level increases and the customer relationship can strengthen or be created. In case it is negative, the customer relationship can worsen or can become inactive; customers spread bad things about the company or its services, which have created a bad image. The ideal variant, however, is to keep customer's experiences and expectations in balance and not to pursue perfection, which is just simply too expensive.

2.3 Customer satisfaction vs. Customer loyalty

Customer satisfaction has a direct impact on customer loyalty. These two terms are slightly different, but at the same time both are so crucially important for a company's existence. In fact, many people mistake customer satisfaction and customer loyalty for each other—assuming that they're essentially the same thing. Actually, they're quite different, and it's important for professionals to understand the difference.

Satisfaction relates to the results of a process," whether it is the process of sales, service or product performance. In service industries, for example, satisfaction is often based on the on-site repair process. Loyalty, on the other hand, is a much longer-term proposition. Loyalty relates to a relationship—one that can actually survive a negative product or service process. Truly loyal customers look beyond the occasional negative experience, continuing to purchase a company's products or services. Not surprisingly, the converse is also true. As many studies have shown, satisfied customers do not necessarily become or remain loyal customers.

That is why gaining and holding a loyal customer base is a key corporate challenge in an increasingly competitive marketplace. Customers dictate profits, and how the customer is treated and how the company backs up its commitments to their products and services largely determine whether the customer will remain loyal or switch to another supplier. Loyalty is about building and sustaining a relationship with your customers. (Chow, 1997)

Of course, just because satisfaction and loyalty are different doesn't mean that they're completely unrelated. Just the opposite; they're closely linked. Customer satisfaction is a so called cornerstone in building the bridge between company and customer. Unfortunately, until now, most companies haven't moved beyond building this cornerstone. They've failed to see that customer satisfaction is a worthy goal—but not the only goal. It's one of the primary ingredients for creating customer loyalty in the first place, but moving forward, it's also necessary to examine company operations to find out which are having the greatest impacts on loyalty. (Bleuel, 2003)

3 RESEARCH METHODS

3.1 Research approaches

According to Zeithaml and Bitner (2003), it is important to include both quantitative and qualitative research in the conducted study. It is very much clear since these research types provide different kind of information. At the same time, Proctor, T. (2003) stated that qualitative and quantitative research are often combined into a single study or series of studies. The patterns displayed in quantitative research can be enriched with the addition of qualitative information.

Traditional quantitative research answers to such questions as what, how many and how often. The aim is to classify features, count them, and construct statistical models in an attempt to explain what is observed. It can be used when studying correlations and specific changes in a field we are interested in. It is mainly used for studying large sample sizes. Type of analysis is mainly statistical, because data is in the form of numbers and statistics. This type of research requires less special skills from an interviewer than for example qualitative research method. In addition, a researcher knows in advance, what he/she is looking for. At the same time researcher tends to remain objectively separated from the subject matter.

On the other hand, qualitative research answers to such questions as why and how. Qualitative research examines the attitudes, feelings and motivations of product (service) users. This type of research has grown in popularity, for three reasons. First, it is usually cheaper than quantitative research. Second, it produces a good mechanism for coming to an understanding of customer attitudes and motivations. Third, it can improve the efficiency of quantitative research. The techniques of qualitative research involve an open-ended questioning and the data are rich and often very revealing. (Proctor, 2003) Qualitative data is very subjective though. It requires a lot of competence for a decent analysis. As we can see, qualitative research differs in many ways. Differences between two research approaches are represented in the table below.

Table 1: Qualitative versus Quantitative research methods

Qualitative research	Quantitative research
Inductive	Deductive
Subjective	Objective
Impressionistic	Conclusive
Holistic, interdependent system	Independent and dependent variables
Purposeful, key informants	Random, probabilistic sample
Not focused on generalization	Focused on generalization
Aims at understanding, new perspectives	Aims at truth, scientific acceptance
Case studies, content and pattern analysis	Statistical analysis
Focus on words	Focus on numbers
Probing	Counting

Source: Based on Patton (1990) and Chisnall (2001)

In our study, we will try to apply the most suitable and relevant research method. Most likely, in order to get the full picture of what customers think, we would need to use both types of research. This will allow us to make conclusions that are more precise and develop better strategies.

3.2 Data gathering

There are few methods of data gathering, which can be applicable in our research. Data gathering would mainly mean the sources, which give us the information to think about, to analyze and to use while making conclusions. Two main research methods are to be used in our study.

Secondary research occurs when a project requires a summary or collection of existing data. As opposed to data collected directly from respondents or "research subjects" for the express purposes of a project, (often called "empirical" or "primary research"), secondary sources already exist. These secondary sources could include previous research reports, newspaper, magazine, journal content, and government statistics. Sometimes secondary research is required in the preliminary stages of research to determine what is known already and what data is still required, or to inform research design. At other times, it may be the only research technique used.

A key performance area in secondary research is the full citation of original sources, usually in the form of a complete listing or annotated listing.

The advantages of the secondary data are savings in time and monetary savings. However, it has the disadvantages, such as relevance and accuracy. (Patzner, 1998) It is also important to distinguish internal and external secondary data. Internal data are produced by an organization in its day-to-day operations. External data are data that come from a wide variety of sources outside an organization. (Proctor, 2003) Secondary data is everywhere. We are using it daily as main information source. That is why we will definitely go for a secondary research, as one of the data gathering option.

Another research method is a primary research. It involves getting original data directly from the customers. Primary research data is a data that did not exist before. By a primary research, we collect/create the data by our own. Thus, it is expensive and time consuming. It is designed so that a company/business would be able to get an answer to specific questions. To collect primary data in our case we would have to carry out a customer satisfaction survey. Methods are to be chosen out of the following:

1. Face-to-face interviews
2. Telephone interviews
3. Online surveys (web-based method)
4. Questionnaires – sent by post (also called paper-pencil method)

Primary research will be a key method in our case. The main part of conclusions will be based on the data collected from an actual survey. That is why we would put a main stress on the survey design, data collection and results analysis. This will give us the answers to any questions we wish to ask in the questionnaire form.

4 BACKGROUND INFORMATION

4.1 Nokia Siemens Networks and POC Prague

The commissioner of the final thesis was Nokia Siemens Networks, more specifically their Purchase Order Centre WSE (Western South Europe) located in Prague, Czech Republic. POC Prague is processing the orders of NSN customers within south-west Europe and Northern America. In this chapter, we would go through some interesting facts about Nokia Siemens Networks and POC Prague as an individual functional department.

4.1.1 Nokia Siemens Networks in brief

With more than 60,000 people in over 150 countries, Nokia Siemens Networks is one of the largest telecommunications hardware, software and services companies in the world. We are committed to innovation and sustainability and offer a complete portfolio of mobile, fixed and converged network technologies as well as professional services including consulting and systems integration, network implementation, maintenance and care, and managed services. Nokia Siemens Networks was created as the result of a joint venture between Siemens AG's COM division (minus its Enterprise business unit) and Nokia's Network Business Group. Shares divided equally between Nokia Oy and Siemens AG. The new company was announced on 19 June 2006, though it began its full operations only in April 2007.

It has headquarters in Espoo, Greater Helsinki, Finland, while the West-South Europe headquarters and three of its five divisions are based in Munich, Germany. However, the services division is based in India. Its major manufacturing sites are in China, Finland, Germany, Poland and India. About 1 billion people are connected through its networks. Rajeev Suri is the current Chief Executive Officer of Nokia Siemens Networks. (Nokia Siemens Networks, web page)

Nokia Siemens Networks has five Purchase Order Centres, which take care of various geographical areas. This makes the operations run faster, while problems can be solved on a local level. This means that linguistic and cultural problems no longer a matter.

The five POC's are: POC Northern Europe (NE, Espoo), POC Prague (including WSE-Western South Europe, MEA-Middle East Europe, and NAM-Northern America), POC China (Beijing), POC APAC (Chennai) and POC Lat (San Paolo).

Below we can have a look at the illustration, which represents the operating areas of each POC.

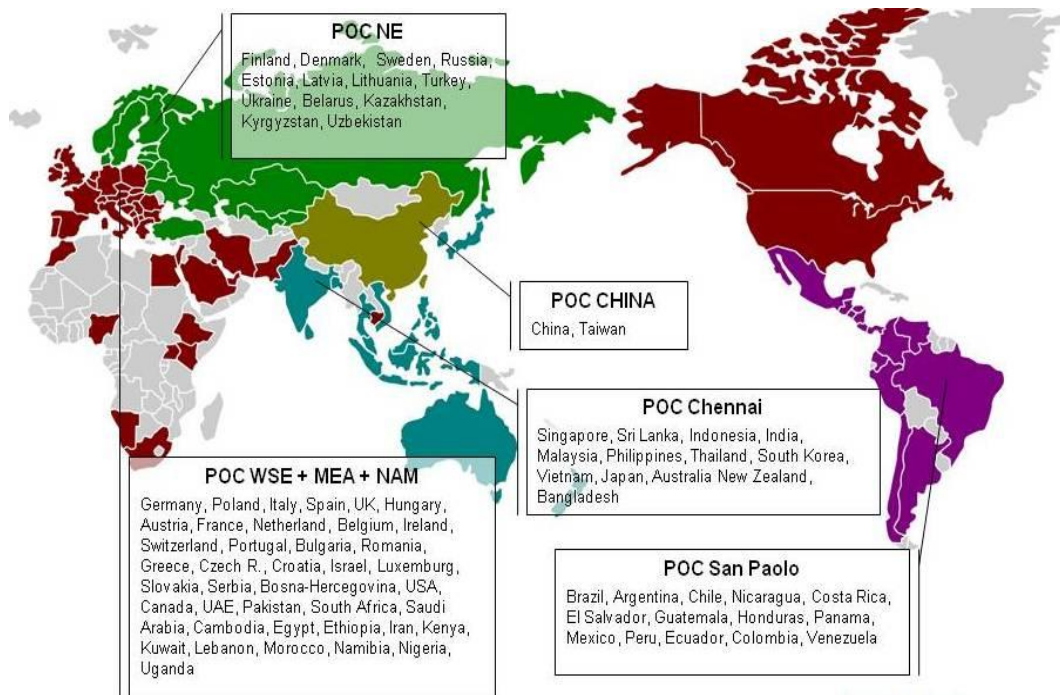


Figure 1: Operating areas of Purchase Order Centres

4.1.2 POC WSE Prague

Originally, POC Prague was a Global Shared Services department (GSS) of Siemens s.r.o., which is a Czech part of Siemens AG. Nokia Siemens Networks is nowadays hiring Siemens POC to provide purchasing services for them. Now there are around 50 highly professional people in POC Prague team. This team is associated with the last stage of the purchasing order. Therefore, the correctness of each purchase/order is upon this very team.

This team works with the whole chain of processes, which are required when a customer wants to order/purchase and what is more important to receive the goods. POC deals with delivery problems daily (late delivery, incorrect goods, etc.). In another words, Purchase Order Centre Prague plays a role of a key linkage between the NSN's goods and NSN's customers.

POC Prague takes care for three main regions: MEA (Middle East Europe), NAM (North America), WSE (West South Europe) - from which NSN Germany is the biggest customer. It has the highest amount of orders and that is why it needs more human resources to keep these customers satisfied. Therefore, DE will be an abbreviation for this very category later on.

The graph below shows the shares of all Purchase Order (PO) volume between five currently existing POC's of NSN. As we can see, POC Prague manages more than 40% of total PO volume. (POC CZ report)

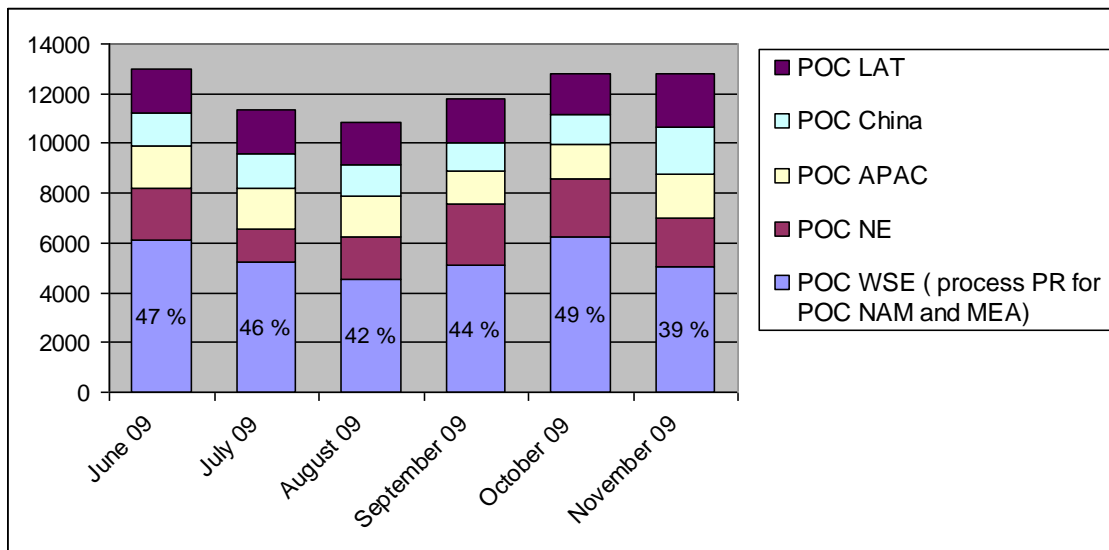


Figure 2: Total PO Volume

4.2 Background of the thesis

Few months ago, a very familiar customer satisfaction survey has been conducted for a POC NE (Espoo). The goal was to increase the level of customer satisfaction within Nordic and several Eastern countries where NSN is operating. The whole research went well and results seemed to be very satisfactory.

As POC Prague is dealing with more than 40% of NSN customers, it was crucial to organize and conduct some way familiar research. POC Prague has recently introduced new purchase/order tool. Its main purpose is to increase a speed of processes, improve the information flow and obviously to save time, therefore, to save money. However, my client did not want to make a survey on a particular subject (such as MyOrder tool, SAP base). Questionnaire form, which was used by POC NE, was pretty full and detailed but did not exactly match with the wishes of POC Prague's management. Therefore, the questionnaire form had to be created upon the special needs and requirements of POC Prague. In the following chapters, we will go through all the details and questionnaire design process specifically.

4.3 Goal of the thesis

The goal of the thesis was to measure customer satisfaction in the services provided by POC Prague. The aim was to find out the major weaknesses and strengths of POC Prague's operations. This would help us to identify the causes and develop the improvement strategies. We would give an evaluation of how happy the customers were with the services provided within past year.

In addition, as it was said earlier, the new system tool (MyOrders) was implemented. That is why we would try to find out if it causes any difficulties while working with it.

5 CUSTOMER SATISFACTION SURVEY IN PRACTICE

5.1 Internet survey

Web-based surveys are popular for collecting customer feedback data. According to a recent survey, 68 percent of customer feedback professionals indicated that their company uses web-based surveys to collect customer feedback data. This web-based platform for collecting these data was as popular as or more popular than other traditional methods, including telephone (66 percent), paper-pencil (47 percent), and interviews (47 percent).

In web-based surveys, respondents are typically invited via email containing a hyperlink that takes them directly to the survey. (Hayes, 2008) In fact, this is one of the fastest ways to create, send, and what is more important, to get a reply. Of course, at this point we would not take into account the probability of person's reply either any guarantee that a recipient would actually answer at all.

There are a few benefits of collecting customer feedback using Web-based surveys, compared to other traditional methods. First, Web-based surveys are relatively inexpensive to conduct. Unlike paper-pencil methods, there are no costs associated with printing, stuffing envelopes, postage, or data entry. Additionally, no interviewer is needed with Web-based surveys. (Hayes, 2008)

Dillman (2000) has listed other advantages of web surveys, which are related to faster response rate, ease of sending reminders to participants, and ease of data processing because survey responses can be downloaded to a spreadsheet, data analysis package, or database without the need for manual data entry.

This was the only suitable option for us. There were several reasons for that. The customers of POC Prague are located in different parts of Europe and Northern America. Sending the questionnaires by post would take a lot of time and would not assure the delivery. Costs would be high, especially if the amount of recipients is over a hundred.

Phone interviews would consume a lot of time as well. In addition, they would require professional interviewers. Phone costs would be high due to various geographical distances between POC Prague and its customers. Time difference is one of the crucial

aspects too. The last but not the least point is that phone interviews are not always easy to conduct. A person might not hear well, might have difficulties with understanding the question and so on.

Face-to-face interviews would be simply not possible, or better to say not reasonable. It would cost us thousands of Euros and who knows how long time it would possibly take to fly over the continents. This method might be good when we are talking about single interviews with very important customers for instance. Another example might be a surveys conducted in the street when we do not care about any specific person but we are aiming the crown (WWF surveys, food testing, etc).

We decided to use the services of web survey provider “surveymonkey.com”. POC Prague has purchased the right for one thousand replies from surveymonkey.com. It allows designing a questionnaire form, creating recipients’ list, tracking the response rate, sending reminders, seeing an individual response, creating charts, etc.

5.2 Questionnaire design

Customer satisfaction questionnaires are constructed in four phases:

1. Determining questions to be used in the questionnaire
2. Selecting the response format
3. Writing the introduction to a questionnaire
4. Determining the content of the final questionnaire (Hayes, 2008)

In our case, POC Prague had suggested the areas they wanted to focus on. The core issues were the professional skills of POC Prague’s personnel, communication means, ease of contacting, company’s accessibility, etc. At the same time, we knew that the internet survey should be as short and clear as possible. Usually at first person looks through the form in order to estimate how much time he or she will spend on it. People are very busy nowadays, so this matter is very important.

The base of the survey was already determined in a previous chapter. It would be a web-based survey. The format of the questions was chosen after a constructive discussion with POC Prague’s management. Likert-type format (by R. A. Likert, 1932) was very suitable in our case. This very format is designed to allow customers to respond in

varying degrees to each item that describes the service. For example, two customers might be happy about the same service, but one can describe a service to a greater extent than the other customer. (Hayes, 2008) We were mainly using the “agree-disagree” and “poor-good” formats. This allows the customers to express their opinion on a more precise level. We used an evaluation scale from „unacceptable“ to „excellent“, „strongly disagree“ to „strongly agree“ (graphs rates: 1 – 5 from worst to best ratings).

After the service from surveymonkey.com was purchased, we have successfully inserted the prepared questions into an online pre-form. The exact copy of a questionnaire can be found as Appendix 1 in the very end of the thesis. An introduction or a cover letter to our questionnaire was created in a polite and professional manner with a help of POC Prague’s representative. This letter can be also found as Appendix 2 in the end of the work.

5.3 Target groups

Target groups were created according to a geographical location. POC Prague provided the list of the desired customers and specified the geographical belonging. As a result, we have formed four target groups, which were mentioned already in chapter 3. Those were WSE, MEA, NAM and DE. First three groups represented several countries. DE group represented only German customers, which were the prior customers for POC Prague. We have sent altogether 1000 invitations.

5.4 Collecting the results

Each research has a schedule. In our case, it was very tight because we were using the services of an internet survey provider. The money has been paid for 3 weeks of time, limited to one thousand responses. We have started collecting the replies on the 8th of February 2010 and finish by 28th February 2010. After the first two weeks, we have sent a reminder to every contact, which was marked as “not replied”. On the 1st March, we started to analyze the results and prepare the graphs.

6 RESULTS

The survey has been finished; all the replies have been analyzed. Overall, we got 281 persons to answer out of 1000. This makes the percent rate equal to 28 percent. We have agreed with POC Prague that this amount of responses was satisfactory enough. It did allow us to make conclusions and count the whole research as valid. In this chapter, we will have a look at the results of the survey. Due to POC Prague management’s wish, we will analyze the general results, as well as some chosen questions by geographical area. Eight main questions were in the final version of the survey; seven of them included several sub questions. The last question was an open question, which was meant for an open feedback from customers. The complete list of open feedback is attached to this thesis.

6.1 Results by the total amount of respondents

6.1.1 Overall evaluation

Question number one describes the overall performance of POC Prague. The 279 respondents out of 281 had answered to the first question. Here is a graph, which presents the results of the first question:

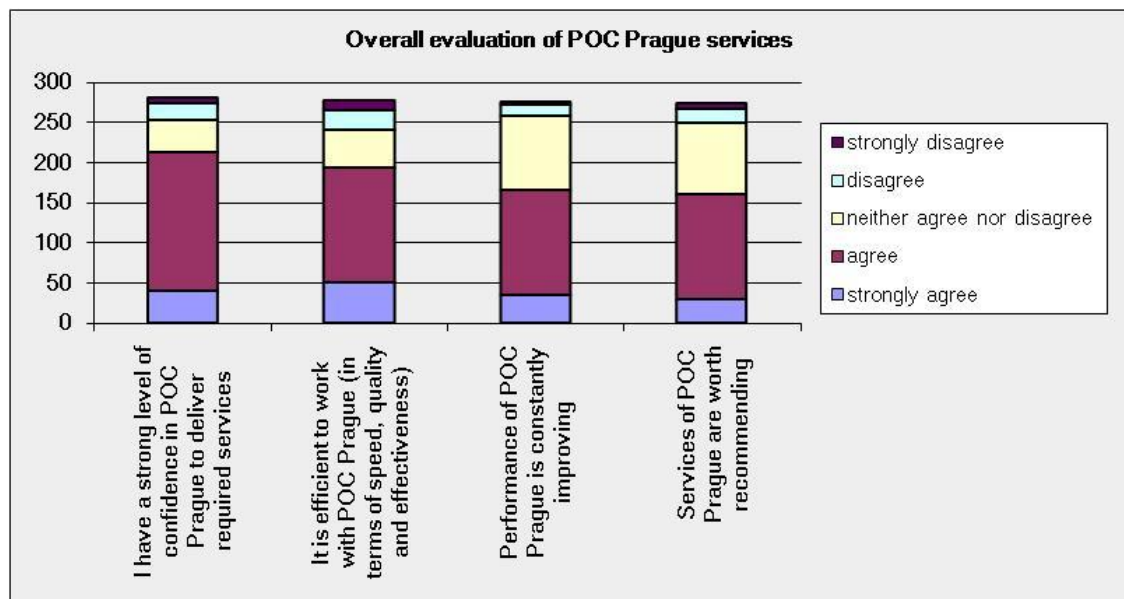


Figure 3: Overall evaluation of POC Prague services

From the first graph, we can see that the majority of the respondents agree with the statements mentioned. “I have a strong level of confidence in POC Prague to deliver required services” got 61,4% of respondents who agree with this statement. A bit more than 14% of those who strongly agree with this statement, 14,6% of those who can’t say, 7,5% of those who disagree and a bit over 2 % of those who strongly disagree.

“It is efficient to work with POC Prague (in terms of speed, quality and effectiveness)” got over 51% of those who are satisfied with the services provided by POC Prague, therefore agreed with the statement. Over 18% of the respondents are highly satisfied by the POC’s performance (strongly agree). On the other side 17,3% could not decide if they agree or not. Nine percent of the respondents disagree with the statement, and 4% strongly disagree.

“Performance is constantly improving” got 47,3% of those who agree, 12,7% of those who strongly agree, 34,2% of the respondents didn’t really know what to say, 4,7% disagree with the statement, and about 1% strongly disagree.

“Services are worth recommending” got 47,4% of those who agree and about 11% of those who strongly agree. At the same time we can see that 32,5% of the respondents preferred to not to show their opinion, 6,6% disagree, 2,6% strongly disagree.

POC Prague’s management ordered an average grading concerning this very question. We can see the results below:

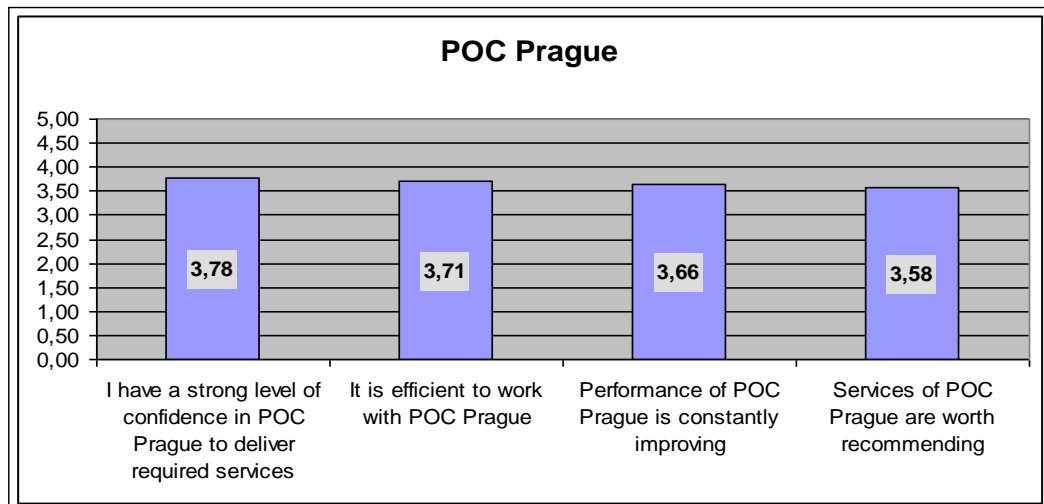


Figure 4: Average grades of overall performance

6.1.2 Evaluation of purchasing stages

This question describes the purchasing stages and their evaluation by the respondents. The 280 persons answered this question, while one skipped. From the next graph, we can see how satisfied the clients are with each of the following purchase stages: request processing, information flow, solving of deliver problems/payment problems, goods receipt related issues. Let us have a look at it below. Here is the graph:

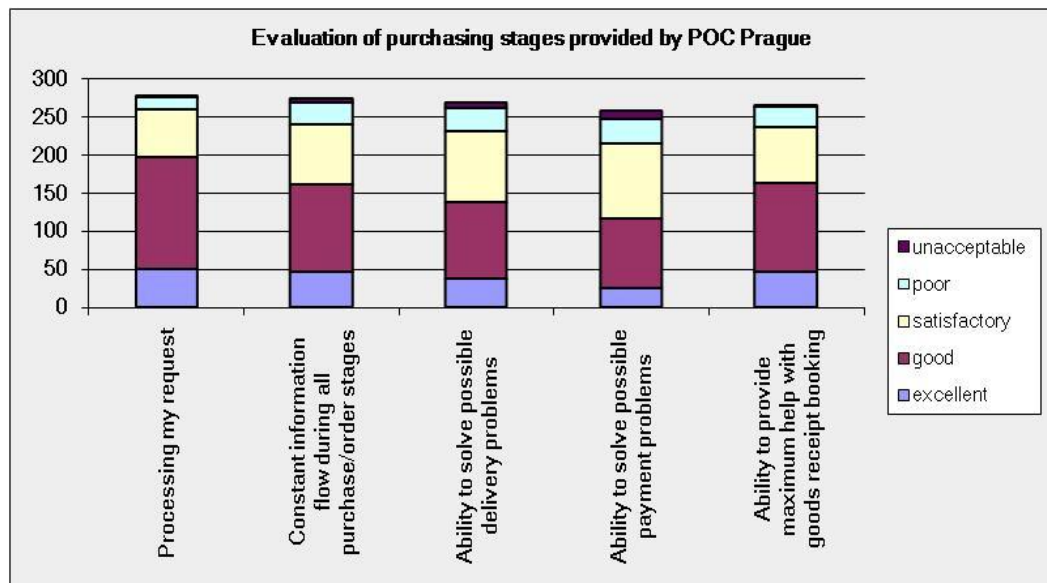


Figure 5: Evaluation of purchasing stages provided by POC Prague

Areas in which POC Prague has obviously succeeded are request processing, information flow and goods receipt issues. These aspects got the majority of the possible feedback, marked as good (52,2%, 42% and 44% respectively).

Ability to solve various problems got approximately same amount of responses marked as good/satisfactory, which shows that these areas need to be improved.

Payment issues got the highest unacceptable percentage, about 4,2%. This means POC Prague has to focus on this very area. Important to notice, that money or any money related issue is always a delicate topic.

Average grades can be seen from the graph below. Ability to solve delivery and payment problems leaves much to be desired (3,5 and 3,33 respectively).

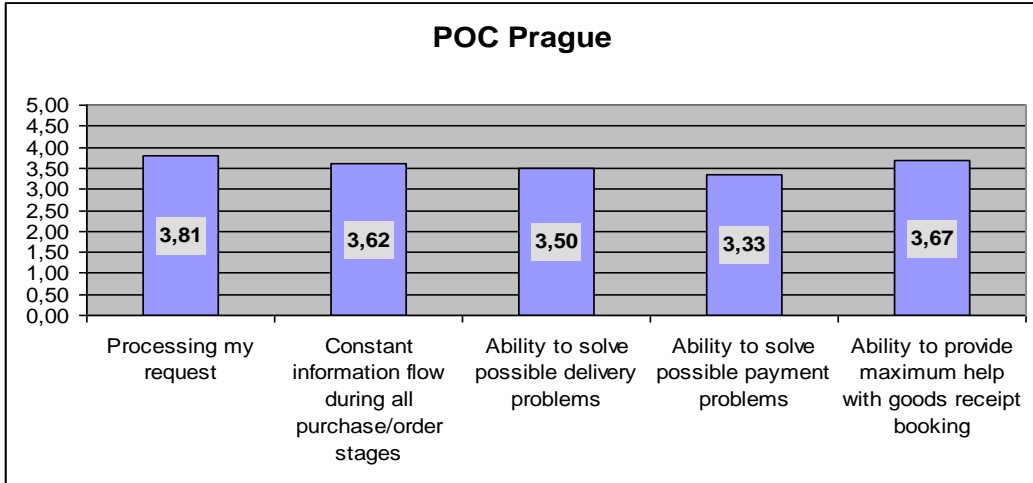


Figure 6: Average grades for the quality of purchasing stages

6.1.3 Estimation of service aspects

The 274 persons had answered. Question number 3 gives as an estimation of several service aspects, such as: service culture, reliability, punctuality, accuracy of deliveries, confidentiality, contact documentation, keeping promises, customer’s wishes, functional back-up and office location. There is also such a point as “other”. We will have a look at the open question a bit later in this report. The next graph shows the results.

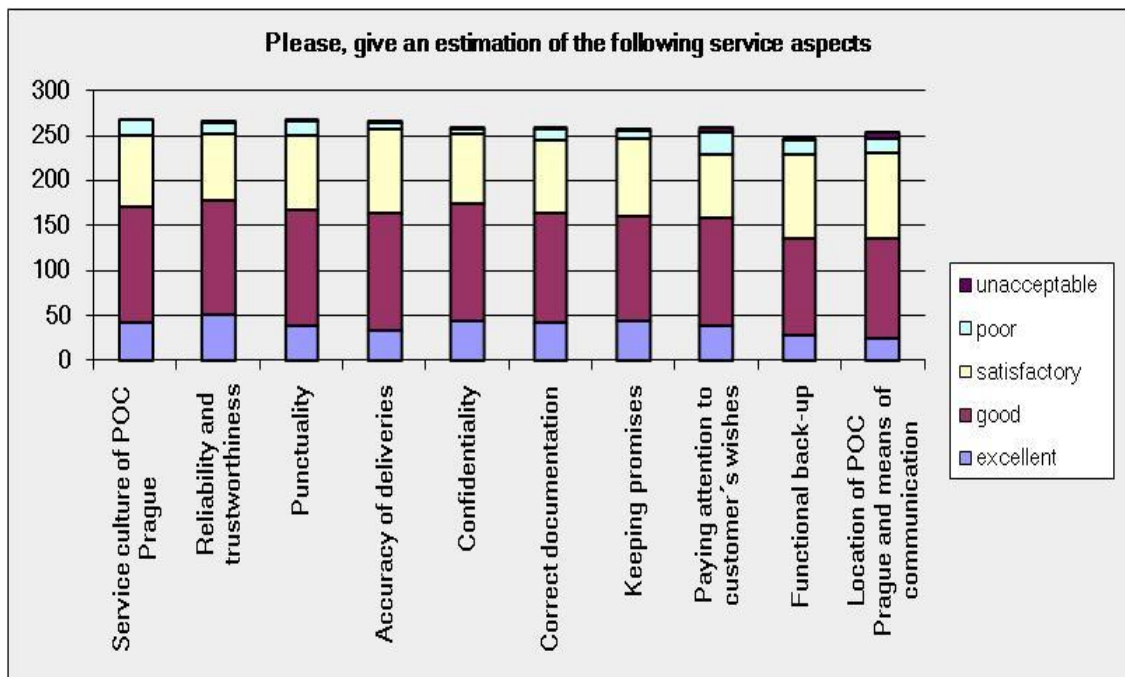


Figure 7: Estimation of the range of services

From a graph above, we can see that most of the services are on a good level (from an average of 43% up to 51%).

The two aspects with the highest success are “reliability and trustworthiness” and “confidentiality”. These aspects got the highest percentages in the areas marked as good and excellent. “Reliability and trustworthiness” got about 19% of those who thinks that POC Prague is an excellent service provider from this point of view. At the same time, about 48% of the respondents think that POC Prague performs well.

“Confidentiality” aspect got the highest percent of those who thinks that POC Prague performs well from this very point (about 51%).

The weakest areas are “paying attention to customers wishes”, “functional back-up” and “office location”. They got 1,9%, 6,5% and 6,3% respectively of the respondents who thinks that these aspects are unacceptable for them. These are the areas to work on. Grades will be shown in the following chapters by each area.

6.1.4 Approachability and ease of contacting

This question is crucial from the point of view of communication abilities of the POC Prague’s personnel. We got 267 persons who answered to this question, and 14 who skipped. Here is the graph:

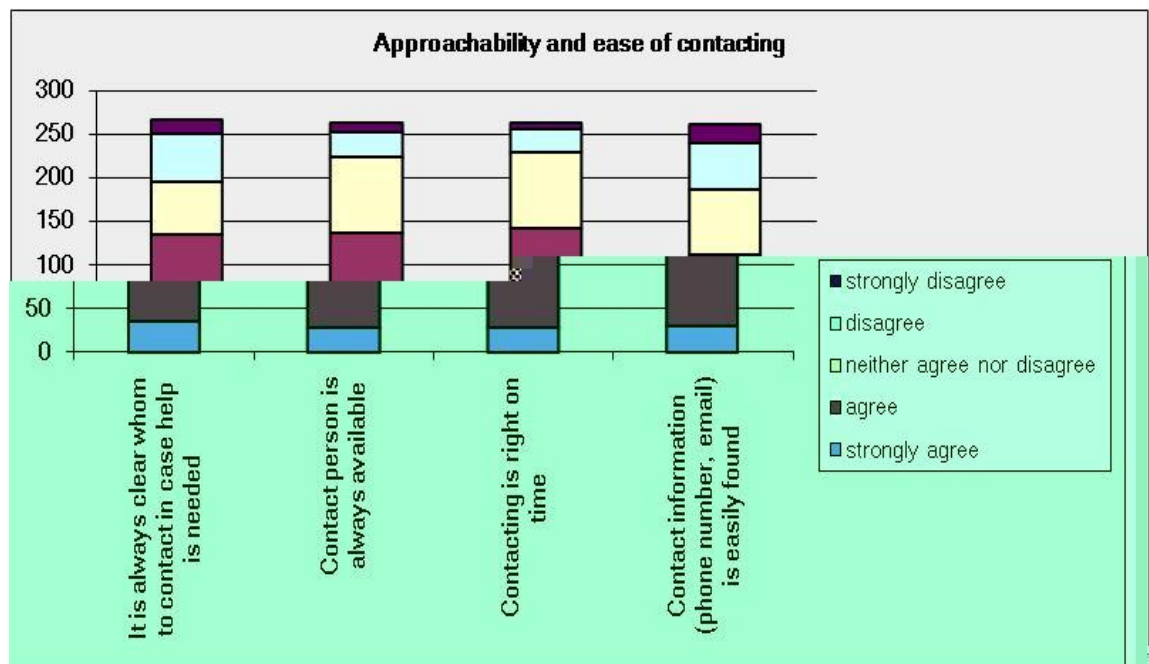


Figure 7: Approachability and ease of contacting

In general, the picture looks good. Highest percentages are within the red “agree” areas. “Contacting is right on time” got the highest 43,3% of the respondents who agrees with this statement. The weakest area is surprisingly “contact information”, which got 20,4% of those who disagree and about 8,1% of those who strongly disagree. This means that the contact information about the POC Prague is not available for everyone or makes difficulties while finding it. This is an aspect to work on.

The following graph represents the grading of each sub question.

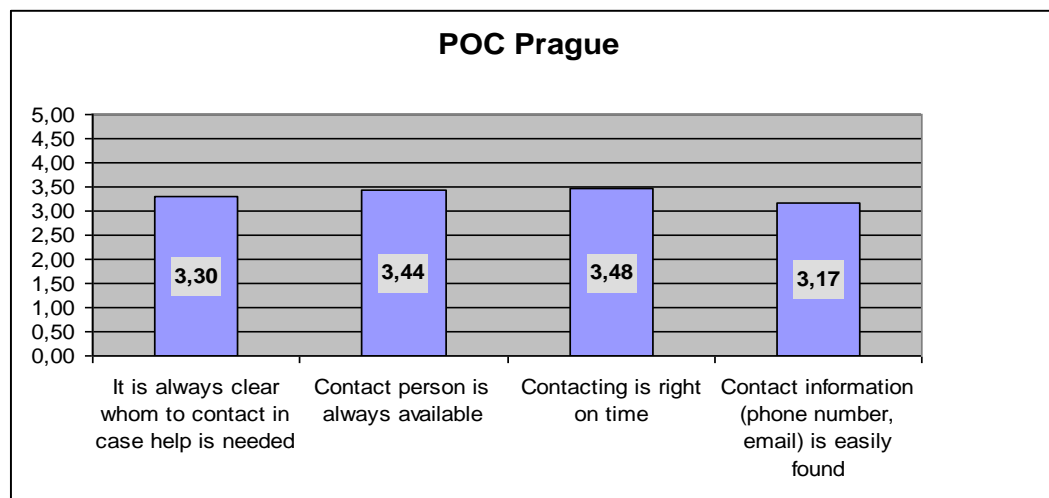


Figure 8: Average grades for approachability and ease of contacting

As we can see, all of the grades are below 3,5. This makes the approachability and ease of contacting being a crucial aspect to improve. Contact information got the lowest grade, which means that POC Prague has to be more publically listed. Contact information should be easily found from at least few reference sites.

Another conclusion to be made is that customers are not always aware of who the right contact person is. This means POC Prague has to improve not only the communication channels, but also personnel’s ability to clearly state the contact person and provide all requisites needed.

6.1.5 Means of communication

The 261 persons had replied, while 20 skipped. This question tells us about the most convenient means of communication between customers and POC Prague. The preferences are to be seen in a graph below.

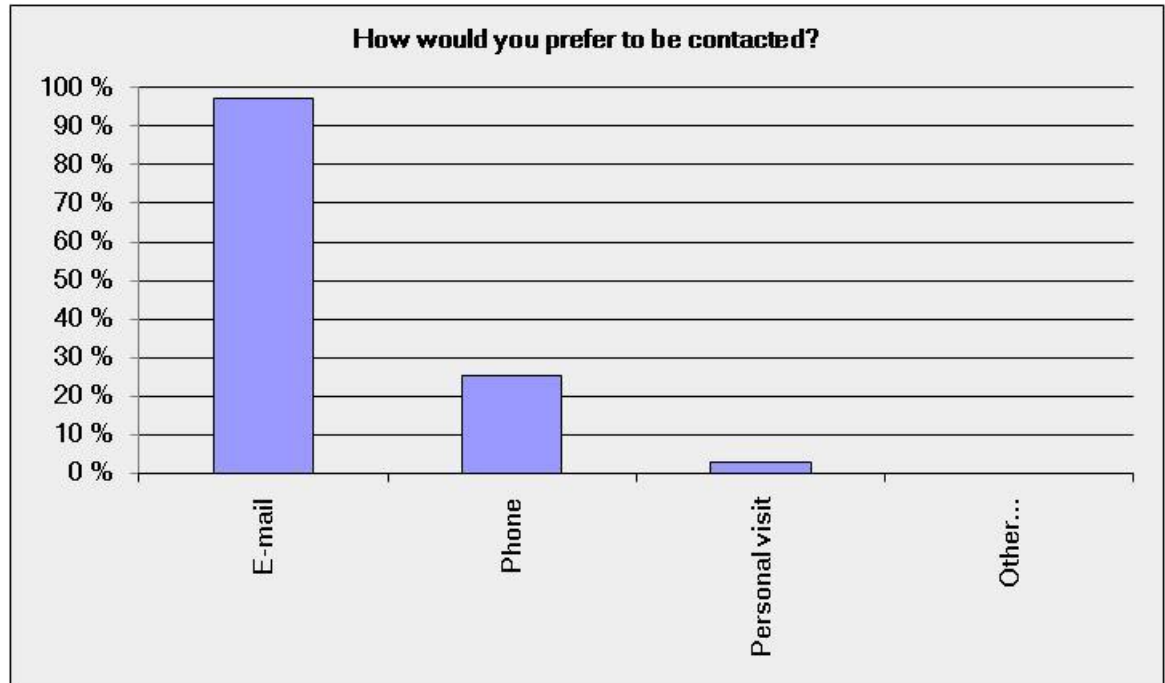


Figure 9: Preference of the communication means

The majority prefers to be contacted by email (97, 3%). This did not make any surprise because email is a time-independent and inexpensive way to communicate. Phone contacts are fine for about 25,3% of the respondents. Personal visit is an option for about 3% of the customers. This question had a multiple-choice option that is why you can see that the percentages were not divided equally, as one person could choose several means of communication.

6.1.6 Personnel characteristics

The 274 persons had answered, while seven had skipped. This question covers the most crucial points while talking about the service quality. Personnel's personal skills, expertise and competence are the major angles for performance's observation. Here is the graph:

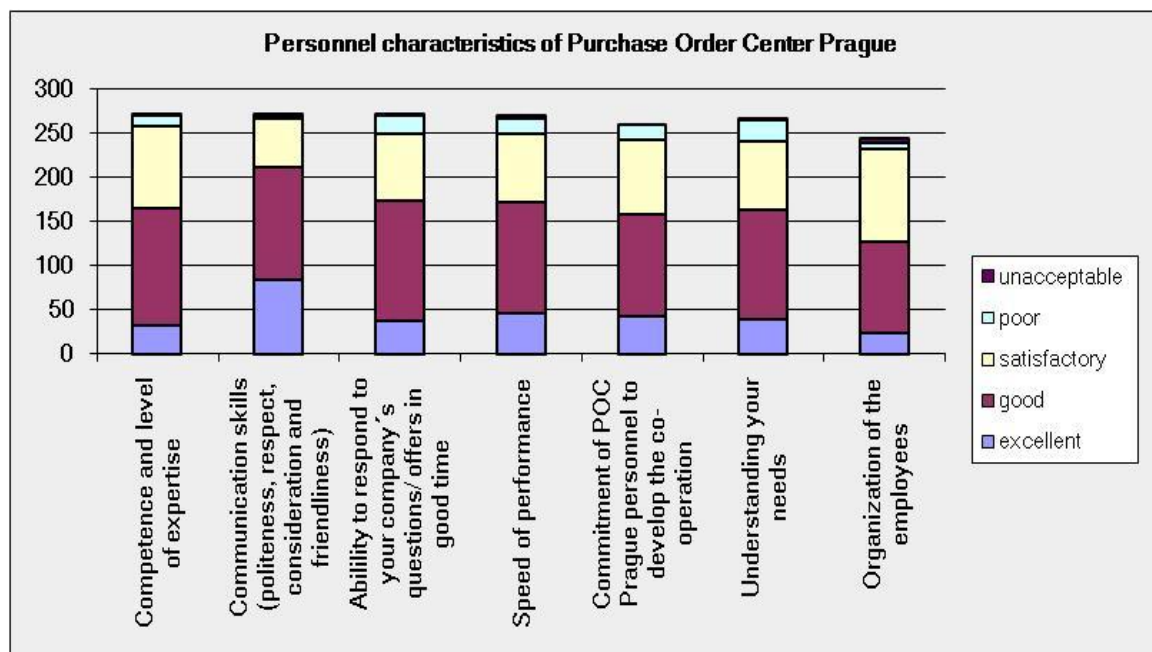


Figure 10: Personnel characteristics of POC Prague

Seven aspects were analysed in this question: competence/expertise, communication skills, quick response, speed of performance, commitment to develop the co-operation, understanding of customer's needs, and organization of employees.

We can see that in general POC Prague is doing very well. Highest percentages of responses are located within red area. This shows that personnel's skills are on a good level. The most successful area is "communication skills" which got 46,7% of those who thinks it is on a good level and almost 31,5% of those who finds it excellent!

The aspects to work on are probably "speed of performance", "understanding of customer's wishes" and "organization of employees". These aspects got several percents of those who find it unacceptable. "Understanding of customer's wishes" got

the highest 9% of respondents who thinks it is on a poor level. This makes these areas being crucial to develop. The grading is shown below.

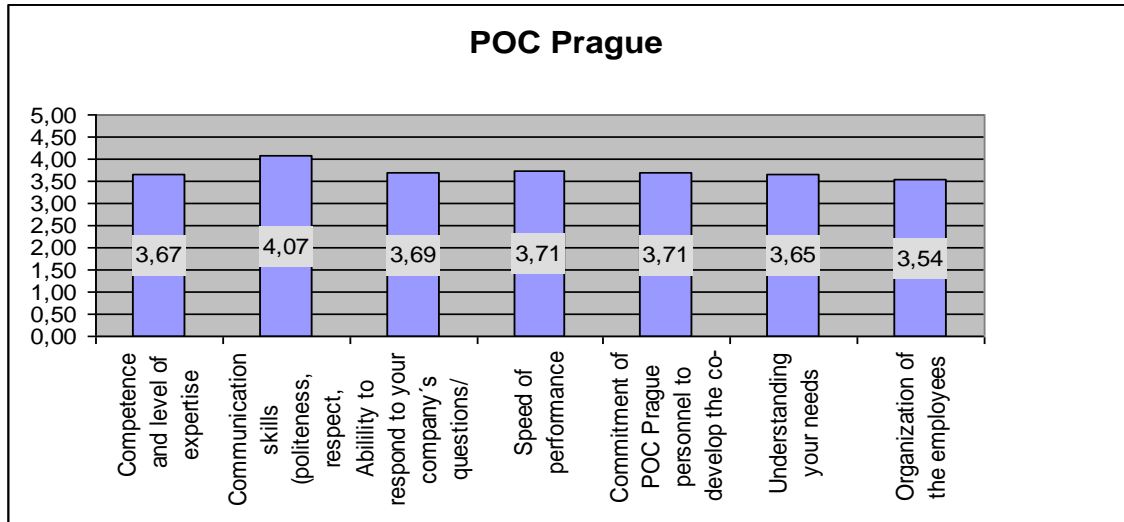


Figure 11: Average grades for personnel characteristics

As we can see from the graph above, “communication skills” got the highest grade-4,07. This tells us mainly about the inner qualities of POC Prague’s employees, as well as about a professional way of keeping a conversation going. Speed of performance made pretty many customers happy, therefore the grade is as high as 3,71. Same grade was achieved in the field of cooperation development. Competence/expertise and ability to respond to questions got similar grade 3,67. Very important to pay attention to understanding customers needs, as this very point got a grade equal to 3,65. The lowest grade was given for an organization of employees-3,54.

POC Prague has to work on these issues by activating training sessions for employees, as well as introducing new communication approaches. Successful cooperation is not possible without professional communication. This makes the basis of everything.

6.1.7 Management and organization

This question got 273 replies out of 281. Eight persons decided to skip this question. This question covers three important aspects, such as management of purchase/order processes, working tools and following of the NSN's policies. Here is the graph:

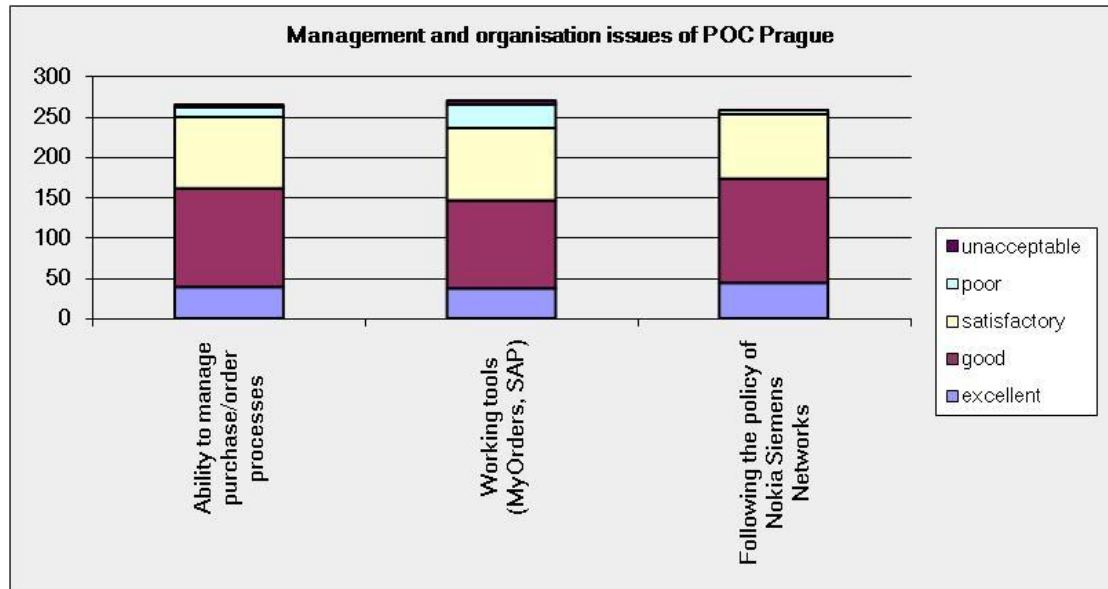


Figure 12: Management and organization issues of POC Prague

The majority thinks that these aspects are performed on a good level. Quite a lot of respondents think that POC Prague is excellent in implementing the aspects mentioned above. Following Nokia Siemens Networks policy seems to be implemented nicely. At the same time working tools (MyOrders, SAP) got 10,7% of those who thought that this aspect was on a poor level.

The amount of those who think the aspects are satisfactory is still high though. This probably needs to be checked more carefully through the open feedback received. As a result, a question (stated in the very beginning) of ease and comfort of using MyOrder tool got an answer. There are still weak points and misunderstanding towards this very tool from customers' point of view. Still the clear image might be drawn after the analysis of a related open feedback.

The average grades for implementation of the above stated issues are shown in the next graph.

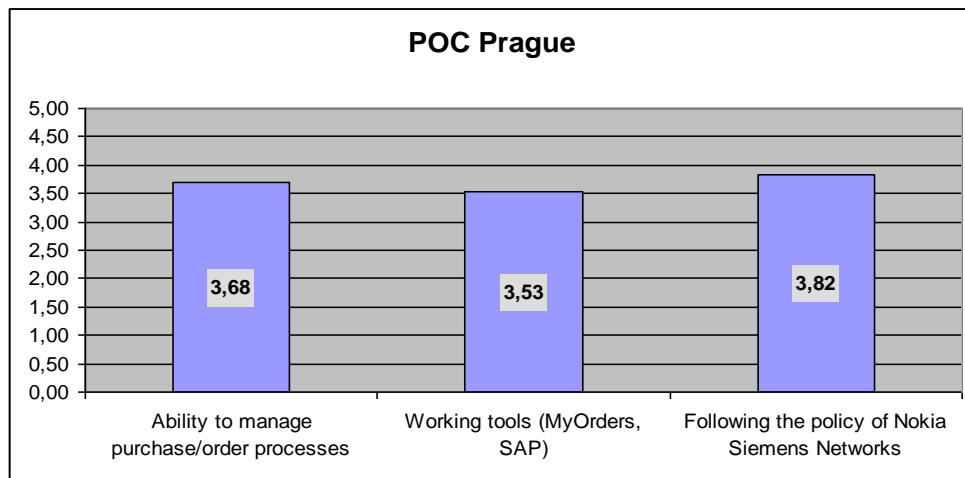


Figure 13: Average grade for management and organization issues

The grades are proving one more time the conclusions we just have made. Working tools issue with its average 3,53 shows the need in improvement. Probably new instructions and guidelines can help. Those guidelines can be written online, but be accessible for each and every customer no matter when they need help.

Ability to manage purchase/order process has a low grade, if we think about the fact that it is the core function of POC Prague. 3,68 is a current success in this field.

6.1.8 Open feedback

The last question was an open question. People could share their opinion, wishes and suggestions. We can see the whole list of the comments in the end of the report. Total 50 persons out of 281 left their feedback. In order to keep research results objective and correct, all the comments were re-written in their original form (no corrections of linguistic mistakes).

6.2 Results by target groups (chosen questions)

In this chapter, we will go through some of the questions, which POC Prague’s management wanted to highlight. Mostly, we will pay attention to the most crucial issues, which are sorted by a customer group. This will give us a clear view of customer satisfaction within each separate geographical area. It is very important while providing customized services.

6.2.1 Grading of overall performance by area

POC Prague wanted to find out in which of the four areas of operations they have succeeded more. That is why we decided to show the average grades on a scale from 1 to 5 within each target group. The graphs below show success in providing services to each geographical area.

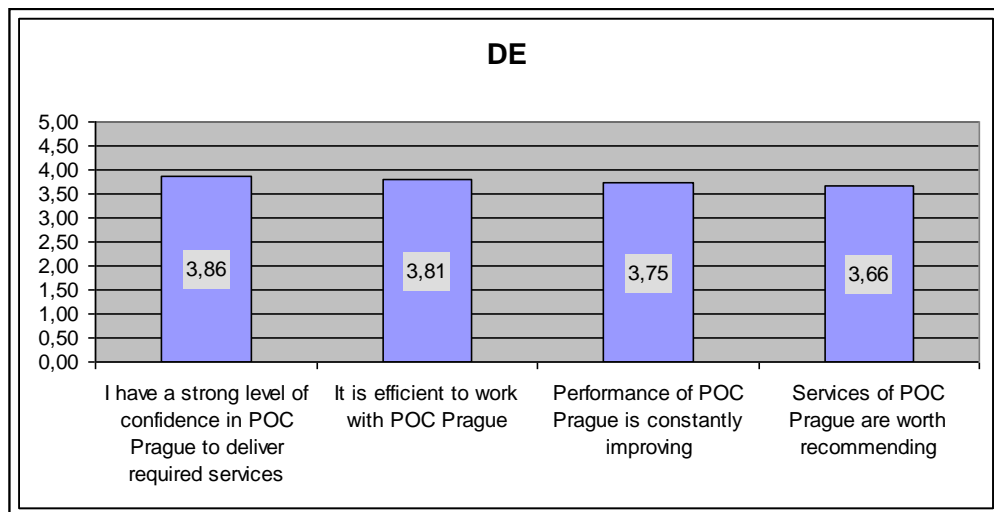


Figure 14: DE group performance grades

134 replies came from this group. De group got very optimistic grades in comparison to other areas. Strong level of confidence got the highest estimation by customers and was equal to 3,86. This group of customers is a prior group. Thus, it requires the best performance possible. As we can see from the grades, there is still a lot to do in order to reach absolute satisfaction.

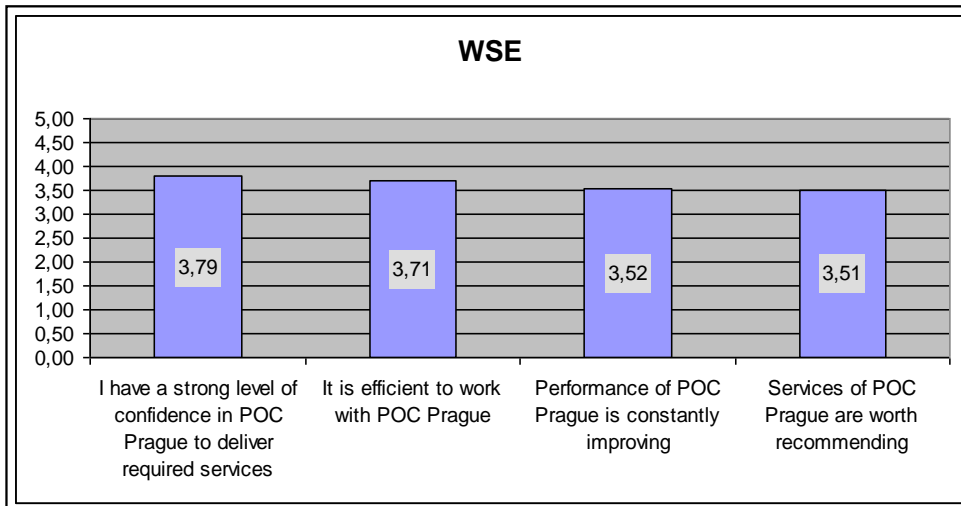


Figure 15: WSE group performance grades

98 replies came from this group. Western South Europe has obviously several weak areas to work on. Strong level of confidence and work efficiency are over 3,7, this is pretty much okay in comparison to other areas. But the remaining questions got only 3,52 and 3,51 respectively. This means that WSE customers desire to see changes that are more radical in POC Prague's performance in order to call it constantly improving. This leads to "services are worth recommending" part as well.

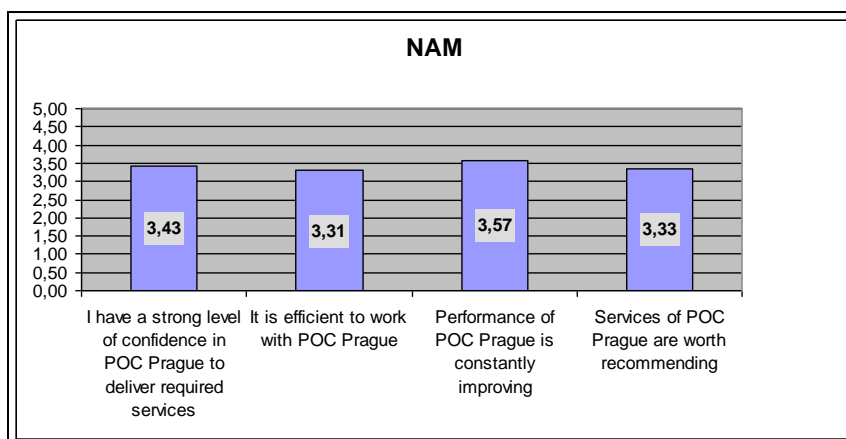


Figure 13: NAM group performance grades

30 replies came from this group. Northern America is the weakest area out of four. Highest grades achieved was equal to 3,5, while the rest were in range within 3,31 to

3,43. There are several explanations to it. First, NAM customers differ much from a distance point of view. Second, time difference plays a huge role in a communication process. Third, business culture differences affect the cooperation. This is the area to pay attention to.

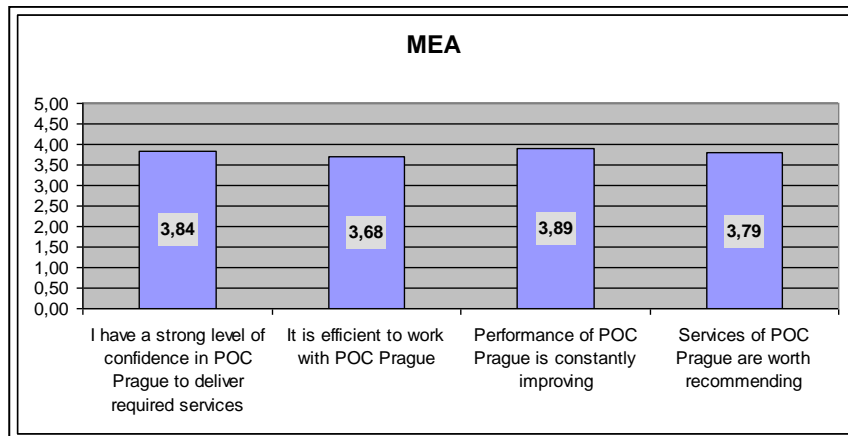


Figure 14: MEA group performance grades

This group got the smallest amount of respondents, only nineteen. Middle East Europe group got satisfactory grades. Majority thinks that POC Prague's performance is constantly improving. This can be seen from the grade equal to 3,89. "Efficient work" seems to be not as efficient as it supposed to be. Grade of 3,68 needs to be improved in the future. The sample size is only 19 persons. That means we have to pay attention to open questions (qualitative research) in order to see the points these customers are unhappy about.

First question describes the overall quality of services, the main impression of the company's operations. That is why it was very important to analyze the success within each target group.

6.2.2 Grading of approachability and ease of contacting by area

As we mentioned previously, this very question needed to be analyzed by each area. This was important because customers' locations vary a lot. Personal contacts are mainly out of discussion; therefore perfect communication channel is necessary. Now let see the grades in the following graphs.

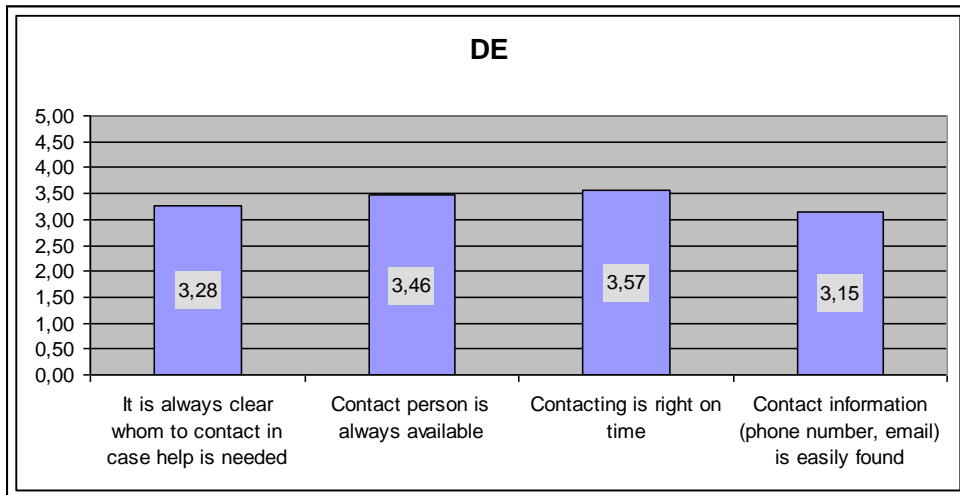


Figure 15: Approachability and ease of contacting DE group

Even though, German customers are comparatively close to POC Prague's office, it seems like communication channels are not good enough. Contact information of POC Prague is something that most of the customers are lacking. This aspect got grade 3,15, this means that if there won't be anything done about it, the whole communication would be slowly decreasing. As it was suggested before, publically listed contacts are a perfect solution. It is also seen that German customers are not always aware of whom to contact (3,28). This should be changed by paying more attention to each individual customer.

Contacting is right on time got 3,57, though still not enough say that POC Prague has succeeded in this very field. Following the time schedules should be more precise. Set calls/meetings should be tracked and performed on time.

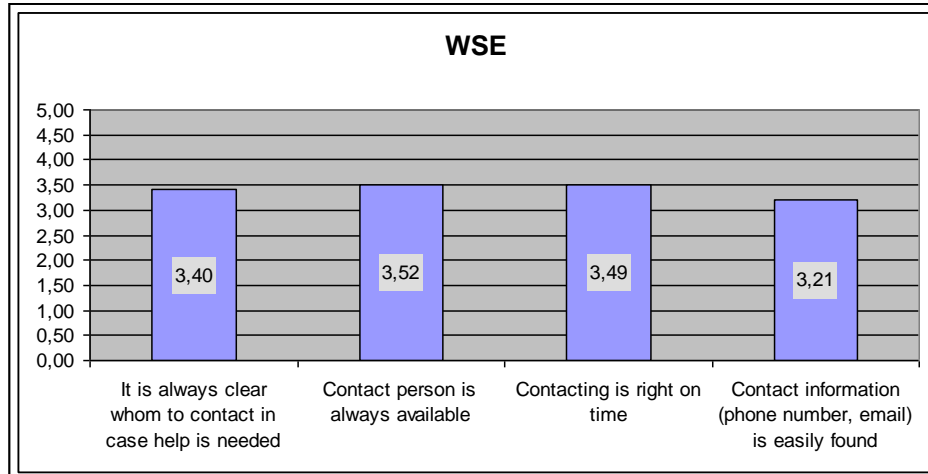


Figure 16: Approachability and ease of contacting WSE group

Here is a very familiar situation. Contact information is missing or is difficult to be found (3,21). Several customers do not know whom to contact in case of problems (3,4). Availability of contact person got higher grade than other aspects but still is on a low level (3,52). Contacting is right on time got a grade 3,49, which means that Western South Europe group needs an improved communication channels, in order to provide the necessary information right on time.

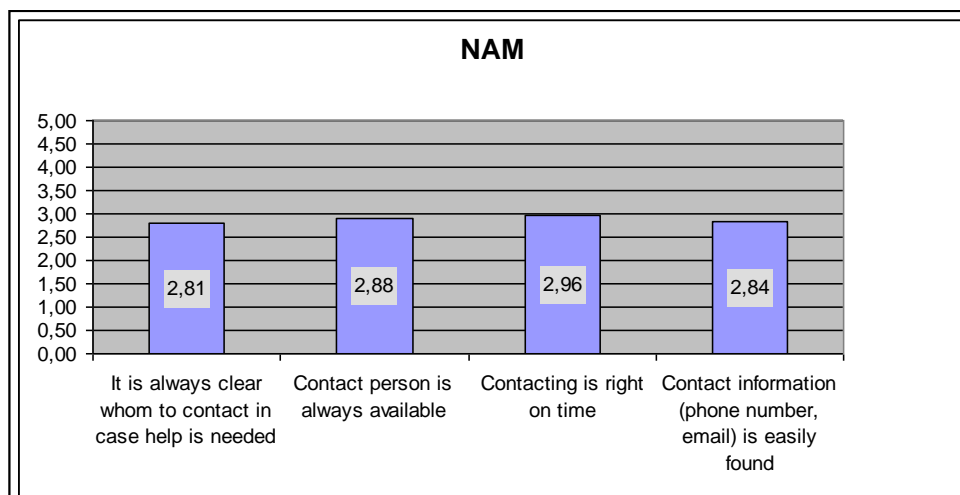


Figure 17: Approachability and ease of contacting NAM group

The graph above gives a warning picture. All of the four grades are less than 3. Contact information and understanding of whom to contact got the lowest scores of 2,84 and 2,81 respectively. This has very similar explanation, as the one I gave previously. North America is a different continent, different way of living, different way of doing business. Time zones make the communication by phone to be no longer an option. Emails are not able to solve all of the problems as fast as desired.

As we mentioned before there should be a new active communication channel with NAM customers. One option could be a 24-hour support; this would increase the grades in the future.

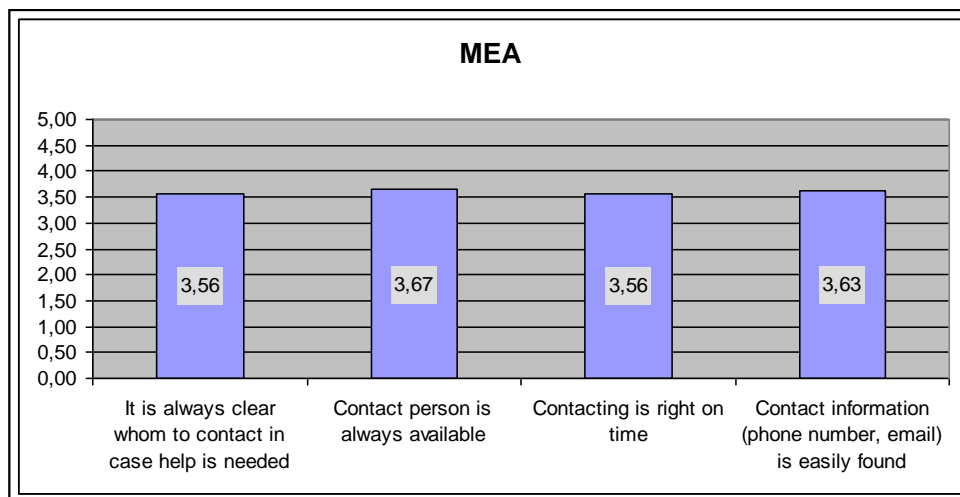


Figure 18: Approachability and ease of contacting MEA group

In comparison to a previous NAM group's results, the grades look better here. This is very understandable since Eastern European customers do not suffer from the time difference or cultural issues. Still, we need to say that grades are all below 3,7. It means that POC Prague has to put a stress on this matter. These factors are important because they set a customer relationship base. This is applicable to each target group POC Prague is dealing with.

6.2.3 Final grades

The last thing to do is to give an overall grade submitting seven questions. The overall grade is counted after each question got its average grade. The scale is still the same, from 1 to 5, where 1 is the worst and 5 is the best. Here is the graph:

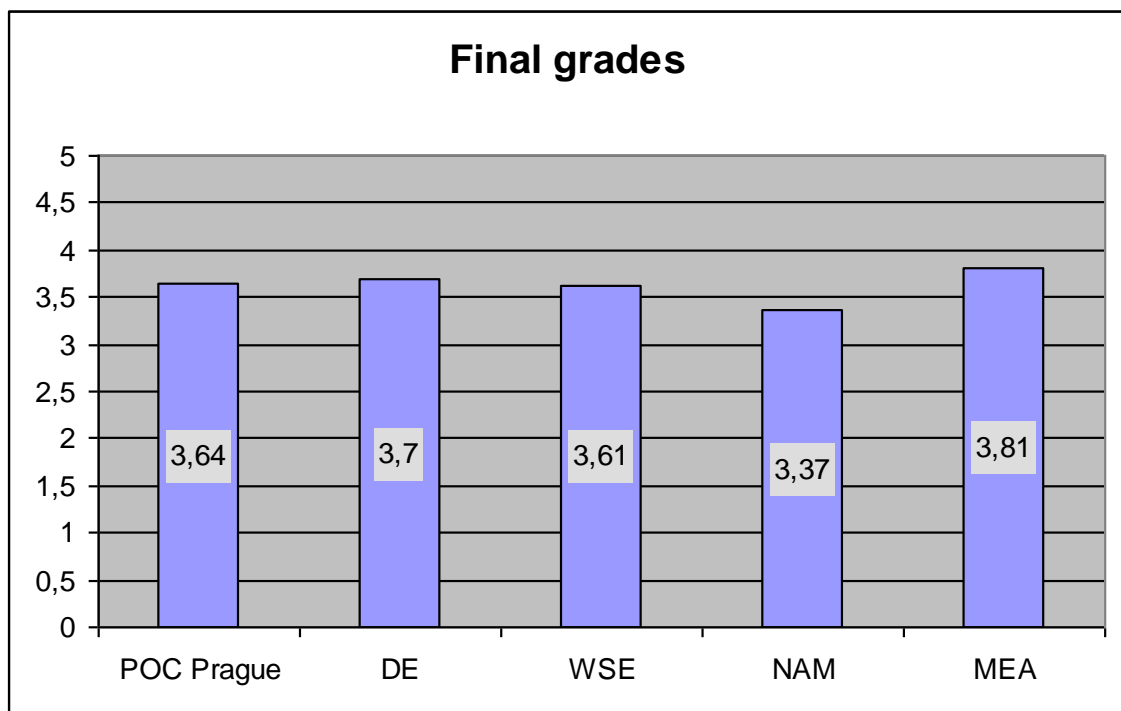


Figure 19: Final grades

The overall success of POC Prague is estimated as 3,64/5. The overall success within DE group is equal to 3,7/5. The overall success within WSE group is as high as 3,61/5. The overall success within NAM customers is 3,37/5. And finally the overall grade for performance within MEA area is 3,81/5.

As we can see the grades are allocated between 3,61 and 3,81. This is a satisfactory result. However, if all of the comments are taken into account, the next survey will definitely show an improvement.

7 CONCLUSIONS

Even though the amount of the respondents was 28 percent, the results gave us very valuable information. Research was counted as successful; results were counted as valid and reliable. This allowed us to draw conclusions and develop improvement strategies. These particular conclusions are to be used by managers for future decision-making. I have stated several suggestions in previous chapters. Summing all up, I would highlight them one more time.

The quality of services provided by POC Prague is above average, which makes us being very positive about the teams' current operations. Open feedback was mainly positive too (see Appendix). Quite many people were proposing their ideas on how to improve this or that aspect of POC Prague's work. Many of those who left an open feedback were very thankful to POC Prague's personnel. This definitely makes us feel good after all.

Still, POC Prague has to pay attention to means of communication and actual contact information. That is one of the most crucial issues nowadays. As one of the solution, I suggested a 24-hour customer support, which gives a unique chance for Northern American customers to get help. It would be very good to provide customers with updated contact information or publically list the necessary phone numbers and addresses so that each customer can easily find it in case help is needed.

Contacting right on time is very much dependent on the tracking of the time schedule and availability of the personnel. In order to keep customers happy, POC Prague has to pay more attention on the equal division of work inside the team. A high level of availability of personnel is achieved by spreading the requests/calls within one working team, in which every member has approximately same level of expertise and speed of performance. At the same time, it is very important to not to overload a single communication channel. Problems should be solved by email, phone or personal visit according to the importance of a question. Personnel should improve working with emails, from the point of speed of reply. This will decrease the time of the purchase/order requests waiting in a queue.

Another point was SAP MyOrder tool. As we could see, many people were not happy about working with this particular tool, they simply found it difficult to use. The main problems are caused by the lack of guidelines or expertise in this field. As every other software, it is complicated at its own extent, at the same time it can work slowly, it can be stuck or what so ever. The main thing here is to provide maximum guidance to customers and maximum help in case problems occur. Some of the customers required a more user-friendly interface, because they are not always aware of which button to press. The last but not the least issue is constant updating of information, prices, contact, and product availability. This depends only on the work of POC Prague's team. Faster reaction to changes is required.

Delivery and payment problems are the most difficult to solve, because these ones are not only dependent on a POC's team. Many external factors affect the processes. One more time, all I can suggest is more attention to customers from the point of communication. POC Prague has to provide maximum help and support to its customers during delivery process or payment transactions. In addition, of course, to contact a customer right away if something problematic comes up.

I strongly believe that taking into account the results of the conducted survey will help to increase a level of customer satisfaction by the next time of a familiar research. Customer satisfaction is an essential part of today's business success. Therefore, right conclusions and, what is more important, right decisions are a key to competitive advantage and growing amount of customers.

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APPENDICES

Appendix 1: Questionnaire

POC Prague - Customer Satisfaction Survey

1. Purchase Order Center Prague - Customer Satisfaction Survey

Through your participation in this survey, we are hoping to determine the details and moments for improving of Purchase Order Center Prague (POC Prague), which could be definitely profitable for both sides.
 The survey is being conducted anonymously.
 It will only take you about 10 minutes to complete.

1. Overall evaluation of POC Prague services

	strongly disagree	disagree	neither agree nor disagree	agree	strongly agree
I have a strong level of confidence in POC Prague to deliver required services	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
It is efficient to work with POC Prague (in terms of speed, quality and effectiveness)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Performance of POC Prague is constantly improving	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Services of POC Prague are worth recommending	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. Evaluation of purchasing stages provided by POC Prague

	unacceptable	poor	satisfactory	good	excellent
Processing my request	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Constant information flow during all purchase/order stages	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to solve possible delivery problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to solve possible payment problems	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to provide maximum help with goods receipt booking	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Other (please specify)

POC Prague - Customer Satisfaction Survey

3. Please, give an estimation of the following service aspects

	unacceptable	poor	satisfactory	good	excellent
Service culture of POC Prague	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Reliability and trustworthiness	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Punctuality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Accuracy of deliveries	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Confidentiality	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Correct documentation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Keeping promises	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Paying attention to customer's wishes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Functional back-up	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Location of POC Prague and means of communication	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify)	<input style="width: 100%; height: 20px;" type="text"/>				

4. Approachability and ease of contacting

	strongly disagree	disagree	neither agree nor disagree	agree	strongly agree
It is always clear whom to contact in case help is needed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contact person is always available	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contacting is right on time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Contact information (phone number, email) is easily found	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other (please specify)	<input style="width: 100%; height: 20px;" type="text"/>				

POC Prague - Customer Satisfaction Survey

5. How would you prefer to be contacted?

- E-mail
- Phone
- Personal visit
- Other...

...please, specify

6. Personnel characteristics of Purchase Order Center Prague

	unacceptable	poor	satisfactory	good	excellent
Competence and level of expertise	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Communication skills (politeness, respect, consideration and friendliness)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ability to respond to your company's questions/ offers in good time	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Speed of performance	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Commitment of POC Prague personnel to develop the co-operation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Understanding your needs	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Organization of the employees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

7. Management and organisation issues of POC Prague

	unacceptable	poor	satisfactory	good	excellent
Ability to manage purchase/order processes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Working tools (MyOrders, SAP)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Following the policy of Nokia Siemens Networks	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

8. We would appreciate any other comment, feedback or suggestion

Appendix 2: Cover Letter

Customer
Satisfaction
Survey of POC
Prague

Dear Sir/Madam,

we believe that you as a customer of the Purchase Order Center Prague and a frequent MyOrders user might help us to better understand your needs and to improve our services by giving us your feedback.

Purchase Order Center Prague (POC Prague) has prepared the following Customer Satisfaction Survey.

<http://www.surveymonkey.com/s.aspx>

This link is uniquely tied to the survey and your email address. Please do not forward this message, the link won't work otherwise.

We would appreciate if you find a few minutes to fill in our questionnaire and complete it before February, 28.

The results of the survey will be evaluated and measures taken if needed.

Thanks for your participation!

Purchase Order Center Prague

<http://www.surveymonkey.com/optout.aspx>

Appendix 3: Open Feedback

Open Feedback, Question 2

- ▶ What really upsets me is the mail that is generated to book a Goods Receipt. It is obnoxious and really pushy - as if I haven't done my job, even though the object ordered may not have arrived.
- ▶ Missing committed delivery date-information from supplier in MyOrders
- ▶ Time zone issues and the inability to speak with someone
- ▶ I have not yet requested any help with booking goods receipts
- ▶ Very kindly staff, very helpful and sometimes even in German :-). Very nice!
- ▶ Sometimes the old prices still in the catalogue and it is communicated in a long time before that is to be. Once again the order made, or products that may no longer be appointed to stand in there yet. Then the entire order will be re-made. Our orders are usually, but hurry. It also sucks, if it can only be ordered on only 40 euros. We often have small orders, which have different cost centres.
- ▶ I find my orders extremely hard to work through, I don't want to go in and find out what the status is and it's not intuitive. Prague, itself, I don't deal with, just the web interface, so my comments on Prague reflect the tool, ok? Thanks.
- ▶ Sorry, the tool requires training, not user friendly. I had no idea I was working with Prague.
- ▶ Unable to help solve tool problems booking goods receipt.
- ▶ The responsibilities are not always clear. E.g. in terms of payment problems: is it POC? is it SAS?
- ▶ In general some restrictions I would have made are not considered, since there are mostly dependencies on other departments or misleading work-flow outside.
- ▶ The only resolution that has been offered is resubmitting the request.
- ▶ They have all been great to work with and very helpful.

- ▶ Jana and Lenka are always very quick to respond and are helpful.
- ▶ It would be interesting to have a trigger in case order is waiting for action to be taken too long (for ex. 3 days)
- ▶ I was not involved in real order activities in the past year, but sometimes wrongly identified as member of POC. POC helped fast to clear this misunderstanding, also in repeated cases.
- ▶ Much slower than before
- ▶ In one case IT catalogue for dell laptops wasn't updated in time ==> we ordered laptop including docking station but contract with dell was changed so we have to order docking station separately.
- ▶ Sorry. I've made so few orders that I cannot appreciate all the evaluation items that you listed above
- ▶ Information available from SAP seem not to be sufficient in all cases. POC should be able to access all SAP data concerning a purchase.
- ▶ I'm even not aware that we have a POC in Prague
- ▶ About point not rated : I had not such cases
- ▶ "Processing of a request is ok, if all information can be send with the workflow,
- ▶ But POC cannot find smth like a VAT Id of a new supplier, I have to all the work that POC can fill in the data in SAP."
- ▶ I don't have the contacts for problems' solving
- ▶ On contact I've had with the team I've also found them happy to help

Open Feedback, Question 3

- ▶ Communication in Spanish language would be much appreciated.

- ▶ For ordering PC's the recipient is to pick out from a list of MyOrders users with active profile as receiver instead of existing NSN-Phone Book entry. Therefore all PC's are installed for the orderer instead of the owner. I have requested an change request over the key user in myOrders. Until now without response....
- ▶ Email communication works fine regardless of where they are in the world, you might just need to wait a little due to the different time zones, no problem there.
- ▶ Sometimes difficult to have the communication only via mail
- ▶ Uncovering of incorrect orders of the orders. Good
- ▶ For the last question please see my comment below
- ▶ It is impossible to get products which are not in the catalogue, no quotation, no information
- ▶ Email only is not sufficient for communication
- ▶ Would prefer them to be in USA, but they are a great group to work with.
- ▶ As said above: no order activities, but good feeling about POC in general. So some statement cannot be made fairly.
- ▶ Slower than before on deliveries
- ▶ I had no contact to POC therefore I cannot answer all the questions
- ▶ I haven't worked with POC long enough to make an informed judgement
- ▶ Punctuality of payment was not kept, even if invoice was posted to be send.

Open Feedback, Question 4

- ▶ When clicking on "Contact" no phone number or email address is shown. The link takes you to another website and no phone number there either.

- ▶ "We need a listing of contact persons in case
- ▶ Help is needed!"
- ▶ I usually have to ask our local procurement team for contact information, unless it can be found somewhere but I have not been made aware of it??"
- ▶ Never have contacted
- ▶ "Since your staff is willing to help and if one considers that members of staff cannot be available all the time, for me it is more important to have a telephone directory to find a colleague for a first clarification.
- ▶ My upper selection has to be seen in a context with the matter and the members of staff."
- ▶ People are very kind, but not efficient to find out the right supplier for special products
- ▶ Contact list in phone book is missing!!
- ▶ In some cases I get phone numbers but usually only email. Prague is in a different time zone so communications generally take 24 hours for a single 2 way communication.
- ▶ I am in North America, so the time difference can cause delays. Jana and Lenda are always prompt to reply by my next day.
- ▶ Anonymous contact address makes it a bit hard to find contacts if you have a special topic. Anyway it worked out well in the end.
- ▶ Contact information is difficult to find in intranet.
- ▶ No idea whom to contact if the person mentioned in the myorders flow is not available. Need some general contact
- ▶ n.a.
- ▶ I did not tested these services.

- ▶ My contact is Sylva Kaniova who is always easy to get hold of and responses to my questions quickly
- ▶ See comments above
- ▶ The phone number is not available via contacting directly through MyOrders, only e-mail is visible
- ▶ I havent worked with POC long enough to make an informed judgement
- ▶ In case of problems I can only try to get information with an e-mail to POC.WSE@nsn.com, than I have to wait. But in case of problems quick answers were needed.
- ▶ Use contacts that I have already only

Open Feedback, Question 5

- ▶ e-mail is easy to hold the contact
- ▶ It is undoubtable, that a personal visit is best for clarifying things, but due to the distance between Munich and Prague.....
- ▶ I havent worked with POC long enough to make an informed judgment

Open Feedback, Question 8

- ▶ Please make MyOrder more user friendly...sometimes we never know where to press!?!?
- ▶ Experience depends on the single order or topic: sometimes is fast and working quite good, sometimes slow; general impression is that POC expects that all topics when they need the PM are done immediately, but in case the PM needs POC.....things might need their time; POC also seems to me very bureaucratic, something I would expect in Germany, but not in outside; a higher level of

pragmatism and better understanding of a PMs needs would be helpful; in general: is OK, but space for improvement

- ▶ It was difficult at the beginning knowing who to contact for queries but since then I have always found the support to be friendly, polite and helpful.
- ▶ The tool is far than friendly-use. Prices in the catalogues are not always updated. Information provided by POC sometimes is not correct. Final users have been requested to contact the providers to solve problems with an order or an invoice. POC should never provide to suppliers end-users email address. POC has improve a lot but there is much more room for improvement.
- ▶ Unfortunately I am not the English language so powerful, so there are always problems to reach a solution.
- ▶ It is complicate to search in the myOrders tool for the points in pull down menus to answer questions or to find needed products in the catalogues.
- ▶ Missing the order-tracking in relation of the committed delivery date from supplier's
- ▶ Even though I have used my orders quite a bit I still find it confusing, the page layout and how the information is added could be made more user friendly.
- ▶ "I do not work with purchase order center. So I cannot answer these questions.

- ▶ Best Regards"
- ▶ It should be the possibility of automatic transfer of my orders-orders from P20 to R56 are created (to avoid entry errors and speed)
- ▶ We are in desperate need of an upload tool for CBRE purchase order processes. I have been in contact with the team, but no resolution. This is a very important aspect for Real Estate. We need to work together to get this resolved globally between the two teams.
- ▶ "The level of expertise is different, but most of staff are really good.

- ▶ Would be nice to have this survey in my own language (German). Its difficult in English - did I understand all correct? I hope so."
- ▶ The primary concern is how long it takes to get a PO approved, particularly if new vendor setup is required but it has a very negative impact to the business unit(s) I serve.
- ▶ Again, just use my orders tool, and don't like it.
- ▶ I consider the tool and process to be unacceptable and highly problematic. Some of the issues may not have anything to do with the Prague center specifically.
- ▶ After the first difficult cases meanwhile the POC is a reliable partner nascently that my job belongs firmly.
- ▶ "You have an excellent service.
- ▶ Thanks"
- ▶ I am afraid not being able to answer all questions, since I cannot estimate all features of POC from my role as a requester. However I want to express that the service from POC Prague has improved enormously within the last 6 months. I am more than happy with the cooperation, speed and quality of service and prompt support. Also good to know meanwhile some of the POC colleagues per name (email).
- ▶ Only one: should be possible for MyOrder users to know exactly the status of requested order after being sent to SAP. Users do not have any visibility on that.
- ▶ "To weight my sentence about your business performance correctly, I need to remark, that your description of maximum meets not mine. One should substitute the ""agree"" by ""agree with restrictions"" - posing ""agree"" at the top - and ""excellent"" by ""very good"", as the ""excellent"" is not suitable for this scaling (good, satisfactory etc.).
- ▶ Furthermore I suggest delivering a Purchase Order not only to the receiver but as well to the MyOrders requester (as PDF copy)."

- ▶ POC is no help to find out products which are not in the catalogue, to find out the right supplier
- ▶ "I am not satisfied with the purchasing function. I am not in the purchasing dept however in order for the process to work my PO's must be perfect.
- ▶ Also, the purchasing process is not done exclusively by Prague and these survey results will reflect the entire process."
- ▶ I honestly wasn't aware our POC is located in Prague. I deal with a lot of different people. For the most part people do try to help. I had a very bad experience with the chocolate truffles order which stands out in my head because of the fact that the order though placed several months ahead were not delivered in time for a customer event & I had to do the whole leg work of tracking the pkg. down through overseas processing to find it wasn't shipped correctly, the whole process was a nightmare.
- ▶ Very pleased with service from the group.
- ▶ MyOrders is cumbersome. I do not like it. We need to have the Purchase Order number easily identifiable in MyOrders. Understanding of working rules and the ability to be flexible to customer needs could help improve service.
- ▶ Laptop delivery takes too much time in Kenya. time limit is too much over as expected. And no update or delivery status is being communicated.
- ▶ "I'm happy with the employees from POC team. Keep at it!
- ▶ BR"
- ▶ I have one issue in Belgium, but I do not know whether you can do something about it, but it happens frequently that goods are delivered at the reception, and they have no idea who the receiver of the goods is. The 'deliver to' person is not always mentioned on the package.
- ▶ Well done

- ▶ Rating for poor working tools because of MyOrders. It is a bit tricky to use and not flexible in case the estimated date for delivery is not possible because the order was too late for meeting the target.
- ▶ Orders for Canada are so slow. Takes two months to receive a phone, as against 3 days in the process before.
- ▶ For standard components POC works well for all special cases it's sometimes difficult to find right contact person
- ▶ Unfortunately, there were problems in paying the bills. Reminders from suppliers are not reported to us.
- ▶ Where we encountered difficulties in clarification of invoices, purchase orders etc. it was mainly a problem of missing access to information because of insufficient access rights to tools (SAP) and other data base (SAS, IAT)... POC members should be able to find all data concerning a PO or an invoice to be clarified.
- ▶ I sometimes find the My Orders difficult to use
- ▶ I have not enough background for answering most of these questions... But one very important comment. It is not good to change the available and important product in MyOrders in every month without any notification (also the accessories of it...). Not possible to order accessories for the old-type of the products... As we have a cost saving cannot order to everyone new PCs.... and old-ones sometimes needs HDD / docking station / memory, etc...
- ▶ I'm very satisfied with the service of POC Prague, they offer a fast and professional services.
- ▶ Lead-time for Laptop delivery needs to be reduced. 20-25 working days is too much.
- ▶ I haven't worked with POC long enough to make an informed judgment
- ▶ Sometimes there are huge delays if asset has to be created and if new vendor has to be added. These two teams affect on my opinion.

- ▶ Direct contacts with phone numbers would be highly appreciated as well as an optimization of processes with regard to payment terms problems
- ▶ In general big improvement against last 2 years.
- ▶ If I order "easy stuff" as office supplies, POC works very well, but if I order very "special" things, for example for R+D projects, the performance is poor.
- ▶ Keep on doing the good work
- ▶ If it is possible to deliver equipment ordered in our country is better on the list of delivering we haven't our country Senegal in the list
- ▶ Many thanks to the team of Eva Jussikova specially to Miroslava Markova who provided an excellent team work.
- ▶ Is everybody handling every kind of request or are there specialists for e.g. literature, HW, office equipment?
- ▶ Since I contact very seldom the POC Prague, I would suggest to do not involve me anymore in customer satisfaction surveys.
- ▶ I used satisfactory for most of the ratings since there wasn't a "does not apply" option. I have no knowledge of who works in Prague & rely on my NAM contacts to help me with MO whenever I have an issue. I've never been trained how to use the MO tool and just dived in which can be frustrating at times.